

Maricopa County FY 2010-11 Annual Business Strategies Adopted Budget



Maricopa County



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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County Manager

David R. Smith

Deputy County Manager

Sandra L. Wilson

Deputy Budget Directors

Lee Ann Bohn

Christopher M. Bradley

Brian G. Hushek

Office of Management and Budget

301 W Jefferson Street, 10th Floor

Phoenix AZ 85003-2143 Phone

(602) 506-7280 Fax (602) 506-

3063 www.maricopa.gov/budget

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 environment.

Strategic Priorities

- Ensure safe communities
- Provide all citizens with access to an effective, integrated justice system
- Promote and protect the public health of the community
- Promote opportunities for and educate residents so they can improve their own circumstances and quality of life
- Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands
- Contribute to an effective regional economy
- Contribute to a safe and effective transportation system
- Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services
- Exercise sound financial management and build the County's fiscal strength
- Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well

Adopted by the
Maricopa County Board of Supervisors, June 7, 2010, amended October 4, 2010



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Motion

The Office of Management and Budget in coordination with the County Manager recommends to the Board of Supervisors the following:

- 1) Adopt the FY 2011 Budget in the amount of \$2,264,280,816 by total appropriation for each department, fund and function. This represents no net change from the Tentative Adopted budget of \$2,264,280,816.
- 2) Approve the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Recommended Final Budget 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 of the Superior Court, without any further Board approval.
 - b) Contract Counsel, Legal Advocate, Legal Defender, Juvenile Defender and Public Defender are known as the Public Defense System, and are considered as one appropriation. Any and all appropriations within the Public Defense System can be transferred between any and all Public Defense System departments by fund and function, as requested and approved by the County Manager, without any further Board approval.
 - c) The appropriated budgets for all employee benefits internal service funds administered by the Workforce Management and Development department are considered one appropriation. Any and all employee benefits internal service fund appropriations within Workforce Management and Development 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) The estimated ending fund balance in the General Fund, according to the schedule "FY 2011 Adopted Sources, Uses and Ending Fund Balance by Fund Type," amounts to 15% of estimated General Fund operating revenues for FY 2011. This amount is committed for the specific purpose of covering either a) an unusual revenue shortfall of 5% or more of estimated General Fund operating revenue for FY 2011 due to a natural disaster, a sudden, severe economic downturn and/or actions by the State of Arizona to reduce shared revenues; b) an unusual unanticipated expenditure equaling 5% or more of estimated General Fund operating revenue for FY 2011 that must be funded in the upcoming fiscal year due to natural disaster, a legal judgment or settlement not covered by the County's Risk Management Trust, and/or actions by the State of Arizona that shift significant new expenditures to the County; or c) a combination of the circumstances described in a) and b) that together equal 5% or more of estimated General Fund operating revenue.



Transmittal Letter

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

The 2010-11 recommended budget was developed with economic recovery in mind. Although the economy in Arizona is still very sluggish, the revenue projections are better than in the last several years. Our state-shared taxes, sales and vehicle license taxes, are no longer projected to decline. However, many of our baseline costs are still escalating. So with revenue relatively flat, our budget was still a challenge to develop. The Board of Supervisors budget guidelines called for flat budgets, whenever possible. This required departments to absorb costs that might otherwise be funded. This was accomplished through operational efficiencies and lower demands for services.

The recommended expenditure budget appropriation is \$2,264,280,816, which is a net increase of \$66,282,390 from the 2009-10 revised budget. The 3% increase is primarily due to spending of our accumulated fund balance for technology and capital infrastructure building projects. A total of \$61.9 million in critical technology projects are recommended for next fiscal year and are discussed below. Capital infrastructure building projects recommended include continuation of the Criminal Court Tower, Energy Conservation Projects and a Crime Lab. The capital improvement projects are outlined in a separate section of this letter.

The operating budget actually decreased by \$90,793,721 or 5.2% as compared to the 2009-10 revised budget. The decrease is due primarily to non-departmental contingencies and reserves. These were offset somewhat by mandated contributions to the State of Arizona. The State contributions and cost shifts increased by \$19.2 million, bringing the total up to \$46.1 million for fiscal year 2010-11. Additional costs and liabilities will be foisted upon the counties if Proposition 100, a temporary 1 cent sales tax, is not passed by the voters.

While the past several years have had unprecedented revenue declines, we are anticipating a slight recovery in fiscal year 2010-11. In the current fiscal year, state-shared sales tax, vehicle license tax (VLT) and the highway urban revenue fund (HURF) revenues are basically at budgeted levels with a less than 1.0% variance through April. Year-to-date (YTD), these revenues are still significantly under last year with sales tax -\$36.3 million or -10.6%, VLT collections -\$8.6 million or -8.0% and HURF -\$5.2 million or -7.0% compared with 2009-10 YTD collections through April. Unfortunately, Jail Tax revenue is -2.8% to budget or -\$2.6 million to budget year-to-date through April and -\$12.6 million or -12.4% under last year's YTD April collections. This indicates that sales within Maricopa County are not as strong, generally, as sales in the rest of the state. The jail tax is a sales tax which is local to Maricopa County, while state-shared sales taxes are a formula-driven percentage of the overall state sales taxes collected.

Of those revenues listed above, the recommended budget for fiscal year 2010-11 includes the following assumptions.

State Shared Sales Tax –	+2.0%
Vehicle License Tax –	0.0%
Jail Tax –	0.0%
Highway User Revenue –	+4.0%

State shared sales and the jail taxes are budgeted below our economist, Elliott Pollack's pessimistic revenue projection for next year. The budget is calculated against the revenue forecast for fiscal year 2009-10. State shared vehicle license tax and the highway user revenue fund is budgeted at the pessimistic forecast from our economist. These revenue budgets were handled in this fashion because of the relatively weak performance of these revenues to date, and the uncertainty and risk surrounding these budgets. The key to our success has been utilization of conservative revenue projections and quick responses to downturns in the economy.

While some of our revenues have somewhat recovered, property taxes, which have kept Maricopa County afloat during the years of significant revenue decline, are now of great concern. Primary property taxes are in great flux in fiscal year 2010-11 because of a significant decline in property values in Maricopa County. This has resulted in a change in policy by the Board of Supervisors. Property owners have experienced a decline in perceived wealth as a result of their real properties losing value. The Board of Supervisors has responded by actually cutting property taxes for its citizens. This has put additional strain on our budget, but it is expected to assist citizens during this economic downturn. Property taxes will be discussed in greater detail later in this document.

The Budgeting for Results guidelines for fiscal year 2010-11 were adopted on January 11, 2010 by the Maricopa County Board of Supervisors. The guidelines called for the *development of a sustainable, structurally balanced budget* that achieves, within available resources, the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan.

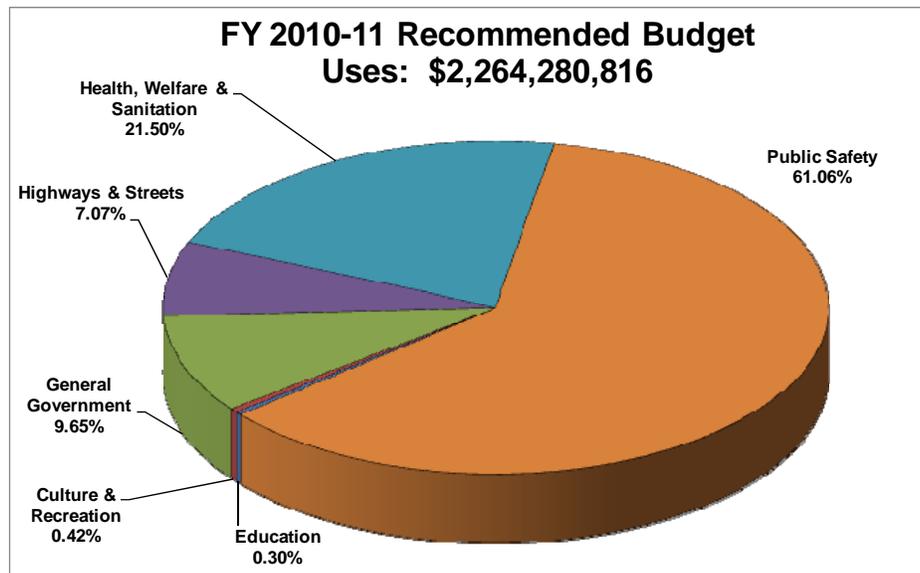
1. No increase in the overall property tax levy from FY 2009-10.
2. No anticipated employee compensation funding.
3. Budget targets adjusted for board approved changes or state mandates.
4. Base budget should be within the target and structural balance should be maintained within funds, whenever possible.
5. No requests for additional funding.
6. Uses of fund balance to support operations must be specifically approved by the Board of Supervisors.
7. Capital budget will be developed with non-reoccurring resources made available.
8. Information technology with a return of investment of 3 years or less will be considered.

These budget guidelines helped to set the framework for the development of the recommended tentative 2010-11 budget. The budget being presented is structurally balanced with very few exceptions. Those exemptions are outlined in the executive summary section of the budget document and in the transmittal letter, Section: [Structurally Balanced Budgeting](#).

Expenditures Uses

Maricopa County's expenditures are primarily made up of criminal justice and health care related costs. The chart outlines the expenditure uses for fiscal year 2010-11.

Public safety, the largest category, is made up of a number of departments and offices, and include the following: Superior Court, Adult Probation, Juvenile Probation, County Attorney, Sheriff, Clerk of the Court, Public Defense Services, and Constables. While these expenses make up 61.06% of the budget, much of the caseloads within Public Safety and the Justice arena have decreased over the past year. This very new



occurrence assisted us as we reviewed statistics and set expenditure budgets for the recommended budget. Later in the document is a section on Justice and Public Safety that outlines the changes that have occurred in this category.

The other large category, Health, Welfare and Sanitation, is made up of Public Health, Correctional Health Services, Health Care Programs, Medical Examiner and Solid Waste. Demand for services is on the rise in these departments. There is a section below that outlines the costs within the recommended budget for Health Care Programs. These are programs run by the State of Arizona, but partially funded by Arizona counties. Another component of health care costs that is on the rise is Correctional Health Services.

Correctional Health Services' detention fund budget is increasing by 4.7%. Although the inmate population in the jails is down, demand for services within Correctional Health is on the rise. A larger percentage of the population that is incarcerated has mental and other related health issues. Inmates arrive in the jail with substance abuse and other serious health issues that require attention. The budget for Correctional Health Services has increased to address these concerns. The recommended budget includes \$2,366,066 for new medical staff, primarily in mental health. This includes increases in the number of physicians, nurses, and support staff. In addition, funding for an Electronic Medical Records System is being recommended with one-time monies. All of these initiatives are needed to improve services as

the constitutional standards required in this setting continue to increase. The new funding will also assist Maricopa County in an ongoing Federal Court case, Graves v. Arpaio.

Structurally Balanced Budgeting and Historical Overview

Many 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 building and technology projects with cash, and keep our expenditures in check. The intense fiscal discipline is paying off in the recommended FY 2010-11 budget. Unlike most of other governments, we have not used enhanced Federal Medical Assistance Percentages (FMAP) monies for operations. These are federal stimulus funds that became available to the states in FY 2008-09. The State of Arizona is required to share a portion of these funds with the counties since cost-sharing of the State's Medicaid long-term care (ALTCS) and acute care (AHCCCS) programs occurs with Arizona Counties. Therefore, \$107.9 million in one-time Federal Stimulus funding (obtained through the FMAP program) was set aside and is now available for critical technology and capital building infrastructure projects.

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.

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 revenues continued to drop. The 2009-10 budget included additional reductions of \$130.3 million. The recommended 2010-11 tentative budget includes operating and non-operating budget reductions of \$87.3 million, bringing the five-year total to \$416.5 million. With reductions in grant funding and other adjustments, total County operating expenditures are being reduced by \$90.8 million.

Most of the 2010-11 reductions occurred in Non-departmental, where most countywide expenditures are budgeted. The reductions which are recommended in Non-departmental occurred in contingencies and other reserves. Other reductions occurred in departments with lower service demands and with efficiency gains. In addition, many departments absorbed the benefit cost increases totaling \$20.8 million, and may not show actual reductions, but will have less available funds for other operating expenditures.

Only a handful of funds are not in structural balance as we move forward with this recommended budget. These funds include: Solid Waste (580), Waste Tire (290), Planning and Development (226), Spur Cross Ranch (225), County Improvement Debt (320), County Improvement Debt 2 (321) and Risk Management (675). Solid Waste 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. The Solid Waste and Waste Tire funds will need to return to structural balance in the next several years. Planning on this has begun. There is more on Planning and Development department issue in the section entitled Regional Development Issues, below. In Parks and Recreation, there is a special revenue fund for Spur Cross Ranch which is funded with a dedicated sales tax from the City of Cave Creek. With sales tax receipts lower than anticipated, this fund is out of structural balance. In future years, it should return to structural balance as the sales taxes rebound. County Improvement Debts funds are fully funded with general fund cash in the General Fund County Improvement Fund (445). Finally, the Risk Management Trust fund is decreasing its cash balances but will still have sufficient cash to handle all administrative and claims requirements in the coming fiscal year.

Econometric and Demographic Trends

Trying to anticipate what is happening in the economy has been a challenge for the last several years. The economy has been unpredictable, even for the pros. Maricopa County has been utilizing the services of Elliott Pollack and Company, as well as the University of Arizona, Eller College of Management, Economic and Business Research Center for our forecasting and economic information for many years. Reviewing the information from these two very reliable sources has helped us to navigate the troubled economic tides. The quote below outlines the latest information received by Elliott Pollack regarding the future state of the Arizona economy.

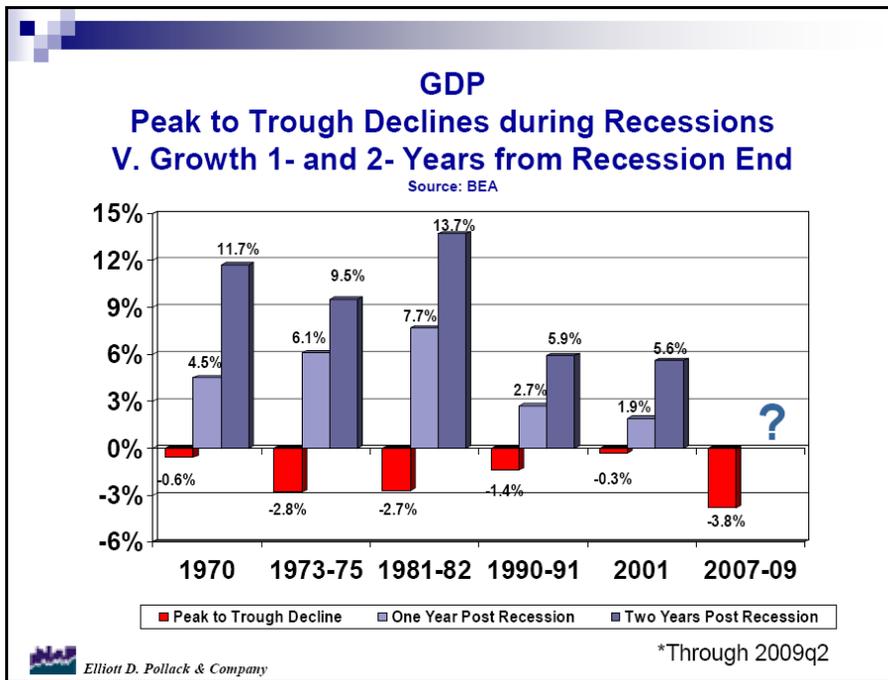
There will be downward pressure on the economy from weak consumer demand for another year or two. Consumers are still feeling financially impacted from the

recent recession. As of the end of 2009, consumers were beginning to spend more on both durables and non-durables. However, they were also still spending nearly 18% of their incomes on past purchases, owe more on their homes than they are worth, and are reporting very little confidence in the economy.

Elliott Pollack and Company, April 2010

Reviewing the financial information that was available while in budget development, the Office of Management and Budget recommended a very cautious approach to budget preparation. The Board of Supervisors approved budget guidelines reflected this approach. While some economic indicators are beginning to show signs of recovery, others are still sluggish and of concern. Consumer confidence, as outlined above by Elliott Pollack, is still very low. Consumers are expected to save more, which will hurt spending in the short run. Once jobs return to the Arizona economy, spending should rebound.

Real GDP, which is reflective of the economy, fell by 3.8% from the high point in the business cycle. The fourth quarter of 2009 showed strong growth, but it is not reflective of true consumer or business spending. It is instead, a result of very low inventories. This indicator will need to be watched carefully in the future.



Access to capital and funding for businesses is still strained. While the federal government has loaned banks monies at 0.0%, none of this funding is actually making it to businesses that require this capital to expand business. Banks appear to be using this money to purchase U.S. treasuries, so the improvement to the economy is not effortlessly occurring.

Population growth, which helped to drive the economic boom in the past, has begun to decrease significantly. The Phoenix metropolitan area can attribute its economic success to a great degree to the growth in population. Maricopa County has been one of the top U.S. counties for growth consistently for many decades. However, that growth has slowed substantially. Some economists believe that growth might be below 1%, flat or even in a declining position. Reasons for the significant change in population include: migration out of the state by illegal immigrants, individuals putting off retirement, inability to sell houses in other parts of the country to move, and lack of jobs. A reduced number of residents, with little consumer confidence, means a very slow

economic recovery. Population has always helped to grow our economic engine. We will need to closely track this trend.

Property Taxes

Maricopa County's primary property tax levy is recommended to remain flat in the fiscal year 2010-11 tentative budget. The net assessed value has dropped by \$2.9 billion from FY 2010. For many taxpayers, this could mean higher taxes despite their homes losing assessed value, because financially-strapped governments will continue to levy the maximum allowable by State law. However, in Maricopa County government, this will not be the case. The budget guidelines acknowledged this issue and the Board of Supervisors called for the Office of Management and Budget to maintain the same levy as was adopted in fiscal year 2009-10. The recommended 2010-11 budget has a levy of \$487.4 million which is flat compared to the FY 2009-10 adopted budget.

This public policy, set by the Board, will mean County government will leave \$25.1 million in revenues behind that could have been legally assessed. It also means that the average taxpayer will actually see a reduction in primary property taxes. This is due to the new property that was added to the tax rolls this past year. New property added to the rolls accounted for \$14.5 million of the property tax assessment, which means all remaining property owners will be paying less in taxes. The median full cash value of a home in FY 2010 was \$192,000 and has dropped to \$148,800 for FY 2010, thus decreasing the tax bill by \$24.69 annually.

Another way that Maricopa County is saving our taxpayers money is by not issuing any General Obligation Bond debt since 1986. In the late-nineties, the Board of Supervisors decided to utilize a "pay as you go" capital plan for large capital improvement projects. This year, they have included large technological projects into that category. This means that the County is paying cash for the Criminal Court Tower, other capital improvement projects and a number of technology infrastructure issues. The cash funding philosophy has literally saved the taxpayers tens of millions of dollars 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 general obligation bonds since that time.

Finally, the last significant issue regarding property taxes is the continued drop in property assessed valuations. 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 continues to have significant budgetary troubles. The budget passed by the State Legislature and signed by the Governor includes significant cost shifts to Arizona Counties. In Maricopa County, the State cost shifts since fiscal year 2008 total \$125.6 million. In the recommended budget, Maricopa County has \$46.1 million in State unfunded expenditures shifts, which is an increase of \$19.2 million from last fiscal year.

The State of Arizona recently had an important issue pending with the voters. On May 18, 2010 the State held a special election to ask the voters to consider a temporary sales tax of one cent per dollar to help fund primary and secondary education, health and human services, and public safety. Since the temporary tax was approved, Maricopa County does not anticipate any additional cost shifts to occur in fiscal year 2010-11. However, the county is still at risk for future year cost shifts.

Another issue that is looming is the transfer of the function currently performed by the Department of Juvenile Corrections (DJC) to counties. This issue was discussed at length during the 2010 Legislative Session. Currently the DJC is scheduled to shut down by July 1, 2011. A commission is to be established with heavy representation of the Governor's Office to review the proposal and other options. The commission has not yet been appointed.

Federal Stimulus Funding

To date, Maricopa County has been awarded \$54,741,345 in funding through the American Recovery and Reinvestment Act of 2009 (ARRA). Many of the projects funded with ARRA grants began in FY 2009-10 and will continue in FY 2010-11. A portion of the funding received is passed-through to other jurisdictions. This amount totals \$9,058,935. Highlights of the projects funded with ARRA grants can be found below include the following:

- Infrastructure Improvements for Asphalt Rubber Overlay, Transportation - \$6,469,193
- Shoulders and Bike Lanes, Transportation - \$750,000
- Energy Efficiency & Conservation Block Grants, Numerous Departments - \$3,567,800
- Edward Byrne Memorial Competitive Grants (EBMCG), Adult Probation, County Attorney, Justice System Planning and Information, Juvenile Probation, and Sheriff - \$1,477,760
- Combating Narcotic Activities, Adult Probation - \$685,993
- Prison Reentry initiative, Adult Probation - \$2,045,584
- Prosecution of Gang, Drug and Violent Criminals, County Attorney - \$1,908,589
- Victims of Crime Act, County Attorney - \$278,493
- Neighborhood Narcotics Enforcement, Sheriff's Office - \$412,000
- Numerous Human Services Programs, Human Services - \$26,148,908
- Homeless Programs, Public Health - \$238,718
- Electronic Medical Records, Public Health - \$456,185
- Lead Based Paint Hazard Reduction program, Public Health - \$312,347
- Miscellaneous ARRA Public Health, Public Health - \$930,840

While much of this funding is one-time, it still provides much needed assistance to governments and the citizens that they serve during this economically challenged time in our history.

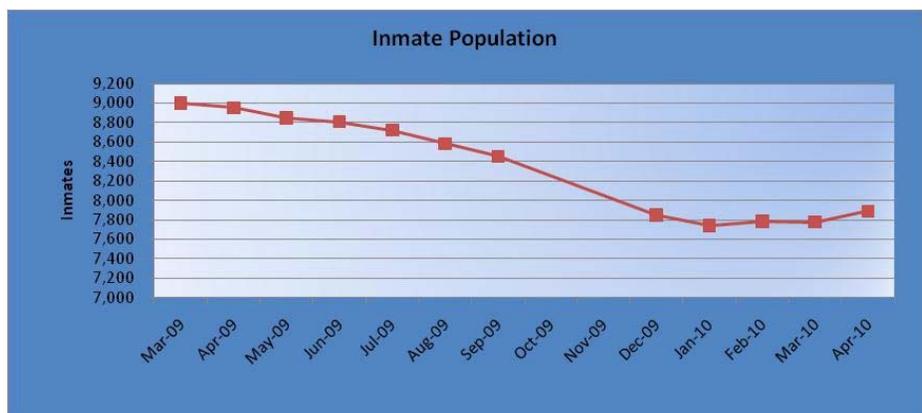
Arizona counties help to fund the AHCCCS (Arizona Health Care Cost Containment System) and ALTCS (Arizona Long-term Care System) annually. Enhanced Federal Medical Assistance Percentage (FMAP) funding is available for Arizona’s health care programs from the federal government. This program has been established by the U.S. Secretary of Health and Human Services. Maricopa County’s share of the federal funding to counties is about 60% of the total in each year. In FY 2008-09, the funding received was \$36.1 million, in 2009-10 it was \$45.4 million and the estimated amount for 2010-11 is \$26.4 million. The total estimated funding should equate to approximately \$108 million over the three-year period. While this money is needed and very helpful, it has a sunset and cannot be utilized to balance the budget structurally. The stimulus money is being recommended for appropriation for capital investment or other one time expenditure.

Justice and Public Safety

Normally, when a downturn in revenues occurs, we see increased demand for services in government. This was certainly the case over the past several years as Maricopa County struggled to become more efficient as our resources were shrinking and our demand for services were higher or relatively flat. However, in fiscal year 2009-10 we have seen a dramatic drop in many of the Justice and Public Safety demand indicators. Filings, caseloads and detention and probation populations are trending downward. This unexpected decline in demand has presented an opportunity for adjustments to be made to our operating budgets in this category.

One of the most notable indicators that has decreased is the adult inmate population. The bookings, year-to-date, are down by 6.7%, and the average daily population shows a reduction from last year of 12.8%. This is quite significant and will allow us to safely reduce the Sheriff’s Office budget in detention.

The FY 2009-10 budget was built utilizing the inmate population assumption of 9,240 inmates on average. Currently, the average population is 8,130. The fiscal year 2010-11 budget reduces detention staff by 68 positions because of the significant drop in inmates.



In addition, it converts 96 detention officer positions that are currently assigned to food and distribution to lower level food service workers, which may require a reduction-in-force. Both of these revisions along with other right-sizing of costs will lower the budget from \$183.3 million to \$182.1 million, saving \$1.2 million. This is a 0.6% reduction for next year in the recommended budget.

Juvenile detention's average daily population is down by 7.6% and the average length of stay is lower by almost 4%. As a result, the budget for juvenile detention functions has been reduced by 1.3%. This will leave some capacity for growth, if the detention population begins to grow.

On the law enforcement side, the Maricopa County Sheriff's Office (MCSO) is funded with general fund revenues. While general fund revenues continue to be depressed, the demand on this side is uncertain. It has come to light that MCSO might have been using restricted detention funds to supplement enforcement staffing. Currently the Office of Management and Budget is working with MCSO to determine if a correction to the general fund enforcement budget is necessary. Until it is determined, the budget for next year is recommended at \$1 million below the current revised budget due to a reallocation between the general fund and the detention fund. Final corrections could be made in the final budget.

The Justice Courts are 25 independent community courts that deal with civil and criminal traffic, misdemeanor offenses, small claims, evictions, orders of protection, injunctions, photo radar and other minor civil and criminal offenses. Justice Courts receive revenue in the form of fines, fees and other miscellaneous revenue which helps to fund much of their operation. However, in fiscal year 2009-10, revenues are down significantly because caseload has dropped. In the majority of areas, caseloads have dropped significantly, causing our fiscal year 2009-10 revenue projections to be \$2.7 million or 18% below budget. In total, the caseloads are down by nearly 10% from last year. The recommended budget for Justice Courts is 0.9% less than 2009-10, despite having a larger caseload drop. Two new Justice Courts were added in January 2010, so leaving capacity within their budget should allow them to manage additional volume that may occur next year in the two new courts.

Adult and Juvenile Probation caseloads are down dramatically. Adult intensive probation has dropped by 18%, while standard probation is up slightly by less than 1%. Juvenile intensive probation is also down radically by 15%. Juvenile standard probation is down by 7%. These departments took large reductions of 3.7% and 6.3% respectively last fiscal year, and therefore have not been adjusted noticeably, as they have been required to absorb their benefit cost.

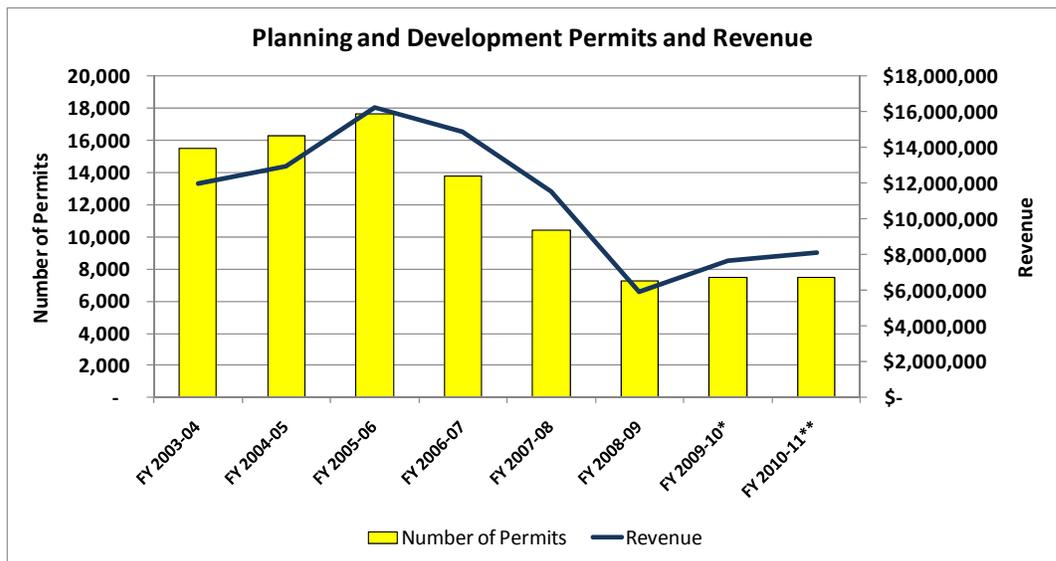
The County Attorney's Office represents the cost of prosecution in the criminal justice system. The Board of Supervisors just appointed a new County Attorney, so the budget for this office is currently being reviewed with this new official. Another item of note is that the County Attorney's Office oversees some civil legal services. During the past year, some of these services have been transferred to the General Litigation and Special Litigation departments under the Board of Supervisors through the County Manager's Office. This was due to legal conflicts that existed with the former County Attorney. These issues must be carefully reviewed so that decisions can be made regarding returning some of the civil legal functions, such as legal advice, back to the County Attorney's Office. Therefore, the budget which is being utilized in the recommended tentative budget will be revised prior to final budget adoption.

The County is constitutionally required to provide competent and diligent representation to indigent defendants in criminal or juvenile delinquency proceedings. Public Defense Services (PDS) is the constellation of department that is responsible for providing criminal and delinquency defense services to the clients assigned by the court. PDS has no control over the demand for services in any given year. For many years, the costs have exceeded the adopted budget for these indigent defense services. This year, the Office of Management and Budget has worked very closely with PDS to come up with a recommended budget which utilizes efficiencies, but also right sizes the costs. Accordingly, PDS will have their operating budget increased by \$7.0 million to \$79.6 million and a non-reoccurring budget of \$4.4 million for a total budget of \$84.0 million. While this is a significant increase to the 2009-10 adopted budget, it is only an increase over the FY 2009-10 spending projection of 1.5%. The projected spending for FY 2009-10 is \$82.7 million. There are many reasons for the cost increases that have occurred over the past decade. The biggest of those issues is the cost of defending capital murder cases. In June 2002, the U.S. Supreme Court ruled in a case, *Ring v. Arizona*. The case law created by this ruling caused a backlog of capital cases that needed to be retried for sentencing. This backlog is still working its way through the criminal justice system. In addition, there was a 44% spike in capital case filings in FY 2006. These cases are extremely costly. The average defense cost of a capital case that goes to trial is nearly \$300,000.

Regional Development Issues

The demand for permits has leveled for Planning and Development after years of continued and dramatic slowing in workload and associated revenues. Maricopa County’s Planning and Development Department receives its major revenue streams from building plan reviews and building inspections. During the housing boom, Planning and Development’s revenue budget experienced explosive growth. As the boom ended and the recession has took hold, the revenues 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 seven-year history of plans initiated for review and inspection, and



the associated revenues, along with what is budgeted for in FY 2010-11. 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 7,229 permits, with an associated revenue of \$5.9 million. The Department has begun to see signs that development activity is starting to

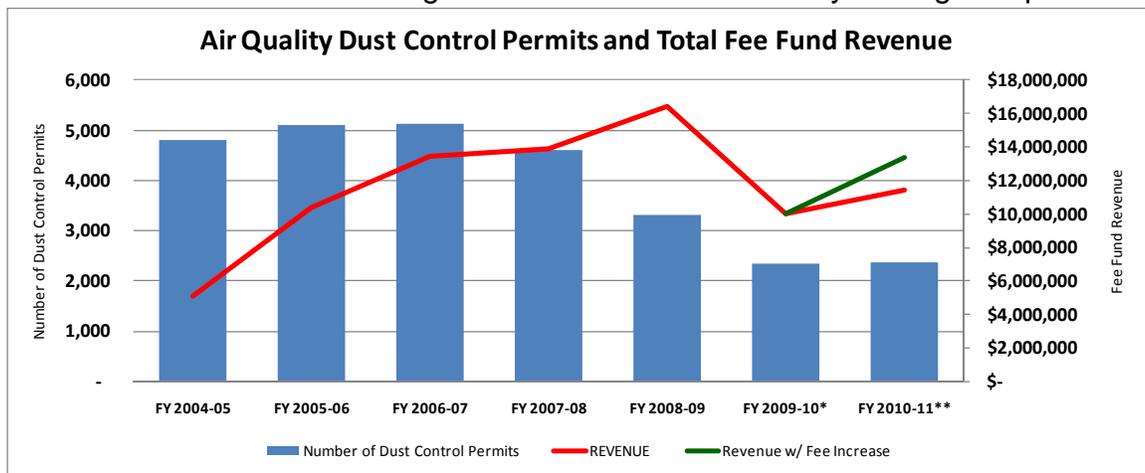
rekindle. The type of permitting has changed slightly from a strong residential mix to include large scale eco-friendly projects.

Planning and Development’s management team has taken steps to address the downturn in demand over the past three 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 and will conservatively plan for another 1-2 years at this demand level.

Because of the unusual situation in this department, the Planning and Development Fund (226) is out of structural balance by \$873,862. This fund had a sizable fund balance that has been utilized over the past several years to lessen the service reductions in this area. At the end of FY 2010-11, the fund balance is projected to be \$2,696,956.

Air Quality’s demand has been reduced significantly over the last two fiscal years. The Department is taking steps to right-size the workforce to appropriately mitigate non-compliance air quality days with the Environmental Protection Agency (EPA) and keep in balance with their revenue. The highest number of the Department’s dust control permits was experienced in FY 2006-07 at 5,128 permits. Revenue peaked in FY 2007-08 at \$16,410,883, driven by fine payments as well as permit revenue. Maricopa County is still experiencing issues with particulate matter in the air and is exceeding the maximum allowable days of high air pollution established by the EPA.

The dramatic reduction in construction activity has had some impact on the number of days in which the County



exceeds air quality standards, but has not eliminated enough days. The Department is working with the EPA, Maricopa Association of Government (MAG) and other grantors to research the root cause of the poor air quality in Maricopa County.

The Air Quality Fees Fund (504) is structurally balanced for FY 2010-11. The Department will be seeking Board of Supervisors’ approval to adjust fees in May 2010 which will impact the Department’s ability to provide adequate inspections and compliance assistance to the regulated community. The graph above show the six-year look at dust control permits and

revenue, and the FY 2010-11 budgeted permits and revenue, including the impact of the fee increase being presented to the Board of Supervisors.

Technology Infrastructure and Capital Improvement

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. 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.

Two capital improvement funds have been established in FY 2010-11 specifically for funding and capturing cost for technology projects that meet the accounting definition of a capital project. The Technology Capital Improvement Fund (460) will be utilized for general funded projects and the Detention Technology Improvement Fund (461) for Detention funded projects. There are five projects budgeted in FY 2010-11 in the Technology Capital Improvement Fund: the Contact Center System, County Telephone System, Infrastructure Refresh Phase 2, Radio System and the Sheriff 911 Center Equipment. The Correctional Health Electronic Medical Records System is the one project for FY 2010-11 budgeted for in the Detention Technology Capital Improvement Fund.

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, wireless networks, building physical infrastructure, and data centers. The County has secured a Disaster Recovery (DR) location and begun deployment of the site. A major relocation of the West Court Building (WCB) back-up data center to the DR location takes place in May 2010. Wi-Fi capabilities have been implemented at various downtown campus sites including: Facilities Management, Administration Building, West Court Building, East Court Building, Old Court House, Chambers, Forensics building, Downtown Justice Center. The downtown campus, with the exception of the jail facilities and selected locations within the courts complex that are scheduled to be completed in FY 2010-11 to fit within Facilities Management Department (FMD) re-model projects will be completed in FY 2009-10.

A documentation project and planning process roadmap has started for the Durango Campus, Southeast Campus and remote sites. This project will capture the current state of the infrastructure cabling and campus backbone connectivity for fiber and copper, emergency power requirements (UPS and generator needs), environmental requirements, standards based Equipment Room (ER) / Telecommunications Room (TR) requirement and network equipment refresh requirements. With this information we will develop the ongoing roadmap and budget requirements for infrastructure refresh projects for Maricopa County.

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 2009-10, the second phase of the appeals application was deployed. This appeals

application will be finished in FY 2010-11 with the completion of the commercial module. During FY 2010-11, the requirements for the core CAMA system will be assessed and a make/buy decision reached.

The new Criminal Court Tower, which has a budget of \$340.3 million, is on schedule for completion in February, 2012. Several new Capital Improvement Projects have been approved by the Board of Supervisors during the 2009-10 fiscal year and most of these are continuing into the FY 2010-11 budget. These include several projects funded by the Detention Capital Projects Fund to improve the efficiency and efficacy of energy use at several jail facilities. The Estrella Chilled Water Conversion Project and the Towers Chilled Water Conversion Project are designed to convert these facilities from evaporative cooling to a more efficient chilled water system. The County also received an American Reinvestment and Recovery (ARRA) Grant which is fully funding two solar thermal water conversion projects at the Fourth Avenue Jail and Lower Buckeye Jail. All four of these projects will provide for more consistent and comfortable temperatures in the jail facilities, in keeping with the requirements of the *Graves v. Arpaio*.

Two remodel and relocation projects were approved mid-year to provide for the relocation of staff from the First Avenue Jail to new locations. The Sheriff's Office Civil Division, Records and Automated Fingerprint Identification System (AFIS) staff are being relocated to newly remodeled space in the West Court Building, and the Crime Lab will be relocated to the Durango Complex, once a building is remodeled and updated to accommodate their needs. Remodeling continues on the Security Building as well, to provide for enhanced employee uses at that facility.

Other new projects recommended in the FY2010-11 budget are also related to a more efficient utilization of space and a reduced reliance on leased properties. These include the remodel of the Santa Fe Depot, to allow for consolidation of the Assessor's staffing, and the purchase of two buildings near 7th Avenue and Van Buren, known as Grace Court I and Grace Court III.

In addition, with the completion of the Criminal Court Tower, it is recommended that the old First Avenue Jail be demolished and a cohesive design be developed for the central plaza that is encircled by the historic Old Court House, East Court Building, Central Court Building and the new Criminal Court Tower.

Perhaps the most ambitious endeavor is the 18-month plan for Energy Conservation Projects that will improve lighting systems, control systems, water systems and more as a result of the Investment Grade Utility Audit that was conducted in 2010. This \$25 million dollar investment is anticipated to reduce the County's kilowatt usage by 22 million kilowatts of energy use per year.

The County's Parks & Recreation department continues its development of the Maricopa Regional Trail System and a study of the Vulture Mountain Recreation Area for future management.

Finally, the County is ready to develop a state-of-the-art Sheriff's Inmate Transportation Hub, also at the Durango Complex. This facility will provide a safe and secure location for the congregation of inmates in preparation for transfer to the various court facilities throughout the valley.

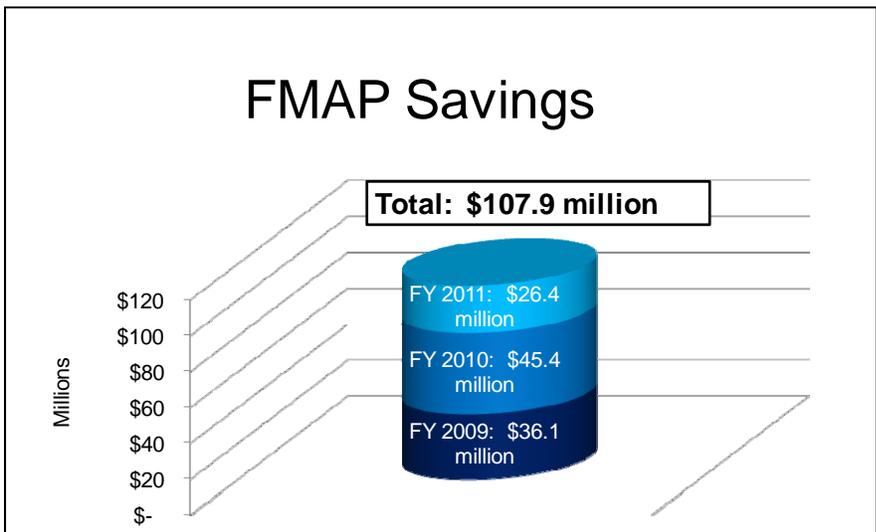
Health Care Programs

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 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.

For fiscal year 2010-11, the contribution to the ALTCS program is estimated to be \$164.7 million which is essentially flat to the FY 2009-10 contribution. The *Arnold v. Sarn* and other general mental health payments are estimated to increase by \$1.8 million to \$44.3 million.

The AHCCCS acute care contribution will be \$20.8 million which is slightly lower than FY 2009-10 by \$273,500. Several other smaller health care costs added to these mandated health care costs bring the total to \$242 million. It will be somewhat offset, for next year, by the enhanced Federal Medical Assistance Percentage (FMAP) one-time funding of \$26.4 million. The net costs after the savings will be \$215.6 million. By far, this is the largest single component of the County's recommended budget.



Employee Issues and Concerns

Maricopa County values its workforce and this year made a conscious decision to fund benefit cost increases primarily through the employer contributions to the health benefit plans. Maricopa County employees enjoy rich health benefits at reasonable costs. Employees have a wide array of benefit plan options that allow them to make choices based on their income,

health care utilization, and network needs. Employees continue to express high levels of satisfaction with County benefit coverage.

One of the budget balancing strategies used to offset the employer and employee cost escalations was a planned spend-down of the Employee Benefits Trust Fund. These operating cost increases totaling nearly \$14.9 million have been incorporated into the County's operating budget in FY 2011. In addition, the County's share of retirement contributions is increasing in FY 2011 in nearly every State retirement plan. In all, the County will pay an additional \$6.0 million to the State of Arizona to cover retirement benefits for its employees. Sixty-eight percent (\$14.2 million) of the total employee benefit cost increases were absorbed within the County's current operating budget.

In order to gauge employee satisfaction, the Employee Compensation division of the Office of Management and Budget tracks numerous statistics. Workforce satisfaction is measured through employee satisfaction surveys, benefit surveys, exit interviews, and by reviewing employee voluntary turnover or attrition rates. Compensation surveys are also completed, in order to assess the competitiveness of our salary structure. Although funding for market or performance increases has not occurred for three years, because of the economic factors, we are still relatively competitive. Maricopa County continues to support the Rewarding Ideas program, Tuition Reimbursement, and the Peak Performers program.

The Peak Performers 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 extra. Supervisors are allowed to reward from \$25 - \$50 in VISA 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 \$75 per employee. This program is funded at a reduced amount in this recommended budget. The budget for this program has been decrease from \$1.2 million to \$500,000 in the 2010-11 recommended budget.

For the past two years, there has been very little attrition in County positions. This is probably due to economic realities. For the FY 2009-10 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.

Conclusions

The 2010-11 recommended budget is reflective of our confidence that the economy is on the road to recovery. While this budget is austere, it will provide a solid financial plan for the future. In this budget, we have been able to keep expenditures relatively flat and to begin to fund critical infrastructure: both capital building and technology projects. Maricopa County has come out of the fiscal downturn stronger, more resilient and with improved efficiencies throughout the government.

I want to thank the Board of Supervisors for their continued leadership and commitment to fiscal discipline. I also want to thank the Elected Officials, the Judicial Branch and Presiding Judge, and the Appointed Officials for their cooperation and understanding. This budget could not have been balanced without their participation, innovative ideas and assistance.

Sincerely,



David R. Smith,
County Manager

On June 21, 2010, the Maricopa County Board of Supervisors adopted the FY 2010-11 Budget totaling \$ 2,264,280,816. Overall, the total Maricopa County budget is unchanged, but reflects a number of reallocations between appropriated budgets and within Non Departmental.

General Fund:

- Constables: \$222,790 in non-recurring appropriations transferred from General Contingency to fund deputy constables and support staff assigned to collect outstanding fines from defendants.
- Education Services: \$64,742 in non-recurring expenditure and revenue appropriations from an intergovernmental agreement with the Accommodation School District to provide services through a grant.
- Enterprise Technology: \$289,000 in non-recurring appropriations transferred from General Contingency to fund one-time support for additional resources to catch up on requests and determine the need for ongoing support of Onbase as an enterprise application.
- Management and Budget: \$125,000 transferred from General Contingency for a Budget/Policy Compliance Consultant position.
- Medical Examiner: \$30,000 transferred from General Contingency to restore funding for laundry services contracted from the Special Health Care District.
- Treasurer: \$54,323 transferred from General Contingency to reduce budgeted personnel savings from 3% to 1.5% according to the budget agreement.

Special Revenue Funds:

- Air Quality: \$1,468,100 increase in operating expenditure and revenue appropriations added in the Air Quality Fees Fund associated with the fee increases approved by the Board of Supervisors on May 26.
- Air Quality: \$123,000 in non-recurring expenditure appropriations in the Air Quality Fees Fund for carry-over expenditures related to Accela system implementation. The Regional Development Services Agency is deploying a new permit system in all the RDSA permitting departments. Air Quality's go-live date has been delayed and the department will incur an additional \$123,000 in costs in FY 2011 that they were scheduled to pay in FY 2010.
- County Attorney: \$2,000,000 in operating expenditure and revenue appropriations restored in the County Attorney RICO Fund at the request of the County Attorney. The County Attorney has submitted a budget and supporting memo explaining how the funds will be used.
- County Attorney: \$2,000,000 in operating expenditure and revenue appropriations restored in the County Attorney RICO Fund at the request of the County Attorney. The County Attorney has submitted a budget and supporting memo explaining how the funds will be used.
- Planning and Development: \$131,000 in non-recurring expenditure and revenue appropriations in the Planning and Development Fees Fund required for inspection and permitting activity associated with the Court Tower project.

- Public Works: \$784,000 in non-recurring expenditure appropriations in the Transportation Operations Fund for carry-over equipment purchases. Four large pieces of equipment that were ordered in FY 2010 are not going to arrive on schedule. The Paint Striper, Skip Loader and 2 Wheel Loaders will arrive in FY 2011 and the budget is being carried forward for these expenses.

Capital Projects Funds:

- Santa Fe Freight Depot Remodel: \$150,000 reduction in budgeted project expenditures. The Santa Fe Depot remodel project, scheduled to start in FY 2011 required funding in FY 2010 for initial work.
- Grace Court I and Grace Court III: \$31,657,923 transferred to Project Reserve pending determination of alternate property acquisition.



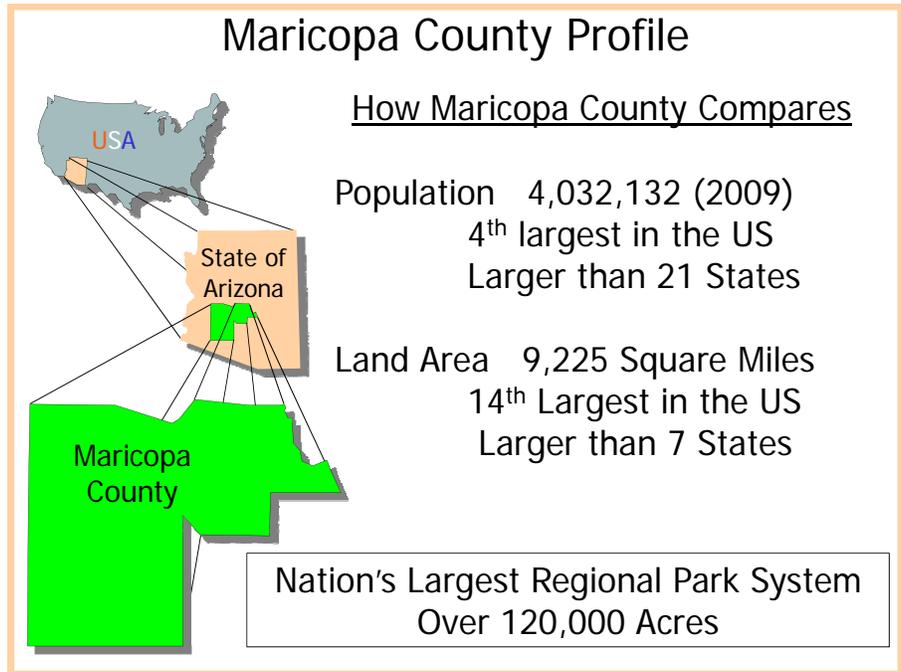
Maricopa County Profile

Introduction

Maricopa County, Arizona, is the nation's fourth largest county in terms of population and is projected to be approximately 4.0 million in 2010, 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.

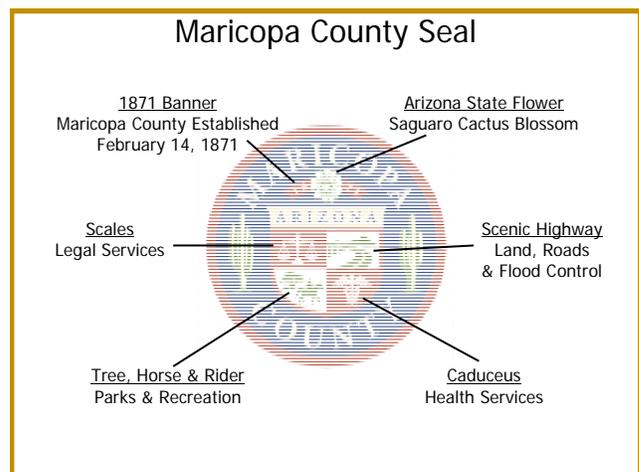
Little is currently known about the history of the area prior to the first European settlers in the late 1800s. What is known is that the Hohokam ("the people who have gone") band of Native Americans inhabited the area probably between 300 and 1400 AD. The Hohokam used the

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 4,023,132 in 2009, an 89.6 percent increase in just 19 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 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

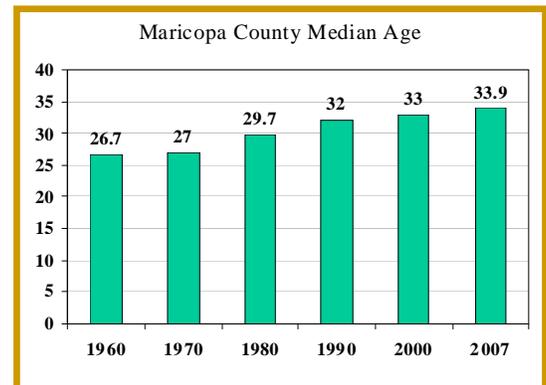


cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by several buttes and some smaller mountain ranges scattered throughout the County. This variety in topography provides incredible recreational opportunities, climatic diversity, 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. Maricopa County has a population density of 430 persons per square mile, compared with 57 per square mile for Arizona as a whole and the national average of 86 persons per square mile. The Census Bureau reports that Maricopa County grew by 64,869 people between 2009 and 2010, increasing the most recent (2009) population estimate to 4,023,132 individuals. In 2008 Maricopa County's population grew by 85,381. The current economic downturn and housing market slump are the main factors in the decrease in migration to Maricopa County in 2009. Between 2000 and 2009, the population of Maricopa County increased by nearly 951,000 people, which is about 31 percent growth in just nine 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. 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

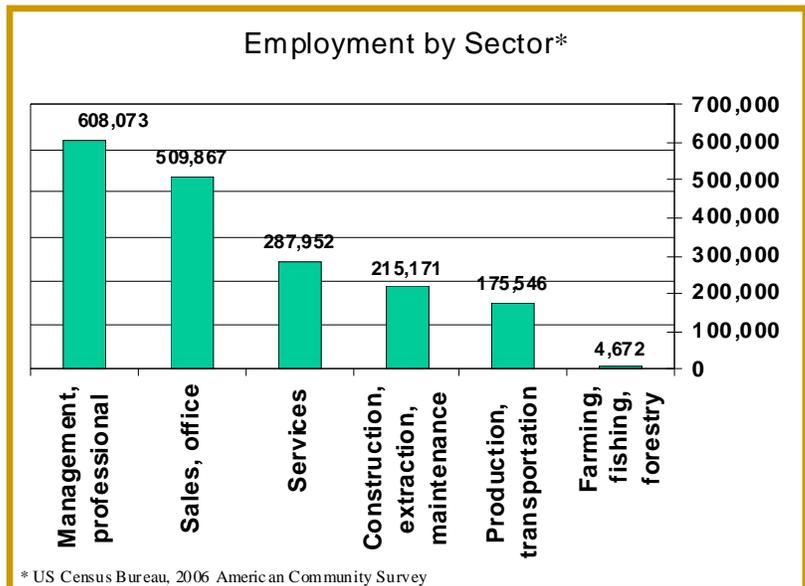
Maricopa County has been a national leader in terms of population, employment, and income growth for the past several decades. While “quality of life” factors such as days of sunshine and lifestyle have been widely noted as the driving factors for this growth, a series of proactive efforts by the State’s business and political leaders also provided an important inducement for economic development. This combination of natural economic attributes combined with sound public policy, enhanced by geographical location, laid the true foundation for the County’s impressive historical performance.

Throughout our history, the greatest economic advancements were made when community leaders advocated for the creation of jobs within what are called “base” industries. These are the industries where something is locally produced using local inputs and then sold outside of the region. This activity brings money into a region and allows for further development to occur. After World War II, the State’s relatively high tax rates were lowered to induce manufacturing firms to locate in the region. Newly created economic development entities also aggressively marketed the State and recruited base sector companies to the County. Some years were better than others but the overall trend was definitely moving upward.

Maricopa County still has outstanding potential and will continue to grow faster than the nation as a whole for a number of years. However, due to the depth of the recent recession, and decay of our base sector industries during the past two decades, County policymakers are now interested in not just growing but also in growing well. This means implementing economic development policies that will enhance the County’s per capita personal income, a measure of the area’s standard of living.

As of today, the economic assessment of the region is more mixed. Several preferred site location factors remain in place. Maricopa County still compares favorably when it comes to the aforementioned lifestyle factors, having a favorable business climate, and also in the provision of an adequate transportation infrastructure. However, the region has become less competitive in select tax rates related to business development, and is less competitive in terms of the provision of economic development incentives. These deficiencies are mostly at the State level but some improvements to these deficiencies can indeed be addressed at the County level.

Moving forward the County’s policymakers will be focusing their efforts on attracting base sector companies that provide well-paying jobs. The goal will be to enhance the standard of living for all residents of the County through targeted policy efforts.



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 2010) 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 was ranked #1 in international business in 2010 by the *U.S. News and World Report* for 15 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.



Tempe Town Lake Photo Courtesy of Barbara Hart

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.

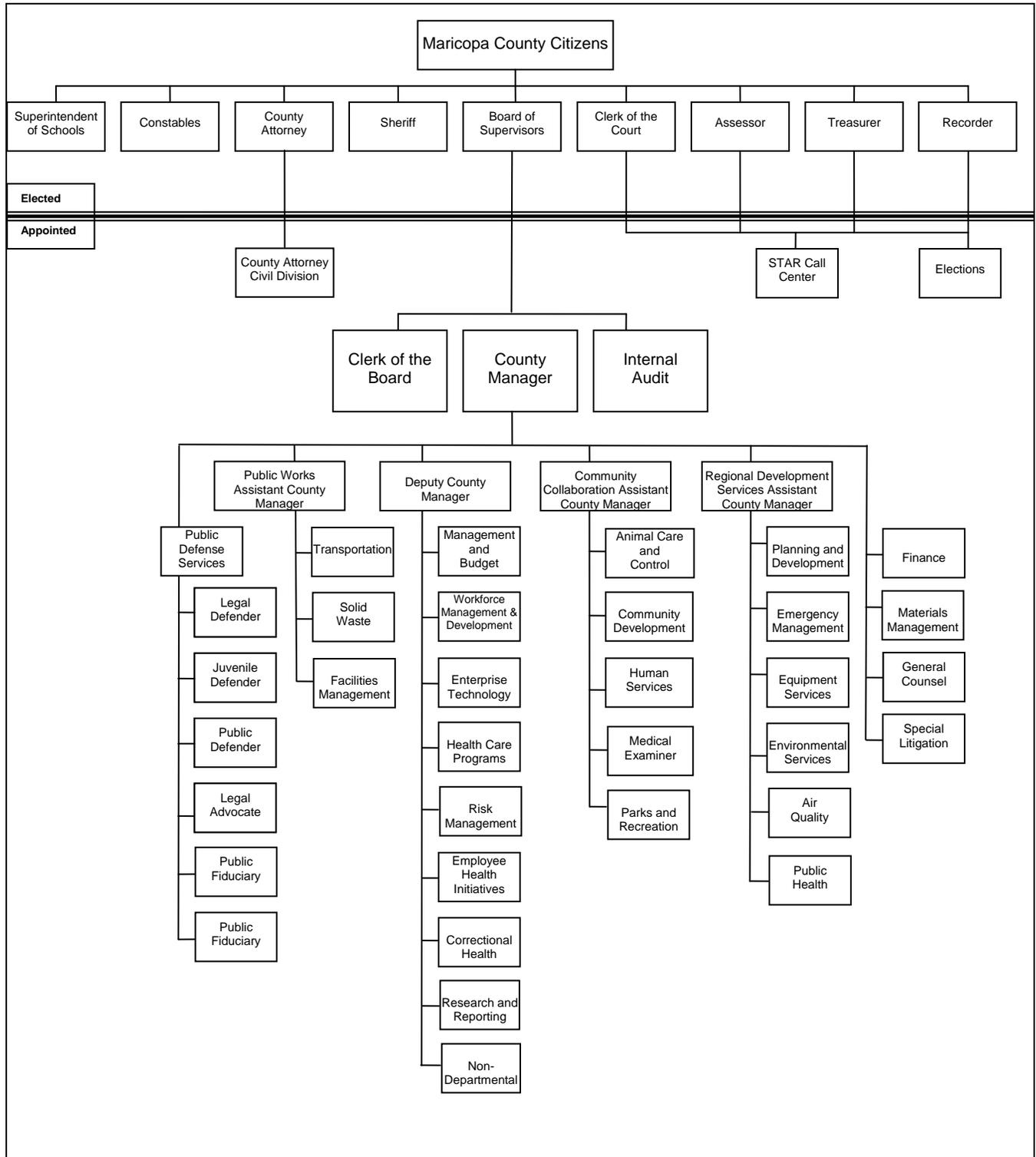
The County's governing body is the Board of Supervisors, who appoint a County Manager who oversees many County functions and is responsible for administration. However, a number of key functions are the constitutional purview of independently elected officials. The judicial branch is also independent,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

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



Organizational Changes

One organizational change is reflected in the FY 2010-11 budget. Employee Benefits was merged into Workforce Management and Development.



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 (Chairman)

District 3: Supervisor Andrew Kunasek

District 4: Supervisor Max Wilson

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: Richard M. Romley

Clerk of the Superior Court: Michael K Jeanes

Recorder: Helen Purcell

Sheriff: Joseph M Arpaio

Superintendent of Schools: Don Covey

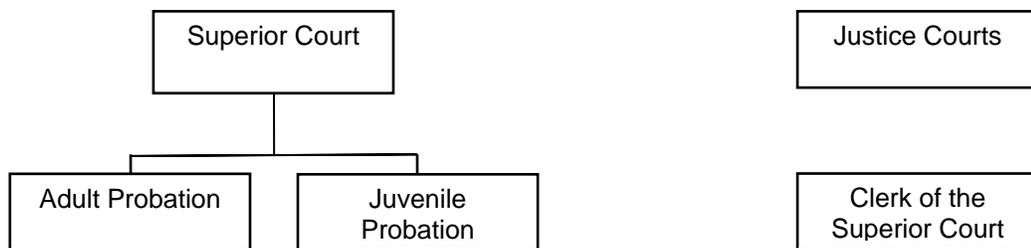
Treasurer: Charles "Hos" Hoskins

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 95 Judges and 59 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 Edward Bassett Aimee Anderson Ruth H. Hilliard Benjamin Norris Roger Brodman Dean Fink Susan Brnovich David Gass Hugh Hegyi Thomas Dunevant, III Gregory H. Martin Paul A. Katz	Judge Robert H. Oberbillig Peter C. Reinstein David M. Talamante Bethany G. Hicks F. Pendleton Gaines, III Edward O. Burke Cathy M. Holt Maria del Mar Verdin Arthur T. Anderson Joseph B. Heilman Eileen S. Willett Alfred M. Fenzel	Judge David K. Udall Connie Contes Craig Blakey Linda H. Miles Margaret R. Mahoney Robert C. Houser Harriett Chavez Larry Grant George H. Foster, Jr. Michael McCoy Raymond Lee Sally S. Duncan
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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. Norman C. Davis

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.

The reserve and tax reduction policy demonstrates 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 delivers results 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 52 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 strategic goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities). For example, the Environmental Services Department has a goal to "reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in FY 2007-08 to 129 positive mosquitoes by FY 2014-15." This goal describes long-term anticipated results. Through the budget process, departments also set annual targets for their performance measures, which address results, output, demand and efficiency.

Departments' short-term objectives are linked to the County's strategic goals. Through the annual strategic business planning process, every department is required to have goals that are linked to the County's strategic goals. 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
 - By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.
 - By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.
 - By 2015, the rate of juvenile recidivism will be at or less than 15%.

Adult Probation Mission Statement:

The Mission of the Maricopa County Adult Probation Department (MCAPD) 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 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 8.0%.
 - 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%.
- 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 from 89% to 90%.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REVISED vs. ADOPTED	
				VAR.	% VAR.
Percent of probations who complete community work service hours ordered by the court during the reporting	N/A	72.7%	87.6%	14.9%	20.5%
Percent of opted-in victims satisfied with M CAPD.	N/A	45.0%	43.5%	(1.5%)	(3.3%)
Percent of probationers paying restitution during the reporting period.	N/A	33.1%	24.3%	(8.8%)	(26.6%)
Percent of Domestic Violence probationers who successfully complete probation during the reporting period.	46.1%	57.4%	70.9%	13.5%	23.5%
Percent of active Domestic Violence probationers sentenced for a new felony offense while supervised during the reporting period.	0.8%	0.7%	0.9%	0.2%	32.5%
Percent of jail days saved through Court Liaison during the reporting period.	43.3%	46.4%	43.7%	(2.7%)	(5.8%)
Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from DOC during the reporting period.	107.8%	100.0%	88.3%	(11.7%)	(11.7%)

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 and encourage prosocial 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REVISED vs. ADOPTED	
					VAR.	% VAR.
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	2.0%	1.7%	1.7%	0.0%	0.2%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	50.4%	49.5%	61.3%	11.7%	23.7%
Output	Average number of active IPS probationers supervised during the reporting period.	968	990	817	(174)	(17.5%)
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,279	1,111	831	(280)	(25.2%)
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	3,872	3,960	817	(3,144)	(79.4%)
Efficiency	Average daily cost per IPS probationer for the reporting period.	\$9,227.01	\$6,880.07	\$8,541.16	\$1,661.09	24.1%
Revenue						
	201 - ADULT PROBATION FEES	\$1,713,771	\$1,781,275	\$1,525,590	(\$255,685)	(14.4%)
	TOTALSOURCES	\$1,713,771	\$1,781,275	\$1,525,590	(\$255,685)	(14.4%)
Expenditure						
	100 - GENERAL	\$8,892,624	\$6,772,247	\$6,939,634	\$167,387	2.5%
	201 - ADULT PROBATION FEES	25,090	27,021	27,021	-	0.0%
	211 - ADULT PROBATION GRANTS	14,036	12,000	7,200	(4,800)	(40.0%)
	TOTALUSES	\$8,931,750	\$6,811,268	\$6,973,855	\$162,587	2.4%

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 Uses, Structurally Balanced Budgeting and Historical Overview, Econometric and Demographic Trends, Property Taxes, State Budget Threats, Federal Stimulus Funding, Justice and Public Safety, Regional Development Issues, Technology Infrastructure and Capital Improvement, Health Care Programs, 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 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.
- 220 Diversion** — Pursuant to A.R.S. §13-1811, 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.

- 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.
- 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 and 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* 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
2002	\$ 325,728,202	1.0%
2003	330,260,143	1.4%
2004	357,526,559	8.3%
2005	397,712,817	11.2%
2006	457,785,986	15.1%
2007	480,411,951	4.9%
2008	460,958,749	-4.0%
2009	394,920,582	-14.3%
2010 *	366,285,238	-7.3%
2011 **	369,911,765	1.0%
2012 *	381,009,118	3.0%
2013 *	396,249,483	4.0%
2014 *	414,080,710	4.5%
2015 *	434,784,745	5.0%

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

Listed to the left are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2009-10 plus the budget for FY 2010-11. 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 2007-08 through FY 2009-10. Recovery at just above FY 2005-06 levels is not expected to occur until after FY 2014-15 (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 1.0% increase over economist Pollack's FY 2009-10 forecast, resulting in a \$3.6 million increase 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* 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 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	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 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Financing Series 2007 (440)	\$ -	\$48,064,009	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,064,009
Financing Series 2008 (441)	46,506,143	-	-	-	-	-	-	-	46,506,143
General Fund Cty Improv (445)	799,953	38,186,589	138,067,103	40,343,183	-	-	-	178,410,286	217,396,828
Detention Fund (455)	-	-	-	28,391,973	-	-	-	28,391,973	28,391,973
Project Total	\$ 47,306,096	\$ 86,250,598	\$ 138,067,103	\$ 68,735,156	\$ -	\$ -	\$ -	\$ 206,802,259	\$ 340,358,953

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ 586,486	\$ 591,648	\$ 609,398	\$ 627,679
Supplies & Services	-	3,379,163	10,413,514	10,819,227	11,026,256	11,241,358
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 3,379,163	\$ 11,000,000	\$ 11,410,875	\$ 11,635,654	\$ 11,869,037
Net Operating Cost Increase (post less current)						
Personal Services	\$ -	\$ -	\$ 586,486	\$ 591,648	\$ 609,398	\$ 627,679
Supplies & Services	-	3,379,163	10,413,514	10,819,227	11,026,256	11,241,358
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 3,379,163	\$ 11,000,000	\$ 11,410,875	\$ 11,635,654	\$ 11,869,037

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* description in the Public Works Strategic Business Plan section, *Capital Improvement Program* section and the *Budget Summary* 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*, *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* 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 shifting 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 and budgeting 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.

Countywide Strategic Plan 2011-2015

The Board of Supervisors' Countywide Strategic Plan is meant to guide County government actions to address current and future needs in Maricopa County. It sets direction for County government regarding its roles and responsibilities, and Maricopa County government officials use it to help guide decision-making. The *2011-2015 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 in economic development and transportation, 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.

County Strategic Plan Update Process

The previous strategic plan for Maricopa County government was adopted in 2005. In the intervening years, considerable changes have occurred in Maricopa County that have impacted County government's roles and responsibilities. Our fiscal situation has changed, the demographics of the County population we serve are continuing to change substantially, and the development trends in Maricopa County are much different than they were five years ago. The Maricopa County Board of Supervisors updated its strategic plan in consideration of this changing environment and to develop a clear idea of the County's strategic priorities for the coming years.

The first phase of updating the Countywide Strategic Plan involved collecting information and recommendations from County officials and key leaders inside and outside of County government, and the public through public meetings and surveys. This phase was initiated in December 2009. A second phase included workshops and meetings among County leaders to discuss information received and determine specific strategic priorities, goals, and objectives for the next five years. The Maricopa County Board of Supervisors adopted the plan on June 7, 2010, and amended parts of the plan on October 4, 2010.

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.

Core Values

- Public Interest First;
- Open and Honest;
- Accountable;
- Measure Results;
- Relentless Improvement;
- Communicate and Collaborate; and
- All People Realize Their Full Potential

Strategic Priorities and Goals

Strategic Priority: Ensure safe communities

Strategic Goal: By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.

Strategic Goal: By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

Strategic Goal: By 2015, the rate of juvenile recidivism will be at or less than 15%.

Strategic Priority: Provide all citizens with access to an effective, integrated justice system

Strategic Goal: By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

Strategic Goal: By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, and 99% within 24 months.

Strategic Goal: By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% within 365 days.

Strategic Goal: By 2014, 85% of probate cases will meet case-monitoring compliance standards, and the remaining cases will be as close to case-monitoring standards as possible.

Strategic Priority: Promote and protect the public health of the community

Strategic Goal: By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines recommended by the Advisory Committee on Immunization Practices (ACIP).

Strategic Goal: By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

Strategic Goal: By 2015, reduce childhood obesity to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS)

Strategic Priority: Promote opportunities for and educate residents so they can improve their own circumstances and quality of life

Strategic Goal: By 2014, 80% of Maricopa County citizens who received services through Human Services Department will acknowledge that these services helped improve their capacity to be self-sufficient.

Strategic Goal: By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of at least a high-school diploma or equivalency.

Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands

Strategic Goal: By 2013, actual energy use will be no more than 26 kilowatt hours per square foot in County buildings, a reduction of 7.5% from 2009 levels.

Strategic Goal: By 2015, the average fuel efficiency rating for County non-idling sedans will be at least 26 miles per gallon or greater, an improvement of 90% from the 2010 rating.

Strategic Goal: By 2015, 85% or more of citizens will indicate satisfaction with the amount of and access to open space and parks and recreation land in Maricopa County.

Strategic Goal: By 2015, all new buildings built by Maricopa County will achieve *Leadership in Energy and Environmental Design* (LEED) certification.

Strategic Goal: By 2015, Maricopa County government will reduce its carbon footprint by 10% from 2007 levels.

<p><u>Strategic Goal:</u> By 2015, the number of days when air quality conditions are unhealthy for sensitive groups will be reduced to 10 or fewer, a reduction of 9% from 2008.</p>
<p><i>Strategic Priority: Contribute to an effective regional economy</i></p>
<p><u>Strategic Goal:</u> By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.</p>
<p><u>Strategic Goal:</u> By FY2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY2010 level.</p>
<p><u>Strategic Goal:</u> By 2015, Maricopa County per capita personal income will be 97.5% or more of per capita personal income for the United States as a whole.</p>
<p><i>Strategic Priority: Contribute to a safe and effective transportation system</i></p>
<p><u>Strategic Goal:</u> By 2015, Maricopa County will reduce the number of intersection fatalities in unincorporated County areas from 13 to 10, an improvement of 23% over 2007.</p>
<p><u>Strategic Goal:</u> By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.</p>
<p><i>Strategic Priority: Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services</i></p>
<p><u>Strategic Goal:</u> By 2013, 80% or more of County residents will indicate satisfaction with County government performance, as measured by positive responses on the annual Citizen Satisfaction Survey.</p>
<p><u>Strategic Goal:</u> By 2015, 80% or more of County residents will indicate trust in County government, as measured by positive responses on the annual Citizen Satisfaction Survey.</p>
<p><i>Strategic Priority: Exercise sound financial management and build the County's fiscal strength</i></p>
<p><u>Strategic Goal:</u> By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.</p>
<p><u>Strategic Goal:</u> By FY2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY2010 level.</p>
<p><i>Strategic Priority: Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well</i></p>
<p><u>Strategic Goal:</u> By 2015, the voluntary turnover rate of full-time employees will be maintained at or below 10%.</p>
<p><u>Strategic Goal:</u> By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.</p>

County Strategic Plan 2005-2010 Report

The following section represents the final-year report of accomplishments for the Board’s 2005-2010 Strategic Plan. Services provided by Maricopa County were targeted to achieve goals and objectives in one or more of seven strategic priority areas.

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 has established a number of goals related to public safety in the County.

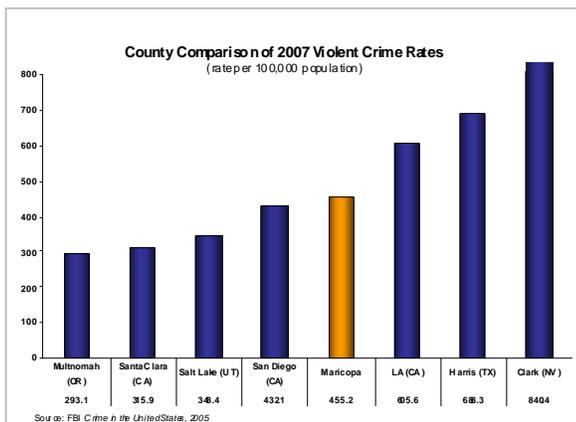
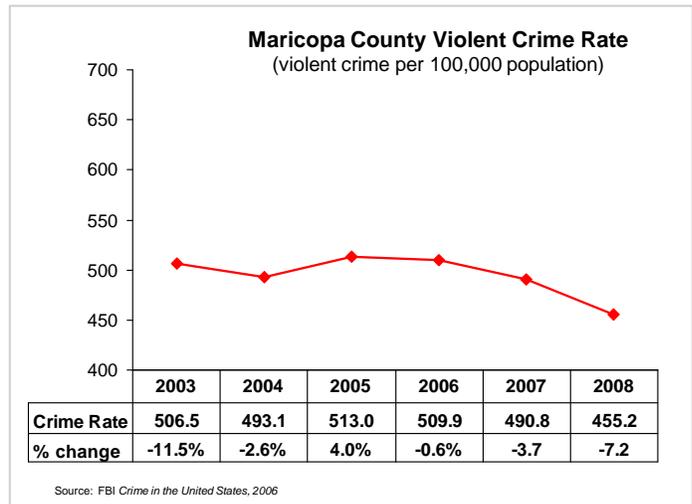
Safe Communities Strategic Goal 1

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

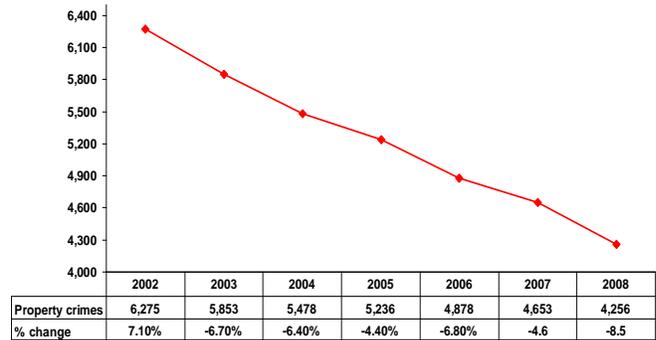
- In 2008, the violent crime rate in Maricopa County decreased to 455.2 per 100,000 population from 490.8 per 100,000 population in 2007.
- An estimated 1.38 million violent crimes occurred nationwide in 2007; there were an estimated 454.5 violent crimes per 100,000 inhabitants. The estimated volume of violent crime decreased 1.9% nationally.
- When compared to similar counties, the violent crime rate in Maricopa County is higher than five of the benchmark counties.



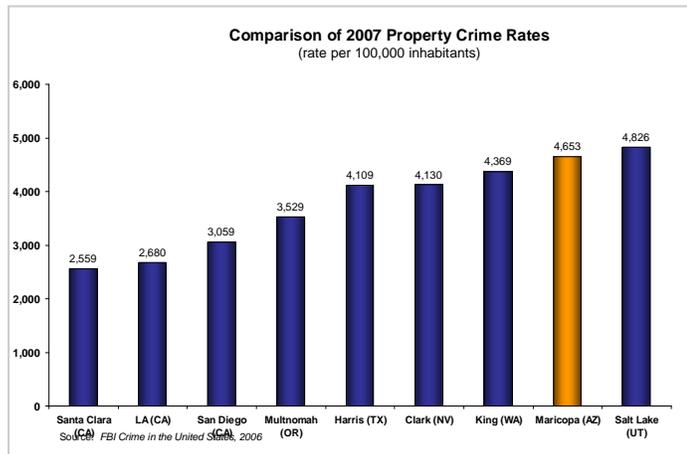
Property Crime Rates

- The property crime rate continued to decline in 2008, with a decrease of 8.5% from 2007. The property crime rate of 4,256 per 100,000 inhabitants in Maricopa County is second highest among the benchmark counties and is higher than the national rate of 3,212 per 100,000 inhabitants.
- According to the *FBI Uniform Crime Report*, there were nearly 10 million property crimes in the United States in 2008. Property crimes in the United States declined 4.3% from 2007 to 2008.

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



Source: FBI Crime in the United States, 2006



FY2009 County Progress/ Achievements:

- In partnership with the Arizona Department of Corrections and the Department of Economic Security, the Adult Probation Department developed a collaborative model of supervision for the South Phoenix area, specifically the 85041 zip code. Throughout the year, the Legacy/85041 model continued to address the high recidivism rate within this geographic area. Efforts have redefined the transition of prison releases to probation, implemented new programming for county jail releases, offered new field supervision strategies, and allowed for all partners to participate in a comprehensive training plan for evidence-based practice implementation.
- The Office of the Maricopa County Public Defender continues to take an active role in efforts to help at-risk individuals lead law-abiding lives thus enhancing public safety. Actions during the past year include active involvement in efforts to address veterans' issues and establish a veterans' court, working on numerous efforts focused on reentry issues to facilitate individuals with felony convictions having productive lives upon release; and active involvement in efforts to more effectively address underlying issues of mental illness.
- The Maricopa County Attorney's Office (MCAO) created a protocol, along with local law enforcement leaders, to ensure investigation and prosecution of illegal dumping, trespassing, and other offenses in the Tres Rio Refuge. This refuge is in the West Valley and has become a dumping ground for drug smugglers and criminal offenders. MCAO will aggressively prosecute visitors to the area who are polluting, trespassing, using drugs, and leaving graffiti behind.
- In mid-February 2009, the County Manager's Office, Crime Prevention Program executed a contract with Arizona Women's Education and Employment (AWEE) to provide a replicable, best-practice ex-offender

employment program for at least 100 South Mountain adults so they can avoid repeat criminal offenses. As of June 30, 2009, 50 adults had enrolled in the program, 13 were employed, and none had committed repeat offenses.

- The County Manager’s Office Crime Prevention Program contracted with Childhelp/Keys and the South Mountain YMCA to provide replicable, best-practice prevention and intervention programs and program coordination to at least 185 South Mountain at-risk and adjudicated youth so they can avoid first-time or repeat criminal offenses.
- The Maricopa County Attorney’s Office co-sponsored two successful shred-a-thons during FY2009 to combat identity theft. More than 2,000 Maricopa County residents brought more than 6,000 boxes for shredding. This helps prevent citizens from becoming victims of fraud and identity theft.
- The Maricopa County Attorney’s Office sponsored two Crime Prevention Summits during FY2009; 25 volunteers from the office participated in 17 different classes and welcomed more than 100 attendees from the community. The summits help citizens become more aware of crime and learn ways to protect themselves against gangs, graffiti, animal cruelty, and identity theft.

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 *Superior Court, Criminal, Civil, and Family Justice Programs.*)

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;

Percent of cases by type processed within standard

Case Type	Target	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Criminal	99%	83.3%	83.4%	84.3%	88.9%	81.2%	81.2%
Civil	95%	93.9%	93.5%	95.0%	95.4%	95.6%	92.6%
Family	99%	85.2%	88.1%	93.2%	95.0%	95.0%	95.9%

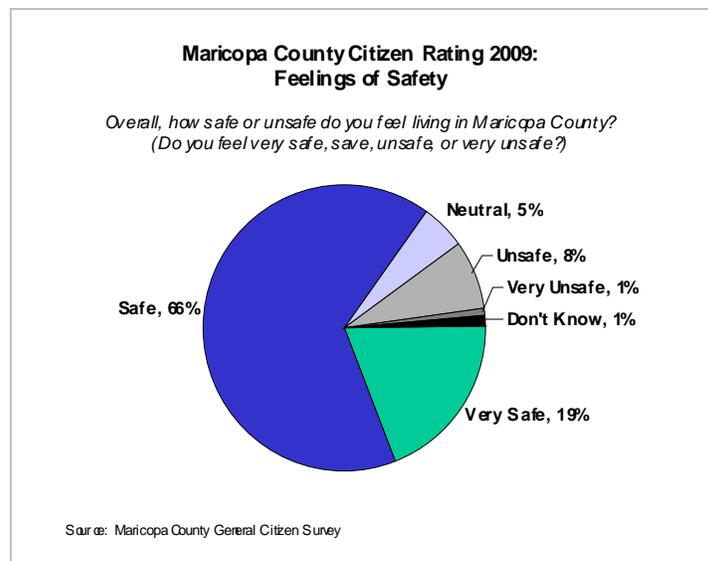
Source: Maricopa County Superior Court

FY2009 County Progress/Achievements:

- The Juvenile Probation Department Community Supervision Bureau implemented a Compliance Monitoring Caseload designed for juveniles who do not appear to present a danger to themselves or others. The higher caseloads (70:1) allow other probation officers to assist juveniles in the community to become responsible, making them accountable for their behavior and assuring that proper and sufficient treatment resources are received. These activities will in turn produce better outcomes with respect to recidivism.

- For the past two years, Maricopa County Adult Probation Department (MCAPD) has been working on a plan, developed with the Crime and Justice Institute and National Institute of Corrections, to advance the Evidence Based Practices (EBP) Initiative. Accomplishments in FY 2009 included:
 - Organizational Assessments conducted to identify and understand strengths, weaknesses and cultural beliefs.
 - Capacities for decision-making and managing change in first-line supervisors increased through initiatives such as the mid-managers committee and Managers Forum.
 - Hiring and promotional practices aligned with EBP and utilized in recent supervisor and division director selections.
 - Communication improved with use of web-based publications, EBP tips on Outlook and modeling.
- Juvenile Probation Department Early Intervention Division increased the number of community justice panels by 74% from June 2007 to June 2008. Budget issues and staff shortages forced a reduction in panels by 19% in FY2009, but there was a 38% overall increase in the number of panels. This has increased the number of youth who are able to participate in community-based restorative justice.

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 2009, 85% of citizens responding to the survey indicated they felt very safe or safe, while 9% 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 2009 than in the summer of 2008, and 20% felt less safe.

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 2009 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?)." Nearly six out of ten responded (59%) that they strongly agreed or agreed with the statement, which is down slightly from the 60% of respondents who strongly agreed or agreed with the statement in the 2008 survey.

FY2009 County Progress/Achievements:

- Maricopa County Emergency Management achieved 100% compliance in FY2009 by again facilitating the process with 43 agencies, including all Maricopa County cities, towns, tribes as well as key county departments and several fire districts. Focus will now turn to maintaining and growing the number of partner agencies with NIMS compliance, as well as strengthening the systems identified within the process.
- In FY 2009, the Department of Public Health trained an additional 3,324 individuals, and 468 participated in exercises designed to reinforce training and test the public health emergency management plan. In a follow-up survey, 100% of those trained indicated in the evaluation that they understand their role(s) in a public health emergency, and 89% of exercise participants rated the exercise "good" or "excellent."

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.

FY2009 Additional Efforts:

- In FY2009, the Office of Enterprise Technology installed four (4) wireless access points at the Department of Emergency Management's bunker location. This connectivity is required for non-County agencies to gain access to the Internet during exercises or actual emergencies. Wireless access allows Emergency Management and the outside agencies to efficiently manage communications during an emergency.
- The Office of Enterprise Technology (OET) worked closely with Public Health Department to assist with technology needs during the first wave of the H1N1 outbreak. In the Spring of 2009, OET installed eleven (11) additional computer workstations requested by Public Health's Public Information Office for volunteers assisting with the outbreak; completed (on an expedited basis) all requests for website updates to keep citizens apprised of the most current County status; arranged a larger-capacity conference bridge to handle additional callers for daily updates to the press and affected groups; monitored the web servers during additional load times to ensure availability; and OET staff remained on-call 24/7 to address any and all technology issues.
- In FY2009, Maricopa County Department of Public Health (MCPHD) completed all the requirements of the preparedness and response grant from the U.S. Department of Homeland Security.

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 122.8 per 100,000 residents in 2008), as has the rate of deaths attributed to stroke (43.2 in 2003 compared to 29.9 in 2008).
- 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

	<i>HP 2010 Target</i>	2003	2004	2005	2006	2007	2008
Cancer	159.9	152.2	160.8	155.8	153.0	145.1	142.3
Heart Disease	166.0	166.8	157.3	158.6	143.7	123.0	122.8
Stroke	48.0	43.2	43.0	39.1	36.1	30.2	29.9
Diabetes-Related	45.0	48.4	44.5	47.7	45.4	39.7	38.6
Respiratory Disease	60.0	122.2	115.2	127.7	126.2	112.9	119.1

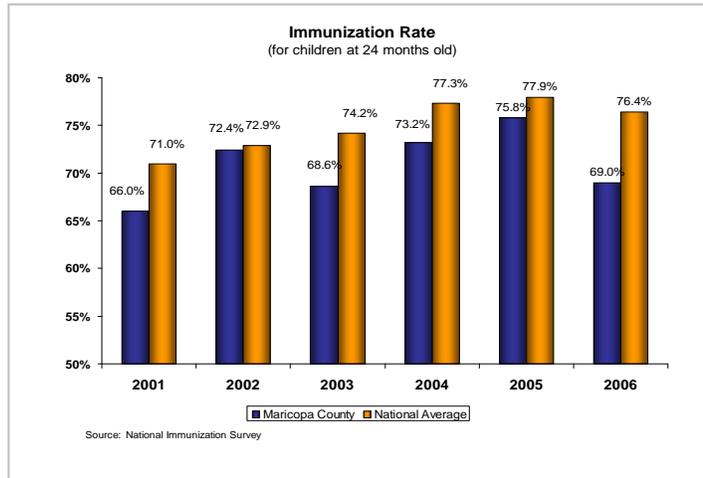
Source: Arizona Department of Health Services

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%).



FY2009 County Progress/Achievements:

- Maricopa County Department of Public Health (MCDPH) completed the co-location of two of its programs with existing social service providers in order to better serve local and minority communities and better educate local communities about health promotion and healthy living: the Thomas WIC facility is now located on the campus of the St. Mary’s Food Bank, allowing clients to access both WIC services and emergency food boxes; and The Mesa immunization clinic relocated to the Mesa Community Action Network facility, and a new WIC site was also established there. Residents of West Mesa are now able to receive immunizations, WIC services, and a number of social services from Mesa CAN at one location.
- MCDPH has offered Express Testing to clients in order to increase STD screening. Bi-lingual staff participated in Spanish speaking radio and TV interviews in order to educate the public on STDs and congenital syphilis. The Department also created MySpace and Facebook pages to reach out to the men-who-have-sex-with-men (MSM) community, and expanded community outreach to high schools and the MSM community.

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.

FY2009 County Progress/Achievements:

- Maricopa County Department of Public Health Epidemiology Division participated in the U.S. Food & Drug Administration (FDA) Foodborne disease task force, communicated with Infection Control Practitioners at hospitals regarding the novel H1N1 influenza, and coordinated with ADHS on the novel H1N1 influenza.
- The Ryan White Part A Program, through an agreement with the Department of Health and Human Services Health Services Resources Administration, collaborates with the Arizona Department of Health Services, Maricopa Integrated Health System, Arizona Department of Corrections, the Indian Health

Services, the Arizona Education and Training Center at the University of Arizona, and the Maricopa County Departments of Public Health and Correctional Health Services to coordinate quality services and care for people living with HIV/AIDS in our community.

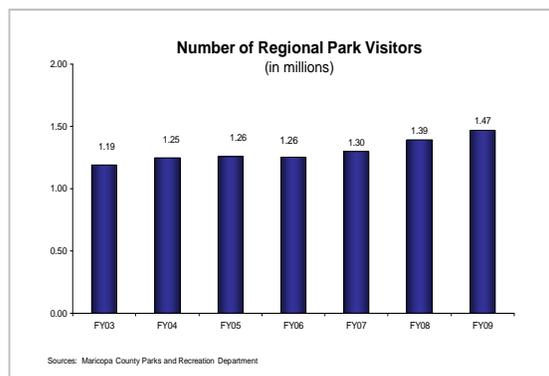
- The Clinical Services Division of the Maricopa County Department of Public Health is partnering with McDowell Clinic, Spectrum Medical Group, and Pueblo Family Physicians by conducting interviews in their facilities and providing treatment for the patients at Spectrum and Pueblo; is partnering with TERROS in providing testing to their high-risk clients; and is working with Southwest Center and ADHS-STD Program in implementing the Syphilis Happens campaign.
- The Office of the Medical Examiner has been proactive in the involvement of the Pandemic Response Plan and has partnered with the Arizona Department of Health Services, Indian Health Services, Maricopa Public Health, Emergency Management, Arizona State University, Fire and Police Departments, Homeland Security, American Red Cross, private mortuaries, and other partners involved in the development of the Pandemic Response Plan.
- Department of Public Health Clinical Services is engaged in a number of partnerships/relationships:
 - Working with the ADHS-STD Program on multiple projects to educate the public and increase STD testing
 - Working with the Gila River Indian Community on case management of syphilis cases on the Maricopa County portion of the reservation
 - Partnering with the Tohono O'Odham Indian Community on outreach activity in the Gila Bend area
 - Partnering with the Black AIDS Task Force, Native American HIV/AIDS Awareness Task Force and the Latino HIV/AIDS Awareness Task Force to promote HIV & STD testing and awareness in minority communities
 - Presenting at health fair events in FY2009 which resulted in over 1,000 client contacts where information was shared and/or testing services provided
 - Forming partnerships with the Arizona Gay Rodeo Assn (AGRA), Phoenix Pride and Phoenix Rainbows to allow MCDPH to have information booths at their events for free or at low cost

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.

FY2009 County Progress/Achievements:

- Parks and Recreation has worked diligently to develop healthy lifestyle programs and increased overall participation in educational and recreational opportunities:
 - Provided 390 fitness hikes at the mountain parks promoting healthy lifestyles
 - Provided 174 healthy lifestyle programs for youth at the Desert Outdoor Center
 - Provided 837 programs for families and youth
 - Provided 4,266 interpretive educational programs
 - Developed 202 new interpretive programs, events, and activities
 - Provided 181 outreach programs at off-site locations
- In FY2009, the Department of Public Health Outreach Specialist presented information at over 100 meetings and health fairs.
- Ryan White Part A Program has improved access to services for people living with HIV/AIDS by contracting with two additional primary medical providers to serve clients living in outlying and rural communities. The program has also developed and presented educational programs focusing on the needs of the diverse community of people living with HIV/AIDS, including African Americans, Hispanic, Native American, Refugee, Asian, Seniors and Women, Youth and Children.



Strategic Priority 3 Regional Leadership

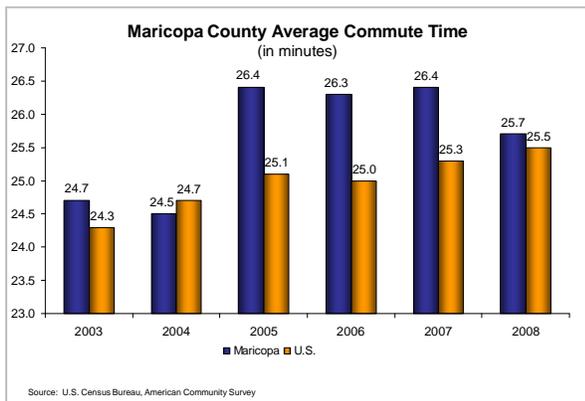
Provide regional leadership in critical public policy areas

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.

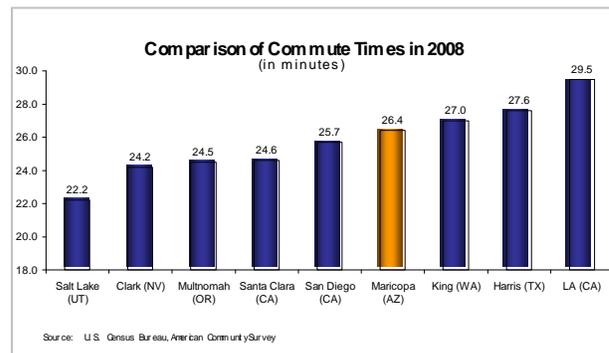


Commute Times

- 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.

FY2009 County Progress/Achievements:

- Maricopa County Public Works Department of Transportation (MCDOT) planned to execute 22 new projects in FY2009. Four planned projects were delayed due to executive decision. In their place, MCDOT advanced 6 new projects. *Out of the 22 advanced and planned projects, MCDOT completed 19 or 86% of projects on time and within budget.* To achieve consistency in project delivery and institutionalize the project delivery process, the department has launched the Scoreboard as a tool to measure critical processes for delivery. The Scoreboards resulted in focusing and aligning the efforts of various divisions toward project delivery with timely and appropriate effective communication and action. Five processes have been identified for improvement so far.



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 FY2009 Efforts:

- Maricopa County Elections Department (MCED) established O’odham language translation service in the fall of 2008 for voters at the Elder Care Center in the San Lucy District of the Tohono O’odham Nation. Voters receive their early ballot by mail at home and bring it in the Tuesday prior to Election Day for assistance in casting their ballot. This service is available for all applicable elections and was a great success for both Federal Elections as well as the 2009 Gila Bend School District Election. Many Elders voted for the first time in non-tribal elections.
- The Elections Department has partnered with the Just Vote Arizona Disability Coalition to create a comprehensive outreach campaign with uniformity of images and message to convey services and opportunities offered to our voters who have a disability. Photos of voters utilizing MCED’s services are posted on our Voter Accessibility webpage which will soon link to the Coalition’s website where voters will be able to arrange for rides to the polls on Election Day.

Percent of total ballots cast by early voting

	Sept 2006	Nov 2006	Mar 2007	May 2007	Sept 2008	Nov 2008
Early voting	39%	49%	61%	71%	79%	55%

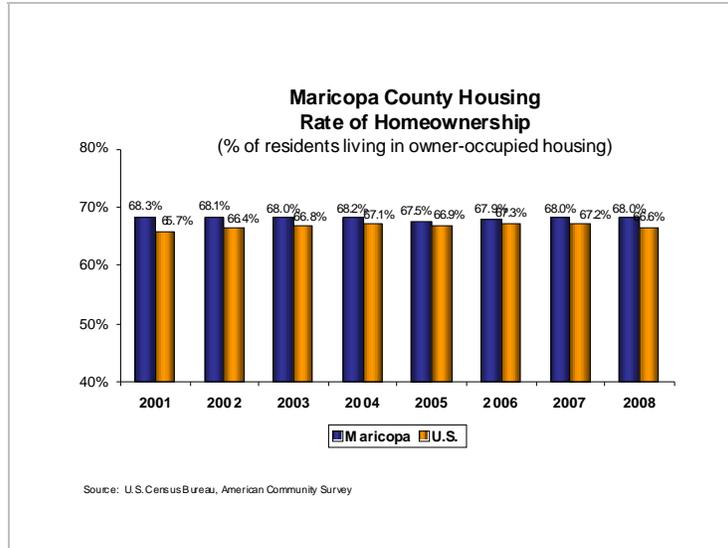
Source: Maricopa County Elections Department

- 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.



FY2009 County Progress/Achievements:

- During FY2009, the co-located facilities and agencies on the Human Services Campus continue to generate innovative programs that have resulted in continued placement of individuals in permanent housing and employment. Since its inception in November 2005, campus accomplishments include more than 2,000 individuals finding employment and more than 2,000 individuals attaining transitional or permanent housing.
- In FY2009, 15% of the HOME funds were set aside for Community Housing Development Organizations (CHDO), and contracts have been signed or are in progress.
- Human Services Department Community Development Division is working with U.S. Housing and Urban Development (HUD), the State of Arizona, and other city recipients of one-time Neighborhood Stabilization Program funding recently made available through HUD to address the issue of vacant and foreclosed residential homes and properties in the Urban County. An IGA has been executed with the Housing Authority of Maricopa County to acquire, rehab, and resell affordable single family homes to homebuyers in the Southwest Valley. In addition, a contract has been executed with Exito Inc. for the acquisition of ten single family homes to be used as affordable rentals for seniors in the City of Goodyear.
- Since July 2008, \$200,000 in American Dream Downpayment Initiative funds have been provided/committed as down-payment assistance to 12 potential first-time homebuyers 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.

FY2009 County Progress/Achievements:

- The Maricopa County Superior Court established an extern program with Arizona State University Sandra Day O'Connor College of Law for third-year law students to assist the bench with research and writing assignments.
- The Office of the Medical Examiner (OME) continues to develop partnerships with many other governmental partners and supports the concept of higher education. Most specifically, OME developed a collaborative partnership with the University of Arizona in order to maximize the resources to establish and deliver a higher medical education program in Downtown Phoenix. A Facility Use Agreement was

sanctioned to allow the University of Phoenix to occupy vacant space in the Forensic Science Center building to set up a Gross Anatomy Laboratory. The lab is currently being utilized by students of the University of Phoenix.

- The Adult Probation Department education programs are equipped with personal computers at each site. Adult Basic Education (ABE), GED preparation, English for Speakers of other Languages (ESOL), and Job-Find classes are taught. By providing an education continuum, the probationer's educational needs can be effectively met. The MCAPD Education Program was selected as the Administrative Office of the Court's 2009 Literacy Education and Resource Network (L.E.A.R.N.) Lab of the Year.
- Maricopa County Animal Care and Control (MCACC) contracted with Ft. McDowell Yavapai Nation, San Lucy District of the Tohono O'odham Nation, and the Salt River Pima-Maricopa Indian Community for sheltering services. MCACC also contracted enforcement services with San Lucy District, Salt River Pima-Maricopa Indian Community, Town of Buckeye, and City of Tolleson without the increase of additional staff.
- The Flood Control District partnered with 14 local communities and agencies in cost sharing of flood control projects. The District also met with representatives from the Gila Indian River Community to discuss and provide insight, regulations and National Flood Insurance Program information on establishing their own flood control district. Finally, during the spring of 2009, the Flood Control District Senior Leadership Team met with all (Apache Junction through Youngtown) except one of the 27 Town/City senior staff and managers to discuss opportunities to provide comprehensive services for flood hazards protection.
- The recent changes in the identification requirement for voters at the polls on Election Day and its direct impact on Native Voters necessitates collaboration between the Inter Tribal Council of Arizona (ITCA) and the Maricopa County Elections Department to ensure the most current information is consistently reaching our Native Communities. Information is shared with ITCA as well as directly to Tribal Get Out the Vote (GOTV) organizers.
- Maricopa County Department of Transportation (MCDOT) is currently working with all 26 municipalities in Maricopa County with collaboration and joint project agreements. MCDOT is leading the charge for implementing the Arterial Lifecycle Program for the region on Northern, El Mirage, Gilbert, McKellips, Power, Ellsworth and many more projects. MCDOT's work with smaller cities and the Indian Communities has achieved delivery on 51st Avenue with Gila River Indian Community, Gilbert Bridge with the Salt River Pima-Maricopa Indian Community, SR 85 with Goodyear, Buckeye, Surprise, and the Town of Queen Creek.
- The Superintendent of Schools has entered into a collaborative partnership with the 14 other County School Superintendents and the County Supervisors Association to write a grant that will bring Broadband services to schools and libraries throughout the State via the SACNet project. If awarded, the grant will provide a much needed infrastructure update and allow for collaborative efforts between County agencies and Schools to conduct distance learning for both children and adults.
- In FY2009, the Library District opened a new library in Goodyear, and added the Sun City Library as a district facility. The district is operating libraries in Avondale, Gilbert and Surprise where costs are shared or completely covered by the municipality, and providing service to the following affiliate libraries: Avondale, Buckeye, Desert Foothills (Carefree/Cave Creek), Tolleson, and Wickenburg. In FY2009, the Library District disbursed about \$1.5 million to municipal libraries participating in the Reciprocal Borrowing Program.
- The Parks and Recreation Department is actively participating/facilitating in the Town of Cave Creek Open Space and Trails Master Plan process which include acquisition of 4,000 acres of State Trust Land between Cave Creek Park and Spur Cross Ranch Conservation Area.
- The Maricopa County Recorder's Office has held several meetings with industry partners to discuss such topics as land fraud, Recording

Maricopa County Library District

<http://www.mclcdaz.org/>

- Aguila Branch
- El Mirage Branch
- Fairway Branch
- Fountain Hills Branch
- Gila Bend Branch
- Goodyear Branch
- Guadalupe Branch
- Hollyhock Branch
- Litchfield Park Branch
- North Valley Regional
- Northwest Regional
- Perry Branch, Gilbert
- Queen Creek Branch
- Robson Branch
- Southeast Regional
- Sun City Branch

KIOSK, and electronic map recording. These meetings are designed to assist the office and industry partners with knowledge about real-estate-related issues.

- Maricopa County Adult Probation Department partners with Phoenix Graffiti Busters to maintain the beautification of neighborhoods. In 2009, they have completed twelve projects working a total of 600 hours.
- The Community Services Division received the National Weatherization Award for Excellence in Multi-Family Building Weatherization in 2009. Community Services initiated the project to reduce energy costs and provide comfort and safety for 46 low-income individuals and families living in Norton Circle, a housing authority complex in the City of Avondale. This project was a partnership with the Housing Authority of Maricopa County (HAMC), Arizona Department of Commerce Energy Office (DOC), Arizona Public Service (APS), Southwest Gas (SWG), the Arizona Community Action Agency (ACAA), Foundation for Senior Living, Home Improvements, (FSL), and the City of Avondale. This project weatherized 46 units at one time, resulting in 50% reduced labor, material, and administrative costs.

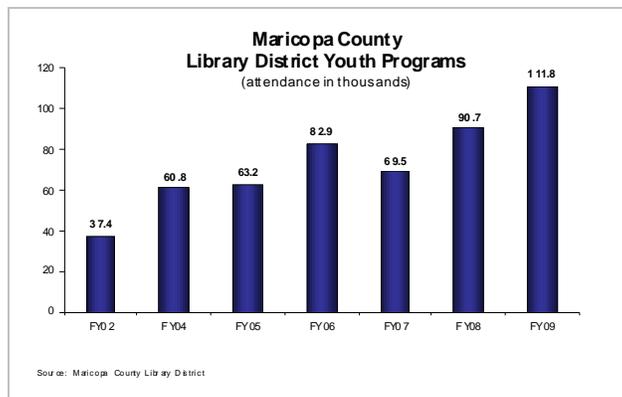
Regional Leadership Strategic Goal 5

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.

FY2009 County Progress/Achievements:

- In FY2009: 111,868 children and teens attended 3,064 district programs. Over 63,000 children and teens participated in the Summer Reading Program in 2009. Summer Reading Program participants wrote over 94,000 reviews of the books they read.
- Parks and Recreation staff is working with several other County agencies to develop the Transcendent Services Initiative under the direction of Dr. Rodrigo Silva. This program is geared toward the County's teen and young adult population to get them involved and create an understanding of government functions, environmental stewardship, and community responsibility.
- A Protect-A-Park program has been developed which offers businesses, individuals, and clubs an opportunity to volunteer their time and skills to enhance a County park area. Time may be spent painting, repairing or simply picking up litter in certain areas of a park or trail.



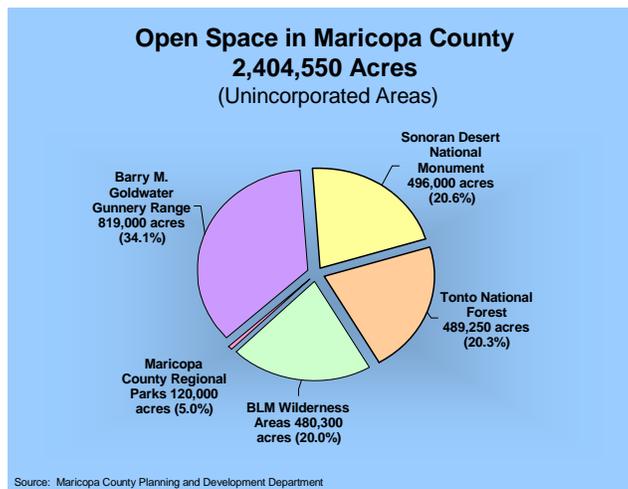
Strategic Priority 4 Sustainable Development

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.

FY2009 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.
- In FY2009, the Planning and Development Department continued to review all entitlement applications to ensure compliance with state law, consistency with the Maricopa County Regional Trail System, and consistency with approved public and private open space system plans. Planning and Development also coordinated closely with Public Works to ensure adequate and appropriate road networks into and through new development.
- The Parks and Recreation Strategic System Master Plan was adopted by the Board of Supervisors in June 2009. Within the plan, the Department will formally develop park land acquisition criteria to provide long-range guidance for park and open-space planning, acquisition, development, and management.

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.

FY2009 County Progress/Achievements:

- The Air Quality Department coordinated news release distribution with Arizona Department of Environmental Quality and Valley Metro to consolidate messaging and pinpoint agency experts for high-pollution advisories and health watches.
- The Nature Center and Amphitheater at Cave Creek Regional Park and Usery Regional Park were completed in March 2009 and August 2009, respectively. All new Nature Centers meet Leadership in Energy and Environmental Design (LEED) certification standards.
- Parks and Recreation Department has partnered with Maricopa County Library District to build a new regional library and nature center in White Tank Regional Park. Construction is underway; the project is expected to be completed by September 2010.
- The Maricopa and Sun Circle Trails have been built out at 38% of the total required (121 miles of trail of the 317 priority-one miles).
- The energy efficiency efforts made by Public Works Facilities Management over the past year have increased the efficiency of 16 County facilities, reducing our impact on the environment. Facilities Management also supports the effort of the Court Tower Project Team in creating a LEED Silver facility to be completed in 2012.
- The Air Quality Department held an Annual Air Quality Conference with 440 registered attendees, seven panel discussions ranging from health, business, elected officials, community, climate change, sustainability and regulatory topics. Working with Arizona State Game and Fish Department, State Trust Land, City of Scottsdale on Granite Mountain/Scottsdale Preserve regarding off-road (dust control) issues; working with Valley Fire Marshall's Association on coordination of open burning activity and code enforcement issues.
- Parks and Recreation Department has preparing a memorandum of understanding (MOU) with Arizona State Game and Fish Department to partner in the operation of the Maricopa Trail.
- Air Quality Flag Program launched in October 2009 with a goal to encourage improved air quality by providing Maricopa County businesses and organizations a visual alert intended to promote greater

awareness of air quality conditions and encouraging behaviors which limit additional emissions of air pollutants.

- Enhanced features on both the Air Quality Department's websites Maricopa.gov/air and CleanAirMakeMore.com to provide air quality information including:
 - Desktop widget provides current air quality information and facts about county air quality rules and regulations
 - Regulatory restriction information (No Burn Day, OHV, leaf blower)
 - Enhanced e-blast database to distribute information on a high-pollution advisory or health-watch day
- The Parks and Recreation Department facilitated the purchase of right-of-way on 10.5 acres of land for the Maricopa Trail from Anthem to Lake Pleasant from Arizona State Land Department on May 14, 2009.
- Public Works Solid Waste Management has opened all six Waste Disposal and Recycling Centers to accept all streams of waste and recyclables, improving access to these facilities by residents in the unincorporated areas of the County. There are a series of disposal containers to collect bagged household garbage, mixed recyclables, aluminum cans, paper, cardboard, scrap metal, tires, electronic waste and limited hazardous materials including, oil, anti-freeze, paint, batteries and mercury-containing lamps/bulbs. These facilities have seen a steady increase in use and have collected 270 tons of waste and 45 tons of recyclables, resulting in a landfill diversion rate of 20% for our first year of recycling. In addition, access to our periodic Hazardous Household Waste events has diverted over 60 tons of materials collected.

Sustainable Development Strategic Goal 3

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

FY2009 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

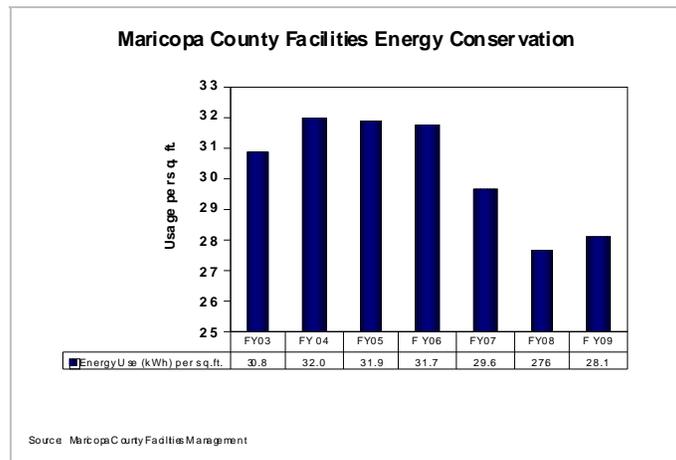
By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption.

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.

FY2009 Additional Efforts:

- Public Works Facilities Management completed energy efficiency projects in 16 buildings during 2009 which resulted in \$174,400 in incentive rebates. The projects had a combined simple payback of 1.6 years for the combined set of projects and the implementation of these efficiencies will achieve approximately \$172,000 per year in electricity cost savings to the County.

- Equipment Services Department is dedicated to the conservation of energy through the implementation of various alternative fuel products, including bio-diesel, propane, ethanol, and are meeting full compliance of federal mandates on use of ultra-low-sulfur diesel.



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.

FY2009 County Progress/Achievements:

- For FY2010, the Maricopa County Primary property tax rate was reduced by \$0.0418 from \$1.0327 to \$0.9909 per \$100 assessed value. Library District and Flood Control District Secondary property tax rates were unchanged from 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.

FY2009 County Progress/Achievements:

- The FY 2009-10 Adopted Budget included mandated State contributions totaling \$252.3 million out of total General Fund operating revenues of \$1.09 billion, or 23.1%. However, the final outcome of these contributions has not been decided by the State. The current estimate is that total mandated contributions will be \$201.8 million (18.5% of General Fund operating revenues). Excluding the one-time savings due to increased Federal funding for ALTCS, total annual contributions would be \$247.2 million (22.7%). This amount is almost unchanged from FY2009, but the percentage of General Fund operating revenue that year was only 21.2% due to higher revenues.

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.

FY2009 County Progress/Achievements:

- While a number of projects have been completed and the Downtown Court Tower is underway and under budget, the economic recession has forced the County to cancel or defer several major projects, including the expansion of the Southeast Regional Court Center and the construction of a new Southwest Regional Court Center. Nonetheless, the Court Tower project is now fully funded with accumulated General Fund cash, not debt.
- In FY2009, the Stadium District collected an additional \$627,265 in facility surcharge revenue to help finance future facility capital projects.

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.

FY2009 County Progress/Achievements:

- The Parks and Recreation Department worked to make the following contracted commercial ventures operational:
 - Scorpion Bay Marina and Yacht Club at Lake Pleasant Regional Park
 - Fort Adobe Paintball Complex at Adobe Dam Regional Park
 - General Joe Foss Shooting Complex at Buckeye Hills Regional Park
 - Wet-n-Wild Water Park at Adobe Dam Regional Park ♦
- Parks and Recreation Department also entered into the following contractual agreements in FY2009:
 - Buckeye Sportsman Club – operation of the public shooting range at Buckeye Hills Regional Park
 - Solar Energy Interconnection Agreement with SRP for Usery Mountain Regional Park
 - Photovoltaic Electric System Incentive Program Agreement with APS at Cave Creek Regional Park
 - Northside Horse Outfitters at Cave Creek Regional Park
- During FY2009, the Stadium District transferred all day-use operations over to the District's booking manager, Select Artists Associates. This transfer provided customers with one point of contact for day-use events and District events. The marketing expertise of the booking manager also provides the opportunity for a day-use event (less than 10,000 attendees) to become a District event (more than 10,000 attendees). There were 40 day-use events held at Chase Field during FY2009.
- In FY2009, the Stadium District saw an increase in revenue of \$12,000 resulting from a parking agreement with U.S. Airways Center.

Strategic Priority 6 Quality Workforce

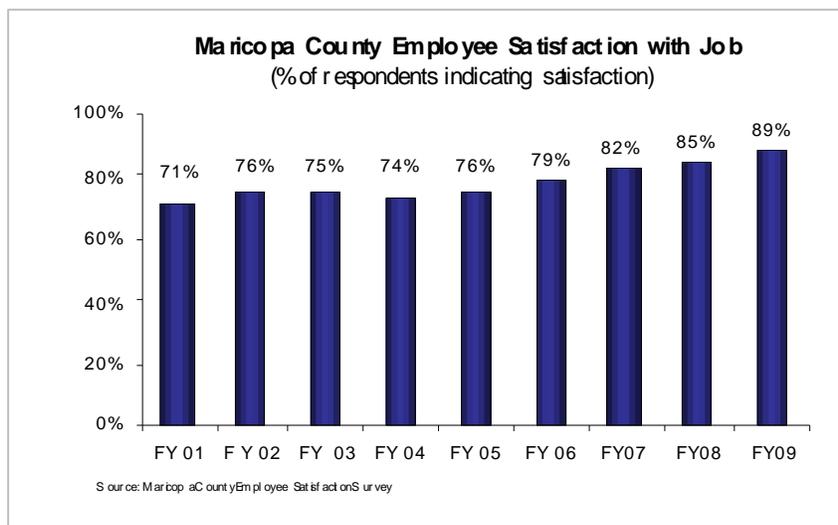
Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well

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)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Management Practices	5.23	5.29	5.39	5.52	5.66	5.70
Working Conditions	6.07	6.10	6.22	6.30	6.38	6.41
Communication	5.32	5.32	5.44	5.53	5.63	5.67
Growth/Advancement	5.79	5.82	5.97	6.09	6.13	6.09
Pay and Benefits	5.18	5.28	5.45	5.66	5.74	5.68

Source: Maricopa County Research and Reporting

FY2009 County Progress/Achievements:

- In FY2009, Office of Management and Budget Employee Compensation completed market studies covering approximately 1,600 positions and implemented a new Schedule of Premium Pay Rates. Additionally, Employee Compensation implemented a career path plan to enhance the recruitment and retention of Appraisers.
- In September 2009, A representative from the Workforce Management and Development Employment Services Division served on an employer panel focusing on public sector careers for ASU West Students. Staff of the Employment Services Division also networked and built relationships with other local government agencies as well as agencies outside of Arizona during the annual NEOGOV conference held in October 2009.
- Workforce Management and Development continues to offer as many payroll/employee record services online as possible. All forms are posted to web site; pay stubs and W2s are available online for all employees; and all employees can make tax and direct deposit changes online.
- Workforce Management and Development hosted a visiting delegation of five human resource administrators from Inner Mongolia, China. Presentations were given on the performance appraisal process for employees as well as rating appointing authorities. The delegation reported that of all municipalities visited, Maricopa County provided the most relevant information on the subject.
- The Employee Development division of Workforce Management and Development conducted 32 classes and offered an online training opportunity for employees to learn about Diversity, Professionalism, Respect in the Workplace, Civility, and Exemplary Customer Service. There were 700 employees in attendance at these classes that taught employees to be inclusive, respectful, and courteous with diverse customers and co-workers.
- Walgreens Pharmacy and Take Care Clinic opened on site at the County Administration Building in January 2009. Care Today and Take Care clinics opened to Maricopa County employees seven days/week and some holidays beginning November 2008. Wellness activities included many new programs and expanded services to almost every Maricopa County location. Benefit Satisfaction survey results were 96%. Seasonal Flu Shots also were made available at several worksites, medical providers, CMG centers, CareToday clinics and Take Care clinics.

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.

FY2009 County Progress/Achievements:

- The Diversity Office, in conjunction with the four employee networks, has celebrated diversity inclusiveness at Maricopa County by celebrating Native American Heritage in November, Hispanic Heritage in October, African American Heritage in February, Unity Day in January, Women's Month/Irish History in March.
- Workforce Management and Development initiated a new Diversity curriculum in 2009—the F.A.I.R. model and the M.E.E.T. Model. FAIR teaches feedback, assistance, inclusion and respect to better resolve diversity conflicts. The MEET Model emphasizes that making time for discussion, exploring differences, encouraging respect, and taking responsibility promotes awareness and respect. Since March 2009, 93 Maricopa county employees have taken the class, 49 employees have taken the MEET class; 124 employees of the Library District have taken both the MEET and FAIR training.

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:

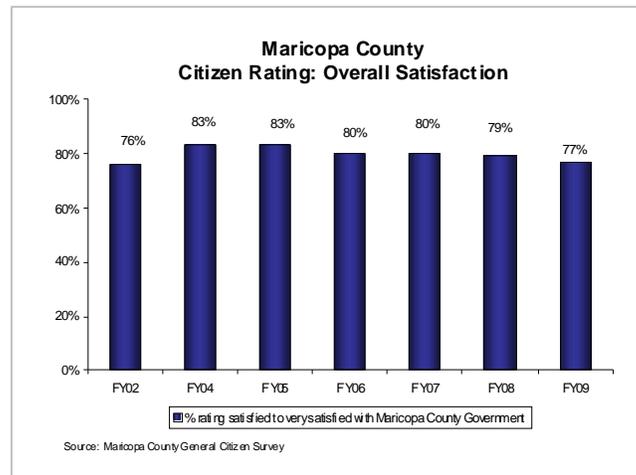
1. Create an online suggestion form and provide an online copy of the checklist used by the evaluator for the employees to view before submitting a suggestion;
2. Provide a permanent hyperlink on the employee intranet (EBC) home page which will connect employees to the Employee Suggestion webpage containing 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 FY2009, 77% of the respondents indicated they were satisfied or very satisfied with County government, which is down slightly from the rating reported in FY2008.



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.

FY2009 County Progress/Achievements:

- Seventeen departments updated their strategic business plans for FY 2009-10, including Adult Probation, Clerk of the Court, Community Development, Finance, Correctional Health, Medical Examiner, Public Fiduciary, Employee Health Initiatives, Planning and Development, Public Defender, Legal Defender, Legal Advocate, Public Defense Services, Risk Management, Public Health, Environmental Services, and Public Works.
- All phases of the MFR cycle are now supported by the Managing for Results Information System (MFRIS). The Planning for Results, Reporting Results and Budgeting for Results and Analyzing for Results modules all are operational.

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.

FY2009 County Progress/Achievements:

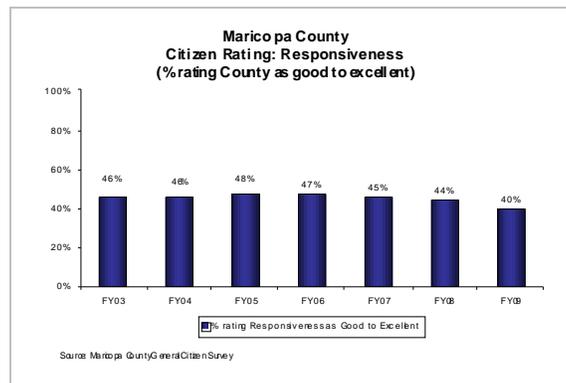
- IT Governance is designed to provide alignment of the County's strategic priorities. The proposed IT Governance Plan, including its people and processes, is only one of the items that the Office of Enterprise Technology has identified as necessary for achieving alignment of County IT resources. The IT Governance model, when fully implemented, is fundamentally designed to promote inter and intra agency coordination and decision making with participation at all levels within the County agencies, achieve uniformity of operations, and provide emphasis on effective and efficient IT solutions.

- IT functions from Public Health, the Public Fiduciary, and Office of the Medical Examiner were successfully consolidated during the reporting period, resulting in increased productivity, staff synergies, shared services, and reduced costs.

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 FY09, 40% of Citizen Survey respondents indicated that the County’s responsiveness was good to excellent, a slight decrease from the FY08 (44%) rating.



FY2009 County Progress/Achievements:

- The Parks and Recreation Department has worked diligently to provide barrier-free trails that contain gentle slopes, resting spots and are generally easier for individuals with disabilities to navigate. The barrier-free trail system includes the Black Rock Short Loop Trail (White Tanks), Gila Trail (Estrella Mountain), Honeymoon Cove Trail (Lake Pleasant), Merkle Trail (Usery), Nursery Tank Nature Trail (McDowell Mountain) and Waterfall Trail (White Tanks).
- The Office of the Medical Examiner (OME) continues to improve access to the services offered to the diverse population of the county with several initiatives. The “What’s Next” document available both in English and Spanish is available to inform the families of lost loved ones at the scenes of death.
- The Planning and Development Department has had tremendous success in expanding online permitting opportunities for customers since plan implementation. The Expedited Production Permitting Program (EPPP) transformed what was a rapid, paper-based production permitting process for large-scale homebuilders into a less-than-one-day, online process. The program allows production homebuilders to receive a residential permit in as little as 20 minutes in some cases.
- The Superintendent of Schools enhanced information and access to useful information for the home-schooling population. This is a growing population, and it is essential that the home-school families are provided with needed information and resource contacts. The enhanced website provides resources for home schoolers to assist in meeting their needs from home or through easy access on our website.
- The Recorder’s Office website is available 24 hours a day. Information and images available back to 1871, when the County started, are available. The office allows free access to all unofficial information, and allows for electronic submission of documents through several options.
- In FY2009, Maricopa County Animal Care and Control began negotiations to build a West County shelter to serve the outlying communities and provide an outlet for the animal welfare community to showcase adoptable pets.
- The Recorder’s Office has developed an interactive KIOSK for recording documents that will allow the office to expand to outlying communities.
- Public Works Department of Transportation (MCDOT) has opened four regional operation/maintenance facilities to be closer and more responsive to the needs of various customers. This localized approach

has increased customer satisfaction and quality of service. MCDOT completed 22 projects this year, most notably Gavilan Peak which helps relieve traffic for local residents during I-17 construction. The Emergency Management Department produced and distributed English- and Spanish-language copies of the *Ready Maricopa County* brochure, a pocket-sized pamphlet with tips about how to develop a household disaster plan and emergency supply kits. The brochure is designed to promote individual readiness within the community, which is especially important to those within special populations.

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.

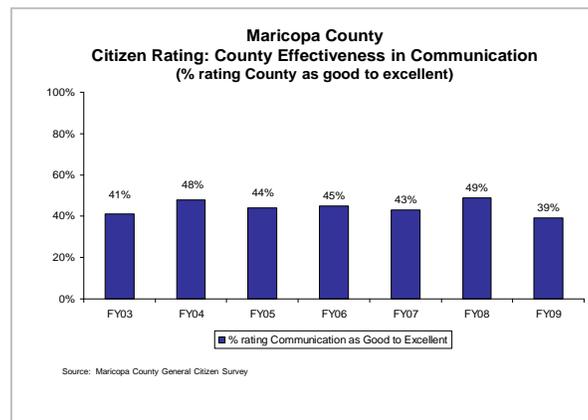
FY2009 County Progress/Achievements:

- 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 FY09, 39% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, down significantly from the FY08 rating of 49%.



FY2009 County Progress/Achievements:

- Parks and Recreation Department has developed a Twitter account, allowing the opportunity to not only have outbound communication but also inbound communication from individuals who are interested in the park system. This tool also provides the department with instant access to numerous media contacts.
- Parks and Recreation has also added You Tube access. They are now able to provide our clients with virtual tours of the parks via YouTube. <http://www.youtube.com/MaricopaCountyParks>

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.

Managing for Results Policy

The Managing for Results Policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments. Managing for Results is a management system that establishes the requirements to fulfill the County’s Mission and Vision of accountability to its citizens. The policy is promulgated as part of the annual County budget process under the authority of the Board. Key provisions:

- “Managing for Results” means that the entire organization, its management system, its employees and its 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.
- All Departments will participate in the Managing for Results system and shall comply with the policy.
- The County Manager will develop and present a Countywide strategic plan to the Board.
- The mission, strategic goals, services, results and performance measures for a department are set forth in strategic business plans. Departments will participate in the annual Planning for Results process by developing and submitting strategic business plans for review as part of the budget process with required elements and in the prescribed format.
- All managers will work with assigned employees to establish performance plans that align with department strategic business plans.
- The Office of Management and Budget (OMB) and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
- OMB will review department strategic business plans and performance measures as a basis for funding recommendations.
- Departments will report on their family of performance measures for budget and planning purposes quarterly, according to the annual budget calendar.

- Internal Audit will review and report on strategic business plans and performance measures.
- The Board directs all managers to use performance information to manage activities effectively and efficiently. Managers will consider performance information in making policy and program decisions.

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.

Key provisions:

- Defines *Budgeting for Results* as 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. Budgeting for Results is the primary basis for decisions about department budgets
- Requires using conservative revenue estimates.
- Requires that the budget be *structurally balanced* (recurring expenditures fully supported by recurring sources of funding).
- Base budgets will be analyzed for possible reductions, and requests for new funding will be analyzed based on impact on results.
- Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues.
- Wherever possible, the budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues.
- Wherever appropriate, services and programs will be supported by user fees that recover full direct and indirect costs, unless market considerations dictate otherwise.
- All user fees will be reviewed annually in conjunction with the budget development process.
- Departments must submit base expenditure requests within budget targets provided by the Office of Management and Budget. Targets are based on the current budget, with adjustments as directed by the Board.
- Requests for additional funding must be submitted as *Results Initiatives Requests*, and be directed to achievement of strategic goals that align with the direction of the Board. The Board may annually adopt guidelines and priorities for results initiative requests.
- Budgets will include a reasonable allowance for personnel savings due to natural staff turnover based on past experience.
- All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests, which must be submitted on schedule and in the appropriate format to the Office of Management and Budget (OMB) .

- The Deputy County Manager negotiates budget recommendations with Elected Officials and the Judicial Branch; if agreement cannot be reached, budget recommendations may be negotiated directly with the County Manager and ultimately the Board of Supervisors.
- The Office of Management and Budget recommends a five-year Capital Improvement Program to the Board. Estimates of increased operating costs will be provided with each requested project
- Central Service Cost Allocation charges will be assessed from all non-General Fund agencies based on a full-cost allocation methodology, or level of reimbursement allowed by grants.
- Funding for the Self-Insurance Trust Fund will be assessed from all funds, and 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.

Key provisions:

- The Policy provides Departments with flexibility in managing their resources to achieve results for customers while upholding accountability for spending within legal appropriations
- Appropriated budgets are defined as legal authorization by the Board to expend funds or incur obligations for specific purposes. The Board may establish appropriated budgets different levels of detail If there is a significant risk that a department will exceed its appropriated budget. Changes in appropriated budgets must be approved by the Board.
- Budgets are normally appropriated at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.
- Detailed budgets are specified by month, function, organizational unit, Activity, object/source, and position. "Function" is classification of expenditures and revenues according to whether they are recurring or non-recurring.
- Appropriated budgets are not guaranteed from one fiscal year to the next.
- Departments develop and maintain detailed revenue and expenditure budgets that are loaded into the main financial system. Detailed budgets must equal appropriated budgets.
- Requests to amendment appropriated budgets supported by grants, donations or intergovernmental agreements may be made when expenditures from these sources are forecasted to exceed the appropriation.
- Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.
- To maximize results, departments have flexibility to incur expenditures that vary from their detailed budgets, so long as they comply with the appropriated budget. Flexibility is accompanied by responsibility to produce expected results while absorbing unanticipated spending increases.

- If a department requests an appropriated budget increase for unanticipated spending, the Board may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
- Departments may not recommend any agreements that commit the County to expenditures for which funding is not identified in future years.
- Departments must verify funding for all purchases and contracts.
- Department expenditures and revenues are monitored and reported on a monthly basis. 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.
- Departments with negative year-to-date expenditure or revenue variances must provide a written explanation and corrective action plans, which must be reviewed and approved.
- Departments may not exceed their appropriated expenditure budgets, and are required to reduce expenditures to offset any shortfall in budgeted revenue.
- The Department of Finance must prepare and submit to the Board a comprehensive report of audited actual expenditures relative to 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. Corrective action may include adopting appropriated budgets 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.
- The total costs associated with fulfilling an internal records request will be charged against the budget of the department making the request. The County Manager can waive the transfer of costs if the costs are less than \$1,000.

Reserve and Tax Reduction Policy Guidelines

The purpose of this policy is to provide for long-term financial stability and low, sustainable taxes through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. This policy also establishes budgetary and financial guidelines regarding tax reduction. Key provisions:

- A portion of the fund balance in the General Fund will be committed for budget stabilization purposes in an amount sufficient to eliminate cash flow borrowing in the General Fund and in other funds as necessary.
- Spendable beginning fund balances will be estimated and included in the annual budget.
- Proceeds from the sale of real property will be set aside for capital improvements or to repay debt used to fund capital improvements.
- Fund balances may be appropriated to acquire fixed assets, retire debt, and provide for fiscal stabilization during economic downturns, so long as adjustments are made to restore structural balance within one to two fiscal years.

- Expenditures from fund balance will be drawn first from any *unassigned* balance, next from any *assigned* balance, then from any *committed* balance, and last from any *restricted* balance.
- Use of fund balances must be consistent with the Tax Reduction Policy Guidelines.
- The Board will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax burden at current or lower levels. The Board may reduce property taxes under the following conditions:
 - The reduction is sustainable into the foreseeable future.
 - The budget is currently structurally balanced.
 - The General Fund balance committed for budget stabilization is sufficient to eliminate cash-flow borrowing and unexpected economic changes.
 - Fund balances have been appropriated or committed for repayment of outstanding debt.
 - Necessary capital expenditures are appropriated from fund balance.

Funded Positions Policy

The purpose of the 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. Key provisions:

- Departments can establish new positions with review and approval by the Office of Management and Budget (OMB). Position requests must include a brief description of the purpose of the position(s), including relation to measured results, strategic goals.
- Departments must also identify how the positions will be funded, and any positions to be deleted. Departments must justify why budget savings that will be used to fund the requested positions should not be retained as budget savings
- Position requests are not approved the fully-annualized cost can be supported within the Department's current appropriation, or if the Board has approved other funding, and must otherwise comply with established Board policies and priorities. Proposed job descriptions and salaries are also reviewed.
- If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board. If the Board approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.
- During the annual budget process Departments verify that budgets and funding are adequate to support all authorized positions. OMB validates position funding and identifies positions that are potentially unfunded or underfunded.
- Total FTEs 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. Turnover or attrition savings will be budgeted in all Departments at appropriate levels.
- Vacant underfunded positions have the option of eliminating the positions or identifying additional funding for them. Vacant unfunded positions will be eliminated.

- Filled unfunded or under-funded positions will be reviewed, and the issue will taken to the Board for resolution.

Policy on Use of Employee Furloughs for Budget Balancing

This Policy establishes how and when employee furloughs will be used to balance budgets. Furloughs are mandatory unpaid leave imposed on employees as a means of reducing expenditures in response to a shortage of revenue and/or a lack of work. Furloughs may be imposed as an alternative to, or in conjunction with, Reductions in Force. The Policy states that employee furloughs may not be consistent with a sustainable, structurally-balanced budget, because expenditure savings is non-recurring and creates an unfunded payroll liability in subsequent fiscal years. Employee furloughs therefore must be approved by the Board. Key provisions:

- Employee furloughs are not encouraged, but may be used so long as there is a plan to restore the budget to structural balance within one to two fiscal years.
- Departments must prepare and submit furlough budget plans for Board approval. Plans must include the following information:
 - An explanation of why the employee furlough is necessary, either in addition to, or instead of reductions in force.
 - A list of all types of positions that will undergo furloughs, as well as the anticipated frequency and duration of the proposed furloughs.
 - Estimated furlough savings.
 - A plan for implementing longer-term expenditure or revenue adjustments that will restore structural balance
 - Estimated impacts on performance and results.
- Furlough budget plans will include a hiring freeze that will, over a period of no longer than two fiscal years, create enough 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.
- When approved and implemented, 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.
- 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.

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 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 pursuant to A.R.S. §48-3602 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 pursuant to A.R.S. §48-3901 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 Detention 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 County Improvement Debt 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 General Fund County Improvements Fund – was 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.

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.

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:

TYPE OF ASSETS	ESTIMATED USEFUL LIFE (IN YEARS)	
	PRIMARY GOVERNMENT	DISCRETELY PRESENTED COMPONENT UNIT
Buildings	20 - 50	20 - 30
Infrastructure	25 - 50	
Autos and trucks	3 - 10	7
Other equipment	3 - 20	5 - 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.

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 360 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 nontaxable investment in a Post Employment Health Plan (PEHP) established pursuant to Internal Revenue Code §501(c)(9).

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. non-recurring, including projects), and 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

The budgets for several blended component units, including the Flood Control District, Library District, Stadium District, Special Assessment Districts and Street Lighting Improvement Districts are included in a separate volume of this document. The Public Finance Corporation is excluded from this document, as are one discretely presented component unit (Housing Authority) and one related organization (Industrial Development Authority). Activity associated with the Accommodation Schools and Sports Authority are not included in the County budget as the Board of Supervisors does not adopt the budgets for these entities. The Sheriff Warehouse Fund is also not included in the budget, as it is an Internal Service Fund that serves only one department, the Sheriff.

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												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Financial Forecasting	■	■	■	■	■	■	■	■	■	■	■	■
Planning for Results	■	■	■	■	■	■	■	■	■	■	■	■
Budget Guidelines & Priorities					■	■	■	■	■	■	■	■
Budget Preparation						■	■	■	■	■	■	■
Budget Review & Analysis								■	■	■	■	■
Budget Adoption:											■	■
Tentative Adoption												■
Final Adoption												■
Property Tax Levy Adoption		■	■	■	■	■	■	■	■	■	■	■

The process may not exactly follow the general calendar in some years. Each year, certain circumstances, such as delays in the State of Arizona’s budget approval process, may affect and alter specific dates. The annual budget calendar is provided In the Attachments section of this document.

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. The current five-year forecast is presented in the Financial Forecast section of this document.

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. The current County strategic plan is presented in the Strategic Direction section of this document, while department strategic business plans are presented in the Department Strategic Business Plans and Budgets section.

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. Current Guidelines and Priorities are discussed in the Transmittal Letter, and presented in their entirety in the Attachments section.

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 2011 Budget Process

Compared with the prior year, the FY 2011 budget development process more closely followed the normal schedule outlined above. Departments updated their strategic business plans in the summer and fall prior to budget preparation, following a normal schedule. Revenue collections were monitored closely, and the major revenues were forecasted quarterly. However, due to considerations related to the State budget and anticipated declines in the property tax base, the FY 2011 Budgeting for Results Guidelines and Priorities were not adopted by the Board of Supervisors until early January 2010. This delayed the start of the budget process by about one month.

The Office of Management and Budget (OMB) reviewed departments' budget requests starting in January rather than 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 January. OMB reviewed and analyzed department budget requests through the end of March. The Deputy County Manager negotiated budget recommendations with elected officials and the Presiding Judge from mid-March through mid-April.

The FY 2011 Recommended Budget was presented to the Board of Supervisors on May 24, 2010 and was tentatively adopted the same day. Final Adoption of the budget occurred on June 21, 2010. Property Tax levies and rates were adopted on August 16, 2010.

Fiscal Year 2012 Budget Process

The FY 2012 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.).

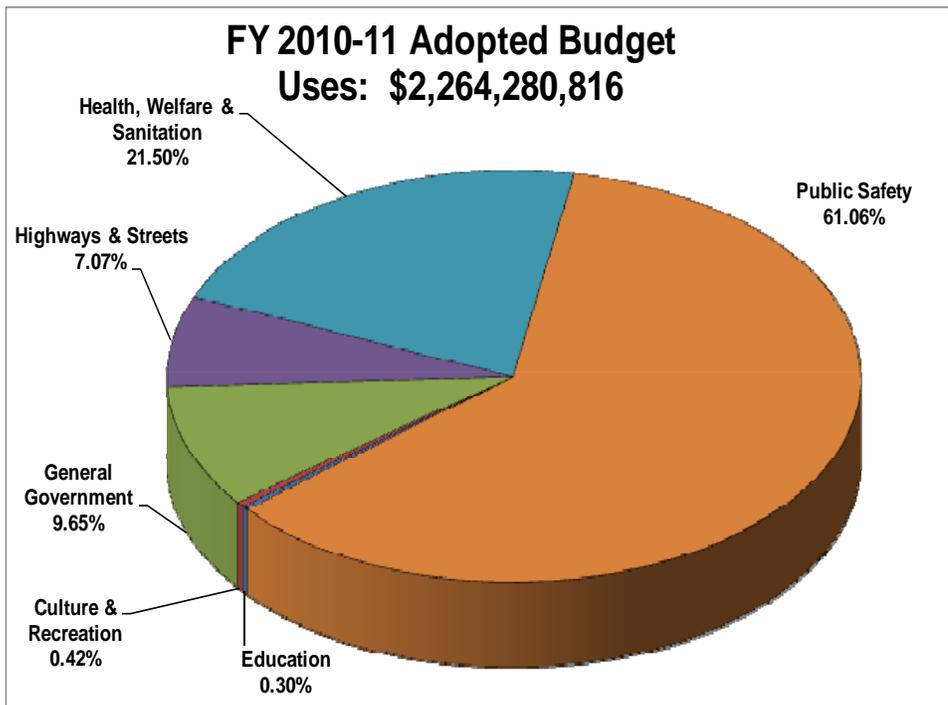
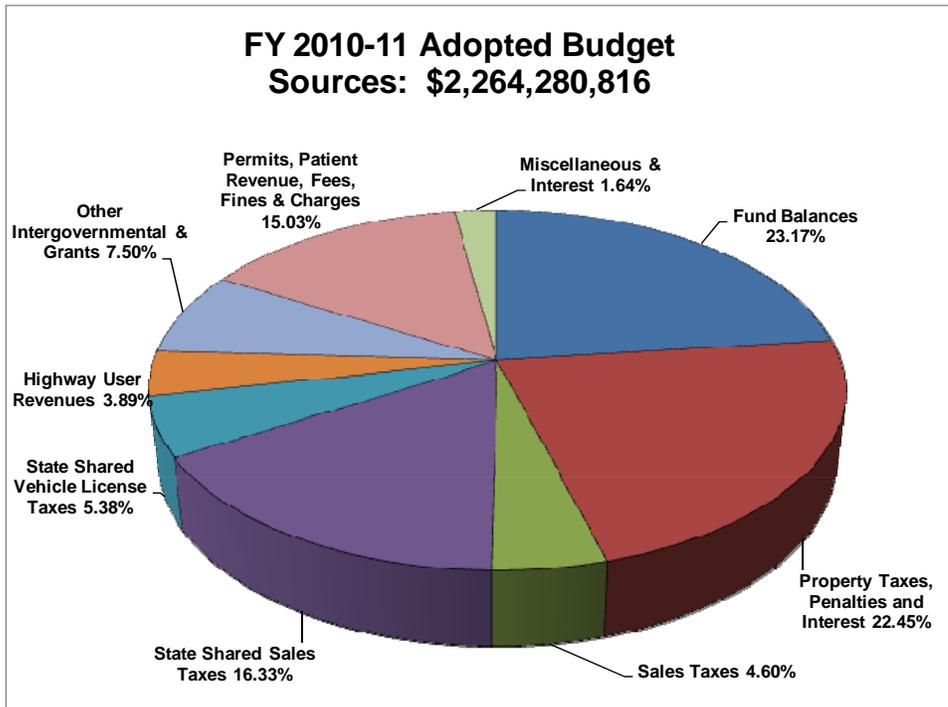
- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped 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

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEGINNING FUND BALANCE	\$ 453,144,579	\$ 339,871,263	\$ 9,098,850	\$ 543,603,328	\$ 71,839,225	\$1,417,557,245	\$ -	\$1,417,557,245
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	\$ 487,350,934	\$ -	\$ -	\$ -	\$ -	\$ 487,350,934	\$ -	\$ 487,350,934
TAX PENALTIES & INTEREST	21,000,000	-	-	-	-	21,000,000	-	21,000,000
SALES TAXES	-	104,216,987	-	-	-	104,216,987	-	104,216,987
LICENSES AND PERMITS	2,285,000	36,967,370	-	-	-	39,252,370	-	39,252,370
GRANTS	-	143,535,810	-	-	-	143,535,810	-	143,535,810
OTHER INTERGOVERNMENTAL	4,041,475	10,976,113	-	-	-	15,017,588	-	15,017,588
PAYMENTS IN LIEU OF TAXES	10,060,000	-	-	-	-	10,060,000	-	10,060,000
STATE SHARED SALES TAX	369,740,752	-	-	-	-	369,740,752	-	369,740,752
STATE SHARED HIGHWAY USER REV	-	88,134,046	-	-	-	88,134,046	-	88,134,046
STATE SHARED VEHICLE LICENSE	113,380,026	8,414,909	-	-	-	121,794,935	-	121,794,935
INTERGOV CHARGES FOR SERVICES	11,992,859	73,404,775	2,674,846	-	5,061,641	93,134,121	-	93,134,121
OTHER CHARGES FOR SERVICES	26,411,426	71,295,332	-	-	38,497,991	136,204,749	-	136,204,749
INTERNAL SERVICE CHARGES	-	-	-	-	155,232,894	155,232,894	(155,232,894)	-
PATIENT SERVICES REVENUE	7,200	1,399,715	-	-	-	1,406,915	-	1,406,915
FINES & FORFEITS	14,440,741	16,366,876	-	-	-	30,807,617	-	30,807,617
INTEREST EARNINGS	-	1,970,197	-	-	845,424	2,815,621	-	2,815,621
MISCELLANEOUS REVENUE	4,228,226	20,189,173	-	-	14,500	24,431,899	-	24,431,899
GAIN ON FIXED ASSETS	-	300,000	-	-	-	300,000	-	300,000
TRANSFERS IN	10,621,605	176,584,196	1,139,914	7,620,837	-	195,966,552	(195,966,552)	-
TOTAL OPERATING SOURCES	\$1,075,560,244	\$ 753,755,499	\$ 3,814,760	\$ 7,620,837	\$199,652,450	\$2,040,403,790	\$ (351,199,446)	\$1,689,204,344
NON-RECURRING								
LICENSES AND PERMITS	\$ -	\$ 131,000	\$ -	\$ -	\$ -	\$ 131,000	\$ -	\$ 131,000
GRANTS	-	1,226,151	-	-	-	1,226,151	-	1,226,151
INTERGOV CHARGES FOR SERVICES	64,742	-	-	38,814,115	-	38,878,857	-	38,878,857
OTHER CHARGES FOR SERVICES	-	607,986	-	-	-	607,986	-	607,986
INTEREST EARNINGS	7,000,000	2,606,000	25,000	-	-	9,631,000	-	9,631,000
TRANSFERS IN	-	-	11,726,268	432,854,819	-	444,581,087	(444,581,087)	-
TOTAL NON-RECURRING SOURCES	\$ 7,064,742	\$ 4,571,137	\$ 11,751,268	\$ 471,668,934	\$ -	\$ 495,056,081	\$ (444,581,087)	\$ 50,474,994
TOTAL SOURCES	\$1,082,624,986	\$ 758,326,636	\$ 15,566,028	\$ 479,289,771	\$199,652,450	\$2,535,459,871	\$ (795,780,533)	\$1,739,679,338
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	\$ 431,251,222	\$ 438,613,606	\$ -	\$ -	\$ 11,867,917	\$ 881,732,745	\$ -	\$ 881,732,745
SUPPLIES	9,978,011	32,761,489	-	-	8,927,512	51,667,012	(5,646,712)	46,020,300
SERVICES	444,852,973	223,380,620	-	-	187,969,473	856,203,066	(149,586,182)	706,616,884
CAPITAL	5,355,865	11,673,186	17,172,330	-	600,297	34,801,678	-	34,801,678
OTHER FINANCING USES	184,122,173	10,208,657	-	-	1,635,722	195,966,552	(195,966,552)	-
TOTAL OPERATING USES	\$1,075,560,244	\$ 716,637,558	\$ 17,172,330	\$ -	\$211,000,921	\$2,020,371,053	\$ (351,199,446)	\$1,669,171,607
NON-RECURRING								
PERSONAL SERVICES	\$ 777,757	\$ 2,195,130	\$ -	\$ 4,099,737	\$ -	\$ 7,072,624	\$ -	\$ 7,072,624
SUPPLIES	3,281,362	4,766,758	-	575,000	369,000	8,992,120	-	8,992,120
SERVICES	89,695,970	37,840,031	-	19,279,355	3,233,500	150,048,856	-	150,048,856
CAPITAL	17,454,232	4,803,944	-	403,770,537	2,966,896	428,995,609	-	428,995,609
OTHER FINANCING USES	187,000,000	245,854,819	11,649	11,714,619	-	444,581,087	(444,581,087)	-
TOTAL NON-RECURRING USES	\$ 298,209,321	\$ 295,460,682	\$ 11,649	\$ 439,439,248	\$ 6,569,396	\$1,039,690,296	\$ (444,581,087)	\$ 595,109,209
TOTAL USES	\$1,373,769,565	\$1,012,098,240	\$ 17,183,979	\$ 439,439,248	\$217,570,317	\$3,060,061,349	\$ (795,780,533)	\$2,264,280,816
STRUCTURAL BALANCE	\$ -	\$ 37,117,941	\$ (13,357,570)	\$ 7,620,837	\$ (11,348,471)	\$ 20,032,737	\$ -	\$ 20,032,737
ENDING FUND BALANCE:								
RESTRICTED	\$ -	\$ 83,757,455	\$ 7,470,489	\$ 221,432,193	\$ 59,511,432	\$ 372,171,569	\$ -	\$ 372,171,569
COMMITTED	162,000,000	6,718,552	10,410	362,021,658	3,502,844	534,253,464	-	534,253,464
UNASSIGNED	-	(4,376,348)	-	-	(9,092,918)	(13,469,266)	-	(13,469,266)

Sources and Uses of Funds



Reconciliation of Budget Changes

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
 FY 2010 ADOPTED TO FY 2010 REVISED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2010 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
Total Adjustments	6,900,777	54,287,159	-	57,989,317	9,898,916	(57,993,508)	71,082,661
FY 2010 Revised Budget	\$ 1,280,913,861	\$ 906,764,375	\$ 18,709,110	\$ 274,351,834	\$ 225,082,562	\$ (498,463,695)	\$ 2,207,358,047
OPERATING							
FY 2010 Adopted Budget	\$ 1,090,162,676	\$ 724,082,654	\$ 18,709,110	\$ -	\$ 212,821,093	\$ (334,380,213)	\$ 1,711,395,320
Program Revenue Volume Adj.	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Grants	-	48,863,438	-	-	-	-	48,863,438
Intergovernmental Agreements	4,802,330	-	-	-	-	-	4,802,330
Mid-Year Adjustments	(114,127)	4,000	-	-	4,700,000	(4,589,873)	-
Total Adjustments	\$ 4,688,203	\$ 50,367,438	\$ -	\$ -	\$ 4,700,000	\$ (4,589,873)	\$ 55,165,768
FY 2010 Revised Budget	\$ 1,094,850,879	\$ 774,450,092	\$ 18,709,110	\$ -	\$ 217,521,093	\$ (338,970,086)	\$ 1,766,561,088
NON-RECURRING							
FY 2010 Adopted Budget	\$ 183,850,408	\$ 128,394,562	\$ -	\$ 216,362,517	\$ 2,362,553	\$ (106,089,974)	\$ 424,880,066
Capital Improvement Program	\$ -	\$ 913,420	\$ -	\$ 55,686,517	\$ -	\$ (50,749,937)	\$ 5,850,000
Donations	-	101,389	-	-	-	-	101,389
Grants	39,665	6,804,858	-	2,302,800	-	-	9,147,323
Intergovernmental Agreements	99,368	20,000	-	-	-	-	119,368
Technology Projects	-	(4,129,851)	-	-	4,129,851	-	-
Other Non-Recurring	2,073,541	209,905	-	-	1,069,065	(2,653,698)	698,813
Total Adjustments	\$ 2,212,574	\$ 3,919,721	\$ -	\$ 57,989,317	\$ 5,198,916	\$ (53,403,635)	\$ 15,916,893
FY 2010 Revised Budget	\$ 186,062,982	\$ 132,314,283	\$ -	\$ 274,351,834	\$ 7,561,469	\$ (159,493,609)	\$ 440,796,959

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
 FY 2010 REVISED TO FY 2011 ADOPTED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2010 Revised Budget	\$ 1,280,913,861	\$ 906,764,375	\$ 18,709,110	\$ 274,351,834	\$ 225,082,562	\$ (498,463,695)	\$ 2,207,358,047
Total Adjustments	92,855,704	105,333,865	(1,525,131)	165,087,414	(7,512,245)	(297,316,838)	56,922,769
FY 2011 Adopted Budget	\$ 1,373,769,565	\$ 1,012,098,240	\$ 17,183,979	\$ 439,439,248	\$ 217,570,317	\$ (795,780,533)	\$ 2,264,280,816
OPERATING							
FY 2010 Revised Budget	\$ 1,094,850,879	\$ 774,450,092	\$ 18,709,110	\$ -	\$ 217,521,093	\$ (338,970,086)	\$ 1,766,561,088
State Budget-Balancing Impacts:							
Mandated State Contribution	\$ 9,585,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,585,400
State Risk Management Charges	1,054,953	(1,054,953)	-	-	-	-	-
100% Superior Court Judges Salaries	8,157,042	-	-	-	-	-	8,157,042
Payment for Sexually Violent Persons	1,500,000	-	-	-	-	-	1,500,000
	\$ 20,297,395	\$ (1,054,953)	\$ -	\$ -	\$ -	\$ -	\$ 19,242,442
Mandated State Health Contributions:							
ALTCS Contribution	\$ 96,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,700
AHCCCS Contribution	(273,500)	-	-	-	-	-	(273,500)
Arnold v. Sam IGA	1,880,167	-	-	-	-	-	1,880,167
	\$ 1,703,367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,703,367
Other Mandated Expenditures:							
Jail Excise Tax Maintenance of Effort	\$ 2,264,622	\$ -	\$ -	\$ -	\$ -	\$ (2,264,622)	\$ -
Primary and General Elections	12,087,703	-	-	-	-	-	12,087,703
	\$ 14,352,325	\$ -	\$ -	\$ -	\$ -	\$ (2,264,622)	\$ 12,087,703
Employee Benefits and Retirement:							
Employee Health/Dental Premiums	\$ 7,473,305	\$ 7,221,380	\$ -	\$ -	\$ 184,217	\$ -	\$ 14,878,902
Retirement Contributions	4,881,306	1,062,915	-	-	25,508	-	5,969,729
	\$ 12,354,611	\$ 8,284,295	\$ -	\$ -	\$ 209,725	\$ -	\$ 20,848,631
Criminal Justice:							
Jail Population Decrease	\$ -	\$ (3,615,639)	\$ -	\$ -	\$ -	\$ -	\$ (3,615,639)
Public Defense Caseload Increases	7,301,374	-	-	-	-	-	7,301,374
CHS Medical Staffing Increase	-	206,292	-	-	-	-	206,292
CHS Mental Health Staffing Increase	-	2,692,566	-	-	-	-	2,692,566
	\$ 7,301,374	\$ (716,781)	\$ -	\$ -	\$ -	\$ -	\$ 6,584,593
Base Adjustments							
Budget Reductions	\$ (14,926,473)	\$ (9,388,498)	\$ (1,536,780)	\$ -	\$ (6,715,743)	\$ (9,964,738)	\$ (42,532,232)
Program Revenue Volume Decreases (Net)	(51,134,560)	(21,740,562)	-	-	(26,680)	-	(72,901,802)
Grants	-	(3,969,572)	-	-	12,526	-	(3,957,046)
Intergovernmental Agreements	(318,348)	(32,865,812)	-	-	-	-	(33,184,160)
Information and Communications Tech.	(5,286,987)	-	-	-	-	-	(5,286,987)
Reallocation Between Funds	49,020	(43,010)	-	-	-	-	6,010
	(3,682,359)	3,682,359	-	-	-	-	-
Total Adjustments	\$ (19,290,635)	\$ (57,812,534)	\$ (1,536,780)	\$ -	\$ (6,520,172)	\$ (12,229,360)	\$ (97,389,481)
FY 2011 Adopted Budget	\$ 1,075,560,244	\$ 716,637,558	\$ 17,172,330	\$ -	\$ 211,000,921	\$ (351,199,446)	\$ 1,669,171,607
NON-RECURRING							
FY 2010 Revised Budget	\$ 186,062,982	\$ 132,314,283	\$ -	\$ 274,351,834	\$ 7,561,469	\$ (159,493,609)	\$ 440,796,959
Base Adjustments							
Budget Reductions	\$ (50,891)	\$ (4,040,393)	\$ -	\$ -	\$ 2,326,234	\$ -	\$ (1,765,050)
Capital Improvement Program	(11,307,031)	(1,350,858)	-	-	(26,948)	-	(12,684,837)
Donations	121,617,604	199,002,113	-	129,694,350	62,557	(271,056,812)	179,319,812
Grants	-	(101,389)	-	-	-	-	(101,389)
Intergovernmental Agreements	(39,665)	(13,539,207)	-	(2,302,800)	-	-	(15,881,672)
ALTCS Contrib. (Non-Rec. FMAP Savings)	(34,626)	(20,000)	-	-	-	-	(54,626)
Information and Communications Tech.	(26,396,100)	-	-	-	-	-	(26,396,100)
Major Maintenance Projects	287,092	2,801,310	-	35,046,943	(4,129,851)	-	34,005,494
Non Recurring Expenditure Carry Forward	918,612	971,128	-	-	-	-	1,889,740
One-time Fund Transfer	62,968,628	4,702,569	-	-	1,200,000	-	68,871,197
Other Non-Recurring Expenditures	-	10,000,000	11,649	2,648,921	-	(335,736,973)	(323,076,403)
Correctional Health Support Staff Increase	(35,817,284)	(36,460,719)	-	-	(424,065)	321,706,307	249,004,239
	-	1,181,845	-	-	-	-	1,181,845
Total Adjustments	\$ 112,146,339	\$ 163,146,399	\$ 11,649	\$ 165,087,414	\$ (992,073)	\$ (285,087,478)	\$ 154,312,250
FY 2011 Adopted Budget	\$ 298,209,321	\$ 295,460,682	\$ 11,649	\$ 439,439,248	\$ 6,569,396	\$ (444,581,087)	\$ 595,109,209

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
240 - JUSTICE COURTS	23,775,074	26,263,717	27,283,717	22,821,834	24,083,653	(3,200,064)	-11.7%
270 - JUVENILE PROBATION	10,174,730	9,687,343	10,110,842	9,290,558	9,935,297	(175,545)	-1.7%
800 - SUPERIOR COURT	16,571,746	16,834,003	17,028,048	16,677,558	17,202,069	174,021	1.0%
SUBTOTAL	\$ 67,784,336	\$ 71,378,322	\$ 76,574,780	\$ 66,779,341	\$ 69,346,023	\$ (7,228,757)	-9.4%
ELECTED							
120 - ASSESSOR	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
160 - CLERK OF THE SUPERIOR COURT	20,950,808	21,700,486	21,902,981	21,255,692	21,440,775	(462,206)	-2.1%
190 - COUNTY ATTORNEY	15,144,852	16,035,334	16,466,613	15,457,742	14,766,300	(1,700,313)	-10.3%
210 - ELECTIONS	3,371,449	1,071,210	8,490,052	9,259,572	3,513,210	(4,976,842)	-58.6%
250 - CONSTABLES	1,523,749	1,638,556	1,678,221	1,500,217	1,504,722	(173,499)	-10.3%
280 - COUNTY ATTORNEY CIVIL	3,969,473	919,121	919,121	44,168	-	(919,121)	-100.0%
360 - RECORDER	12,385,835	10,544,600	10,544,600	12,153,394	11,620,000	1,075,400	10.2%
370 - EDUCATION SERVICES	2,418,255	3,144,795	3,528,643	3,020,146	4,158,489	629,846	17.8%
430 - TREASURER	839	308,341	308,341	103,330	353,841	45,500	14.8%
500 - SHERIFF	65,899,735	67,755,178	71,424,937	66,078,302	58,453,083	(12,971,854)	-18.2%
SUBTOTAL	\$ 125,880,849	\$ 123,267,621	\$ 135,413,509	\$ 129,151,418	\$ 116,050,420	\$ (19,363,089)	-14.3%
APPOINTED							
060 - CLERK OF THE BOARD	\$ -	\$ -	\$ -	\$ 1,031	\$ -	\$ -	N/A
150 - EMERGENCY MANAGEMENT	1,297,518	1,332,467	1,382,467	1,457,032	1,448,910	66,443	4.8%
180 - FINANCE	1,176,467	1,057,199	1,057,199	1,163,945	874,647	(182,552)	-17.3%
200 - COUNTY MANAGER	282,519	9,160,035	12,915,479	12,268,539	653,280	(12,262,199)	-94.9%
220 - HUMAN SERVICES	46,789,247	62,527,574	81,508,353	64,224,022	67,160,833	(14,347,520)	-17.6%
260 - CORRECTIONAL HEALTH	37,964	49,318	60,091	66,338	56,500	(3,591)	-6.0%
290 - MEDICAL EXAMINER	364,270	521,383	546,383	516,850	356,416	(189,967)	-34.8%
300 - PARKS AND RECREATION	8,667,313	5,717,324	5,825,324	5,939,917	5,773,032	(52,292)	-0.9%
310 - WORKFORCE MGT AND DEVELOPMI	131,067,481	131,279,107	131,279,107	128,451,247	143,971,516	12,692,409	9.7%
330 - GENERAL COUNSEL	-	3,014,022	3,014,022	-	-	(3,014,022)	-100.0%
340 - PUBLIC FIDUCIARY	1,040,923	1,020,000	1,020,000	1,140,300	1,150,000	130,000	12.7%
390 - HEALTH CARE PROGRAMS	6,705,599	5,933,909	7,623,156	5,475,689	6,658,936	(964,220)	-12.6%
410 - ENTERPRISE TECHNOLOGY	21,501,707	15,920,669	17,920,669	16,547,505	15,972,983	(1,947,686)	-10.9%
440 - PLANNING AND DEVELOPMENT	5,919,904	6,780,564	6,875,729	6,551,032	7,609,006	733,277	10.7%
460 - RESEARCH AND REPORTING	69,729	119,729	119,729	104,537	50,000	(69,729)	-58.2%
470 - NON DEPARTMENTAL	1,519,574,360	1,409,187,433	1,462,713,044	1,458,289,157	1,745,272,336	282,559,292	19.3%
520 - PUBLIC DEFENDER	2,149,450	2,318,864	2,428,372	1,890,214	1,828,981	(599,391)	-24.7%
540 - LEGAL DEFENDER	125,221	113,255	113,255	113,318	111,155	(2,100)	-1.9%
550 - LEGAL ADVOCATE	17,084	27,349	27,349	13,836	13,836	(13,513)	-49.4%
560 - CONTRACT COUNSEL	3,997	100,000	100,000	-	-	(100,000)	-100.0%
730 - MATERIALS MANAGEMENT	1,183,359	1,462,560	1,462,560	1,434,035	1,264,644	(197,916)	-13.5%
740 - EQUIPMENT SERVICES	16,126,671	13,883,815	16,583,815	14,367,791	13,909,239	(2,674,576)	-16.1%
750 - RISK MANAGEMENT	36,304,488	29,772,374	29,772,374	29,472,378	25,052,007	(4,720,367)	-15.9%
790 - ANIMAL CARE AND CONTROL	15,483,890	15,517,874	15,590,007	14,272,222	15,517,874	(72,133)	-0.5%
850 - AIR QUALITY	20,363,534	20,193,157	20,483,823	13,696,689	17,041,877	(3,441,946)	-16.8%
860 - PUBLIC HEALTH	33,797,501	36,092,017	57,677,822	43,262,377	43,383,309	(14,294,513)	-24.8%
880 - ENVIRONMENTAL SERVICES	20,151,271	19,049,947	19,049,947	19,289,633	19,017,209	(32,738)	-0.2%
910 - PUBLIC WORKS	165,493,823	167,154,665	167,191,955	148,194,474	179,033,616	11,841,661	7.1%
SUBTOTAL	\$ 2,055,695,290	\$ 1,959,306,610	\$ 2,064,342,031	\$ 1,988,204,108	\$ 2,313,182,142	\$ 248,840,111	12.1%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	\$ (521,634,678)	\$ (404,854,368)	\$ (462,847,876)	\$ (451,442,298)	\$ (758,899,247)	\$ (296,051,371)	64.0%
MARICOPA COUNTY	\$ 1,727,725,797	\$ 1,749,098,185	\$ 1,813,482,444	\$ 1,732,692,569	\$ 1,739,679,338	\$ (73,803,106)	-4.1%

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

GENERAL FUND	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
JUDICIAL							
240 - JUSTICE COURTS	\$ 18,426,473	\$ 20,140,000	\$ 20,140,000	\$ 16,210,526	\$ 16,235,000	(3,905,000)	-19.4%
270 - JUVENILE PROBATION	100,937	29,000	29,000	22,104	23,000	(6,000)	-20.7%
800 - SUPERIOR COURT	1,785,634	2,383,080	2,383,080	1,516,177	1,393,080	(990,000)	-41.5%
SUBTOTAL	\$ 20,313,044	\$ 22,552,080	\$ 22,552,080	\$ 17,748,807	\$ 17,651,080	\$ (4,901,000)	-21.7%
ELECTED							
120 - ASSESSOR	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
160 - CLERK OF THE SUPERIOR COURT	11,249,878	12,206,200	12,206,200	11,411,228	11,409,900	(796,300)	-6.5%
190 - COUNTY ATTORNEY	51,017	24,300	24,300	38,956	30,000	5,700	23.5%
210 - ELECTIONS	3,374,523	1,016,210	5,716,210	4,883,644	3,513,210	(2,203,000)	-38.5%
250 - CONSTABLES	1,523,749	1,638,556	1,678,221	1,500,217	1,504,722	(173,499)	-10.3%
280 - COUNTY ATTORNEY CIVIL	3,969,473	919,121	919,121	44,168	-	(919,121)	-100.0%
360 - RECORDER	7,899,006	6,602,600	6,602,600	7,730,791	7,000,000	397,400	6.0%
370 - EDUCATION SERVICES	555,319	828,091	921,959	559,863	181,742	(740,217)	-80.3%
430 - TREASURER	839	4,000	4,000	1,898	49,500	45,500	1137.5%
500 - SHERIFF	12,530,197	11,391,043	11,473,873	11,342,663	11,141,754	(332,119)	-2.9%
SUBTOTAL	\$ 41,369,855	\$ 34,780,121	\$ 39,696,484	\$ 37,792,283	\$ 35,070,828	\$ (4,625,656)	-11.7%
APPOINTED							
060 - CLERK OF THE BOARD	\$ -	\$ -	\$ -	\$ 1,031	\$ -	\$ -	N/A
180 - FINANCE	1,176,467	1,057,199	1,057,199	1,163,945	874,647	(182,552)	-17.3%
200 - COUNTY MANAGER	2,018	1,100	1,100	994	1,100	-	0.0%
290 - MEDICAL EXAMINER	263,683	302,768	327,768	298,235	302,768	(25,000)	-7.6%
310 - WORKFORCE MGT AND DEVELOPMI	51,307	56,500	56,500	60,096	60,090	3,590	6.4%
330 - GENERAL COUNSEL	-	3,014,022	3,014,022	-	-	(3,014,022)	-100.0%
340 - PUBLIC FIDUCIARY	1,040,923	1,020,000	1,020,000	1,140,300	1,150,000	130,000	12.7%
390 - HEALTH CARE PROGRAMS	15,947	7,200	7,200	27,201	7,200	-	0.0%
460 - RESEARCH AND REPORTING	69,729	119,729	119,729	104,537	50,000	(69,729)	-58.2%
470 - NON DEPARTMENTAL	1,031,744,390	1,025,999,181	1,027,958,595	1,023,786,362	1,026,273,597	(1,684,998)	-0.2%
520 - PUBLIC DEFENDER	78,780	67,000	67,000	61,071	61,000	(6,000)	-9.0%
540 - LEGAL DEFENDER	-	2,100	2,100	-	-	(2,100)	-100.0%
550 - LEGAL ADVOCATE	8,870	20,000	20,000	-	-	(20,000)	-100.0%
560 - CONTRACT COUNSEL	3,997	100,000	100,000	-	-	(100,000)	-100.0%
730 - MATERIALS MANAGEMENT	340,132	457,849	457,849	760,801	457,849	-	0.0%
860 - PUBLIC HEALTH	960	-	-	-	-	-	N/A
880 - ENVIRONMENTAL SERVICES	700	1,000	1,000	229,112	60,000	59,000	5900.0%
910 - PUBLIC WORKS	610,959	604,827	604,827	634,656	604,827	-	0.0%
SUBTOTAL	\$ 1,035,408,862	\$ 1,032,830,475	\$ 1,034,814,889	\$ 1,028,268,341	\$ 1,029,903,078	\$ (4,911,811)	-0.5%
MARICOPA COUNTY	\$ 1,097,091,761	\$ 1,090,162,676	\$ 1,097,063,453	\$ 1,083,809,431	\$ 1,082,624,986	\$ (14,438,467)	-1.3%

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

SPECIAL REVENUE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
240 - JUSTICE COURTS	5,348,601	6,123,717	7,143,717	6,611,308	7,848,653	704,936	9.9%
270 - JUVENILE PROBATION	10,073,793	9,658,343	10,081,842	9,268,454	9,912,297	(169,545)	-1.7%
800 - SUPERIOR COURT	14,786,112	14,450,923	14,644,968	15,161,381	15,808,989	1,164,021	7.9%
SUBTOTAL	\$ 47,471,292	\$ 48,826,242	\$ 54,022,700	\$ 49,030,534	\$ 51,694,943	\$ (2,327,757)	-4.3%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	9,700,930	9,494,286	9,696,781	9,844,464	10,030,875	334,094	3.4%
190 - COUNTY ATTORNEY	15,093,835	16,011,034	16,442,313	15,418,786	14,736,300	(1,706,013)	-10.4%
210 - ELECTIONS	(3,074)	55,000	2,773,842	4,375,928	-	(2,773,842)	-100.0%
360 - RECORDER	4,486,829	3,942,000	3,942,000	4,422,603	4,620,000	678,000	17.2%
370 - EDUCATION SERVICES	1,862,936	2,316,704	2,606,684	2,460,283	3,976,747	1,370,063	52.6%
430 - TREASURER	-	304,341	304,341	101,432	304,341	-	0.0%
500 - SHERIFF	53,369,538	56,364,135	59,951,064	54,735,639	47,311,329	(12,639,735)	-21.1%
SUBTOTAL	\$ 84,510,994	\$ 88,487,500	\$ 95,717,025	\$ 91,359,135	\$ 80,979,592	\$ (14,737,433)	-15.4%
APPOINTED							
150 - EMERGENCY MANAGEMENT	\$ 1,297,518	\$ 1,332,467	\$ 1,382,467	\$ 1,457,032	\$ 1,448,910	66,443	4.8%
200 - COUNTY MANAGER	280,501	9,158,935	12,914,379	12,267,545	652,180	(12,262,199)	-94.9%
220 - HUMAN SERVICES	46,789,247	62,527,574	81,508,353	64,224,022	67,160,833	(14,347,520)	-17.6%
260 - CORRECTIONAL HEALTH	37,964	49,318	60,091	66,338	56,500	(3,591)	-6.0%
290 - MEDICAL EXAMINER	100,587	218,615	218,615	218,615	53,648	(164,967)	-75.5%
300 - PARKS AND RECREATION	8,739,826	5,788,857	5,896,857	6,011,450	5,855,892	(40,965)	-0.7%
390 - HEALTH CARE PROGRAMS	6,689,652	5,926,709	7,615,956	5,448,488	6,651,736	(964,220)	-12.7%
440 - PLANNING AND DEVELOPMENT	5,919,904	6,780,564	6,875,729	6,551,032	7,609,006	733,277	10.7%
470 - NON DEPARTMENTAL	295,605,491	308,798,191	307,311,651	306,263,723	299,755,481	(7,556,170)	-2.5%
520 - PUBLIC DEFENDER	2,070,670	2,251,864	2,361,372	1,829,143	1,767,981	(593,391)	-25.1%
540 - LEGAL DEFENDER	125,221	111,155	111,155	113,318	111,155	-	0.0%
550 - LEGAL ADVOCATE	8,214	7,349	7,349	13,836	13,836	6,487	88.3%
790 - ANIMAL CARE AND CONTROL	15,483,890	15,517,874	15,590,007	14,272,222	15,517,874	(72,133)	-0.5%
850 - AIR QUALITY	20,363,534	20,193,157	20,483,823	13,696,689	17,041,877	(3,441,946)	-16.8%
860 - PUBLIC HEALTH	33,796,541	36,092,017	57,677,822	43,262,377	43,383,309	(14,294,513)	-24.8%
880 - ENVIRONMENTAL SERVICES	20,150,571	19,048,947	19,048,947	19,060,521	18,957,209	(91,738)	-0.5%
910 - PUBLIC WORKS	142,156,426	138,954,004	138,991,294	133,650,958	139,614,674	623,380	0.4%
SUBTOTAL	\$ 599,615,757	\$ 632,757,597	\$ 678,055,867	\$ 628,407,309	\$ 625,652,101	\$ (52,403,766)	-7.7%
MARICOPA COUNTY	\$ 731,598,043	\$ 770,071,339	\$ 827,795,592	\$ 768,796,978	\$ 758,326,636	\$ (69,468,956)	-8.4%
DEBT SERVICE							
APPOINTED							
470 - NON DEPARTMENTAL	\$ 14,840,951	\$ 12,910,071	\$ 12,910,071	\$ 13,268,944	\$ 15,566,028	2,655,957	20.6%
SUBTOTAL	\$ 14,840,951	\$ 12,910,071	\$ 12,910,071	\$ 13,268,944	\$ 15,566,028	\$ 2,655,957	20.6%
MARICOPA COUNTY	\$ 14,840,951	\$ 12,910,071	\$ 12,910,071	\$ 13,268,944	\$ 15,566,028	\$ 2,655,957	20.6%
CAPITAL PROJECTS							
APPOINTED							
470 - NON DEPARTMENTAL	\$ 177,383,528	\$ 61,479,990	\$ 114,532,727	\$ 114,970,128	\$ 403,677,230	289,144,503	252.5%
910 - PUBLIC WORKS	62,425,354	63,140,120	63,140,120	49,453,146	75,612,541	12,472,421	19.8%
SUBTOTAL	\$ 239,808,882	\$ 124,620,110	\$ 177,672,847	\$ 164,423,274	\$ 479,289,771	\$ 301,616,924	169.8%
MARICOPA COUNTY	\$ 239,808,882	\$ 124,620,110	\$ 177,672,847	\$ 164,423,274	\$ 479,289,771	\$ 301,616,924	169.8%

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

INTERNAL SERVICE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
APPOINTED							
310 - WORKFORCE MGT AND DEVELOPMI	\$ 131,016,174	\$ 131,222,607	\$ 131,222,607	\$ 128,391,151	\$ 143,911,426	\$ 12,688,819	9.7%
410 - ENTERPRISE TECHNOLOGY	21,501,707	15,920,669	17,920,669	16,547,505	15,972,983	(1,947,686)	-10.9%
730 - MATERIALS MANAGEMENT	843,227	1,004,711	1,004,711	673,234	806,795	(197,916)	-19.7%
740 - EQUIPMENT SERVICES	16,126,671	13,883,815	16,583,815	14,367,791	13,909,239	(2,674,576)	-16.1%
750 - RISK MANAGEMENT	36,304,488	29,772,374	29,772,374	29,472,378	25,052,007	(4,720,367)	-15.9%
SUBTOTAL	\$ 205,792,267	\$ 191,804,176	\$ 196,504,176	\$ 189,452,059	\$ 199,652,450	\$ 3,148,274	1.6%
MARICOPA COUNTY	\$ 205,792,267	\$ 191,804,176	\$ 196,504,176	\$ 189,452,059	\$ 199,652,450	\$ 3,148,274	1.6%

ELIMINATIONS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
APPOINTED							
300 - PARKS AND RECREATION	\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ (11,327)	15.8%
910 - PUBLIC WORKS	(39,698,916)	(35,544,286)	(35,544,286)	(35,544,286)	(36,798,426)	(1,254,140)	3.5%
SUBTOTAL	\$ (39,771,429)	\$ (35,615,819)	\$ (35,615,819)	\$ (35,615,819)	\$ (36,881,286)	\$ (1,265,467)	3.6%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	\$(521,634,678)	\$(404,854,368)	\$(462,847,876)	\$(451,442,298)	\$(758,899,247)	\$(296,051,371)	64.0%
SUBTOTAL	\$(521,634,678)	\$(404,854,368)	\$(462,847,876)	\$(451,442,298)	\$(758,899,247)	\$(296,051,371)	64.0%
MARICOPA COUNTY	\$(561,406,107)	\$(440,470,187)	\$(498,463,695)	\$(487,058,117)	\$(795,780,533)	\$(297,316,838)	59.6%

Consolidated Revenues and Other Sources by Department and Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 ADULT PROBATION	\$ -	\$ 18,125,004	\$ -	\$ -	\$ -	\$ 18,125,004	\$ -	\$ 18,125,004
240 JUSTICE COURTS	16,235,000	7,848,653	-	-	-	24,083,653	-	24,083,653
270 JUVENILE PROBATION	23,000	9,912,297	-	-	-	9,935,297	-	9,935,297
800 SUPERIOR COURT	1,393,080	15,808,989	-	-	-	17,202,069	-	17,202,069
SUBTOTAL	\$ 17,651,080	\$ 51,694,943	\$ -	\$ -	\$ -	\$ 69,346,023	\$ -	\$ 69,346,023
ELECTED								
120 ASSESSOR	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ 240,000
160 CLERK OF THE SUPERIOR COURT	11,409,900	10,030,875	-	-	-	21,440,775	-	21,440,775
190 COUNTY ATTORNEY	30,000	14,736,300	-	-	-	14,766,300	-	14,766,300
210 ELECTIONS	3,513,210	-	-	-	-	3,513,210	-	3,513,210
250 CONSTABLES	1,504,722	-	-	-	-	1,504,722	-	1,504,722
360 RECORDER	7,000,000	4,620,000	-	-	-	11,620,000	-	11,620,000
370 EDUCATION SERVICES	181,742	3,976,747	-	-	-	4,158,489	-	4,158,489
430 TREASURER	49,500	304,341	-	-	-	353,841	-	353,841
500 SHERIFF	11,141,754	47,311,329	-	-	-	58,453,083	-	58,453,083
SUBTOTAL	\$ 35,070,828	\$ 80,979,592	\$ -	\$ -	\$ -	\$ 116,050,420	\$ -	\$ 116,050,420
APPOINTED								
150 EMERGENCY MANAGEMENT	\$ -	\$ 1,448,910	\$ -	\$ -	\$ -	\$ 1,448,910	\$ -	\$ 1,448,910
180 FINANCE	874,647	-	-	-	-	874,647	-	874,647
200 COUNTY MANAGER	1,100	652,180	-	-	-	653,280	-	653,280
220 HUMAN SERVICES	-	67,160,833	-	-	-	67,160,833	-	67,160,833
260 CORRECTIONAL HEALTH	-	56,500	-	-	-	56,500	-	56,500
290 MEDICAL EXAMINER	302,768	53,648	-	-	-	356,416	-	356,416
300 PARKS AND RECREATION	-	5,855,892	-	-	-	5,855,892	(82,860)	5,773,032
310 WORKFORCE MGT AND	60,090	-	-	-	143,911,426	143,971,516	-	143,971,516
340 PUBLIC FIDUCIARY	1,150,000	-	-	-	-	1,150,000	-	1,150,000
390 HEALTH CARE PROGRAMS	7,200	6,651,736	-	-	-	6,658,936	-	6,658,936
410 ENTERPRISE TECHNOLOGY	-	-	-	-	15,972,983	15,972,983	-	15,972,983
440 PLANNING AND DEVELOPMENT	-	7,609,006	-	-	-	7,609,006	-	7,609,006
460 RESEARCH AND REPORTING	50,000	-	-	-	-	50,000	-	50,000
470 NON DEPARTMENTAL	1,026,273,597	299,755,481	15,566,028	403,677,230	-	1,745,272,336	-	1,745,272,336
520 PUBLIC DEFENDER	61,000	1,767,981	-	-	-	1,828,981	-	1,828,981
540 LEGAL DEFENDER	-	111,155	-	-	-	111,155	-	111,155
550 LEGAL ADVOCATE	-	13,836	-	-	-	13,836	-	13,836
730 MATERIALS MANAGEMENT	457,849	-	-	-	806,795	1,264,644	-	1,264,644
740 EQUIPMENT SERVICES	-	-	-	-	13,909,239	13,909,239	-	13,909,239
750 RISK MANAGEMENT	-	-	-	-	25,052,007	25,052,007	-	25,052,007
790 ANIMAL CARE AND CONTROL	-	15,517,874	-	-	-	15,517,874	-	15,517,874
850 AIR QUALITY	-	17,041,877	-	-	-	17,041,877	-	17,041,877
860 PUBLIC HEALTH	-	43,383,309	-	-	-	43,383,309	-	43,383,309
880 ENVIRONMENTAL SERVICES	60,000	18,957,209	-	-	-	19,017,209	-	19,017,209
910 PUBLIC WORKS	604,827	139,614,674	-	75,612,541	-	215,832,042	(36,798,426)	179,033,616
SUBTOTAL	\$ 1,029,903,078	\$ 625,652,101	\$ 15,566,028	\$ 479,289,771	\$ 199,652,450	\$ 2,350,063,428	\$ (36,881,286)	\$ 2,313,182,142
ELIMINATIONS								
980 ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$(758,899,247)	\$(758,899,247)
MARICOPA COUNTY	\$ 1,082,624,986	\$ 758,326,636	\$ 15,566,028	\$ 479,289,771	\$ 199,652,450	\$ 2,535,459,871	\$(795,780,533)	\$ 1,739,679,338

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	\$ 454,158,072	\$ 487,350,934	\$ 487,350,934	\$ 490,723,140	\$ 487,350,934	\$ -	0.0%
0605 - TAX PENALTIES AND INTEREST	17,842,931	15,500,000	15,500,000	23,853,340	21,000,000	5,500,000	35.5%
0606 - SALES TAXES	116,878,702	109,246,467	109,246,467	104,216,987	104,216,987	(5,029,480)	-4.6%
SUBTOTAL	\$ 588,879,705	\$ 612,097,401	\$ 612,097,401	\$ 618,793,467	\$ 612,567,921	\$ 470,520	0.1%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 37,127,551	\$ 38,499,867	\$ 38,499,867	\$ 35,284,773	\$ 39,383,370	\$ 883,503	2.3%
SUBTOTAL	\$ 37,127,551	\$ 38,499,867	\$ 38,499,867	\$ 35,284,773	\$ 39,383,370	\$ 883,503	2.3%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 115,067,200	\$ 137,191,327	\$ 191,961,824	\$ 165,380,897	\$ 144,761,961	\$ (47,199,863)	-24.6%
0620 - OTHER INTERGOVERNMENTAL	16,702,412	18,899,079	25,842,238	18,731,418	15,017,588	(10,824,650)	-41.9%
0621 - PAYMENTS IN LIEU OF TAXES	10,214,340	8,674,402	8,674,402	8,325,626	10,060,000	1,385,598	16.0%
0625 - STATE SHARED SALES TAX	394,920,581	368,431,060	368,431,060	362,490,933	369,740,752	1,309,692	0.4%
0626 - STATE SHARED HIGHWAY USER RE	90,419,237	84,301,634	84,301,634	83,782,737	88,134,046	3,832,412	4.5%
0630 - STATE SHARED VEHICLE LICENSE	134,831,207	126,570,502	126,570,502	121,487,234	121,794,935	(4,775,567)	-3.8%
SUBTOTAL	\$ 762,154,977	\$ 744,068,004	\$ 805,781,660	\$ 760,198,845	\$ 749,509,282	\$ (56,272,378)	-7.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	\$ 115,665,204	\$ 124,852,302	\$ 124,818,877	\$ 102,208,522	\$ 132,012,978	\$ 7,194,101	5.8%
0635 - OTHER CHARGES FOR SERVICES	122,977,250	123,815,887	125,452,550	125,280,036	136,812,735	\$ 11,360,185	9.1%
0638 - PATIENT SERVICES REVENUE	1,071,824	1,397,274	1,849,025	1,282,586	1,406,915	(442,110)	-23.9%
SUBTOTAL	\$ 239,714,278	\$ 250,065,463	\$ 252,120,452	\$ 228,771,144	\$ 270,232,628	\$ 18,112,176	7.2%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	\$ 36,566,382	\$ 37,698,485	\$ 39,730,639	\$ 32,218,190	\$ 30,807,617	\$ (8,923,022)	-22.5%
SUBTOTAL	\$ 36,566,382	\$ 37,698,485	\$ 39,730,639	\$ 32,218,190	\$ 30,807,617	\$ (8,923,022)	-22.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 33,504,079	\$ 25,350,745	\$ 25,062,745	\$ 18,253,821	\$ 12,446,621	\$ (12,616,124)	-50.3%
0650 - MISCELLANEOUS REVENUE	29,547,286	41,068,220	39,939,680	38,922,135	24,431,899	(15,507,781)	-38.8%
SUBTOTAL	\$ 63,051,365	\$ 66,418,965	\$ 65,002,425	\$ 57,175,956	\$ 36,878,520	\$ (28,123,905)	-43.3%
ALL REVENUES	\$ 1,727,494,258	\$ 1,748,848,185	\$ 1,813,232,444	\$ 1,732,442,375	\$ 1,739,379,338	\$ (73,853,106)	-4.1%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	\$ 231,539	\$ 250,000	\$ 250,000	\$ 250,194	\$ 300,000	\$ 50,000	20.0%
ALL OTHER FINANCING SOURCES	\$ 231,539	\$ 250,000	\$ 250,000	\$ 250,194	\$ 300,000	\$ 50,000	20.0%
TOTAL SOURCES	\$ 1,727,725,797	\$ 1,749,098,185	\$ 1,813,482,444	\$ 1,732,692,569	\$ 1,739,679,338	\$ (73,803,106)	-4.1%

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	\$ 454,158,073	\$ 487,350,934	\$ 487,350,934	\$ 490,723,140	\$ 487,350,934	\$ -	0.0%
0605 - TAX PENALTIES AND INTEREST	17,842,931	15,500,000	15,500,000	23,853,340	21,000,000	5,500,000	35.5%
SUBTOTAL	\$ 472,001,004	\$ 502,850,934	\$ 502,850,934	\$ 514,576,480	\$ 508,350,934	\$ 5,500,000	1.1%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 2,303,516	\$ 2,210,000	\$ 2,210,000	\$ 2,526,077	\$ 2,285,000	\$ 75,000	3.4%
SUBTOTAL	\$ 2,303,516	\$ 2,210,000	\$ 2,210,000	\$ 2,526,077	\$ 2,285,000	\$ 75,000	3.4%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 200,546	\$ -	\$ 39,665	\$ 29,184	\$ -	\$ (39,665)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	4,627,510	2,439,693	7,154,693	6,065,157	4,041,475	(3,113,218)	-43.5%
0621 - PAYMENTS IN LIEU OF TAXES	10,214,340	8,674,402	8,674,402	8,325,626	10,060,000	1,385,598	16.0%
0625 - STATE SHARED SALES TAX	394,920,581	368,431,060	368,431,060	362,490,933	369,740,752	1,309,692	0.4%
0630 - STATE SHARED VEHICLE LICENSE	126,036,360	118,385,455	118,385,455	113,424,850	113,380,026	(5,005,429)	-4.2%
SUBTOTAL	\$ 535,999,337	\$ 497,930,610	\$ 502,685,275	\$ 490,335,750	\$ 497,222,253	\$ (5,463,022)	-1.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 13,378,814	\$ 13,434,295	\$ 13,620,993	\$ 12,088,981	\$ 12,057,601	\$ (1,563,392)	-11.5%
0635 - OTHER CHARGES FOR SERVICES	26,314,156	24,868,995	24,868,995	27,584,762	26,411,426	1,542,431	6.2%
0636 - INTERNAL SERVICE CHARGES	3,933,096	3,494,653	3,494,653	-	-	(3,494,653)	-100.0%
0638 - PATIENT SERVICES REVENUE	15,947	7,200	7,200	27,201	7,200	-	0.0%
SUBTOTAL	\$ 43,642,013	\$ 41,805,143	\$ 41,991,841	\$ 39,700,944	\$ 38,476,227	\$ (3,515,614)	-8.4%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	\$ 16,370,071	\$ 19,597,179	\$ 19,597,179	\$ 14,589,102	\$ 14,440,741	\$ (5,156,438)	-26.3%
SUBTOTAL	\$ 16,370,071	\$ 19,597,179	\$ 19,597,179	\$ 14,589,102	\$ 14,440,741	\$ (5,156,438)	-26.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 9,424,114	\$ 12,288,000	\$ 12,000,000	\$ 7,211,595	\$ 7,000,000	\$ (5,000,000)	-41.7%
0650 - MISCELLANEOUS REVENUE	5,632,542	3,338,106	3,626,106	4,719,199	4,228,226	602,120	16.6%
SUBTOTAL	\$ 15,056,656	\$ 15,626,106	\$ 15,626,106	\$ 11,930,794	\$ 11,228,226	\$ (4,397,880)	-28.1%
ALL REVENUES	\$ 1,085,372,597	\$ 1,080,019,972	\$ 1,084,961,335	\$ 1,073,659,147	\$ 1,072,003,381	\$ (12,957,954)	-1.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 11,719,164	\$ 10,142,704	\$ 12,102,118	\$ 10,150,284	\$ 10,621,605	\$ (1,480,513)	-12.2%
ALL OTHER FINANCING SOURCES	\$ 11,719,164	\$ 10,142,704	\$ 12,102,118	\$ 10,150,284	\$ 10,621,605	\$ (1,480,513)	-12.2%
TOTAL SOURCES	\$ 1,097,091,761	\$ 1,090,162,676	\$ 1,097,063,453	\$ 1,083,809,431	\$ 1,082,624,986	\$ (14,438,467)	-1.3%

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
TAXES							
0606 - SALES TAXES	\$ 116,878,702	\$ 109,246,467	\$ 109,246,467	\$ 104,216,987	\$ 104,216,987	\$ (5,029,480)	-4.6%
SUBTOTAL	\$ 116,878,702	\$ 109,246,467	\$ 109,246,467	\$ 104,216,987	\$ 104,216,987	\$ (5,029,480)	-4.6%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 34,824,035	\$ 36,289,867	\$ 36,289,867	\$ 32,758,696	\$ 37,098,370	\$ 808,503	2.2%
SUBTOTAL	\$ 34,824,035	\$ 36,289,867	\$ 36,289,867	\$ 32,758,696	\$ 37,098,370	\$ 808,503	2.2%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 114,191,784	\$ 137,191,327	\$ 191,922,159	\$ 160,856,030	\$ 144,761,961	\$ (47,160,198)	-24.6%
0620 - OTHER INTERGOVERNMENTAL	12,074,902	14,959,386	14,884,745	12,666,261	10,976,113	(3,908,632)	-26.3%
0626 - STATE SHARED HIGHWAY USER RE	90,419,237	84,301,634	84,301,634	83,782,737	88,134,046	3,832,412	4.5%
0630 - STATE SHARED VEHICLE LICENSE	8,794,847	8,185,047	8,185,047	8,062,384	8,414,909	229,862	2.8%
SUBTOTAL	\$ 225,480,770	\$ 244,637,394	\$ 299,293,585	\$ 265,367,412	\$ 252,287,029	\$ (47,006,556)	-15.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	\$ 75,565,549	\$ 75,938,507	\$ 75,938,507	\$ 71,953,201	\$ 73,404,775	\$ (2,533,732)	-3.3%
0635 - OTHER CHARGES FOR SERVICES	58,750,136	60,229,270	61,645,810	59,589,081	71,903,318	\$ 10,257,508	16.6%
0638 - PATIENT SERVICES REVENUE	1,055,877	1,390,074	1,841,825	1,255,385	1,399,715	(442,110)	-24.0%
SUBTOTAL	\$ 135,371,562	\$ 137,557,851	\$ 139,426,142	\$ 132,797,667	\$ 146,707,808	\$ 7,281,666	5.2%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	\$ 20,196,311	\$ 18,101,306	\$ 20,133,460	\$ 17,629,088	\$ 16,366,876	\$ (3,766,584)	-18.7%
SUBTOTAL	\$ 20,196,311	\$ 18,101,306	\$ 20,133,460	\$ 17,629,088	\$ 16,366,876	\$ (3,766,584)	-18.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 9,801,276	\$ 11,954,593	\$ 11,954,593	\$ 7,090,429	\$ 4,576,197	\$ (7,378,396)	-61.7%
0650 - MISCELLANEOUS REVENUE	18,509,359	37,715,614	36,299,074	33,865,154	20,189,173	(16,109,901)	-44.4%
SUBTOTAL	\$ 28,310,635	\$ 49,670,207	\$ 48,253,667	\$ 40,955,583	\$ 24,765,370	\$ (23,488,297)	-48.7%
ALL REVENUES	\$ 561,062,015	\$ 595,503,092	\$ 652,643,188	\$ 593,725,433	\$ 581,442,440	\$ (71,200,748)	-10.9%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	\$ 231,539	\$ 250,000	\$ 250,000	\$ 250,194	\$ 300,000	\$ 50,000	20.0%
0680 - TRANSFERS IN	170,304,489	174,318,247	174,902,404	174,821,351	176,584,196	1,681,792	1.0%
ALL OTHER FINANCING SOURCES	\$ 170,536,028	\$ 174,568,247	\$ 175,152,404	\$ 175,071,545	\$ 176,884,196	\$ 1,731,792	1.0%
TOTAL SOURCES	\$ 731,598,043	\$ 770,071,339	\$ 827,795,592	\$ 768,796,978	\$ 758,326,636	\$ (69,468,956)	-8.4%

DEBT SERVICE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	\$ 2,652,765	\$ 2,698,636	\$ 2,698,636	\$ 2,987,862	\$ 2,674,846	\$ (23,790)	-0.9%
SUBTOTAL	\$ 2,652,765	\$ 2,698,636	\$ 2,698,636	\$ 2,987,862	\$ 2,674,846	\$ (23,790)	-0.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 658,513	\$ 64,152	\$ 64,152	\$ 133,799	\$ 25,000	\$ (39,152)	-61.0%
SUBTOTAL	\$ 658,513	\$ 64,152	\$ 64,152	\$ 133,799	\$ 25,000	\$ (39,152)	-61.0%
ALL REVENUES	\$ 3,311,277	\$ 2,762,788	\$ 2,762,788	\$ 3,121,661	\$ 2,699,846	\$ (62,942)	-2.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 11,529,674	\$ 10,147,283	\$ 10,147,283	\$ 10,147,283	\$ 12,866,182	\$ 2,718,899	26.8%
ALL OTHER FINANCING SOURCES	\$ 11,529,674	\$ 10,147,283	\$ 10,147,283	\$ 10,147,283	\$ 12,866,182	\$ 2,718,899	26.8%
TOTAL SOURCES	\$ 14,840,951	\$ 12,910,071	\$ 12,910,071	\$ 13,268,944	\$ 15,566,028	\$ 2,655,957	20.6%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 674,870	\$ -	\$ -	\$ 4,495,683	\$ -	\$ -	N/A
0620 - OTHER INTERGOVERNMENTAL	-	1,500,000	3,802,800	-	-	(3,802,800)	-100.0%
SUBTOTAL	\$ 674,870	\$ 1,500,000	\$ 3,802,800	\$ 4,495,683	\$ -	\$ (3,802,800)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	\$ 17,874,757	\$ 26,095,834	\$ 26,095,834	\$ 9,412,822	\$ 38,814,115	\$ 12,718,281	48.7%
SUBTOTAL	\$ 17,874,757	\$ 26,095,834	\$ 26,095,834	\$ 9,412,822	\$ 38,814,115	\$ 12,718,281	48.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 10,967,463	\$ -	\$ -	\$ 2,597,518	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	4,176,811	-	-	143,038	-	-	N/A
SUBTOTAL	\$ 15,144,274	\$ -	\$ -	\$ 2,740,556	\$ -	\$ -	N/A
ALL REVENUES	\$ 33,693,901	\$ 27,595,834	\$ 29,898,634	\$ 16,649,061	\$ 38,814,115	\$ 8,915,481	29.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 206,114,981	\$ 97,024,276	\$ 147,774,213	\$ 147,774,213	\$ 440,475,656	\$ 292,701,443	198.1%
ALL OTHER FINANCING SOURCES	\$ 206,114,981	\$ 97,024,276	\$ 147,774,213	\$ 147,774,213	\$ 440,475,656	\$ 292,701,443	198.1%
TOTAL SOURCES	\$ 239,808,882	\$ 124,620,110	\$ 177,672,847	\$ 164,423,274	\$ 479,289,771	\$ 301,616,924	169.8%

INTERNAL SERVICE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	\$ 6,193,319	\$ 6,685,030	\$ 6,464,907	\$ 5,765,656	\$ 5,061,641	\$ (1,403,266)	-21.7%
0635 - OTHER CHARGES FOR SERVICES	37,912,958	38,717,622	38,937,745	38,106,193	38,497,991	(439,754)	-1.1%
0636 - INTERNAL SERVICE CHARGES	157,804,703	145,343,024	150,043,024	144,164,986	155,232,894	5,189,870	3.5%
SUBTOTAL	\$ 201,910,980	\$ 190,745,676	\$ 195,445,676	\$ 188,036,835	\$ 198,792,526	\$ 3,346,850	1.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 2,652,713	\$ 1,044,000	\$ 1,044,000	\$ 1,220,480	\$ 845,424	\$ (198,576)	-19.0%
0650 - MISCELLANEOUS REVENUE	1,228,574	14,500	14,500	194,744	14,500	-	0.0%
SUBTOTAL	\$ 3,881,287	\$ 1,058,500	\$ 1,058,500	\$ 1,415,224	\$ 859,924	\$ (198,576)	-18.8%
ALL REVENUES	\$ 205,792,267	\$ 191,804,176	\$ 196,504,176	\$ 189,452,059	\$ 199,652,450	\$ 3,148,274	1.6%
TOTAL SOURCES	\$ 205,792,267	\$ 191,804,176	\$ 196,504,176	\$ 189,452,059	\$ 199,652,450	\$ 3,148,274	1.6%

ELIMINATIONS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	\$(161,737,799)	\$(148,837,677)	\$(153,537,677)	\$(144,164,986)	\$(155,232,894)	\$ (1,695,217)	1.1%
SUBTOTAL	\$(161,737,799)	\$(148,837,677)	\$(153,537,677)	\$(144,164,986)	\$(155,232,894)	\$ (1,695,217)	1.1%
ALL REVENUES	\$(161,737,799)	\$(148,837,677)	\$(153,537,677)	\$(144,164,986)	\$(155,232,894)	\$ (1,695,217)	1.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$(399,668,308)	\$(291,632,510)	\$(344,926,018)	\$(342,893,131)	\$(640,547,639)	\$(295,621,621)	85.7%
ALL OTHER FINANCING SOURCES	\$(399,668,308)	\$(291,632,510)	\$(344,926,018)	\$(342,893,131)	\$(640,547,639)	\$(295,621,621)	85.7%
TOTAL SOURCES	\$(561,406,107)	\$(440,470,187)	\$(498,463,695)	\$(487,058,117)	\$(795,780,533)	\$(297,316,838)	59.6%

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. Presentation of fund balances has been adjusted in accordance with Statement 54 of the Government Accounting Standards Board (GASB).

Classification of Fund Balances

For budgeting purposes, fund balances exclude any amounts defined as "non-spendable," such as fixed assets. Ending fund balances are classified as "restricted," "committed," or "unassigned" as appropriate; no County fund balances are considered "assigned." "Restricted" fund balances are subject to externally enforceable legal restrictions; for Maricopa County, examples include special revenue funds established by State statute and grant funds. "Committed" fund balances are constrained by limitations that the County imposes upon itself at its highest level of decision making (i.e., the Board of Supervisors); examples include certain special revenue and capital projects funds established by the Board for specific purposes. For the General Fund, any remaining amount that is not restricted or committed is "unassigned," but for other funds only a negative ending balance would be categorized in this way.

Estimating Fund Balances

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)*. The only exception is the Risk Management Trust Fund (675), in which the actuarially-estimated amount of long-term liabilities is added back into the beginning fund balance. This provides a more realistic portrayal of resources available in this fund for budgeting purposes.

Beginning balances for the upcoming fiscal year are estimated by taking the audited ending balance for the prior fiscal year, adding to the forecasted sources for the current fiscal year, and subtracting the forecasted uses for the current fiscal year.

Negative Fund Balances

Negative beginning fund balances are reported for a number of grant funds due to GASB financial reporting requirements that disallow the inclusion of revenues received more than 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 2011:

Small School Service (Fund 669)

FY 2010 expenditures in this fund were forecasted at a conservatively high level, but actual expenditures are likely to be much lower than forecast. The fund balance is expected to be positive before the end of FY 2011.

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.

Consolidated Sources, Uses and Fund Balance by Fund

FUND	BEGINNING SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:		
				RESTRICTED	COMMITTED	UNASSIGNED
GENERAL	\$ 453,144,579	\$ 1,082,624,986	\$ 1,373,769,565	\$ -	\$ 162,000,000	\$ -
SPECIAL REVENUE						
<i>NON-GRANT FUNDS</i>						
201 ADULT PROBATION FEES	\$ 339,339	\$ 12,005,365	\$ 12,288,792	\$ 55,912	\$ -	\$ -
203 SHERIFF DONATIONS	131,940	26,300	26,300	131,940	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	856,815	924,686	1,781,501	-	-	-
205 COURT DOCUMENT RETRIEVAL	716,613	1,469,100	1,689,100	496,613	-	-
207 PALO VERDE	411,591	418,829	418,829	411,591	-	-
208 JUDICIAL ENHANCEMENT	1,029,293	1,670,600	1,949,600	750,293	-	-
209 PUBLIC DEFENDER TRAINING	153,167	432,845	576,700	9,312	-	-
210 ECONOMIC DEVELOPMENT	456,674	136,000	474,133	118,541	-	-
212 SHERIFF RICO	10,575	-	-	10,575	-	-
213 COUNTY ATTORNEY RICO	1,531,127	2,000,000	2,000,000	1,531,127	-	-
214 SHERIFF JAIL ENHANCEMENT	1,339,166	-	-	1,339,166	-	-
215 EMERGENCY MANAGEMENT	152,959	1,030,081	1,030,081	152,959	-	-
218 CLERK OF COURT FILL THE GAP	82,350	2,408,495	2,433,495	57,350	-	-
220 DIVERSION	1,625,241	1,608,810	2,608,810	625,241	-	-
221 COUNTY ATTORNEY FILL THE GAP	84,504	1,400,000	1,400,000	84,504	-	-
225 SPUR CROSS RANCH CONSERVATION	375,446	172,050	340,000	207,496	-	-
226 PLANNING AND DEVELOPMENT FEES	3,327,832	7,599,898	8,230,774	-	2,696,956	-
228 JUVENILE PROBATION SPECIAL FEE	446,595	4,204,187	4,204,187	446,595	-	-
229 JUVENILE RESTITUTION	78,675	25,000	25,000	78,675	-	-
232 TRANSPORTATION OPERATIONS	22,094,824	98,701,418	98,328,036	22,468,206	-	-
235 DEL WEBB	519,592	9,108	1,636	527,064	-	-
236 RECORDERS SURCHARGE	4,738,411	4,620,000	4,548,813	4,809,598	-	-
237 JUSTICE COURTS PHOTO ENFORCEMEN	-	2,251,936	2,251,936	-	-	-
239 PARKS SOUVENIR	29,177	220,000	220,000	29,177	-	-
240 LAKE PLEASANT RECREATION SVCS	1,762,473	1,847,278	2,357,278	1,252,473	-	-
241 PARKS ENHANCEMENT FUND	1,268,759	3,503,744	4,447,044	325,459	-	-
243 PARKS DONATIONS	653,314	108,000	249,389	511,925	-	-
245 JUSTICE COURTS SPECIAL REVENUE	1,034,584	4,672,031	5,706,615	-	-	-
252 INMATE SERVICES	8,308,126	10,799,768	10,799,768	8,308,126	-	-
254 INMATE HEALTH SERVICES	620,590	97,215	697,215	20,590	-	-
255 DETENTION OPERATIONS	220,596,444	314,853,563	535,450,007	-	-	-
256 PROBATE FEES	547,249	464,531	564,531	447,249	-	-
257 CONCILIATION COURT FEES	387,127	1,390,000	1,390,000	387,127	-	-
259 TRIAL COURTS SPECIAL REVENUE	2,358,138	6,477,000	7,036,000	1,799,138	-	-
261 LAW LIBRARY FEES	1,414,890	1,425,000	1,425,000	1,414,890	-	-
262 PUBLIC DEFENDER FILL THE GAP	555,160	955,476	1,483,701	26,935	-	-
263 LEGAL DEFENDER FILL THE GAP	2,004	59,000	59,000	2,004	-	-
264 SUPERIOR COURT FILL THE GAP	533,818	2,329,600	2,329,600	533,818	-	-
265 PUBLIC HEALTH FEES	4,281,755	4,860,460	5,186,139	3,956,076	-	-
266 CHECK ENFORCEMENT PROGRAM	171,271	346,000	346,000	171,271	-	-
267 CRIM JUSTICE ENHANCEMENT	75,491	1,449,400	1,449,400	75,491	-	-
268 VICTIM COMP AND ASSISTANCE	915,786	100,000	100,000	915,786	-	-
269 VICTIM COMP RESTITUTION INT	758,083	40,000	40,000	758,083	-	-
270 CHILD SUPPORT ENHANCEMENT	457,319	95,000	75,000	477,319	-	-
271 EXPEDITED CHILD SUPPORT	765,037	585,000	920,479	429,558	-	-
273 VICTIM LOCATION	176,788	10,000	75,000	111,788	-	-
274 CLERK OF THE COURT EDMS	1,887,659	3,598,000	4,928,000	557,659	-	-
275 JUVENILE PROBATION DIVERSION	911,457	386,633	386,633	911,457	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	124,627	115,921	115,921	124,627	-	-
281 CHILDRENS ISSUES EDUCATION	323,407	115,007	115,007	323,407	-	-
282 DOM REL MEDIATION EDUCATION	271,728	190,682	190,682	271,728	-	-
290 WASTE TIRE	2,195,624	4,511,046	4,816,896	1,889,774	-	-
504 AIR QUALITY FEES	1,320,941	12,934,830	13,550,844	704,927	-	-
506 ENVIRONMTL SVCS ENV HEALTH	7,193,705	18,192,209	22,261,362	-	3,124,552	-
572 ANIMAL CONTROL LICENSE/SHELTER	4,710,644	10,649,387	10,170,723	5,189,308	-	-
574 ANIMAL CONTROL FIELD OPERATION	1,094,560	3,295,702	3,520,702	869,560	-	-
580 SOLID WASTE MANAGEMENT	8,303,013	318,400	7,724,369	-	897,044	-
669 SMALL SCHOOL SERVICE	(25,099)	104,204	157,204	-	-	(78,099)
741 TAXPAYER INFORMATION	223,360	304,341	304,341	223,360	-	-
780 SCHOOL TRANSPORTATION	100,843	600,000	600,000	100,843	-	-
782 SCHOOL COMMUNICATION	61,765	102,240	102,240	61,765	-	-
795 COUNTY SCHOOL INDIRECT COST	2,190,390	931,823	1,492,670	1,629,543	-	-
988 PUBLIC WORKS FLOOD CONTROL	-	35,509,839	35,509,839	-	-	-
SUBTOTAL NON-GRANT FUNDS	\$ 319,064,736	\$ 591,663,038	\$ 834,962,322	\$ 69,124,999	\$ 6,718,552	\$ (78,099)

Consolidated Sources, Uses and Fund Balance by Fund (continued)

FUND	BEGINNING SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:		
				RESTRICTED	COMMITTED	UNASSIGNED
SPECIAL REVENUE (CONT'D)						
<i>GRANT FUNDS</i>						
211 ADULT PROBATION GRANTS	\$ (46,048)	\$ 6,119,639	\$ 6,119,639	\$ -	\$ -	\$ (46,048)
216 CLERK OF THE COURT GRANTS	-	1,350,280	1,350,280	-	-	-
217 CDBG HOUSING TRUST	-	16,980,470	16,980,470	-	-	-
219 COUNTY ATTORNEY GRANTS	(285,323)	7,792,090	7,792,090	-	-	(285,323)
222 HUMAN SERVICES GRANTS	(1,524,217)	50,180,363	50,180,363	-	-	(1,524,217)
223 TRANSPORTATION GRANTS	(176,536)	573,971	573,971	-	-	(176,536)
224 MEDICAL EXAMINER GRANT	-	53,648	53,648	-	-	-
227 JUVENILE PROBATION GRANTS	320,645	5,296,477	5,296,477	320,645	-	-
230 PARKS & REC. GRANTS	(47,366)	4,820	4,820	-	-	(47,366)
233 PUBLIC DEFENDER GRANTS	22,186	445,651	445,651	22,186	-	-
238 TRIAL COURTS GRANTS	(25,995)	2,145,648	2,145,648	-	-	(25,995)
248 ELECTIONS GRANT	4,330,024	-	2,782,320	1,547,704	-	-
249 NON DEPARTMENTAL GRANT	18,790,356	16,988,338	24,678,338	11,100,356	-	-
251 SHERIFF GRANTS	(952,145)	4,824,306	4,824,306	-	-	(952,145)
292 CORRECTIONAL HEALTH GRANT	(1,678)	50,000	50,000	-	-	(1,678)
503 AIR QUALITY GRANT	(283,984)	4,107,047	4,107,047	-	-	(283,984)
505 ENVIRONMENTAL SERVICES GRANT	334,548	765,000	765,000	334,548	-	-
532 PUBLIC HEALTH GRANTS	(954,957)	45,174,585	45,174,585	-	-	(954,957)
573 ANIMAL CONTROL GRANTS	1,106,735	1,572,785	1,572,785	1,106,735	-	-
581 SOLID WASTE GRANTS	126,966	-	-	126,966	-	-
715 SCHOOL GRANT	73,316	2,238,480	2,238,480	73,316	-	-
SUBTOTAL GRANTS	\$ 20,806,527	\$ 166,663,598	\$ 177,135,918	\$ 14,632,456	\$ -	\$ (4,298,249)
SPECIAL REVENUE	\$ 339,871,263	\$ 758,326,636	\$ 1,012,098,240	\$ 83,757,455	\$ 6,718,552	\$ (4,376,348)
DEBT SERVICE						
320 COUNTY IMPROVEMENT DEBT	\$ 9,024,842	\$ 8,219,846	\$ 9,774,199	\$ 7,470,489	\$ -	\$ -
321 COUNTY IMPROVEMENT DEBT 2	74,008	7,346,182	7,409,780	-	10,410	-
DEBT SERVICE	\$ 9,098,850	\$ 15,566,028	\$ 17,183,979	\$ 7,470,489	\$ 10,410	\$ -
CAPITAL PROJECT						
234 TRANSPORTATION CAPITAL PROJECT	\$ 30,580,162	\$ 75,612,541	\$ 98,872,518	\$ 7,320,185	\$ -	\$ -
422 INTERGOVERNMENTAL CAP PROJ	2,637,719	232,683	232,683	-	2,637,719	-
440 FINANCING SERIES 2007	12,752	-	12,752	-	-	-
445 GENERAL FUND CTY IMPROV	427,936,576	44,420,837	208,538,661	-	263,818,752	-
455 DETENTION CAPITAL PROJECTS	82,436,119	197,323,710	69,929,821	209,830,008	-	-
CAPITAL PROJECT	\$ 543,603,328	\$ 479,289,771	\$ 439,439,248	\$ 221,432,193	\$ 362,021,658	\$ -
INTERNAL SERVICE						
601 CMG HIGH OPTION	\$ (2,849,398)	\$ 38,769,529	\$ 39,294,529	\$ -	\$ -	\$ (3,374,398)
602 CMG LOW OPTION	1,099,470	1,204,451	1,204,451	1,099,470	-	-
603 OAP IN	(5,700,811)	18,246,010	18,246,010	-	-	(5,700,811)
604 OAP HIGH OPTION	3,340,328	29,035,684	29,035,684	3,340,328	-	-
605 OAP LOW OPTION	1,408,047	2,119,315	2,119,315	1,408,047	-	-
606 CHOICE FUND H.S.A.	(17,709)	5,480,061	5,480,061	-	-	(17,709)
607 FI DENTAL PPO	85,252	5,502,303	5,502,303	85,252	-	-
608 COINSURANCE	18,799,286	13,041,846	13,041,846	18,799,286	-	-
609 CONSUMER CHOICE	2,323,611	1,994,911	1,994,911	2,323,611	-	-
610 70% STD	4,683,369	2,246,085	2,246,085	4,683,369	-	-
611 60% STD	1,251,769	510,935	510,935	1,251,769	-	-
612 50% STD	1,023,784	439,219	439,219	1,023,784	-	-
613 40% STD	509,297	202,539	202,539	509,297	-	-
614 BEHAVIORAL HEALTH	2,034,291	4,491,552	4,491,552	2,034,291	-	-
615 WELLNESS	2,147,957	810,960	810,960	2,147,957	-	-
616 CONTRACT ADMINISTRATION	764,707	287,611	287,611	764,707	-	-
617 MEDICAL INCENTIVE/PENALTIES	2,099,008	2,357,648	3,357,648	1,099,008	-	-
618 BENEFIT ADMINISTRATION	1,033,494	2,267,007	2,387,007	913,494	-	-
621 FLEX SPENDING HEALTH	377,926	2,261,183	2,261,183	377,926	-	-
622 FLEX SPENDING DEP CARE	81,941	715,536	715,536	81,941	-	-
623 VISION	208,384	1,351,050	1,351,050	208,384	-	-
624 STAND ALONE VISION	-	75,644	75,644	-	-	-
625 FI PREPAID DENTAL	94,589	409,832	409,832	94,589	-	-
626 FI LIFE & AD&D	11,747	1,130,769	1,130,769	11,747	-	-
627 SUPPLEMENTAL LIFE	198,899	3,880,123	3,880,123	198,899	-	-
628 EMPLOYEE ASSISTANCE	2,602	196,253	196,253	2,602	-	-
629 SI DENTAL	4,699,631	3,510,313	3,510,313	4,699,631	-	-

Consolidated Sources, Uses and Fund Balance by Fund (continued)

FUND	BEGINNING SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:		
				RESTRICTED	COMMITTED	UNASSIGNED
INTERNAL SERVICE (CONT'D)						
630 DEPENDENT LIFE	\$ 3,545	\$ 506,927	\$ 506,927	\$ 3,545	\$ -	\$ -
631 VOLUNTARY BENEFITS	3,460	306,930	306,930	3,460	-	-
632 CIGNA FOR SENIORS	83,183	559,200	559,200	83,183	-	-
652 HS SELF-INSURED TRUST FUND	1,326,633	-	-	1,326,633	-	-
654 EQUIPMENT SERVICES	2,804,631	13,909,239	14,166,583	-	2,547,287	-
673 REPROGRAPHICS	143,642	806,795	806,795	-	143,642	-
675 RISK MANAGEMENT	23,027,606	25,052,007	37,144,391	10,935,222	-	-
681 TELECOMMUNICATIONS	4,735,054	15,972,983	19,896,122	-	811,915	-
INTERNAL SERVICE	\$ 71,839,225	\$ 199,652,450	\$ 217,570,317	\$ 59,511,432	\$ 3,502,844	\$ (9,092,918)
ELIMINATIONS	\$ -	\$ (795,780,533)	\$ (795,780,533)	\$ -	\$ -	\$ -
ALL FUNDS	\$ 1,417,557,245	\$ 1,739,679,338	\$ 2,264,280,816	\$ 372,171,569	\$ 534,253,464	\$ (13,469,266)

Consolidated Operating Sources, Uses and Structural Balance
 by Fund

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
GENERAL	\$ 1,075,560,244	\$ 1,075,560,244	\$ -
SPECIAL REVENUE			
<i>NON-GRANT FUNDS</i>			
201 ADULT PROBATION FEES	\$ 12,005,365	\$ 12,005,365	\$ -
203 SHERIFF DONATIONS	26,300	26,300	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	924,686	924,686	-
205 COURT DOCUMENT RETRIEVAL	1,469,100	1,469,100	-
207 PALO VERDE	418,829	418,829	-
208 JUDICIAL ENHANCEMENT	1,670,600	1,670,600	-
209 PUBLIC DEFENDER TRAINING	432,845	432,845	-
210 WASTE MANAGEMENT	65,000	-	65,000
213 COUNTY ATTORNEY RICO	2,000,000	2,000,000	-
215 EMERGENCY MANAGEMENT	1,030,081	1,030,081	-
218 CLERK OF COURT FILL THE GAP	2,408,495	2,408,495	-
220 DIVERSION	1,608,810	1,608,810	-
221 COUNTY ATTORNEY FILL THE GAP	1,400,000	1,400,000	-
225 SPUR CROSS RANCH CONSERVATION	172,050	305,000	(132,950)
226 PLANNING AND DEVELOPMENT FEES	6,925,912	7,799,774	(873,862)
228 JUVENILE PROBATION SPECIAL FEE	4,204,187	4,204,187	-
229 JUVENILE RESTITUTION	25,000	25,000	-
232 TRANSPORTATION OPERATIONS	98,701,418	60,745,610	37,955,808
235 DEL WEBB	9,108	1,636	7,472
236 RECORDERS SURCHARGE	4,620,000	3,498,813	1,121,187
237 JUST COURTS PHOTO ENFORCEMENT	2,251,936	2,251,936	-
239 PARKS SOUVENIR	220,000	220,000	-
240 LAKE PLEASANT RECREATION SVCS	1,847,278	1,847,278	-
241 PARKS ENHANCEMENT FUND	3,503,744	3,503,744	-
243 PARKS DONATIONS	108,000	108,000	-
245 JUSTICE COURTS SPECIAL REVENUE	4,672,031	4,672,031	-
252 INMATE SERVICES	10,799,768	10,799,768	-
254 INMATE HEALTH SERVICES	97,215	97,215	-
255 DETENTION OPERATIONS	312,253,563	312,253,563	-
256 PROBATE FEES	464,531	464,531	-
257 CONCILIATION COURT FEES	1,390,000	1,390,000	-
259 SUPERIOR COURT SPECIAL REVENUE	6,477,000	6,477,000	-
261 LAW LIBRARY	1,425,000	1,425,000	-
262 PUBLIC DEFENDER FILL THE GAP	955,476	955,476	-

Consolidated Operating Sources, Uses and Structural Balance by Fund
 (continued)

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
263 LEGAL DEFENDER FILL THE GAP	59,000	59,000	-
264 SUPERIOR COURT FILL THE GAP	2,329,600	2,329,600	-
265 PUBLIC HEALTH FEES	4,860,460	4,860,460	-
266 CHECK ENFORCEMENT PROGRAM	346,000	346,000	-
267 CRIM JUSTICE ENHANCEMENT	1,449,400	1,449,400	-
268 VICTIM COMP AND ASSISTANCE	100,000	100,000	-
269 VICTIM COMP RESTITUTION INT	40,000	40,000	-
270 CHILD SUPPORT ENHANCEMENT	95,000	-	95,000
271 EXPEDITED CHILD SUPPORT	585,000	585,000	-
273 VICTIM LOCATION	10,000	-	10,000
274 CLERK OF THE COURT EDMS	3,598,000	3,598,000	-
275 JUVENILE PROBATION DIVERSION	386,633	386,633	-
276 SPOUSAL MAINT ENF ENHANCEMENT	115,921	115,921	-
281 CHILDRENS ISSUES EDUCATION	115,007	115,007	-
282 DOM REL MEDIATION EDUCATION	190,682	190,682	-
290 WASTE TIRE	4,511,046	4,816,896	(305,850)
504 AIR QUALITY FEES	12,934,830	12,812,844	121,986
506 ENVIRONMTL SVCS ENV HEALTH	18,192,209	18,143,675	48,534
572 ANIMAL CONTROL LICENSE SHELTER	10,649,387	9,965,290	684,097
574 ANIMAL CONTROL FIELD OPERATION	3,295,702	3,295,702	-
580 SOLID WASTE MANAGEMENT	318,400	2,008,369	(1,689,969)
669 SMALL SCHOOL SERVICE	104,204	104,204	-
741 TAXPAYER INFORMATION	304,341	304,341	-
780 SCHOOL TRANSPORTATION	600,000	600,000	-
782 SCHOOL COMMUNICATION	102,240	102,240	-
795 EDUCATIONAL SUPPLEMENTAL PROG	931,823	920,335	11,488
988 PUBLIC WORKS FLOOD CONTROL	35,509,839	35,509,839	-
SUBTOTAL NON-GRANT FUNDS	\$ 588,318,052	\$ 551,200,111	\$ 37,117,941
GRANT FUNDS			
211 ADULT PROBATION GRANTS	\$ 6,119,639	\$ 6,119,639	\$ -
216 CLERK OF THE COURT GRANTS	1,350,280	1,350,280	-
217 CDBG HOUSING TRUST	16,980,470	16,980,470	-
219 COUNTY ATTORNEY GRANTS	7,792,090	7,792,090	-
222 HUMAN SERVICES GRANTS	50,180,363	50,180,363	-
224 MEDICAL EXAMINER GRANT	53,648	53,648	-
227 JUVENILE PROBATION GRANTS	5,296,477	5,296,477	-
230 PARKS AND RECREATION GRANTS	4,820	4,820	-
233 PUBLIC DEFENDER GRANTS	445,651	445,651	-
238 SUPERIOR COURT GRANTS	2,145,648	2,145,648	-
249 NON DEPARTMENTAL GRANT	16,336,158	16,336,158	-
251 SHERIFF GRANTS	4,824,306	4,824,306	-
292 CORRECTIONAL HEALTH GRANT	50,000	50,000	-
503 AIR QUALITY GRANT	4,107,047	4,107,047	-

Consolidated Operating Sources, Uses and Structural Balance by Fund
 (continued)

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
505 ENVIRONMENTAL SERVICES GRANT	765,000	765,000	-
532 PUBLIC HEALTH GRANTS	45,174,585	45,174,585	-
573 ANIMAL CONTROL GRANTS	1,572,785	1,572,785	-
715 SCHOOL GRANT	2,238,480	2,238,480	-
SUBTOTAL GRANTS	\$ 165,437,447	\$ 165,437,447	\$ -
SPECIAL REVENUE	\$ 753,755,499	\$ 716,637,558	\$ 37,117,941
DEBT SERVICE			
320 COUNTY IMPROVEMENT DEBT	\$ 2,674,846	\$ 9,762,550	\$ (7,087,704)
321 COUNTY IMPROVEMENT DEBT 2	1,139,914	7,409,780	(6,269,866)
DEBT SERVICE	\$ 3,814,760	\$ 17,172,330	\$ (13,357,570)
CAPITAL PROJECTS			
445 GENERAL FUND CTY IMPROV	\$ 7,620,837	\$ -	\$ 7,620,837
CAPITAL PROJECTS	\$ 7,620,837	\$ -	\$ 7,620,837
INTERNAL SERVICE			
601 CMG HIGH OPTION	\$ 38,769,529	\$ 38,769,529	\$ -
602 CMG LOW OPTION	1,204,451	1,204,451	-
603 OAP IN	18,246,010	18,246,010	-
604 OAP HIGH OPTION	29,035,684	29,035,684	-
605 OAP LOW OPTION	2,119,315	2,119,315	-
606 CHOICE FUND H.S.A.	5,480,061	5,480,061	-
607 FI DENTAL PPO	5,502,303	5,502,303	-
608 COINSURANCE	13,041,846	13,041,846	-
609 CONSUMER CHOICE	1,994,911	1,994,911	-
610 70 PERCENT STD	2,246,085	2,246,085	-
611 60 PERCENT STD	510,935	510,935	-
612 50 PERCENT STD	439,219	439,219	-
613 40 PERCENT STD	202,539	202,539	-
614 BEHAVIORAL HEALTH	4,491,552	4,491,552	-
615 WELLNESS	810,960	810,960	-
616 CONTRACT ADMINISTRATION	287,611	287,611	-
617 MED INCENTIVE AND PENALTIES	2,357,648	2,357,648	-

Consolidated Operating Sources, Uses and Structural Balance by Fund
 (continued)

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
618 BENEFIT ADMINISTRATION	2,267,007	2,267,007	-
621 FLEX SPENDING HEALTH	2,261,183	2,261,183	-
622 FLEX SPENDING DEP CARE	715,536	715,536	-
623 VISION	1,351,050	1,351,050	-
624 STAND ALONE VISION	75,644	75,644	-
625 FI PREPAID DENTAL	409,832	409,832	-
626 FI LIFE AND AD AND D	1,130,769	1,130,769	-
627 SUPPLEMENTAL LIFE	3,880,123	3,880,123	-
628 EMPLOYEE ASSISTANCE	196,253	196,253	-
629 SI DENTAL	3,510,313	3,510,313	-
630 DEPENDENT LIFE	506,927	506,927	-
631 VOLUNTARY BENEFITS	306,930	306,930	-
632 CIGNA FOR SENIORS	559,200	559,200	-
654 EQUIPMENT SERVICES	13,909,239	13,165,326	743,913
673 REPROGRAPHICS	806,795	806,795	-
675 RISK MANAGEMENT	25,052,007	37,144,391	(12,092,384)
681 TELECOMMUNICATIONS	15,972,983	15,972,983	-
INTERNAL SERVICE	\$ 199,652,450	\$ 211,000,921	\$ (11,348,471)
ELIMINATIONS	\$ (351,199,446)	\$ (351,199,446)	\$ -
ALL FUNDS	\$ 1,689,204,344	\$ 1,669,171,607	\$ 20,032,737

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 1980, 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 2011 Expenditure Limitation	\$1,175,860,149
FY 2011 Est. Expenditures Subject to Limitation	\$1,175,860,148
Expenditures (Over)/Under Limitation	\$ 1

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
JUDICIAL				
110 ADULT PROBATION				
100 GENERAL				
OPERATING	\$ 58,854,159	\$ 58,104,159	\$ 58,479,190	\$ (375,031)
201 ADULT PROBATION FEES				
OPERATING	\$ 14,116,202	\$ 14,116,202	\$ 12,005,365	\$ 2,110,837
NON RECURRING NON PROJECT	347,701	347,701	283,427	64,274
All Functions	\$ 14,463,903	\$ 14,463,903	\$ 12,288,792	\$ 2,175,111
211 ADULT PROBATION GRANTS				
OPERATING	\$ 4,477,057	\$ 8,035,971	\$ 6,119,639	\$ 1,916,332
TOTAL DEPARTMENT	\$ 77,795,119	\$ 80,604,033	\$ 76,887,621	\$ 3,716,412
240 JUSTICE COURTS				
100 GENERAL				
OPERATING	\$ 14,488,923	\$ 14,488,923	\$ 14,353,098	\$ 135,825
204 JUSTICE CT JUDICIAL ENHANCEMNT				
OPERATING	\$ 916,686	\$ 916,686	\$ 924,686	\$ (8,000)
NON RECURRING NON PROJECT	-	130,000	856,815	(726,815)
All Functions	\$ 916,686	\$ 1,046,686	\$ 1,781,501	\$ (734,815)
237 JUST COURTS PHOTO ENFORCEMENT				
OPERATING	\$ -	\$ 1,020,000	\$ 2,251,936	\$ (1,231,936)
245 JUSTICE COURTS SPECIAL REVENUE				
OPERATING	\$ 5,207,031	\$ 5,207,031	\$ 4,672,031	\$ 535,000
NON RECURRING NON PROJECT	2,012,824	2,622,824	1,034,584	1,588,240
All Functions	\$ 7,219,855	\$ 7,829,855	\$ 5,706,615	\$ 2,123,240
TOTAL DEPARTMENT	\$ 22,625,464	\$ 24,385,464	\$ 24,093,150	\$ 292,314
270 JUVENILE PROBATION				
100 GENERAL				
OPERATING	\$ 16,449,965	\$ 15,699,965	\$ 16,124,198	\$ (424,233)
227 JUVENILE PROBATION GRANTS				
OPERATING	\$ 5,042,523	\$ 5,466,022	\$ 5,296,477	\$ 169,545
228 JUVENILE PROBATION SPECIAL FEE				
OPERATING	\$ 4,204,187	\$ 4,204,187	\$ 4,204,187	\$ -
NON RECURRING NON PROJECT	-	146,000	-	146,000
All Functions	\$ 4,204,187	\$ 4,350,187	\$ 4,204,187	\$ 146,000
229 JUVENILE RESTITUTION				
OPERATING	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
255 DETENTION OPERATIONS				
OPERATING	\$ 33,651,118	\$ 33,651,118	\$ 33,206,895	\$ 444,223
275 JUVENILE PROBATION DIVERSION				
OPERATING	\$ 386,633	\$ 386,633	\$ 386,633	\$ -
TOTAL DEPARTMENT	\$ 59,759,426	\$ 59,578,925	\$ 59,243,390	\$ 335,535

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
800	SUPERIOR COURT				
100	GENERAL				
	OPERATING	\$ 62,531,673	\$ 64,071,085	\$ 71,111,106	\$ (7,040,021)
208	JUDICIAL ENHANCEMENT				
	OPERATING	\$ 433,277	\$ 433,277	\$ 570,600	\$ (137,323)
238	SUPERIOR COURT GRANTS				
	OPERATING	\$ 2,013,724	\$ 2,013,724	\$ 2,145,648	\$ (131,924)
256	PROBATE FEES				
	OPERATING	\$ 389,531	\$ 389,531	\$ 464,531	\$ (75,000)
	NON RECURRING NON PROJECT	-	-	100,000	(100,000)
	All Functions	\$ 389,531	\$ 389,531	\$ 564,531	\$ (175,000)
257	CONCILIATION COURT FEES				
	OPERATING	\$ 1,695,930	\$ 1,695,930	\$ 1,390,000	\$ 305,930
259	SUPERIOR COURT SPECIAL REVENUE				
	OPERATING	\$ 6,100,817	\$ 6,100,817	\$ 6,477,000	\$ (376,183)
	NON RECURRING NON PROJECT	-	488,200	175,000	313,200
	JURY SYSTEM REWRITE	384,000	384,000	384,000	-
	All Functions	\$ 6,484,817	\$ 6,973,017	\$ 7,036,000	\$ (62,983)
261	LAW LIBRARY				
	OPERATING	\$ 940,000	\$ 940,000	\$ 1,425,000	\$ (485,000)
	NON RECURRING NON PROJECT	-	343,500	-	343,500
	All Functions	\$ 940,000	\$ 1,283,500	\$ 1,425,000	\$ (141,500)
264	SUPERIOR COURT FILL THE GAP				
	OPERATING	\$ 2,010,454	\$ 2,204,499	\$ 2,329,600	\$ (125,101)
271	EXPEDITED CHILD SUPPORT				
	OPERATING	\$ 445,580	\$ 445,580	\$ 585,000	\$ (139,420)
	NON RECURRING NON PROJECT	-	-	335,479	(335,479)
	All Functions	\$ 445,580	\$ 445,580	\$ 920,479	\$ (474,899)
276	SPOUSAL MAINT ENF ENHANCEMENT				
	OPERATING	\$ 115,921	\$ 115,921	\$ 115,921	\$ -
281	CHILDRENS ISSUES EDUCATION				
	OPERATING	\$ 115,007	\$ 115,007	\$ 115,007	\$ -
282	DOM REL MEDIATION EDUCATION				
	OPERATING	\$ 190,682	\$ 190,682	\$ 190,682	\$ -
	TOTAL DEPARTMENT	\$ 77,366,596	\$ 79,931,753	\$ 87,914,574	\$ (7,982,821)
	TOTAL JUDICIAL	\$ 237,546,605	\$ 244,500,175	\$ 248,138,735	\$ (3,638,560)
	ELECTED				
010	BOARD OF SUPERVISORS DIST 1				
100	GENERAL				
	OPERATING	\$ 346,428	\$ 346,428	\$ 346,428	\$ -

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
020	BOARD OF SUPERVISORS DIST 2				
100	GENERAL				
	OPERATING	\$ 346,428	\$ 346,428	\$ 346,428	\$ -
030	BOARD OF SUPERVISORS DIST 3				
100	GENERAL				
	OPERATING	\$ 346,428	\$ 346,428	\$ 346,428	\$ -
040	BOARD OF SUPERVISORS DIST 4				
100	GENERAL				
	OPERATING	\$ 346,428	\$ 346,428	\$ 346,428	\$ -
050	BOARD OF SUPERVISORS DIST 5				
100	GENERAL				
	OPERATING	\$ 346,428	\$ 346,428	\$ 346,428	\$ -
120	ASSESSOR				
100	GENERAL				
	OPERATING	\$ 22,816,543	\$ 22,816,543	\$ 22,792,643	\$ 23,900
	NON RECURRING NON PROJECT	-	-	325,000	(325,000)
	All Functions	\$ 22,816,543	\$ 22,816,543	\$ 23,117,643	\$ (301,100)
140	CALL CENTER				
100	GENERAL				
	OPERATING	\$ 1,363,590	\$ 1,363,590	\$ 1,363,590	\$ -
160	CLERK OF THE SUPERIOR COURT				
100	GENERAL				
	OPERATING	\$ 30,056,139	\$ 30,056,139	\$ 30,185,299	\$ (129,160)
205	COURT DOCUMENT RETRIEVAL				
	OPERATING	\$ 1,229,100	\$ 1,229,100	\$ 1,469,100	\$ (240,000)
	NON RECURRING NON PROJECT	200,000	200,000	220,000	(20,000)
	All Functions	\$ 1,429,100	\$ 1,429,100	\$ 1,689,100	\$ (260,000)
208	JUDICIAL ENHANCEMENT				
	OPERATING	\$ 954,840	\$ 954,840	\$ 1,100,000	\$ (145,160)
	NON RECURRING NON PROJECT	255,000	255,000	279,000	(24,000)
	All Functions	\$ 1,209,840	\$ 1,209,840	\$ 1,379,000	\$ (169,160)
216	CLERK OF THE COURT GRANTS				
	OPERATING	\$ 1,615,346	\$ 1,615,346	\$ 1,350,280	\$ 265,066
218	CLERK OF COURT FILL THE GAP				
	OPERATING	\$ 2,206,000	\$ 2,408,495	\$ 2,408,495	\$ -
	NON RECURRING NON PROJECT	40,000	40,000	25,000	15,000
	All Functions	\$ 2,246,000	\$ 2,448,495	\$ 2,433,495	\$ 15,000

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
270 CHILD SUPPORT ENHANCEMENT				
NON RECURRING NON PROJECT	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
273 VICTIM LOCATION				
OPERATING	\$ 10,000	\$ 10,000	\$ -	\$ 10,000
NON RECURRING NON PROJECT	-	-	75,000	(75,000)
All Functions	\$ 10,000	\$ 10,000	\$ 75,000	\$ (65,000)
274 CLERK OF THE COURT EDMS				
OPERATING	\$ 3,370,000	\$ 3,370,000	\$ 3,598,000	\$ (228,000)
NON RECURRING NON PROJECT	933,582	933,582	1,330,000	(396,418)
All Functions	\$ 4,303,582	\$ 4,303,582	\$ 4,928,000	\$ (624,418)
TOTAL DEPARTMENT	\$ 40,945,007	\$ 41,147,502	\$ 42,115,174	\$ (967,672)
190 COUNTY ATTORNEY				
100 GENERAL				
OPERATING	\$ 56,599,487	\$ 56,599,487	\$ 56,599,487	\$ -
213 COUNTY ATTORNEY RICO				
OPERATING	\$ 2,750,000	\$ 2,750,000	\$ 2,000,000	\$ 750,000
NON RECURRING NON PROJECT	750,000	750,000	-	750,000
All Functions	\$ 3,500,000	\$ 3,500,000	\$ 2,000,000	\$ 1,500,000
219 COUNTY ATTORNEY GRANTS				
OPERATING	\$ 7,792,090	\$ 8,223,369	\$ 7,792,090	\$ 431,279
220 DIVERSION				
OPERATING	\$ 1,108,810	\$ 1,108,810	\$ 1,608,810	\$ (500,000)
NON RECURRING NON PROJECT	1,000,000	1,000,000	1,000,000	-
All Functions	\$ 2,108,810	\$ 2,108,810	\$ 2,608,810	\$ (500,000)
221 COUNTY ATTORNEY FILL THE GAP				
OPERATING	\$ 1,964,388	\$ 1,964,388	\$ 1,400,000	\$ 564,388
266 CHECK ENFORCEMENT PROGRAM				
OPERATING	\$ 431,584	\$ 431,584	\$ 346,000	\$ 85,584
267 CRIM JUSTICE ENHANCEMENT				
OPERATING	\$ 1,909,746	\$ 1,909,746	\$ 1,449,400	\$ 460,346
NON RECURRING NON PROJECT	800,000	800,000	-	800,000
All Functions	\$ 2,709,746	\$ 2,709,746	\$ 1,449,400	\$ 1,260,346
268 VICTIM COMP AND ASSISTANCE				
OPERATING	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
269 VICTIM COMP RESTITUTION INT				
OPERATING	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
TOTAL DEPARTMENT	\$ 75,246,105	\$ 75,677,384	\$ 72,335,787	\$ 3,341,597
210 ELECTIONS				
100 GENERAL				
OPERATING	\$ 8,212,297	\$ 12,912,297	\$ 20,300,000	\$ (7,387,703)

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC./DEC FROM REV.
248	ELECTIONS GRANT				
	NON RECURRING NON PROJECT	84,524	2,803,366	2,782,320	21,046
	TOTAL DEPARTMENT	\$ 8,296,821	\$ 15,715,663	\$ 23,082,320	\$ (7,366,657)
250	CONSTABLES				
100	GENERAL				
	OPERATING	\$ 2,403,317	\$ 2,403,317	\$ 2,429,547	\$ (26,230)
	NON RECURRING NON PROJECT	-	39,665	272,790	(233,125)
	All Functions	\$ 2,403,317	\$ 2,442,982	\$ 2,702,337	\$ (259,355)
280	COUNTY ATTORNEY CIVIL				
100	GENERAL				
	OPERATING	\$ 4,013,122	\$ 4,013,122	\$ 3,383,769	\$ 629,353
	NON RECURRING NON PROJECT	-	3,726,455	226,455	3,500,000
	All Functions	\$ 4,013,122	\$ 7,739,577	\$ 3,610,224	\$ 4,129,353
360	RECORDER				
100	GENERAL				
	OPERATING	\$ 2,095,117	\$ 2,095,117	\$ 2,095,117	\$ -
236	RECORDERS SURCHARGE				
	OPERATING	\$ 3,498,813	\$ 3,498,813	\$ 3,498,813	\$ -
	NON RECURRING NON PROJECT	364,485	364,485	1,050,000	(685,515)
	All Functions	\$ 3,863,298	\$ 3,863,298	\$ 4,548,813	\$ (685,515)
	TOTAL DEPARTMENT	\$ 5,958,415	\$ 5,958,415	\$ 6,643,930	\$ (685,515)
370	EDUCATION SERVICES				
100	GENERAL				
	OPERATING	\$ 2,035,900	\$ 2,035,900	\$ 2,046,590	\$ (10,690)
	NON RECURRING NON PROJECT	-	378,054	251,791	126,263
	All Functions	\$ 2,035,900	\$ 2,413,954	\$ 2,298,381	\$ 115,573
669	SMALL SCHOOL SERVICE				
	OPERATING	\$ 104,204	\$ 104,204	\$ 104,204	\$ -
	NON RECURRING NON PROJECT	-	273,174	53,000	220,174
	All Functions	\$ 104,204	\$ 377,378	\$ 157,204	\$ 220,174
715	SCHOOL GRANT				
	OPERATING	\$ 962,062	\$ 962,062	\$ 2,238,480	\$ (1,276,418)
	All Functions	\$ 962,062	\$ 962,062	\$ 2,238,480	\$ (1,276,418)
780	SCHOOL TRANSPORTATION				
	OPERATING	\$ 792,887	\$ 792,887	\$ 600,000	\$ 192,887
782	SCHOOL COMMUNICATION				
	OPERATING	\$ 102,240	\$ 102,240	\$ 102,240	\$ -

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
795	EDUCATIONAL SUPPLEMENTAL PROG				
	OPERATING	\$ 355,311	\$ 355,311	\$ 920,335	\$ (565,024)
	NON RECURRING NON PROJECT	-	585,901	572,335	13,566
	All Functions	\$ 355,311	\$ 941,212	\$ 1,492,670	\$ (551,458)
	TOTAL DEPARTMENT	\$ 4,352,604	\$ 5,637,645	\$ 6,888,975	\$ (1,251,330)
430	TREASURER				
100	GENERAL				
	OPERATING	\$ 2,618,874	\$ 3,241,766	\$ 3,865,769	\$ (624,003)
	NON RECURRING NON PROJECT	-	80,000	-	80,000
	All Functions	\$ 2,618,874	\$ 3,321,766	\$ 3,865,769	\$ (544,003)
741	TAXPAYER INFORMATION				
	OPERATING	\$ 304,341	\$ 304,341	\$ 304,341	\$ -
	TOTAL DEPARTMENT	\$ 2,923,215	\$ 3,626,107	\$ 4,170,110	\$ (544,003)
500	SHERIFF				
100	GENERAL				
	OPERATING	\$ 62,324,473	\$ 62,401,803	\$ 61,380,923	\$ 1,020,880
	NON-RECURRING	-	5,500	-	5,500
	All Functions	\$ 62,324,473	\$ 62,407,303	\$ 61,380,923	\$ 1,026,380
203	SHERIFF DONATIONS				
	OPERATING	\$ 84,640	\$ 84,640	\$ 26,300	\$ 58,340
212	SHERIFF RICO				
	OPERATING	\$ 1,155,000	\$ 2,655,000	\$ -	\$ 2,655,000
214	SHERIFF JAIL ENHANCEMENT				
	OPERATING	\$ 2,205,000	\$ 2,205,000	\$ -	\$ 2,205,000
251	SHERIFF GRANTS				
	OPERATING	\$ 4,852,537	\$ 6,939,466	\$ 4,824,306	\$ 2,115,160
	NON RECURRING NON PROJECT	533,139	533,139	-	533,139
	All Functions	\$ 5,385,676	\$ 7,472,605	\$ 4,824,306	\$ 2,648,299
252	INMATE SERVICES				
	OPERATING	\$ 14,520,364	\$ 14,520,364	\$ 10,799,768	\$ 3,720,596
	JMS MIGRATION	1,328,541	1,328,541	-	1,328,541
	All Functions	\$ 15,848,905	\$ 15,848,905	\$ 10,799,768	\$ 5,049,137
254	INMATE HEALTH SERVICES				
	OPERATING	\$ 149,715	\$ 149,715	\$ 97,215	\$ 52,500
	NON RECURRING NON PROJECT	-	-	600,000	(600,000)
	All Functions	\$ 149,715	\$ 149,715	\$ 697,215	\$ (547,500)

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
255	DETENTION OPERATIONS				
	OPERATING	\$ 183,677,997	\$ 183,677,997	\$ 182,132,904	\$ 1,545,093
	JMS MIGRATION	-	-	500,000	(500,000)
	All Functions	\$ 183,677,997	\$ 183,677,997	\$ 182,632,904	\$ 1,045,093
	TOTAL DEPARTMENT	\$ 270,831,406	\$ 274,501,165	\$ 260,361,416	\$ 14,139,749
	TOTAL ELECTED	\$ 440,882,285	\$ 458,358,713	\$ 448,123,646	\$ 10,235,067
	APPOINTED				
060	CLERK OF THE BOARD				
100	GENERAL				
	OPERATING	\$ 650,135	\$ 650,135	\$ 660,693	\$ (10,558)
	NON RECURRING NON PROJECT	696,056	627,873	583,251	44,622
	All Functions	\$ 1,346,191	\$ 1,278,008	\$ 1,243,944	\$ 34,064
150	EMERGENCY MANAGEMENT				
100	GENERAL				
	OPERATING	\$ 173,881	\$ 173,881	\$ 173,881	\$ -
207	PALO VERDE				
	OPERATING	\$ 404,459	\$ 404,459	\$ 418,829	\$ (14,370)
215	EMERGENCY MANAGEMENT				
	OPERATING	\$ 908,008	\$ 908,008	\$ 1,030,081	\$ (122,073)
	NON RECURRING NON PROJECT	20,000	70,000	-	70,000
	All Functions	\$ 928,008	\$ 978,008	\$ 1,030,081	\$ (52,073)
	TOTAL DEPARTMENT	\$ 1,506,348	\$ 1,556,348	\$ 1,622,791	\$ (66,443)
180	FINANCE				
100	GENERAL				
	OPERATING	\$ 3,282,573	\$ 3,282,573	\$ 3,248,204	\$ 34,369
	NON RECURRING NON PROJECT	-	80,930	-	80,930
	All Functions	\$ 3,282,573	\$ 3,363,503	\$ 3,248,204	\$ 115,299
200	COUNTY MANAGER				
100	GENERAL				
	OPERATING	\$ 2,434,692	\$ 2,434,692	\$ 2,682,434	\$ (247,742)
	NON RECURRING NON PROJECT	-	-	2,448,928	(2,448,928)
	All Functions	\$ 2,434,692	\$ 2,434,692	\$ 5,131,362	\$ (2,696,670)
249	NON DEPARTMENTAL GRANT				
	NON RECURRING NON PROJECT	\$ 9,158,935	\$ 12,914,379	\$ 652,180	\$ 12,262,199
255	DETENTION OPERATIONS				
	OPERATING	\$ 1,458,856	\$ 1,458,856	\$ 1,458,856	\$ -
	TOTAL DEPARTMENT	\$ 13,052,483	\$ 16,807,927	\$ 7,242,398	\$ 9,565,529

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
220 HUMAN SERVICES				
100 GENERAL				
OPERATING	\$ 2,063,610	\$ 2,063,610	\$ 2,063,610	\$ -
NON RECURRING NON PROJECT	250,000	250,000	-	250,000
All Functions	\$ 2,313,610	\$ 2,313,610	\$ 2,063,610	\$ 250,000
217 CDBG HOUSING TRUST				
OPERATING	\$ 23,202,613	\$ 23,202,613	\$ 16,980,470	\$ 6,222,143
222 HUMAN SERVICES GRANTS				
OPERATING	\$ 39,324,961	\$ 58,305,740	\$ 50,180,363	\$ 8,125,377
TOTAL DEPARTMENT	\$ 64,841,184	\$ 83,821,963	\$ 69,224,443	\$ 14,597,520
230 INTERNAL AUDIT				
100 GENERAL				
OPERATING	\$ 1,553,494	\$ 1,553,494	\$ 1,572,354	\$ (18,860)
260 CORRECTIONAL HEALTH				
100 GENERAL				
OPERATING	\$ 3,049,876	\$ 3,049,876	\$ 3,071,763	\$ (21,887)
255 DETENTION OPERATIONS				
OPERATING	\$ 48,804,659	\$ 48,804,659	\$ 51,042,379	\$ (2,237,720)
NON RECURRING NON PROJECT	-	-	10,581,845	(10,581,845)
All Functions	\$ 48,804,659	\$ 48,804,659	\$ 61,624,224	\$ (12,819,565)
292 CORRECTIONAL HEALTH GRANT				
OPERATING	\$ 42,818	\$ 53,591	\$ 50,000	\$ 3,591
TOTAL DEPARTMENT	\$ 51,897,353	\$ 51,908,126	\$ 64,745,987	\$ (12,837,861)
290 MEDICAL EXAMINER				
100 GENERAL				
OPERATING	\$ 6,659,432	\$ 6,684,432	\$ 6,757,790	\$ (73,358)
224 MEDICAL EXAMINER GRANT				
OPERATING	\$ 218,615	\$ 218,615	\$ 53,648	\$ 164,967
TOTAL DEPARTMENT	\$ 6,878,047	\$ 6,903,047	\$ 6,811,438	\$ 91,609
300 PARKS AND RECREATION				
100 GENERAL				
OPERATING	\$ 694,615	\$ 694,615	\$ 693,436	\$ 1,179
225 SPUR CROSS RANCH CONSERVATION				
OPERATING	\$ 305,000	\$ 305,000	\$ 305,000	\$ -
NON RECURRING NON PROJECT	285,000	285,000	35,000	250,000
All Functions	\$ 590,000	\$ 590,000	\$ 340,000	\$ 250,000

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
230	PARKS AND RECREATION GRANTS				
	OPERATING	\$ 4,820	\$ 4,820	\$ 4,820	\$ -
	NON RECURRING NON PROJECT	-	86,200	-	86,200
	All Functions	\$ 4,820	\$ 91,020	\$ 4,820	\$ 86,200
239	PARKS SOUVENIR				
	OPERATING	\$ 170,000	\$ 240,000	\$ 220,000	\$ 20,000
240	LAKE PLEASANT RECREATION SVCS				
	OPERATING	\$ 1,766,010	\$ 1,766,010	\$ 1,847,278	\$ (81,268)
	NON RECURRING NON PROJECT	345,000	345,000	510,000	(165,000)
	All Functions	\$ 2,111,010	\$ 2,111,010	\$ 2,357,278	\$ (246,268)
241	PARKS ENHANCEMENT FUND				
	OPERATING	\$ 3,434,284	\$ 3,434,284	\$ 3,503,744	\$ (69,460)
	NON RECURRING NON PROJECT	1,330,742	1,433,732	943,300	490,432
	All Functions	\$ 4,765,026	\$ 4,868,016	\$ 4,447,044	\$ 420,972
243	PARKS DONATIONS				
	OPERATING	\$ 108,000	\$ 108,000	\$ 108,000	\$ -
	NON RECURRING NON PROJECT	40,000	141,389	141,389	-
	All Functions	\$ 148,000	\$ 249,389	\$ 249,389	\$ -
900	ELIMINATIONS				
	OPERATING	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ 11,327
	TOTAL DEPARTMENT	\$ 8,411,938	\$ 8,772,517	\$ 8,229,107	\$ 543,410
310	WORKFORCE MGT AND DEVELOPMENT				
100	GENERAL				
	OPERATING	\$ 3,049,142	\$ 3,049,142	\$ 2,923,840	\$ 125,302
601	CMG HIGH OPTION				
	OPERATING	\$ -	\$ -	\$ 38,769,529	\$ (38,769,529)
	NON RECURRING NON PROJECT	-	-	525,000	(525,000)
	All Functions	\$ -	\$ -	\$ 39,294,529	\$ (39,294,529)
602	CMG LOW OPTION				
	OPERATING	\$ -	\$ -	\$ 1,204,451	\$ (1,204,451)
603	OAP IN				
	OPERATING	\$ -	\$ -	\$ 18,246,010	\$ (18,246,010)
604	OAP HIGH OPTION				
	OPERATING	\$ -	\$ -	\$ 29,035,684	\$ (29,035,684)
605	OAP LOW OPTION				
	OPERATING	\$ -	\$ -	\$ 2,119,315	\$ (2,119,315)
606	CHOICE FUND H.S.A.				
	OPERATING	\$ -	\$ -	\$ 5,480,061	\$ (5,480,061)
607	FI DENTAL PPO				
	OPERATING	\$ -	\$ -	\$ 5,502,303	\$ (5,502,303)
608	COINSURANCE				
	OPERATING	\$ -	\$ -	\$ 13,041,846	\$ (13,041,846)
609	CONSUMER CHOICE				
	OPERATING	\$ -	\$ -	\$ 1,994,911	\$ (1,994,911)

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC./DEC FROM REV.
610	70 PERCENT STD				
	OPERATING	\$ -	\$ -	\$ 2,246,085	\$ (2,246,085)
611	60 PERCENT STD				
	OPERATING	\$ -	\$ -	\$ 510,935	\$ (510,935)
612	50 PERCENT STD				
	OPERATING	\$ -	\$ -	\$ 439,219	\$ (439,219)
613	40 PERCENT STD				
	OPERATING	\$ -	\$ -	\$ 202,539	\$ (202,539)
614	BEHAVIORAL HEALTH				
	OPERATING	\$ -	\$ -	\$ 4,491,552	\$ (4,491,552)
615	WELLNESS				
	OPERATING	\$ -	\$ -	\$ 810,960	\$ (810,960)
616	CONTRACT ADMINISTRATION				
	OPERATING	\$ -	\$ -	\$ 287,611	\$ (287,611)
617	MED INCENTIVE AND PENALTIES				
	NON RECURRING NON PROJECT	\$ -	\$ -	\$ 1,000,000	\$ (1,000,000)
618	BENEFIT ADMINISTRATION				
	OPERATING	\$ -	\$ -	\$ 2,267,007	\$ (2,267,007)
	NON RECURRING NON PROJECT	-	-	120,000	(120,000)
	All Functions	\$ -	\$ -	\$ 2,387,007	\$ (2,387,007)
621	FLEX SPENDING HEALTH				
	OPERATING	\$ -	\$ -	\$ 2,261,183	\$ (2,261,183)
622	FLEX SPENDING DEP CARE				
	OPERATING	\$ -	\$ -	\$ 715,536	\$ (715,536)
623	VISION				
	OPERATING	\$ -	\$ -	\$ 1,351,050	\$ (1,351,050)
624	STAND ALONE VISION				
	OPERATING	\$ -	\$ -	\$ 75,644	\$ (75,644)
625	FI PREPAID DENTAL				
	OPERATING	\$ -	\$ -	\$ 409,832	\$ (409,832)
626	FI LIFE AND AD AND D				
	OPERATING	\$ -	\$ -	\$ 1,130,769	\$ (1,130,769)
627	SUPPLEMENTAL LIFE				
	OPERATING	\$ -	\$ -	\$ 3,880,123	\$ (3,880,123)
628	EMPLOYEE ASSISTANCE				
	OPERATING	\$ -	\$ -	\$ 196,253	\$ (196,253)
629	SI DENTAL				
	OPERATING	\$ -	\$ -	\$ 3,510,313	\$ (3,510,313)
630	DEPENDENT LIFE				
	OPERATING	\$ -	\$ -	\$ 506,927	\$ (506,927)
631	VOLUNTARY BENEFITS				
	OPERATING	\$ -	\$ -	\$ 306,930	\$ (306,930)
632	CIGNA FOR SENIORS				
	OPERATING	\$ -	\$ -	\$ 559,200	\$ (559,200)
	TOTAL DEPARTMENT	\$ 3,049,142	\$ 3,049,142	\$ 148,480,266	\$ (145,431,124)

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
320 SPECIAL LITIGATION				
100 GENERAL				
OPERATING	\$ 1,979,828	\$ 1,979,828	\$ 1,944,953	\$ 34,875
NON RECURRING NON PROJECT	156,000	156,000	51,000	105,000
All Functions	\$ 2,135,828	\$ 2,135,828	\$ 1,995,953	\$ 139,875
330 GENERAL COUNSEL				
100 GENERAL				
OPERATING	\$ 5,041,817	\$ 5,041,817	\$ 5,835,533	\$ (793,716)
NON RECURRING NON PROJECT	164,000	164,000	44,400	119,600
All Functions	\$ 5,205,817	\$ 5,205,817	\$ 5,879,933	\$ (674,116)
340 PUBLIC FIDUCIARY				
100 GENERAL				
OPERATING	\$ 2,477,439	\$ 2,477,439	\$ 2,459,102	\$ 18,337
350 EMPLOYEE BENEFITS				
601 CMG HIGH OPTION				
OPERATING	\$ 37,373,246	\$ 37,405,124	\$ -	\$ 37,405,124
602 CMG LOW OPTION				
OPERATING	\$ 1,166,616	\$ 1,048,481	\$ -	\$ 1,048,481
603 OAP IN				
OPERATING	\$ 21,753,998	\$ 20,190,632	\$ -	\$ 20,190,632
604 OAP HIGH OPTION				
OPERATING	\$ 31,459,236	\$ 31,859,006	\$ -	\$ 31,859,006
605 OAP LOW OPTION				
OPERATING	\$ 1,756,417	\$ 1,874,721	\$ -	\$ 1,874,721
606 CHOICE FUND H.S.A.				
OPERATING	\$ 792,524	\$ 1,598,252	\$ -	\$ 1,598,252
607 FI DENTAL PPO				
OPERATING	\$ 5,560,052	\$ 5,581,814	\$ -	\$ 5,581,814
608 COINSURANCE				
OPERATING	\$ 13,713,239	\$ 12,852,727	\$ -	\$ 12,852,727
609 CONSUMER CHOICE				
OPERATING	\$ 2,374,116	\$ 2,263,587	\$ -	\$ 2,263,587
610 70 PERCENT STD				
OPERATING	\$ 1,749,290	\$ 1,747,114	\$ -	\$ 1,747,114
611 60 PERCENT STD				
OPERATING	\$ 576,713	\$ 578,454	\$ -	\$ 578,454
612 50 PERCENT STD				
OPERATING	\$ 722,524	\$ 742,980	\$ -	\$ 742,980
613 40 PERCENT STD				
OPERATING	\$ 541,457	\$ 512,295	\$ -	\$ 512,295

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
614 BEHAVIORAL HEALTH				
OPERATING	\$ 4,856,970	\$ 4,077,422	\$ -	\$ 4,077,422
615 WELLNESS				
OPERATING	\$ 1,092,840	\$ 939,600	\$ -	\$ 939,600
616 CONTRACT ADMINISTRATION				
OPERATING	\$ 462,416	\$ 544,560	\$ -	\$ 544,560
617 MED INCENTIVE AND PENALTIES				
NON RECURRING NON PROJECT	\$ 1,000,000	\$ -	\$ -	\$ -
618 BENEFIT ADMINISTRATION				
OPERATING	\$ 2,426,506	\$ 2,626,506	\$ -	\$ 2,626,506
NON RECURRING NON PROJECT	19,033	1,019,033	-	1,019,033
All Functions	<u>\$ 2,445,539</u>	<u>\$ 3,645,539</u>	<u>\$ -</u>	<u>\$ 3,645,539</u>
621 FLEX SPENDING HEALTH				
OPERATING	\$ 2,019,833	\$ 2,709,185	\$ -	\$ 2,709,185
622 FLEX SPENDING DEP CARE				
OPERATING	\$ 791,577	\$ 764,207	\$ -	\$ 764,207
623 VISION				
OPERATING	\$ 1,323,793	\$ 1,507,822	\$ -	\$ 1,507,822
624 STAND ALONE VISION				
OPERATING	\$ 40,744	\$ 76,395	\$ -	\$ 76,395
625 FI PREPAID DENTAL				
OPERATING	\$ 517,592	\$ 456,871	\$ -	\$ 456,871
626 FI LIFE AND AD AND D				
OPERATING	\$ 1,043,794	\$ 1,044,288	\$ -	\$ 1,044,288
627 SUPPLEMENTAL LIFE				
OPERATING	\$ 3,766,274	\$ 4,411,445	\$ -	\$ 4,411,445
628 EMPLOYEE ASSISTANCE				
OPERATING	\$ 198,058	\$ 198,058	\$ -	\$ 198,058
629 SI DENTAL				
OPERATING	\$ 3,328,534	\$ 3,446,937	\$ -	\$ 3,446,937
630 DEPENDENT LIFE				
OPERATING	\$ 399,282	\$ 590,841	\$ -	\$ 590,841
631 VOLUNTARY BENEFITS				
OPERATING	\$ 256,284	\$ 292,761	\$ -	\$ 292,761
632 CIGNA FOR SENIORS				
OPERATING	\$ 473,220	\$ 595,060	\$ -	\$ 595,060
TOTAL DEPARTMENT	<u>\$ 143,556,178</u>	<u>\$ 143,556,178</u>	<u>\$ -</u>	<u>\$ 143,556,178</u>
390 HEALTH CARE PROGRAMS				
100 GENERAL				
OPERATING	\$ 237,341,157	\$ 238,841,157	\$ 242,044,524	\$ (3,203,367)
NON RECURRING NON PROJECT	-	-	(26,396,100)	26,396,100
All Functions	<u>\$ 237,341,157</u>	<u>\$ 238,841,157</u>	<u>\$ 215,648,424</u>	<u>\$ 23,192,733</u>
532 PUBLIC HEALTH GRANTS				
OPERATING	\$ 5,926,709	\$ 7,615,956	\$ 6,651,736	\$ 964,220
TOTAL DEPARTMENT	<u>\$ 243,267,866</u>	<u>\$ 246,457,113</u>	<u>\$ 222,300,160</u>	<u>\$ 24,156,953</u>

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
410	ENTERPRISE TECHNOLOGY				
100	GENERAL				
	OPERATING	\$ 7,614,262	\$ 7,307,209	\$ 6,892,486	\$ 414,723
	NON RECURRING NON PROJECT	-	-	289,000	(289,000)
	All Functions	\$ 7,614,262	\$ 7,307,209	\$ 7,181,486	\$ 125,723
681	TELECOMMUNICATIONS				
	OPERATING	\$ 15,900,559	\$ 17,900,559	\$ 15,972,983	\$ 1,927,576
	NON RECURRING NON PROJECT	1,102,305	6,236,151	3,923,139	2,313,012
	All Functions	\$ 17,002,864	\$ 24,136,710	\$ 19,896,122	\$ 4,240,588
	TOTAL DEPARTMENT	\$ 24,617,126	\$ 31,443,919	\$ 27,077,608	\$ 4,366,311
440	PLANNING AND DEVELOPMENT				
226	PLANNING AND DEVELOPMENT FEES				
	OPERATING	\$ 7,705,691	\$ 7,705,691	\$ 7,799,774	\$ (94,083)
	NON RECURRING NON PROJECT	-	598,294	431,000	167,294
	All Functions	\$ 7,705,691	\$ 8,303,985	\$ 8,230,774	\$ 73,211
235	DEL WEBB				
	OPERATING	\$ 2,753	\$ 2,753	\$ 1,636	\$ 1,117
	TOTAL DEPARTMENT	\$ 7,708,444	\$ 8,306,738	\$ 8,232,410	\$ 74,328
460	RESEARCH AND REPORTING				
100	GENERAL				
	OPERATING	\$ 391,970	\$ 391,970	\$ 322,241	\$ 69,729
470	NON DEPARTMENTAL				
100	GENERAL				
	OPERATING	\$ 360,444,251	\$ 345,880,873	\$ 279,735,218	\$ 66,145,655
	NON RECURRING NON PROJECT	173,936,446	170,431,441	314,514,777	(144,083,336)
	ADMIN BUILDING IMPROVEMENTS	-	225,000	-	225,000
	AVONDALE SHERIFF SUB	93,612	93,612	-	93,612
	COURTS AREA GENERAL	161,269	161,269	-	161,269
	CENTRAL COURT BLDG	1,225,800	1,225,800	-	1,225,800
	DRNGO ADMIN BLDG AND SHOPS	155,268	155,268	-	155,268
	DOWNTOWN JUSTICE CENTER	207,756	107,756	-	107,756
	EAST COURT INFR IMPROVEMENTS	166,004	166,004	-	166,004
	ENVIRONMENTAL PROJECTS	875,000	875,000	-	875,000
	EASTSIDE VETERINARY CENTER	425,250	425,250	-	425,250
	OLD COURT HOUSE BLDG IMPRVMTS	-	15,000	-	15,000
	PROGRAM FEES	200,000	200,000	-	200,000
	CODE COMPLIANCE RESERVE	400,000	400,000	-	400,000
	BUILDING SECURITY PROJECTS	500,000	500,000	-	500,000
	SEF RELOCATION TO PHOENIX	-	411,206	-	411,206
	LIFE SAFETY PROJECTS	500,000	500,000	-	500,000
	SE REG INFRASTRUC IMPRVMTS	540,624	540,624	-	540,624
	SECURITY CNTR INFR IMPROVEMENT	2,366,419	2,211,419	-	2,211,419
	GENERATOR SUPP SO DATA CTR	-	22,500	-	22,500
	SOUTHPORT ADULT PROBATION	72,360	72,360	-	72,360
	UA COOPERATIVE EXTENSION	369,500	369,500	-	369,500

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
WEST COURT INFR IMPROVEMENTS	319,044	474,044	-	474,044
All Functions	\$ 542,958,603	\$ 525,563,926	\$ 594,249,995	\$ (68,686,069)
210 WASTE MANAGEMENT				
NON RECURRING NON PROJECT	\$ 504,483	\$ 504,483	\$ 474,133	\$ 30,350
249 NON DEPARTMENTAL GRANT				
OPERATING	\$ 18,785,010	\$ 17,302,470	\$ 16,336,158	\$ 966,312
NON RECURRING NON PROJECT	8,270,000	3,753,515	7,690,000	(3,936,485)
All Functions	\$ 27,055,010	\$ 21,055,985	\$ 24,026,158	\$ (2,970,173)
255 DETENTION OPERATIONS				
OPERATING	\$ 52,580,133	\$ 52,580,133	\$ 17,326,108	\$ 35,254,025
NON RECURRING NON PROJECT	45,502,677	43,234,216	211,143,471	(167,909,255)
DURANGO JAIL INFR IMPROVEMENTS	2,846,317	2,846,317	-	2,846,317
ESTRELLA JAIL INFR IMPROVEMENT	1,371,128	1,371,128	-	1,371,128
ENERGY MANAGEMENT STUDIES	250,000	250,000	-	250,000
ENVIRONMENTAL PROJECTS	200,000	200,000	-	200,000
LBJ COMPLEX	95,400	95,400	-	95,400
PROGRAM FEES	200,000	200,000	-	200,000
CODE COMPLIANCE RESERVE	200,000	200,000	-	200,000
BUILDING SECURITY PROJECTS	300,000	300,000	-	300,000
LIFE SAFETY PROJECTS	500,000	500,000	-	500,000
SE JUVENILE INFR IMPROVEMENTS	131,541	131,541	-	131,541
GENERATOR SUPP SO DATA CTR	-	202,500	-	202,500
TOWERS JAIL INFR IMPROVEMENTS	846,377	846,377	-	846,377
All Functions	\$ 105,023,573	\$ 102,957,612	\$ 228,469,579	\$ (125,511,967)
320 COUNTY IMPROVEMENT DEBT				
OPERATING	\$ 11,297,930	\$ 11,297,930	\$ 9,762,550	\$ 1,535,380
NON RECURRING NON PROJECT	-	-	11,649	(11,649)
All Functions	\$ 11,297,930	\$ 11,297,930	\$ 9,774,199	\$ 1,523,731
321 COUNTY IMPROVEMENT DEBT 2				
OPERATING	\$ 7,411,180	\$ 7,411,180	\$ 7,409,780	\$ 1,400
422 INTERGOVERNMENTAL CAP PROJ				
NON RECURRING NON PROJECT	\$ -	\$ 90,000	\$ -	\$ 90,000
CAVE CREEK TRANSFER STATION	767,075	470,704	-	470,704
APS ES ESCO IMPROVEMENTS	-	-	17,683	(17,683)
VISITOR CTRS AND AMPHITHEATERS	90,000	-	-	-
VULTURE MOUNTAIN	-	-	50,000	(50,000)
WHITE TANKS NATURE CTR	-	165,000	165,000	-
All Functions	\$ 857,075	\$ 725,704	\$ 232,683	\$ 493,021
440 FINANCING SERIES 2007				
CENTRAL COURT BUILDING	\$ 900,000	\$ 632,638	\$ -	\$ 632,638
COURT TOWER	47,000,000	48,269,919	-	48,269,919
All Functions	\$ 47,900,000	\$ 48,902,557	\$ 12,752	\$ 48,889,805
441 FINANCING SERIES 2008				
COURT TOWER	\$ 66,088,797	\$ -	\$ -	\$ -

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
445 GENERAL FUND CTY IMPROV				
NON RECURRING NON PROJECT	\$ 9,065,698	\$ 55,571,841	\$ 11,701,867	\$ 43,869,974
APS ES ESCO IMPROVEMENTS	-	-	5,020,710	(5,020,710)
FIRST AVE JAIL DEMO PLAZA DSGN	-	100,000	8,331,712	(8,231,712)
GRACE COURT I PURCHASE	-	250,000	-	250,000
COURT TOWER	-	64,818,878	138,067,103	(73,248,225)
LB CENT PLANT CHILLED WATER	1,177,321	176,499	-	176,499
MARICOPA REGIONAL TRAIL SYSTEM	2,485,392	2,485,392	850,000	1,635,392
PARKS SYSTEM MASTER PLAN	43,428	-	-	-
PROJECT RESERVE	-	-	31,657,923	(31,657,923)
SHERIFF CRIME LAB RELOCATION	-	100,000	3,533,297	(3,433,297)
SANTA FE DEPOT REMODEL	-	150,000	3,822,106	(3,672,106)
SAGUARO LAKE AID STATION	100,000	68,931	-	68,931
SHERIFF HEADQUARTERS	-	500,000	-	500,000
SECURITY BUILDING	2,632,401	2,632,401	2,669,424	(37,023)
VISITOR CTRS AND AMPHITHEATERS	184,368	-	-	-
VULTURE MOUNTAIN	100,000	100,000	100,000	-
W COURT 2 3 4 FLOOR REMODEL	-	3,888,794	2,784,519	1,104,275
All Functions	\$ 15,788,608	\$ 130,842,736	\$ 208,538,661	\$ (77,695,925)
455 DETENTION CAPITAL PROJECTS				
ESTRELLA CHILLED WATER CONV	\$ -	\$ 3,250,000	\$ 3,150,000	\$ 100,000
APS ES ESCO IMPROVEMENTS	-	-	10,607,196	(10,607,196)
4TH AVE SOLAR WATER HEATING SYSTEM	-	1,064,900	989,900	75,000
LBJ SOLAR WATER HEATING SYSTEM	-	1,237,900	1,142,900	95,000
MCSO TRANSPORTATION HUB	-	-	52,139,825	(52,139,825)
TOWERS CHILLED WATER CONV	-	2,600,000	1,900,000	700,000
All Functions	\$ -	\$ 8,152,800	\$ 69,929,821	\$ (61,777,021)
460 TECHNOLOGY CAP IMPROVEMENT				
CONTACT CENTER SYSTEM	\$ -	\$ -	\$ 2,102,550	\$ (2,102,550)
COUNTY TELEPHONE SYSTEM	-	-	16,453,320	(16,453,320)
INFRASTRUCTURE REFRESH PH II	-	-	500,000	(500,000)
RADIO SYSTEM	-	-	28,828,943	(28,828,943)
SHERIFF 911 CENTER EQUIPMENT	-	-	8,250,000	(8,250,000)
All Functions	\$ -	\$ -	\$ 56,134,813	\$ (56,134,813)
461 DETENTION TECH CAP IMPROVEMENT				
CHS ELECTRONIC MEDICAL RECORD SYSTEM	\$ -	\$ -	\$ 5,718,000	\$ (5,718,000)
TOTAL DEPARTMENT	\$ 824,885,259	\$ 857,414,913	\$ 1,204,970,574	\$ (347,555,661)
490 MANAGEMENT AND BUDGET				
100 GENERAL				
OPERATING	\$ 3,186,167	\$ 3,186,167	\$ 3,311,167	\$ (125,000)
520 PUBLIC DEFENDER				
100 GENERAL				
OPERATING	\$ 34,713,248	\$ 34,713,248	\$ 34,439,124	\$ 274,124

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 437,141	\$ 437,141	\$ 366,854	\$ 70,287
	NON RECURRING NON PROJECT	134,339	134,339	71,280	63,059
	All Functions	\$ 571,480	\$ 571,480	\$ 438,134	\$ 133,346
233	PUBLIC DEFENDER GRANTS				-
	OPERATING	\$ 342,187	\$ 451,695	\$ 445,651	\$ 6,044
262	PUBLIC DEFENDER FILL THE GAP				-
	OPERATING	\$ 1,472,536	\$ 1,472,536	\$ 955,476	\$ 517,060
	NON RECURRING NON PROJECT	158,064	158,064	528,225	(370,161)
	All Functions	\$ 1,630,600	\$ 1,630,600	\$ 1,483,701	\$ 146,899
	TOTAL DEPARTMENT	\$ 37,257,515	\$ 37,367,023	\$ 36,806,610	\$ 560,413
540	LEGAL DEFENDER				
100	GENERAL				
	OPERATING	\$ 9,855,901	\$ 9,855,901	\$ 10,483,641	\$ (627,740)
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 52,155	\$ 52,155	\$ 52,155	\$ -
	NON RECURRING NON PROJECT	23,639	23,639	49,013	(25,374)
	All Functions	\$ 75,794	\$ 75,794	\$ 101,168	\$ (25,374)
263	LEGAL DEFENDER FILL THE GAP				
	OPERATING	\$ 59,000	\$ 59,000	\$ 59,000	\$ -
	TOTAL DEPARTMENT	\$ 9,990,695	\$ 9,990,695	\$ 10,643,809	\$ (653,114)
550	LEGAL ADVOCATE				
100	GENERAL				
	OPERATING	\$ 8,770,615	\$ 8,770,615	\$ 9,231,434	\$ (460,819)
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 7,349	\$ 7,349	\$ 13,836	\$ (6,487)
	NON RECURRING NON PROJECT	5,151	5,151	23,562	(18,411)
	All Functions	\$ 12,500	\$ 12,500	\$ 37,398	\$ (24,898)
	TOTAL DEPARTMENT	\$ 8,783,115	\$ 8,783,115	\$ 9,268,832	\$ (485,717)
560	CONTRACT COUNSEL				
100	GENERAL				
	OPERATING	\$ 14,353,929	\$ 26,853,929	\$ 21,191,305	\$ 5,662,624
	NON RECURRING NON PROJECT	-	-	4,380,269	(4,380,269)
	All Functions	\$ 14,353,929	\$ 26,853,929	\$ 25,571,574	\$ 1,282,355
	TOTAL DEPARTMENT	\$ 14,353,929	\$ 26,853,929	\$ 25,571,574	\$ 1,282,355
570	JUVENILE DEFENDER				
100	GENERAL				
	OPERATING	\$ 4,164,849	\$ 4,164,849	\$ 4,275,150	\$ (110,301)

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
730	MATERIALS MANAGEMENT				
100	GENERAL				
	OPERATING	\$ 1,884,254	\$ 1,978,254	\$ 1,952,701	\$ 25,553
	NON RECURRING NON PROJECT	-	148,000	68,760	79,240
	All Functions	\$ 1,884,254	\$ 2,126,254	\$ 2,021,461	\$ 104,793
673	REPROGRAPHICS				
	OPERATING	\$ 1,004,711	\$ 1,004,711	\$ 806,795	\$ 197,916
	NON RECURRING NON PROJECT	-	32,372	-	32,372
	All Functions	\$ 1,004,711	\$ 1,037,083	\$ 806,795	\$ 230,288
	TOTAL DEPARTMENT	\$ 2,888,965	\$ 3,163,337	\$ 2,828,256	\$ 335,081
740	EQUIPMENT SERVICES				
654	EQUIPMENT SERVICES				
	OPERATING	\$ 13,192,006	\$ 15,892,006	\$ 13,165,326	\$ 2,726,680
	NON RECURRING NON PROJECT	233,300	265,998	938,700	(672,702)
	APS ES ESCO IMPROVEMENTS	-	-	62,557	(62,557)
	TOTAL DEPARTMENT	\$ 13,425,306	\$ 16,158,004	\$ 14,166,583	\$ 1,991,421
750	RISK MANAGEMENT				
675	RISK MANAGEMENT				
	OPERATING	\$ 40,186,672	\$ 40,186,672	\$ 37,144,391	\$ 3,042,281
	NON RECURRING NON PROJECT	7,915	7,915	-	7,915
	All Functions	\$ 40,194,587	\$ 40,194,587	\$ 37,144,391	\$ 3,050,196
	TOTAL DEPARTMENT	\$ 40,194,587	\$ 40,194,587	\$ 37,144,391	\$ 3,050,196
790	ANIMAL CARE AND CONTROL				
100	GENERAL				
	OPERATING	\$ 257,903	\$ 257,903	\$ 257,903	\$ -
572	ANIMAL CONTROL LICENSE SHELTER				
	OPERATING	\$ 9,777,524	\$ 9,809,585	\$ 9,965,290	\$ (155,705)
	NON RECURRING NON PROJECT	187,750	238,505	205,433	33,072
	All Functions	\$ 9,965,274	\$ 10,048,090	\$ 10,170,723	\$ (122,633)
573	ANIMAL CONTROL GRANTS				
	OPERATING	\$ 1,572,785	\$ 1,526,983	\$ 1,572,785	\$ (45,802)
574	ANIMAL CONTROL FIELD OPERATION				
	OPERATING	\$ 3,295,702	\$ 3,309,443	\$ 3,295,702	\$ 13,741
	NON RECURRING NON PROJECT	225,000	246,378	225,000	21,378
	All Functions	\$ 3,520,702	\$ 3,555,821	\$ 3,520,702	\$ 35,119
	TOTAL DEPARTMENT	\$ 15,316,664	\$ 15,388,797	\$ 15,522,113	\$ (133,316)
850	AIR QUALITY				
503	AIR QUALITY GRANT				
	OPERATING	\$ 4,025,385	\$ 4,025,385	\$ 4,107,047	\$ (81,662)
	NON RECURRING NON PROJECT	-	173,787	-	173,787
	All Functions	\$ 4,025,385	\$ 4,199,172	\$ 4,107,047	\$ 92,125

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

		FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
504	AIR QUALITY FEES				
	OPERATING	\$ 15,722,207	\$ 15,722,207	\$ 12,812,844	\$ 2,909,363
	NON RECURRING NON PROJECT	2,608,000	2,608,000	738,000	1,870,000
	All Functions	\$ 18,330,207	\$ 18,330,207	\$ 13,550,844	\$ 4,779,363
	TOTAL DEPARTMENT	\$ 22,355,592	\$ 22,529,379	\$ 17,657,891	\$ 4,871,488
860	PUBLIC HEALTH				
100	GENERAL				
	OPERATING	\$ 10,787,840	\$ 10,787,840	\$ 10,787,840	\$ -
265	PUBLIC HEALTH FEES				
	OPERATING	\$ 6,609,352	\$ 6,609,352	\$ 4,860,460	\$ 1,748,892
	NON RECURRING NON PROJECT	156,436	221,436	325,679	(104,243)
	All Functions	\$ 6,765,788	\$ 6,830,788	\$ 5,186,139	\$ 1,644,649
532	PUBLIC HEALTH GRANTS				
	OPERATING	\$ 29,482,665	\$ 51,055,175	\$ 38,522,849	\$ 12,532,326
	NON RECURRING NON PROJECT	-	13,295	-	13,295
	All Functions	\$ 29,482,665	\$ 51,068,470	\$ 38,522,849	\$ 12,545,621
	TOTAL DEPARTMENT	\$ 47,036,293	\$ 68,687,098	\$ 54,496,828	\$ 14,190,270
880	ENVIRONMENTAL SERVICES				
100	GENERAL				
	OPERATING	\$ 3,350,072	\$ 3,350,072	\$ 3,790,840	\$ (440,768)
	NON RECURRING NON PROJECT	70,000	70,000	88,000	(18,000)
	All Functions	\$ 3,420,072	\$ 3,420,072	\$ 3,878,840	\$ (458,768)
505	ENVIRONMENTAL SERVICES GRANT				
	OPERATING	\$ 902,000	\$ 902,000	\$ 765,000	\$ 137,000
	NON RECURRING NON PROJECT	-	2,500	-	2,500
	All Functions	\$ 902,000	\$ 904,500	\$ 765,000	\$ 139,500
506	ENVIRONMTL SVCS ENV HEALTH				
	OPERATING	\$ 18,053,147	\$ 18,053,147	\$ 18,143,675	\$ (90,528)
	NON RECURRING NON PROJECT	1,271,501	1,338,967	4,117,687	(2,778,720)
	All Functions	\$ 19,324,648	\$ 19,392,114	\$ 22,261,362	\$ (2,869,248)
	TOTAL DEPARTMENT	\$ 23,646,720	\$ 23,716,686	\$ 26,905,202	\$ (3,188,516)
910	PUBLIC WORKS				
100	GENERAL				
	OPERATING	\$ 11,340,005	\$ 11,340,005	\$ 44,514,611	\$ (33,174,606)
	NON RECURRING NON PROJECT	-	653,452	(8,341,906)	8,995,358
	COURTS AREA GENERAL	-	-	307,377	(307,377)
	CENTRAL COURT BLDG	-	-	3,450,000	(3,450,000)
	DURANGO PARKING GARAGE	-	-	450,000	(450,000)
	EAST COURT INFR IMPROVEMENTS	-	-	488,232	(488,232)
	ENERGY MANAGEMENT STUDIES	-	-	400,000	(400,000)
	ENVIRONMENTAL PROJECTS	-	-	100,000	(100,000)
	GLENDALE REG DAY REPORTING	-	-	85,000	(85,000)
	OLD COURT HOUSE BLDG IMPRVMTS	-	-	327,660	(327,660)

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
PROGRAM FEES	-	-	600,000	(600,000)
CODE COMPLIANCE RESERVE	-	-	200,000	(200,000)
BUILDING SECURITY PROJECTS	-	-	400,000	(400,000)
LIFE SAFETY PROJECTS	-	-	400,000	(400,000)
SE REG INFRASTRUC IMPRVMTS	-	-	100,000	(100,000)
SECURITY CNTR INFR IMPROVEMENT	-	-	1,081,259	(1,081,259)
SHERIFF WAREHOUSE	-	-	416,000	(416,000)
WEST COURT INFR IMPROVEMENTS	-	-	597,378	(597,378)
All Functions	\$ 11,340,005	\$ 11,993,457	\$ 45,575,611	\$ (33,582,154)
223 TRANSPORTATION GRANTS				
NON RECURRING NON PROJECT	\$ 755,000	\$ 782,290	\$ 573,971	\$ 208,319
232 TRANSPORTATION OPERATIONS				
OPERATING	\$ 60,847,714	\$ 60,847,714	\$ 60,745,610	\$ 102,104
NON-RECURRING	35,544,286	35,567,886	37,582,426	(2,014,540)
All Functions	\$ 96,392,000	\$ 96,415,600	\$ 98,328,036	\$ (1,912,436)
234 TRANSPORTATION CAPITAL PROJECT				
MAG ALCP PROJECTS	\$ 35,030,000	\$ 15,585,000	\$ 33,505,000	\$ (17,920,000)
COUNTY ARTERIALS	8,280,000	12,455,000	23,485,000	(11,030,000)
BRIDGE PRESERVATION	2,513,000	2,513,000	6,335,000	(3,822,000)
DUST MITIGATION	6,050,000	9,351,000	4,035,000	5,316,000
APS ES ESCO IMPROVEMENTS	-	-	924,518	(924,518)
INTELLIGENT TRANS SYST ITS	1,470,000	1,470,000	2,390,000	(920,000)
PAVEMENT PRESERVATION	5,270,000	23,676,436	6,260,000	17,416,436
PARTNERSHIP SUPPORT	1,530,000	4,160,564	3,981,000	179,564
RIGHT-OF-WAY	585,000	585,000	350,000	235,000
SAFETY PROJECTS	530,000	1,060,000	1,660,000	(600,000)
TRANSPORTATION ADMINISTRATION	15,960,537	3,010,537	7,491,000	(4,480,463)
TRAFFIC IMPROVEMENTS	6,879,500	9,731,500	6,826,000	2,905,500
TRANSPORTATION PLANNING	1,630,000	2,130,000	1,630,000	500,000
All Functions	\$ 85,728,037	\$ 85,728,037	\$ 98,872,518	\$ (13,144,481)
255 DETENTION OPERATIONS				
OPERATING	\$ 2,645,658	\$ 2,645,658	\$ 27,086,421	\$ (24,440,763)
NON RECURRING NON PROJECT	-	-	(6,940,763)	6,940,763
JUVENILE DETENTION BLDG	-	-	277,085	(277,085)
DURANGO JAIL INFR IMPROVEMENTS	-	-	300,981	(300,981)
ESTRELLA JAIL INFR IMPROVEMENT	-	-	1,535,066	(1,535,066)
ENERGY MANAGEMENT STUDIES	-	-	250,000	(250,000)
ENVIRONMENTAL PROJECTS	-	-	100,000	(100,000)
4th AVE JAIL MAINTENANCE	-	-	674,495	(674,495)
LBJ COMPLEX	-	-	2,261,602	(2,261,602)
PROGRAM FEES	-	-	400,000	(400,000)
CODE COMPLIANCE RESERVE	-	-	150,000	(150,000)
BUILDING SECURITY PROJECTS	-	-	500,000	(500,000)
SE SUBSTATION	-	-	377,730	(377,730)
LIFE SAFETY PROJECTS	-	-	400,000	(400,000)
GENERATOR SUPP SO DATA CTR	-	-	50,000	(50,000)
SE JUVENILE INFR IMPROVEMENTS	-	-	536,742	(536,742)

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

	FY 2010 ADOPTED	FY 2010 REVISED	FY 2011 ADOPTED	(INC.)/DEC FROM REV.
SHERIFF PROPERTY & EVIDENCE	-	-	41,149	(41,149)
SHERIFF TRAINING ACADEMY	-	-	57,041	(57,041)
All Functions	\$ 2,645,658	\$ 2,645,658	\$ 28,057,549	\$ (25,411,891)
290 WASTE TIRE				
OPERATING	\$ 5,173,154	\$ 5,173,154	\$ 4,816,896	\$ 356,258
580 SOLID WASTE MANAGEMENT				
OPERATING	\$ 2,008,369	\$ 2,008,369	\$ 2,008,369	\$ -
NON RECURRING NON PROJECT	5,629,000	5,648,250	5,716,000	(67,750)
All Functions	\$ 7,637,369	\$ 7,656,619	\$ 7,724,369	\$ (67,750)
581 SOLID WASTE GRANTS				
NON RECURRING NON PROJECT	\$ 190,000	\$ 190,000	\$ -	\$ 190,000
900 ELIMINATIONS				
NON RECURRING NON PROJECT	\$ (35,544,286)	\$ (35,544,286)	\$ (36,798,426)	\$ 1,254,140
988 PUBLIC WORKS FLOOD CONTROL				
OPERATING	\$ 35,718,850	\$ 35,718,850	\$ 35,509,839	\$ 209,011
TOTAL DEPARTMENT	\$ 210,035,787	\$ 210,759,379	\$ 282,660,363	\$ (71,900,984)
TOTAL APPOINTED	\$ 1,862,700,864	\$ 1,967,347,035	\$ 2,326,917,682	\$ (359,570,647)
ELIMINATIONS	\$ (404,854,368)	\$ (462,847,876)	\$ (758,899,247)	\$ 296,051,371
TOTAL MARICOPA COUNTY	\$ 2,136,275,386	\$ 2,207,358,047	\$ 2,264,280,816	\$ (56,922,769)

Consolidated Expenditures and Other Uses by Fund Type/Department

ALL FUNDS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	\$ 81,011,317	\$ 77,795,119	\$ 80,604,033	\$ 76,990,658	\$ 76,887,621	\$ 3,716,412	4.6%
240 - JUSTICE COURTS	23,316,214	22,312,640	24,385,464	22,436,398	24,093,150	292,314	1.2%
270 - JUVENILE PROBATION	59,685,385	59,759,426	59,578,925	53,734,253	59,243,390	335,535	0.6%
800 - SUPERIOR COURT	83,333,109	77,366,596	79,931,753	74,633,883	87,914,574	(7,982,821)	-10.0%
SUBTOTAL	\$ 247,346,025	\$ 237,233,781	\$ 244,500,175	\$ 227,795,192	\$ 248,138,735	\$ (3,638,560)	-1.5%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
020 - BOARD OF SUPERVISORS DIST 2	357,929	346,428	346,428	346,063	346,428	-	0.0%
030 - BOARD OF SUPERVISORS DIST 3	335,828	346,428	346,428	340,618	346,428	-	0.0%
040 - BOARD OF SUPERVISORS DIST 4	329,045	346,428	346,428	334,351	346,428	-	0.0%
050 - BOARD OF SUPERVISORS DIST 5	364,575	346,428	346,428	341,641	346,428	-	0.0%
120 - ASSESSOR	23,434,702	22,816,543	22,816,543	22,398,575	23,117,643	(301,100)	-1.3%
140 - CALL CENTER	1,582,965	1,363,590	1,363,590	1,355,184	1,363,590	-	0.0%
160 - CLERK OF THE SUPERIOR COURT	36,164,302	37,121,066	37,323,561	37,639,510	42,115,174	(4,791,613)	-12.8%
190 - COUNTY ATTORNEY	80,417,741	78,583,546	75,677,384	72,372,780	72,335,787	3,341,597	4.4%
210 - ELECTIONS	21,368,877	8,296,821	15,715,663	12,045,903	23,082,320	(7,366,657)	-46.9%
250 - CONSTABLES	2,241,533	2,403,317	2,442,982	2,240,829	2,702,337	(259,355)	-10.6%
280 - COUNTY ATTORNEY CIVIL	10,895,651	10,012,600	7,739,577	7,006,901	3,610,224	4,129,353	53.4%
360 - RECORDER	7,959,430	5,958,415	5,958,415	5,411,364	6,643,930	(685,515)	-11.5%
370 - EDUCATION SERVICES	3,963,941	4,352,604	5,637,645	4,496,342	6,888,975	(1,251,330)	-22.2%
430 - TREASURER	2,909,867	2,923,215	3,626,107	3,261,390	4,170,110	(544,003)	-15.0%
500 - SHERIFF	292,594,777	274,316,347	274,501,165	263,868,755	260,361,416	14,139,749	5.2%
SUBTOTAL	\$ 485,280,314	\$ 449,880,204	\$ 454,534,772	\$ 433,806,544	\$ 448,123,646	\$ 6,411,126	1.4%
APPOINTED							
060 - CLERK OF THE BOARD	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%
150 - EMERGENCY MANAGEMENT	1,534,579	1,506,348	1,556,348	1,386,496	1,622,791	(66,443)	-4.3%
180 - FINANCE	3,675,966	3,282,573	3,363,503	3,303,469	3,248,204	115,299	3.4%
200 - COUNTY MANAGER	4,129,840	13,052,483	16,807,927	15,931,565	7,242,398	9,565,529	56.9%
220 - HUMAN SERVICES	47,477,386	64,841,184	83,821,963	66,537,632	69,224,443	14,597,520	17.4%
230 - INTERNAL AUDIT	1,813,200	1,553,494	1,553,494	1,538,535	1,572,354	(18,860)	-1.2%
260 - CORRECTIONAL HEALTH	52,551,941	51,897,353	51,908,126	51,845,671	64,745,987	(12,837,861)	-24.7%
290 - MEDICAL EXAMINER	7,425,375	6,878,047	6,903,047	6,718,724	6,811,438	91,609	1.3%
300 - PARKS AND RECREATION	10,451,607	8,411,938	8,772,517	7,353,147	8,229,107	543,410	6.2%
310 - WORKFORCE MGT AND DEVELOPMEN	130,559,074	146,605,320	146,605,320	135,145,643	148,480,266	(1,874,946)	-1.3%
320 - SPECIAL LITIGATION	-	2,135,828	2,135,828	1,671,613	1,995,953	139,875	6.5%
330 - GENERAL COUNSEL	294,562	5,205,817	5,205,817	4,533,729	5,879,933	(674,116)	-12.9%
340 - PUBLIC FIDUCIARY	2,554,398	2,477,439	2,477,439	2,332,304	2,459,102	18,337	0.7%
390 - HEALTH CARE PROGRAMS	236,179,390	243,267,866	246,457,113	160,793,521	222,300,160	24,156,953	9.8%
410 - ENTERPRISE TECHNOLOGY	30,017,283	24,617,126	31,443,919	26,662,506	27,077,608	4,366,311	13.9%
440 - PLANNING AND DEVELOPMENT	12,748,312	8,372,058	8,306,738	7,669,284	8,232,410	74,328	0.9%
460 - RESEARCH AND REPORTING	310,422	391,970	391,970	376,077	322,241	69,729	17.8%
470 - NON DEPARTMENTAL	497,187,937	770,635,896	802,289,344	490,987,423	1,204,970,574	(402,681,230)	-50.2%
490 - MANAGEMENT AND BUDGET	3,322,587	3,186,167	3,186,167	2,897,894	3,311,167	(125,000)	-3.9%
520 - PUBLIC DEFENDER	37,307,271	37,832,952	37,367,023	35,504,677	36,806,610	560,413	1.5%
540 - LEGAL DEFENDER	9,929,351	10,156,015	9,990,695	9,772,502	10,643,809	(653,114)	-6.5%
550 - LEGAL ADVOCATE	8,815,140	8,922,860	8,783,115	8,773,395	9,268,832	(485,717)	-5.5%
560 - CONTRACT COUNSEL	25,933,157	14,383,635	26,853,929	26,359,730	25,571,574	1,282,355	4.8%
570 - JUVENILE DEFENDER	4,281,036	4,233,251	4,164,849	4,155,025	4,275,150	(110,301)	-2.6%
730 - MATERIALS MANAGEMENT	2,908,879	2,888,965	3,163,337	2,749,245	2,828,256	335,081	10.6%
740 - EQUIPMENT SERVICES	14,892,243	13,425,306	16,158,004	13,454,190	14,166,583	1,991,421	12.3%
750 - RISK MANAGEMENT	28,725,879	40,194,587	40,194,587	39,748,408	37,144,391	3,050,196	7.6%
790 - ANIMAL CARE AND CONTROL	14,080,006	15,316,664	15,388,797	14,229,741	15,522,113	(133,316)	-0.9%
850 - AIR QUALITY	22,616,353	22,355,592	22,529,379	18,444,984	17,657,891	4,871,488	21.6%
860 - PUBLIC HEALTH	45,413,797	47,036,293	68,687,098	52,189,093	54,496,828	14,190,270	20.7%
880 - ENVIRONMENTAL SERVICES	23,477,034	23,646,720	23,716,686	21,740,960	26,905,202	(3,188,516)	-13.4%
910 - PUBLIC WORKS	228,561,033	264,285,150	265,884,948	236,167,119	282,660,363	(16,775,415)	-6.3%
SUBTOTAL	\$1,509,852,169	\$1,864,343,088	\$1,967,347,035	\$1,471,685,730	\$2,326,917,682	\$ (359,570,647)	-18.3%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	\$ (521,634,679)	\$ (404,854,368)	\$ (462,847,876)	\$ (451,442,298)	\$ (758,899,247)	\$ 296,051,371	-64.0%
SUBTOTAL	\$ (521,634,679)	\$ (404,854,368)	\$ (462,847,876)	\$ (451,442,298)	\$ (758,899,247)	\$ 296,051,371	-64.0%
MARICOPA COUNTY	\$1,720,843,829	\$2,146,602,705	\$2,203,534,106	\$1,681,845,168	\$2,264,280,816	\$ (60,746,710)	-2.8%

Consolidated Expenditures and Other Uses by Fund Type/Department
 (continued)

GENERAL FUND	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	\$ 60,879,522	\$ 58,854,159	\$ 58,104,159	\$ 57,739,033	\$ 57,739,033	\$ 365,126	1%
240 - JUSTICE COURTS	13,510,394	14,488,923	14,488,923	14,151,430	14,353,098	135,825	0.9%
270 - JUVENILE PROBATION	16,303,531	16,449,965	15,699,965	14,428,793	16,124,198	(424,233)	-2.7%
800 - SUPERIOR COURT	68,041,347	62,531,673	64,071,085	60,475,763	71,111,106	(7,040,021)	-11.0%
SUBTOTAL	\$ 158,734,794	\$ 152,324,720	\$ 152,364,132	\$ 146,795,019	\$ 160,067,592	\$ (7,703,460)	-5.1%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
020 - BOARD OF SUPERVISORS DIST 2	357,929	346,428	346,428	346,063	346,428	-	0.0%
030 - BOARD OF SUPERVISORS DIST 3	335,828	346,428	346,428	340,618	346,428	-	0.0%
040 - BOARD OF SUPERVISORS DIST 4	329,045	346,428	346,428	334,351	346,428	-	0.0%
050 - BOARD OF SUPERVISORS DIST 5	364,575	346,428	346,428	341,641	346,428	-	0.0%
120 - ASSESSOR	23,434,702	22,816,543	22,816,543	22,398,575	23,117,643	(301,100)	-1.3%
140 - CALL CENTER	1,582,965	1,363,590	1,363,590	1,355,184	1,363,590	-	0.0%
160 - CLERK OF THE SUPERIOR COURT	27,225,268	26,286,706	26,286,706	28,328,984	30,185,299	(3,898,593)	-14.8%
190 - COUNTY ATTORNEY	62,783,066	59,936,928	56,599,487	56,080,994	56,599,487	-	0.0%
210 - ELECTIONS	19,693,484	8,212,297	12,912,297	11,999,999	20,300,000	(7,387,703)	-57.2%
250 - CONSTABLES	2,241,533	2,403,317	2,442,982	2,240,829	2,702,337	(259,355)	-10.6%
280 - COUNTY ATTORNEY CIVIL	10,895,651	10,012,600	7,739,577	7,006,901	3,610,224	4,129,353	53.4%
360 - RECORDER	1,914,543	2,095,117	2,095,117	1,916,531	2,095,117	-	0.0%
370 - EDUCATION SERVICES	1,727,261	2,035,900	2,413,954	1,988,081	2,298,381	115,573	4.8%
430 - TREASURER	2,909,867	2,618,874	3,321,766	3,159,958	3,865,769	(544,003)	-16.4%
500 - SHERIFF	73,572,282	65,809,414	62,407,303	60,921,067	61,380,923	1,026,380	1.6%
SUBTOTAL	\$ 229,727,150	\$ 205,323,426	\$ 202,131,462	\$ 199,106,114	\$ 209,250,910	\$ (7,119,448)	-3.5%
APPOINTED							
060 - CLERK OF THE BOARD	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%
150 - EMERGENCY MANAGEMENT	203,830	173,881	173,881	169,851	173,881	-	0.0%
180 - FINANCE	3,675,966	3,282,573	3,363,503	3,303,469	3,248,204	115,299	3.4%
200 - COUNTY MANAGER	2,295,290	2,434,692	2,434,692	2,350,221	5,131,362	(2,696,670)	-110.8%
220 - HUMAN SERVICES	2,277,615	2,313,610	2,313,610	2,313,610	2,063,610	250,000	10.8%
230 - INTERNAL AUDIT	1,813,200	1,553,494	1,553,494	1,538,535	1,572,354	(18,860)	-1.2%
260 - CORRECTIONAL HEALTH	3,423,355	3,049,876	3,049,876	3,039,593	3,071,763	(21,887)	-0.7%
290 - MEDICAL EXAMINER	7,324,788	6,659,432	6,684,432	6,500,109	6,757,790	(73,358)	-1.1%
300 - PARKS AND RECREATION	1,162,942	694,615	694,615	692,572	693,436	1,179	0.2%
310 - WORKFORCE MGT AND DEVELOPMI	5,278,687	3,049,142	3,049,142	2,947,135	2,923,840	125,302	4.1%
320 - SPECIAL LITIGATION	-	2,135,828	2,135,828	1,671,613	1,995,953	139,875	6.5%
330 - GENERAL COUNSEL	294,562	5,205,817	5,205,817	4,533,729	5,879,933	(674,116)	-12.9%
340 - PUBLIC FIDUCIARY	2,554,398	2,477,439	2,477,439	2,332,304	2,459,102	18,337	0.7%
390 - HEALTH CARE PROGRAMS	228,564,167	237,341,157	238,841,157	155,359,074	215,648,424	23,192,733	9.7%
410 - ENTERPRISE TECHNOLOGY	10,003,694	7,614,262	7,307,209	6,908,271	7,181,486	125,723	1.7%
460 - RESEARCH AND REPORTING	310,422	391,970	391,970	376,077	322,241	69,729	17.8%
470 - NON DEPARTMENTAL	396,967,864	513,150,003	495,081,620	355,590,387	594,249,995	(99,168,375)	-20.0%
490 - MANAGEMENT AND BUDGET	3,322,587	3,186,167	3,186,167	2,897,894	3,311,167	(125,000)	-3.9%
520 - PUBLIC DEFENDER	34,999,994	35,288,685	34,713,248	33,719,065	34,439,124	274,124	0.8%
540 - LEGAL DEFENDER	9,804,822	10,021,221	9,855,901	9,677,281	10,483,641	(627,740)	-6.4%
550 - LEGAL ADVOCATE	8,807,993	8,910,360	8,770,615	8,763,895	9,231,434	(460,819)	-5.3%
560 - CONTRACT COUNSEL	25,933,157	14,383,635	26,853,929	26,359,730	25,571,574	1,282,355	4.8%
570 - JUVENILE DEFENDER	4,281,036	4,233,251	4,164,849	4,155,025	4,275,150	(110,301)	-2.6%
730 - MATERIALS MANAGEMENT	1,912,699	1,884,254	2,126,254	1,901,311	2,021,461	104,793	4.9%
790 - ANIMAL CARE AND CONTROL	301,247	257,903	257,903	257,903	257,903	-	0.0%
860 - PUBLIC HEALTH	11,213,677	10,787,840	10,787,840	9,697,671	10,787,840	-	0.0%
880 - ENVIRONMENTAL SERVICES	3,484,645	3,420,072	3,420,072	3,273,345	3,878,840	(458,768)	-13.4%
910 - PUBLIC WORKS	36,234,786	41,148,605	42,475,763	43,757,887	45,575,611	(3,099,848)	-7.3%
SUBTOTAL	\$ 807,124,554	\$ 926,395,975	\$ 922,648,834	\$ 694,798,985	\$ 1,004,451,063	\$ (81,802,229)	-8.9%
MARICOPA COUNTY	\$ 1,195,586,498	\$ 1,284,044,121	\$ 1,277,144,428	\$ 1,040,700,118	\$ 1,373,769,565	\$ (96,625,137)	-7.6%

Consolidated Expenditures and Other Uses by Fund Type/Department
 (continued)

SPECIAL REVENUE	FY 2008-09	FY 2009-10	FY 2009-10	FY 2009-10	FY 2010-11	REV VS ADPT	
	ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	\$ 20,131,795	\$ 18,940,960	\$ 22,499,874	\$ 19,251,625	\$ 18,408,431	\$ 4,091,443	18.2%
240 - JUSTICE COURTS	9,805,820	7,823,717	9,896,541	8,284,968	9,740,052	156,489	1.6%
270 - JUVENILE PROBATION	43,381,854	43,309,461	43,878,960	39,305,460	43,119,192	759,768	1.7%
800 - SUPERIOR COURT	15,291,762	14,834,923	15,860,668	14,158,120	16,803,468	(942,800)	-5.9%
SUBTOTAL	\$ 88,611,231	\$ 84,909,061	\$ 92,136,043	\$ 81,000,173	\$ 88,071,143	\$ 4,064,900	4.4%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	\$ 8,939,034	\$ 10,834,360	\$ 11,036,855	\$ 9,310,526	\$ 11,929,875	\$ (893,020)	-8.1%
190 - COUNTY ATTORNEY	17,634,675	18,646,618	19,077,897	16,291,786	15,736,300	3,341,597	17.5%
210 - ELECTIONS	1,675,393	84,524	2,803,366	45,904	2,782,320	21,046	0.8%
360 - RECORDER	6,044,887	3,863,298	3,863,298	3,494,833	4,548,813	(685,515)	-17.7%
370 - EDUCATION SERVICES	2,236,680	2,316,704	3,223,691	2,508,261	4,590,594	(1,366,903)	-42.4%
430 - TREASURER	-	304,341	304,341	101,432	304,341	-	0.0%
500 - SHERIFF	219,022,495	208,506,933	212,093,862	202,947,688	198,980,493	13,113,369	6.2%
SUBTOTAL	\$ 255,553,164	\$ 244,556,778	\$ 252,403,310	\$ 234,700,430	\$ 238,872,736	\$ 13,530,574	5.4%
APPOINTED							
150 - EMERGENCY MANAGEMENT	\$ 1,330,749	\$ 1,332,467	\$ 1,382,467	\$ 1,216,645	\$ 1,448,910	\$ (66,443)	-4.8%
200 - COUNTY MANAGER	1,834,550	10,617,791	14,373,235	13,581,344	2,111,036	12,262,199	85.3%
220 - HUMAN SERVICES	45,199,771	62,527,574	81,508,353	64,224,022	67,160,833	14,347,520	17.6%
260 - CORRECTIONAL HEALTH	49,128,586	48,847,477	48,858,250	48,806,078	61,674,224	(12,815,974)	-26.2%
290 - MEDICAL EXAMINER	100,587	218,615	218,615	218,615	53,648	164,967	75.5%
300 - PARKS AND RECREATION	9,361,178	7,788,856	8,149,435	6,732,108	7,618,531	530,904	6.5%
390 - HEALTH CARE PROGRAMS	7,615,223	5,926,709	7,615,956	5,434,447	6,651,736	964,220	12.7%
440 - PLANNING AND DEVELOPMENT	12,748,312	8,372,058	8,306,738	7,669,284	8,232,410	74,328	0.9%
470 - NON DEPARTMENTAL	1,851,223	108,142,303	99,874,817	7,085,703	252,969,870	(153,095,053)	-153.3%
520 - PUBLIC DEFENDER	2,307,277	2,544,267	2,653,775	1,785,612	2,367,486	286,289	10.8%
540 - LEGAL DEFENDER	124,529	134,794	134,794	95,221	160,168	(25,374)	-18.8%
550 - LEGAL ADVOCATE	7,147	12,500	12,500	9,500	37,398	(24,898)	-199.2%
790 - ANIMAL CARE AND CONTROL	13,778,759	15,058,761	15,130,894	13,971,838	15,264,210	(133,316)	-0.9%
850 - AIR QUALITY	22,616,353	22,355,592	22,529,379	18,444,984	17,657,891	4,871,488	21.6%
860 - PUBLIC HEALTH	34,200,120	36,248,453	57,899,258	42,491,422	43,708,988	14,190,270	24.5%
880 - ENVIRONMENTAL SERVICES	19,992,389	20,226,648	20,296,614	18,467,615	23,026,362	(2,729,748)	-13.4%
910 - PUBLIC WORKS	166,985,792	172,952,794	173,225,434	159,417,251	175,010,660	(1,785,226)	-1.0%
SUBTOTAL	\$ 389,182,545	\$ 523,307,659	\$ 562,170,514	\$ 409,651,689	\$ 685,154,361	\$ (122,983,847)	-21.9%
MARICOPA COUNTY	\$ 733,346,940	\$ 852,773,498	\$ 906,709,867	\$ 725,352,292	\$ 1,012,098,240	\$ (105,388,373)	-11.6%

Consolidated Expenditures and Other Uses by Fund Type/Department
 (continued)

DEBT SERVICE		FY 2008-09	FY 2009-10	FY 2009-10	FY 2009-10	FY 2010-11	REV VS ADPT	
		ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	%
APPOINTED								
470 - NON DEPARTMENTAL		\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,183,979	\$ 1,525,131	8.2%
	SUBTOTAL	\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,183,979	\$ 1,525,131	8.2%
MARICOPA COUNTY		\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,183,979	\$ 1,525,131	8.2%

CAPITAL PROJECTS		FY 2008-09	FY 2009-10	FY 2009-10	FY 2009-10	FY 2010-11	REV VS ADPT	
		ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	%
APPOINTED								
470 - NON DEPARTMENTAL		\$ 75,675,522	\$ 130,634,480	\$ 188,623,797	\$ 109,602,223	\$ 340,566,730	\$(151,942,933)	-80.6%
910 - PUBLIC WORKS		65,039,371	85,728,037	85,728,037	68,536,267	98,872,518	(13,144,481)	-15.3%
	SUBTOTAL	\$ 140,714,893	\$ 216,362,517	\$ 274,351,834	\$ 178,138,490	\$ 439,439,248	\$(165,087,414)	-60.2%
MARICOPA COUNTY		\$ 140,714,893	\$ 216,362,517	\$ 274,351,834	\$ 178,138,490	\$ 439,439,248	\$(165,087,414)	-60.2%

INTERNAL SERVICE		FY 2008-09	FY 2009-10	FY 2009-10	FY 2009-10	FY 2010-11	REV VS ADPT	
		ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	%
APPOINTED								
310 - WORKFORCE MGT AND DEVELOPMENT		\$ 125,280,387	\$ 143,556,178	\$ 143,556,178	\$ 132,198,508	\$ 145,556,426	\$ (2,000,248)	-1.4%
410 - ENTERPRISE TECHNOLOGY		20,013,589	17,002,864	24,136,710	19,754,235	19,896,122	4,240,588	17.6%
730 - MATERIALS MANAGEMENT		996,180	1,004,711	1,037,083	847,934	806,795	230,288	22.2%
740 - EQUIPMENT SERVICES		14,892,243	13,425,306	16,158,004	13,454,190	14,166,583	1,991,421	12.3%
750 - RISK MANAGEMENT		28,725,879	40,194,587	40,194,587	39,748,408	37,144,391	3,050,196	7.6%
	SUBTOTAL	\$ 189,908,278	\$ 215,183,646	\$ 225,082,562	\$ 206,003,275	\$ 217,570,317	\$ 7,512,245	3.3%
MARICOPA COUNTY		\$ 189,908,278	\$ 215,183,646	\$ 225,082,562	\$ 206,003,275	\$ 217,570,317	\$ 7,512,245	3.3%

ELIMINATIONS		FY 2008-09	FY 2009-10	FY 2009-10	FY 2009-10	FY 2010-11	REV VS ADPT	
		ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	%
APPOINTED								
300 - PARKS AND RECREATION		\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ 11,327	-15.8%
910 - PUBLIC WORKS		(39,698,916)	(35,544,286)	(35,544,286)	(35,544,286)	(36,798,426)	1,254,140	-3.5%
	SUBTOTAL	\$ (39,771,429)	\$ (35,615,819)	\$ (35,615,819)	\$ (35,615,819)	\$ (36,881,286)	\$ 1,265,467	-3.6%
ELIMINATIONS								
980 - ELIMINATIONS COUNTY		\$(521,634,679)	\$(404,854,368)	\$(462,847,876)	\$(451,442,298)	\$(758,899,247)	\$296,051,371	-64.0%
	SUBTOTAL	\$(521,634,679)	\$(404,854,368)	\$(462,847,876)	\$(451,442,298)	\$(758,899,247)	\$296,051,371	-64.0%
MARICOPA COUNTY		\$(561,406,108)	\$(440,470,187)	\$(498,463,695)	\$(487,058,117)	\$(795,780,533)	\$297,316,838	-59.6%

Consolidated Expenditures and Other Uses by Department and Fund Type

	FUND TYPE:						SUBTOTAL	ELIMINATIONS	TOTAL
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE				
JUDICIAL									
110 - ADULT PROBATION	\$ 58,479,190	\$ 18,408,431	\$ -	\$ -	\$ -	\$ 76,887,621	\$ -	\$ 76,887,621	
240 - JUSTICE COURTS	14,353,098	9,740,052	-	-	-	24,093,150	-	24,093,150	
270 - JUVENILE PROBATION	16,124,198	43,119,192	-	-	-	59,243,390	-	59,243,390	
800 - SUPERIOR COURT	71,111,106	16,803,468	-	-	-	87,914,574	-	87,914,574	
SUBTOTAL	\$ 160,067,592	\$ 88,071,143	\$ -	\$ -	\$ -	\$ 248,138,735	\$ -	\$ 248,138,735	
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	23,117,643	-	-	-	-	23,117,643	-	23,117,643	
140 - CALL CENTER	1,363,590	-	-	-	-	1,363,590	-	1,363,590	
160 - CLERK OF THE SUPERIOR COURT	30,185,299	11,929,875	-	-	-	42,115,174	-	42,115,174	
190 - COUNTY ATTORNEY	56,599,487	15,736,300	-	-	-	72,335,787	-	72,335,787	
210 - ELECTIONS	20,300,000	2,782,320	-	-	-	23,082,320	-	23,082,320	
250 - CONSTABLES	2,702,337	-	-	-	-	2,702,337	-	2,702,337	
280 - COUNTY ATTORNEY CIVIL	3,610,224	-	-	-	-	3,610,224	-	3,610,224	
360 - RECORDER	2,095,117	4,548,813	-	-	-	6,643,930	-	6,643,930	
370 - EDUCATION SERVICES	2,298,381	4,590,594	-	-	-	6,888,975	-	6,888,975	
430 - TREASURER	3,865,769	304,341	-	-	-	4,170,110	-	4,170,110	
500 - SHERIFF	61,380,923	198,980,493	-	-	-	260,361,416	-	260,361,416	
SUBTOTAL	\$ 209,250,910	\$ 238,872,736	\$ -	\$ -	\$ -	\$ 448,123,646	\$ -	\$ 448,123,646	
APPOINTED									
060 - CLERK OF THE BOARD	\$ 1,243,944	\$ -	\$ -	\$ -	\$ -	\$ 1,243,944	\$ -	\$ 1,243,944	
150 - EMERGENCY MANAGEMENT	173,881	1,448,910	-	-	-	1,622,791	-	1,622,791	
180 - FINANCE	3,248,204	-	-	-	-	3,248,204	-	3,248,204	
200 - COUNTY MANAGER	5,131,362	2,111,036	-	-	-	7,242,398	-	7,242,398	
220 - HUMAN SERVICES	2,063,610	67,160,833	-	-	-	69,224,443	-	69,224,443	
230 - INTERNAL AUDIT	1,572,354	-	-	-	-	1,572,354	-	1,572,354	
260 - CORRECTIONAL HEALTH	3,071,763	61,674,224	-	-	-	64,745,987	-	64,745,987	
290 - MEDICAL EXAMINER	6,757,790	53,648	-	-	-	6,811,438	-	6,811,438	
300 - PARKS AND RECREATION	693,436	7,618,531	-	-	-	8,311,967	(82,860)	8,229,107	
310 - WORKFORCE MGT AND DEVELOP	2,923,840	-	-	-	145,556,426	148,480,266	-	148,480,266	
320 - SPECIAL LITIGATION	1,995,953	-	-	-	-	1,995,953	-	1,995,953	
330 - GENERAL LITIGATION	5,879,933	-	-	-	-	5,879,933	-	5,879,933	
340 - PUBLIC FIDUCIARY	2,459,102	-	-	-	-	2,459,102	-	2,459,102	
350 - EMPLOYEE HEALTH INITIATIVES	-	-	-	-	-	-	-	-	
390 - HEALTH CARE PROGRAMS	215,648,424	6,651,736	-	-	-	222,300,160	-	222,300,160	
410 - ENTERPRISE TECHNOLOGY	7,181,486	-	-	-	19,896,122	27,077,608	-	27,077,608	
440 - PLANNING AND DEVELOPMENT	-	8,232,410	-	-	-	8,232,410	-	8,232,410	
460 - RESEARCH AND REPORTING	322,241	-	-	-	-	322,241	-	322,241	
470 - NON DEPARTMENTAL	594,249,995	252,969,870	17,183,979	340,566,730	-	1,204,970,574	-	1,204,970,574	
490 - MANAGEMENT AND BUDGET	3,311,167	-	-	-	-	3,311,167	-	3,311,167	
520 - PUBLIC DEFENDER	34,439,124	2,367,486	-	-	-	36,806,610	-	36,806,610	
540 - LEGAL DEFENDER	10,483,641	160,168	-	-	-	10,643,809	-	10,643,809	
550 - LEGAL ADVOCATE	9,231,434	37,398	-	-	-	9,268,832	-	9,268,832	
560 - CONTRACT COUNSEL	25,571,574	-	-	-	-	25,571,574	-	25,571,574	
570 - JUVENILE DEFENDER	4,275,150	-	-	-	-	4,275,150	-	4,275,150	
730 - MATERIALS MANAGEMENT	2,021,461	-	-	-	806,795	2,828,256	-	2,828,256	
740 - EQUIPMENT SERVICES	-	-	-	-	14,166,583	14,166,583	-	14,166,583	
750 - RISK MANAGEMENT	-	-	-	-	37,144,391	37,144,391	-	37,144,391	
790 - ANIMAL CARE AND CONTROL	257,903	15,264,210	-	-	-	15,522,113	-	15,522,113	
850 - AIR QUALITY	-	17,657,891	-	-	-	17,657,891	-	17,657,891	
860 - PUBLIC HEALTH	10,787,840	43,708,988	-	-	-	54,496,828	-	54,496,828	
880 - ENVIRONMENTAL SERVICES	3,878,840	23,026,362	-	-	-	26,905,202	-	26,905,202	
910 - PUBLIC WORKS	45,575,611	175,010,660	-	98,872,518	-	319,458,789	(36,798,426)	282,660,363	
SUBTOTAL	\$1,004,451,063	\$ 685,154,361	\$ 17,183,979	\$ 439,439,248	\$ 217,570,317	\$2,363,798,968	\$ (36,881,286)	\$2,326,917,682	
980 - ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (758,899,247)	\$ (758,899,247)	
MARICOPA COUNTY	\$1,373,769,565	\$1,012,098,240	\$ 17,183,979	\$ 439,439,248	\$ 217,570,317	\$3,060,061,349	\$ (795,780,533)	\$2,264,280,816	

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 634,166,206	\$ 630,587,579	\$ 638,643,893	\$ 612,831,126	\$ 634,932,507	\$ 3,711,386	0.6%
0705 - TEMPORARY PAY	4,119,608	4,267,028	4,455,733	4,027,509	5,380,832	(925,099)	0.0%
0710 - OVERTIME	7,038,485	9,238,315	9,859,214	6,583,097	7,493,149	2,366,065	0.0%
0750 - FRINGE BENEFITS	221,780,560	217,718,947	218,611,978	210,736,757	235,459,128	(16,847,150)	-7.7%
0790 - OTHER PERSONAL SERVICES	11,157,026	13,684,725	15,307,489	9,768,979	10,027,677	5,279,812	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(86,065,661)	(90,944,566)	(92,611,315)	(88,685,596)	(101,401,468)	8,790,153	-9.5%
0796 - PERSONNEL SERVICES ALLOC-IN	85,430,395	87,155,663	91,363,312	87,012,838	96,913,544	(5,550,232)	-6.1%
SUBTOTAL	\$ 877,626,619	\$ 871,707,691	\$ 885,630,304	\$ 842,274,710	\$ 888,805,369	\$ (3,175,065)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 43,326,729	\$ 34,046,844	\$ 35,690,382	\$ 33,723,505	\$ 33,704,861	\$ 1,985,521	5.6%
0802 - MEDICAL SUPPLIES	6,619,369	7,234,964	8,189,497	6,734,622	7,183,182	1,006,315	0.0%
0803 - FUEL	6,742,603	5,613,889	5,664,686	6,156,562	6,256,026	(591,340)	-10.4%
0804 - NON-CAPITAL EQUIPMENT	4,953,546	1,769,294	4,234,284	3,309,484	7,934,473	(3,700,189)	-87.4%
0805 - SUPPLIES-ALLOCATION OUT	(3,281,206)	(3,463,891)	(3,480,736)	(3,118,323)	(3,788,674)	307,938	-8.8%
0806 - SUPPLIES-ALLOCATION IN	3,178,064	3,335,119	3,391,964	3,271,925	3,722,552	(330,588)	-9.7%
SUBTOTAL	\$ 61,539,105	\$ 48,536,219	\$ 53,690,077	\$ 50,077,775	\$ 55,012,420	\$ (1,322,343)	-2.5%
SERVICES							
0809 - DAMAGES PAID	\$ 6,128	\$ -	\$ -	\$ -	\$ -	\$ -	-
0810 - LEGAL SERVICES	51,008,874	39,469,211	57,074,146	54,821,034	112,868,026	\$ (55,793,880)	-97.8%
0811 - HEALTH CARE SERVICES	29,642,628	52,673,068	59,165,190	46,766,548	43,116,082	16,049,108	27.1%
0812 - OTHER SERVICES	151,624,449	438,103,039	436,131,396	178,573,665	300,154,746	135,976,650	31.2%
0820 - RENT AND OPERATING LEASES	18,952,613	16,469,129	17,995,293	18,011,393	17,051,819	943,474	0.0%
0825 - REPAIRS AND MAINTENANCE	54,618,347	67,139,778	67,718,836	57,941,918	67,159,316	559,520	0.8%
0830 - INTERGOVERNMENTAL PAYMENTS	261,812,180	295,413,141	298,429,121	200,340,658	262,742,874	35,686,247	12.0%
0841 - TRAVEL	4,270,817	4,382,766	4,832,277	4,425,858	4,410,705	421,572	0.0%
0842 - EDUCATION AND TRAINING	2,949,444	4,462,858	4,981,703	3,535,835	5,649,058	(667,355)	-13.4%
0843 - POSTAGE/FREIGHT/SHIPPING	5,400,574	4,156,399	4,222,053	5,012,260	5,326,707	(1,104,654)	-26.2%
0845 - SUPPORT AND CARE OF PERSONS	1,308,038	1,719,306	2,078,308	1,143,600	1,329,106	749,202	36.0%
0850 - UTILITIES	31,168,546	32,761,608	32,880,382	33,039,947	36,857,278	(3,976,896)	-12.1%
0872 - SERVICES-ALLOCATION OUT	(16,309,639)	(23,174,467)	(23,093,605)	(13,496,515)	(24,060,023)	966,418	-4.2%
0873 - SERVICES-ALLOCATION IN	16,324,576	22,548,331	22,962,410	22,259,493	24,060,046	(1,097,636)	-4.8%
SUBTOTAL	\$ 612,777,575	\$ 956,124,167	\$ 985,377,510	\$ 612,375,694	\$ 856,665,740	\$ 128,711,770	13.1%
CAPITAL							
0910 - LAND	\$ 3,616,735	\$ 17,146,000	\$ 2,146,000	\$ 2,097,965	\$ 10,650,000	\$ (8,504,000)	-396.3%
0915 - BUILDINGS AND IMPROVEMENTS	59,224,051	122,671,385	134,784,559	57,595,201	271,948,865	(137,164,306)	-101.8%
0920 - CAPITAL EQUIPMENT	6,249,437	4,663,852	8,523,587	5,930,214	33,826,398	(25,302,811)	-296.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,326,904	7,576,380	8,021,539	5,884,870	15,361,539	(7,340,000)	-91.5%
0940 - INFRASTRUCTURE	48,860,677	52,131,000	67,131,000	48,398,327	93,931,870	(26,800,870)	-39.9%
0950 - DEBT SERVICE	42,622,738	51,967,288	58,302,067	57,225,460	38,076,789	20,225,278	0.0%
0955 - CAPITAL-ALLOCATION OUT	(431,803)	(773,600)	(779,200)	(1,185,138)	(1,034,062)	254,862	-32.7%
0956 - CAPITAL-ALLOCATION IN	431,792	701,063	706,663	1,170,090	1,035,888	(329,225)	-46.6%
SUBTOTAL	\$ 168,900,531	\$ 256,083,368	\$ 278,836,215	\$ 177,116,989	\$ 463,797,287	\$ (184,961,072)	0.0%
ALL EXPENDITURES	\$ 1,720,843,830	\$ 2,132,451,445	\$ 2,203,534,106	\$ 1,681,845,168	\$ 2,264,280,816	\$ (60,746,710)	-2.8%
TOTAL USES	\$ 1,720,843,829	\$ 2,132,451,445	\$ 2,203,534,106	\$ 1,681,845,168	\$ 2,264,280,816	\$ (60,746,710)	-2.8%

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

GENERAL FUND	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 356,907,643	\$ 342,367,072	\$ 340,918,928	\$ 336,459,413	\$ 348,762,595	\$ (7,843,667)	-2.3%
0705 - TEMPORARY PAY	3,256,215	2,677,880	2,930,914	2,929,844	3,951,597	(1,020,683)	0.0%
0710 - OVERTIME	2,502,029	2,344,559	2,357,818	1,963,292	2,907,207	(549,389)	0.0%
0750 - FRINGE BENEFITS	122,064,539	114,943,600	113,809,143	113,132,014	126,168,269	(12,359,126)	-10.9%
0790 - OTHER PERSONNEL SERVICES	3,892,015	7,504,514	8,378,306	3,861,583	3,948,531	4,429,775	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(57,800,759)	(60,291,190)	(60,351,694)	(59,258,062)	(65,310,267)	4,958,573	-8.2%
0796 - PERSONNEL SERVICES ALLOC-IN	8,942,471	9,185,976	9,185,976	10,225,636	11,601,047	(2,415,071)	-26.3%
SUBTOTAL	\$ 439,764,153	\$ 418,732,411	\$ 417,229,391	\$ 409,313,720	\$ 432,028,979	\$ (14,799,588)	-3.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 11,610,591	\$ 9,308,933	\$ 8,260,891	\$ 7,482,751	\$ 7,777,174	\$ 483,717	5.9%
0802 - MEDICAL SUPPLIES	693,623	822,376	822,376	585,166	930,680	(108,304)	0.0%
0803 - FUEL	3,508,214	2,750,269	2,751,974	2,958,516	3,119,842	(367,868)	-13.4%
0804 - NON-CAPITAL EQUIPMENT	886,772	303,141	333,515	224,378	3,104,645	(2,771,130)	-830.9%
0805 - SUPPLIES-ALLOCATION OUT	(1,352,972)	(1,390,773)	(1,390,773)	(1,384,384)	(1,884,348)	493,575	-35.5%
0806 - SUPPLIES-ALLOCATION IN	244,496	267,921	267,921	201,972	211,380	56,541	21.1%
SUBTOTAL	\$ 15,590,724	\$ 12,061,867	\$ 11,045,904	\$ 10,068,399	\$ 13,259,373	\$ (2,213,469)	-20.0%
SERVICES							
0809 - DAMAGES PAID	\$ 6,128	\$ -	\$ -	\$ -	\$ -	\$ -	-
0810 - LEGAL SERVICES	41,663,047	28,580,134	46,116,769	43,667,069	103,064,518	\$ (56,947,749)	-123.5%
0811 - HEALTH CARE SERVICES	2,741,325	6,972,773	7,035,762	4,640,261	3,232,172	3,803,590	54.1%
0812 - OTHER SERVICES	48,452,793	208,775,512	188,489,489	52,434,168	111,625,527	76,863,962	40.8%
0820 - RENT AND OPERATING LEASES	9,427,649	7,312,363	8,066,392	7,891,206	7,817,664	248,728	0.0%
0825 - REPAIRS AND MAINTENANCE	20,708,836	26,817,016	26,883,304	20,920,069	26,789,306	93,998	0.3%
0830 - INTERGOVERNMENTAL PAYMENTS	228,071,286	257,464,053	257,464,053	170,765,558	240,245,086	17,218,967	6.7%
0839 - INTERNAL SERVICE CHARGES	23,294,368	21,008,304	20,302,031	21,109,562	19,278,805	1,023,226	5.0%
0841 - TRAVEL	1,651,867	1,611,545	1,613,762	1,588,997	1,767,957	(154,195)	0.0%
0842 - EDUCATION AND TRAINING	1,794,118	2,475,484	2,529,482	1,854,552	2,365,492	163,990	6.5%
0843 - POSTAGE/FREIGHT/SHIPPING	4,388,818	2,990,705	3,141,738	3,981,139	4,274,933	(1,133,195)	-36.1%
0845 - SUPPORT AND CARE OF PERSONS	523,745	637,674	637,674	430,575	605,549	32,125	5.0%
0850 - UTILITIES	9,002,661	10,607,684	10,606,952	10,678,586	14,315,155	(3,708,203)	-35.0%
0872 - SERVICES-ALLOCATION OUT	(7,294,417)	(10,847,104)	(10,785,912)	(3,815,941)	(10,999,556)	213,644	-2.0%
0873 - SERVICES-ALLOCATION IN	5,893,190	9,896,208	9,896,208	9,781,138	10,166,335	(270,127)	-2.7%
SUBTOTAL	\$ 390,325,414	\$ 574,302,351	\$ 571,997,704	\$ 345,926,939	\$ 534,548,943	\$ 37,448,761	6.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 1,020,134	\$ 50,000	\$ 50,000	\$ 119,276	\$ 25,000	\$ 25,000	0.0%
0920 - CAPITAL EQUIPMENT	1,210,601	15,000	1,220,365	85,981	958,675	261,690	21.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,325,777	2,000,000	2,000,000	2,000,000	5,810,568	(3,810,568)	-190.5%
0950 - DEBT SERVICE	15,656,659	28,104,129	34,316,373	33,865,844	16,758,099	17,558,274	0.0%
0955 - CAPITAL-ALLOCATION OUT	(404,456)	(579,099)	(579,099)	(516,270)	(864,000)	284,901	-49.2%
0956 - CAPITAL-ALLOCATION IN	3,417	10,288	10,288	27,557	121,755	(111,467)	-1083.5%
SUBTOTAL	\$ 20,812,132	\$ 29,600,318	\$ 37,017,927	\$ 35,582,388	\$ 22,810,097	\$ 14,207,830	0.0%
ALL EXPENDITURES	\$ 866,492,423	\$ 1,034,696,947	\$ 1,037,290,926	\$ 800,891,446	\$ 1,002,647,392	\$ 34,643,534	0.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 329,094,075	\$ 235,546,704	\$ 239,853,502	\$ 239,808,672	\$ 371,122,173	\$ (131,268,671)	-54.7%
ALL OTHER FINANCING USES	\$ 329,094,075	\$ 235,546,704	\$ 239,853,502	\$ 239,808,672	\$ 371,122,173	\$ (131,268,671)	-54.7%
TOTAL USES	\$ 1,195,586,498	\$ 1,270,243,651	\$ 1,277,144,428	\$ 1,040,700,118	\$ 1,373,769,565	\$ (96,625,137)	-7.6%

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

SPECIAL REVENUE	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 269,435,115	\$ 280,303,695	\$ 289,909,066	\$ 269,033,685	\$ 278,698,640	\$ 11,210,426	3.9%
0705 - TEMPORARY PAY	831,902	1,589,148	1,524,819	1,070,593	1,361,229	163,590	0.0%
0710 - OVERTIME	4,332,295	6,751,514	7,359,154	4,457,268	4,444,000	2,915,154	0.0%
0750 - FRINGE BENEFITS	97,172,234	100,194,464	102,260,012	95,199,819	106,626,589	(4,366,577)	-4.3%
0790 - OTHER PERSONNEL SERVICES	7,065,702	6,149,986	6,898,958	5,738,438	5,667,471	1,231,487	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(27,498,817)	(29,838,923)	(31,127,154)	(28,605,311)	(35,204,944)	4,077,790	-13.1%
0796 - PERSONNEL SERVICES ALLOC-IN	71,145,496	72,308,037	76,197,671	71,158,249	79,215,751	(3,018,080)	-4.0%
SUBTOTAL	\$ 422,483,927	\$ 437,457,921	\$ 453,022,526	\$ 418,052,741	\$ 440,808,736	\$ 12,213,790	2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 25,641,664	\$ 21,440,973	\$ 24,132,553	\$ 21,995,254	\$ 22,365,674	\$ 1,766,879	7.3%
0802 - MEDICAL SUPPLIES	5,925,746	6,412,588	7,367,121	6,149,456	6,252,502	1,114,619	0.0%
0803 - FUEL	3,206,167	3,786,987	3,836,079	3,160,852	3,095,396	740,683	19.3%
0804 - NON-CAPITAL EQUIPMENT	3,161,488	1,428,378	3,862,994	2,505,531	4,221,005	(358,011)	-9.3%
0805 - SUPPLIES-ALLOCATION OUT	(1,915,990)	(2,051,440)	(2,068,285)	(1,716,301)	(1,892,326)	(175,959)	8.5%
0806 - SUPPLIES-ALLOCATION IN	2,917,847	3,032,219	3,089,064	3,037,014	3,485,996	(396,932)	-12.8%
SUBTOTAL	\$ 38,936,922	\$ 34,049,705	\$ 40,219,526	\$ 35,131,806	\$ 37,528,247	\$ 2,691,279	6.7%
SERVICES							
0810 - LEGAL SERVICES	\$ 3,840,484	\$ 2,368,078	\$ 2,436,378	\$ 2,621,534	\$ 1,393,288	\$ 1,043,090	42.8%
0811 - HEALTH CARE SERVICES	18,370,982	16,233,468	23,604,937	18,218,693	17,185,800	6,419,137	27.2%
0812 - OTHER SERVICES	61,305,732	175,116,236	187,181,184	74,111,984	132,152,322	55,028,862	29.4%
0820 - RENT AND OPERATING LEASES	9,489,546	9,100,859	9,872,994	10,077,081	9,181,397	691,597	0.0%
0825 - REPAIRS AND MAINTENANCE	31,660,165	37,834,097	38,346,867	33,346,990	37,693,343	653,524	1.7%
0830 - INTERGOVERNMENTAL PAYMENTS	33,134,672	37,291,088	40,307,068	28,918,494	21,839,788	18,467,280	45.8%
0839 - INTERNAL SERVICE CHARGES	23,911,744	20,341,185	21,089,544	20,344,612	19,850,109	1,239,435	5.9%
0841 - TRAVEL	2,606,543	2,747,193	3,194,487	2,821,103	2,623,158	571,329	0.0%
0842 - EDUCATION AND TRAINING	1,142,340	1,901,446	2,366,293	1,624,202	1,793,412	572,881	24.2%
0843 - POSTAGE/FREIGHT/SHIPPING	991,385	1,117,846	1,032,467	988,365	1,032,873	(406)	0.0%
0845 - SUPPORT AND CARE OF PERSONS	784,278	1,081,632	1,440,634	713,025	723,557	717,077	49.8%
0850 - UTILITIES	13,774,502	14,766,821	14,886,327	14,818,112	14,992,103	(105,776)	-0.7%
0872 - SERVICES-ALLOCATION OUT	(8,764,862)	(11,276,225)	(11,277,425)	(8,365,077)	(11,995,621)	718,196	-6.4%
0873 - SERVICES-ALLOCATION IN	10,148,426	11,478,118	11,909,254	11,110,469	12,755,122	(845,868)	-7.1%
SUBTOTAL	\$ 202,395,937	\$ 320,101,842	\$ 346,391,009	\$ 211,349,587	\$ 261,220,651	\$ 85,170,358	24.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 509,042	\$ 1,230,000	\$ 1,950,000	\$ 1,632,286	\$ 292,641	\$ 1,657,359	0.0%
0920 - CAPITAL EQUIPMENT	4,722,690	3,932,187	6,554,185	4,868,532	2,433,454	4,120,731	62.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,992,729	5,363,180	5,808,339	3,735,670	9,308,771	(3,500,432)	-60.3%
0940 - INFRASTRUCTURE	34,351	-	-	-	40,000	(40,000)	
0950 - DEBT SERVICE	4,272,769	4,413,418	4,535,953	4,329,971	3,783,650	752,303	0.0%
0955 - CAPITAL-ALLOCATION OUT	(12,231)	(190,208)	(195,808)	(165,244)	(166,786)	(29,022)	14.8%
0956 - CAPITAL-ALLOCATION IN	287,673	510,268	515,868	492,735	785,400	(269,532)	-52.2%
SUBTOTAL	\$ 14,807,023	\$ 15,258,845	\$ 19,168,537	\$ 14,893,951	\$ 16,477,130	\$ 2,691,407	0.0%
ALL EXPENDITURES	\$ 678,623,809	\$ 806,868,313	\$ 858,801,598	\$ 679,428,085	\$ 756,034,764	\$ 102,766,834	0.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 54,723,131	\$ 45,554,395	\$ 47,908,269	\$ 45,924,207	\$ 256,063,476	\$ (208,155,207)	-434.5%
ALL OTHER FINANCING USES	\$ 54,723,131	\$ 45,554,395	\$ 47,908,269	\$ 45,924,207	\$ 256,063,476	\$ (208,155,207)	-434.5%
TOTAL USES	\$ 733,346,940	\$ 852,422,708	\$ 906,709,867	\$ 725,352,292	\$ 1,012,098,240	\$ (105,388,373)	-11.6%

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

	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
DEBT SERVICE							
CAPITAL							
0950 - DEBT SERVICE	\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,172,330	\$ 1,536,780	8.2%
SUBTOTAL	\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,172,330	\$ 1,536,780	8.2%
ALL EXPENDITURES	\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,172,330	\$ 1,536,780	0.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ -	\$ -	\$ 11,649	\$ (11,649)	
ALL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -	\$ 11,649	\$ (11,649)	
TOTAL USES	\$ 22,693,328	\$ 18,709,110	\$ 18,709,110	\$ 18,709,110	\$ 17,183,979	\$ 1,525,131	8.2%

	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
CAPITAL PROJECTS							
PERSONAL SERVICES							
0790 - OTHER PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ (400,000)	
0796 - PERSONNEL SERVICES ALLOC-IN	3,870,642	3,440,934	3,440,934	3,438,311	3,699,737	(258,803)	-7.5%
SUBTOTAL	\$ 3,870,642	\$ 3,440,934	\$ 3,440,934	\$ 3,438,311	\$ 4,099,737	\$ (658,803)	-19.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 604,463	\$ -	\$ -	\$ 27,893	\$ -	\$ -	
0804 - NON-CAPITAL EQUIPMENT	634,791	-	-	572,877	575,000	(575,000)	
SUBTOTAL	\$ 1,239,254	\$ -	\$ -	\$ 600,770	\$ 575,000	\$ (575,000)	
SERVICES							
0812 - OTHER SERVICES	\$ 10,672,966	\$ 12,567,500	\$ 12,567,500	\$ 12,320,934	\$ 17,871,355	(5,303,855)	-42.2%
0839 - INTERNAL SERVICE CHARGES	276,940	-	-	26,704	-	-	
0842 - EDUCATION AND TRAINING	-	-	-	-	1,408,000	(1,408,000)	
0843 - POSTAGE/FREIGHT/SHIPPING	170	-	-	-	-	-	
SUBTOTAL	\$ 10,950,076	\$ 12,567,500	\$ 12,567,500	\$ 12,347,638	\$ 19,279,355	\$ (6,711,855)	-53.4%
CAPITAL							
0910 - LAND	\$ 3,616,735	\$ 17,146,000	\$ 2,146,000	\$ 2,097,964	\$ 10,650,000	\$ (8,504,000)	-396.3%
0915 - BUILDINGS AND IMPROVEMENTS	57,694,875	121,391,385	132,784,559	55,593,639	271,568,667	(138,784,108)	-104.5%
0920 - CAPITAL EQUIPMENT	152,889	620,000	620,000	-	27,660,000	(27,040,000)	#####
0940 - INFRASTRUCTURE	48,826,326	52,131,000	67,131,000	48,398,327	93,891,870	(26,760,870)	-39.9%
SUBTOTAL	\$ 110,290,825	\$ 191,288,385	\$ 202,681,559	\$ 106,089,930	\$ 403,770,537	\$ (201,088,978)	-99.2%
ALL EXPENDITURES	\$ 126,350,797	\$ 207,296,819	\$ 218,689,993	\$ 122,476,649	\$ 427,724,629	\$ (209,034,636)	0.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 14,364,096	\$ 9,065,698	\$ 55,661,841	\$ 55,661,841	\$ 11,714,619	\$ 43,947,222	79.0%
ALL OTHER FINANCING USES	\$ 14,364,096	\$ 9,065,698	\$ 55,661,841	\$ 55,661,841	\$ 11,714,619	\$ 43,947,222	79.0%
TOTAL USES	\$ 140,714,893	\$ 216,362,517	\$ 274,351,834	\$ 178,138,490	\$ 439,439,248	\$ (165,087,414)	-60.2%

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

INTERNAL SERVICE FUNDS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 7,823,448	\$ 7,916,812	\$ 7,815,899	\$ 7,338,028	\$ 7,471,272	\$ 344,627	4.4%
0705 - TEMPORARY PAY	31,491	-	-	27,072	68,006	(68,006)	
0710 - OVERTIME	204,161	142,242	142,242	162,537	141,942	300	0.2%
0750 - FRINGE BENEFITS	2,543,787	2,580,883	2,542,823	2,404,924	2,664,270	(121,447)	-4.8%
0790 - OTHER PERSONNEL SERVICES	199,309	30,225	30,225	168,958	11,675	18,550	61.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(766,085)	(814,453)	(1,132,467)	(822,223)	(886,257)	(246,210)	21.7%
0796 - PERSONNEL SERVICES ALLOC-IN	1,471,786	2,220,716	2,538,731	2,190,642	2,397,009	141,722	5.6%
SUBTOTAL	\$ 11,507,897	\$ 12,076,425	\$ 11,937,453	\$ 11,469,938	\$ 11,867,917	\$ 69,536	0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 5,470,011	\$ 3,296,938	\$ 3,296,938	\$ 4,217,607	\$ 3,562,013	\$ (265,075)	-8.0%
0803 - FUEL	7,360,009	5,654,092	7,064,433	6,173,889	5,687,500	1,376,933	19.5%
0804 - NON-CAPITAL EQUIPMENT	270,495	37,775	37,775	6,698	33,823	3,952	10.5%
0805 - SUPPLIES-ALLOCATION OUT	(12,244)	(21,678)	(21,678)	(17,638)	(12,000)	(9,678)	44.6%
0806 - SUPPLIES-ALLOCATION IN	15,721	34,979	34,979	32,939	25,176	9,803	28.0%
SUBTOTAL	\$ 13,103,992	\$ 9,002,106	\$ 10,412,447	\$ 10,413,495	\$ 9,296,512	\$ 1,115,935	10.7%
SERVICES							
0810 - LEGAL SERVICES	\$ 5,505,343	\$ 8,520,999	\$ 8,520,999	\$ 8,532,431	\$ 8,410,220	\$ 110,779	1.3%
0811 - HEALTH CARE SERVICES	113,497,565	128,364,902	126,380,480	118,432,921	131,136,018	(4,755,538)	-3.8%
0812 - OTHER SERVICES	31,192,958	41,643,791	47,893,223	39,706,579	38,505,542	9,387,681	19.6%
0820 - RENT AND OPERATING LEASES	35,418	55,907	55,907	43,106	52,758	3,149	5.6%
0825 - REPAIRS AND MAINTENANCE	2,249,346	2,488,665	2,488,665	3,674,859	2,676,667	(188,002)	-7.6%
0830 - INTERGOVERNMENTAL PAYMENTS	606,222	658,000	658,000	656,606	658,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,955,716	2,012,654	6,302,313	2,022,086	2,019,360	4,282,953	68.0%
0841 - TRAVEL	12,407	24,028	24,028	15,758	19,590	4,438	18.5%
0842 - EDUCATION AND TRAINING	12,986	85,928	85,928	57,081	82,154	3,774	4.4%
0843 - POSTAGE/FREIGHT/SHIPPING	20,201	47,848	47,848	42,756	18,901	28,947	60.5%
0845 - SUPPORT AND CARE OF PERSONS	15	-	-	-	-	-	
0850 - UTILITIES	8,391,383	7,387,103	7,387,103	7,543,249	7,550,020	(162,917)	-2.2%
0872 - SERVICES-ALLOCATION OUT	(250,360)	(1,051,138)	(1,030,268)	(1,315,497)	(1,064,846)	34,578	-3.4%
0873 - SERVICES-ALLOCATION IN	282,960	1,174,005	1,156,948	1,367,886	1,138,589	18,359	1.6%
SUBTOTAL	\$ 163,512,160	\$ 191,412,692	\$ 199,971,174	\$ 180,779,821	\$ 191,202,973	\$ 8,768,201	4.4%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 250,000	\$ 62,557	\$ (62,557)	
0920 - CAPITAL EQUIPMENT	163,257	96,665	129,037	975,701	2,774,269	(2,645,232)	-2050.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,398	213,200	213,200	149,200	242,200	(29,000)	-13.6%
0950 - DEBT SERVICE	(18)	740,631	740,631	320,535	362,710	377,921	51.0%
0955 - CAPITAL-ALLOCATION OUT	(15,116)	(4,293)	(4,293)	(503,624)	(3,276)	(1,017)	23.7%
0956 - CAPITAL-ALLOCATION IN	140,702	180,507	180,507	649,798	128,733	51,774	28.7%
SUBTOTAL	\$ 297,223	\$ 1,226,710	\$ 1,259,082	\$ 1,841,610	\$ 3,567,193	\$ (2,308,111)	-183.3%
ALL EXPENDITURES	\$ 188,421,272	\$ 213,717,933	\$ 223,580,156	\$ 204,504,864	\$ 215,934,595	\$ 7,645,561	3.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 1,487,006	\$ 1,465,713	\$ 1,502,406	\$ 1,498,411	\$ 1,635,722	\$ (133,316)	-8.9%
ALL OTHER FINANCING USES	\$ 1,487,006	\$ 1,465,713	\$ 1,502,406	\$ 1,498,411	\$ 1,635,722	\$ (133,316)	-8.9%
TOTAL USES	\$ 189,908,278	\$ 215,183,646	\$ 225,082,562	\$ 206,003,275	\$ 217,570,317	\$ 7,512,245	3.3%

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

ELIMINATIONS	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED	REV VS ADPT VARIANCE	%
SUPPLIES							
0803 - FUEL	\$ (7,331,787)	\$ (6,577,459)	\$ (7,987,800)	\$ (6,136,695)	\$ (5,646,712)	\$ (2,341,088)	29.3%
SUBTOTAL	\$ (7,331,787)	\$ (6,577,459)	\$ (7,987,800)	\$ (6,136,695)	\$ (5,646,712)	\$ (2,341,088)	29.3%
SERVICES							
0811 - HEALTH CARE SERVICES	\$(104,967,244)	\$(98,898,075)	\$(97,855,989)	\$(94,525,327)	\$(108,437,908)	\$ 10,581,919	-10.8%
0839 - INTERNAL SERVICE CHARGES	(49,438,768)	(43,362,143)	(47,693,888)	(43,502,964)	(41,148,274)	(6,545,614)	13.7%
SUBTOTAL	\$(154,406,012)	\$(142,260,218)	\$(145,549,877)	\$(138,028,291)	\$(149,586,182)	\$ 4,036,305	-2.8%
ALL EXPENDITURES	\$(161,737,799)	\$(148,837,677)	\$(153,537,677)	\$(144,164,986)	\$(155,232,894)	\$ 1,695,217	-1.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$(399,668,309)	\$(291,632,510)	\$(344,926,018)	\$(342,893,131)	\$(640,547,639)	\$ 295,621,621	-85.7%
ALL OTHER FINANCING USES	\$(399,668,309)	\$(291,632,510)	\$(344,926,018)	\$(342,893,131)	\$(640,547,639)	\$ 295,621,621	-85.7%
TOTAL USES	\$(561,406,108)	\$(440,470,187)	\$(498,463,695)	\$(487,058,117)	\$(795,780,533)	\$ 297,316,838	-59.6%

Non-Departmental Expenditure Summary - Operating

Description	FY2009-10 Adopted	FY2009-10 Revised	FY2009-10 Forecast	FY2010-11 Adopted	REV VS ADPT VARIANCE %	
Operating						
General Fund (100)						
Contingency						
Unreserved Contingency	\$ 30,915,674	\$ 18,265,901	\$ -	\$ 29,560,809	\$ (11,294,908)	-38.21%
Court Tower Maintenance and Operating Reserv	11,000,000	11,000,000	-	-	11,000,000	
FMLA Post Employment Health Plan Payout Re	800,000	800,000	-	-	800,000	
Reserve for Criminal Justice Caseload	20,000,000	20,000,000	-	-	20,000,000	
Reserve for Non-Recurring Property Tax	15,000,000	15,000,000	-	-	15,000,000	
Reserve for Treasurer	-	292,296	-	-	292,296	
	\$ 77,715,674	\$ 65,358,197	\$ -	\$ 29,560,809	\$ 35,797,388	121.10%
Other Programs						
Air Quality Countywide Monitoring	\$ -	\$ -	\$ -	\$ 444,400	\$ (444,400)	-100.00%
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	150,000	150,000	150,000	150,000	-	0.00%
County Single Audit	200,000	200,000	200,000	225,000	(25,000)	-11.11%
Countywide Emergency Issues Fund	100,000	100,000	-	100,000	-	0.00%
Downtown Juror/Employee Shuttle	570,947	570,947	570,947	570,947	-	0.00%
Funding for Reduction in Force	1,000,000	1,000,000	-	-	1,000,000	
Homeless Campus Security	90,000	90,000	90,000	-	90,000	
Human Resources System Operations	2,965,312	2,965,312	2,965,312	2,965,312	-	0.00%
Improvement District Allocation	150,000	150,000	128,000	144,725	5,275	3.64%
Jail Excise Tax, Maintenance of Effort	174,201,714	174,201,714	174,201,714	176,466,336	(2,264,622)	-1.28%
Maricopa HMIS Project	25,000	25,000	-	-	25,000	
Orthophotography Program	288,579	288,579	288,579	309,789	(21,210)	-6.85%
Property Tax Billin/Info. Statement Printing and	665,722	665,722	665,722	665,722	-	0.00%
Real Estate Evaluation, Acquisition & Divestitur	100,000	100,000	100,000	100,000	-	0.00%
Relocations/New Facility Startup	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Ryan White Counsel Background Checks	10,000	10,000	10,000	-	10,000	
Staff Development Training Room PC's	6,000	6,000	6,000	6,400	(400)	-6.25%
State Contribution	24,168,400	22,668,400	19,014,600	28,600,000	(5,931,600)	-20.74%
Stormwater Management	1,821,851	1,821,851	487,590	-	1,821,851	
Vehicle Replacement	2,000,000	2,000,000	2,000,000	2,000,000	-	0.00%
Workforce Development Peak Performers	375,000	375,000	375,000	500,000	(125,000)	-25.00%
	\$ 209,933,805	\$ 208,433,805	\$ 202,298,744	\$ 214,293,911	\$ (5,860,106)	-2.73%
Infrastructure/CIP						
Transfers Out	\$ -	\$ -	\$ -	\$ 7,620,837	\$ (7,620,837)	-100.00%

Non-Departmental Expenditure Summary – Operating (continued)

Description	FY2009-10	FY2009-10	FY2009-10	FY2010-11	REV VS ADPT	
	Adopted	Revised	Forecast	Adopted	VARIANCE	%
Central Service Costs						
Base-Level Internal Service Charges	\$ 17,849,668	\$ 17,143,767	\$ 17,104,445	\$ 14,474,170	\$ 2,669,597	18.44%
CGI Maintenance Program	140,458	140,458	139,698	140,458	-	0.00%
Email Subscription Program	60,000	60,000	47,664	-	60,000	
Enterprise Software License	2,614,188	2,614,188	2,614,188	2,614,188	-	0.00%
HP Treasurer System Maintenance	460,000	460,000	460,000	460,000	-	0.00%
IT Infrastructure	11,700,000	11,700,000	11,700,000	1,200,000	10,500,000	875.00%
IT Infrastructure Future Years	820,000	820,000	3,841,312	-	820,000	
Lobbyist Contracts	460,000	460,000	460,000	503,726	(43,726)	-8.68%
Ombudsman	44,000	44,000	44,000	-	44,000	
Sustainability Manager	80,000	80,000	80,000	80,000	-	0.00%
	<u>\$ 34,228,314</u>	<u>\$ 33,522,413</u>	<u>\$ 36,491,307</u>	<u>\$ 19,472,542</u>	<u>\$ 14,049,871</u>	<u>72.15%</u>
Technology Projects						
CAMA	\$ 1,511,005	\$ 1,511,005	\$ -	\$ 1,511,005	\$ -	0.00%
Debt Service/Capital Lease						
Admin Fee	\$ 23,000	\$ 23,000	\$ 23,000	\$ 20,000	\$ 3,000	15.00%
Arbitrage	17,500	17,500	17,500	15,000	2,500	16.67%
Bond Counsel	60,000	60,000	60,000	50,000	10,000	20.00%
Financial Advisor	85,000	85,000	85,000	60,000	25,000	41.67%
	<u>\$ 185,500</u>	<u>\$ 185,500</u>	<u>\$ 185,500</u>	<u>\$ 145,000</u>	<u>\$ 40,500</u>	<u>27.93%</u>
Dues and Memberships						
Arizona Association of Counties	\$ 70,011	\$ 70,011	\$ 70,082	\$ 70,082	\$ (71)	-0.10%
Arizona Community Foundation	5,000	5,000	5,000	5,000	-	0.00%
Arizona-Mexico Commission	10,000	10,000	10,000	10,000	-	0.00%
County Supervisors Association	163,000	163,000	159,822	159,822	3,178	1.99%
Govt. Finance Officers Assoc.	5,000	5,000	5,000	5,000	-	0.00%
Maricopa Association of Government	43,000	43,000	20,947	20,947	22,053	105.28%
Maricopa HMIS Project	-	-	-	25,000	(25,000)	-100.00%
National Association of Counties	45,000	45,000	45,000	45,000	-	0.00%
Reserve for Increases	4,000	4,000	-	-	4,000	
	<u>\$ 345,011</u>	<u>\$ 345,011</u>	<u>\$ 315,851</u>	<u>\$ 340,851</u>	<u>\$ 4,160</u>	<u>1.22%</u>
Taxes and Assessments						
City of Phx. Downtown Mun. Serv. Dist.	\$ 175,000	\$ 175,000	\$ 135,131	\$ 175,000	\$ -	0.00%
Non-Departmental Consultants						
Non-Departmental Consultants	\$ 2,818,066	\$ 2,818,066	\$ 1,643,344	\$ 3,000,000	\$ (181,934)	-6.06%
Tuition Reimbursement						
Tuition Reimbursement	\$ 1,850,000	\$ 1,850,000	\$ 1,533,349	\$ 1,850,000	\$ -	0.00%

Non-Departmental Expenditure Summary – Operating (continued)

Description	FY2009-10 Adopted	FY2009-10 Revised	FY2009-10 Forecast	FY2010-11 Adopted	REV VS ADPT VARIANCE	%
Judgments						
Judgments	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	
Non Profit Support						
Non Profit Support	\$ 1,143,276	\$ 1,143,276	\$ 1,143,276	\$ 1,143,276	\$ -	0.00%
Cooperative Extension						
Cooperative Extension	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	0.00%
Industrial Development Authority						
Industrial Development Authority	\$ -	\$ -	\$ -	\$ 391,987	\$ (391,987)	-100.00%
Total General Fund	\$ 330,635,651	\$ 316,072,273	\$ 244,476,502	\$ 279,735,218	\$ 36,337,055	12.99%
Non-Departmental Grants (249)						
Potential Fee Increases	\$ 18,785,010	\$ 17,302,470	\$ -	\$ 16,336,158	\$ 966,312	5.92%
Detention Fund (255)						
Contingency						
Unreserved Contingency	\$ 23,139,370	\$ 22,433,469	\$ -	\$ 16,307,103	\$ 6,126,366	37.57%
Juvenile Diversion Reserve	5,000,000	5,000,000	-	-	5,000,000	
	\$ 28,139,370	\$ 27,433,469	\$ -	\$ 16,307,103	\$ 11,126,366	68.23%
Central Service Costs						
Base ISF	\$ -	\$ 705,901	\$ 4,870,087	\$ 1,019,005	\$ (313,104)	-30.73%
	\$ -	\$ 705,901	\$ 4,870,087	\$ 1,019,005	\$ (313,104)	-30.73%
Total Detention Fund	\$ 28,139,370	\$ 28,139,370	\$ 4,870,087	\$ 17,326,108	\$ 10,813,262	37.50%
County Improvement Debt Fund (320)						
Debt Service/Capital Lease	\$ 11,297,930	\$ 11,297,930	\$ 11,297,930	\$ 9,762,550	\$ 1,535,380	15.73%
County Improvement Debt Fund #2 (321)						
Debt Service/Capital Lease	\$ 7,411,180	\$ 7,411,180	\$ 7,411,180	\$ 7,409,780	\$ 1,400	0.02%
Total Operating All Funds	\$ 396,269,141	\$ 380,223,223	\$ 268,055,699	\$ 330,569,814	\$ 49,653,409	15.02%

Non-Departmental Expenditure Summary - Non-Recurring

Description	FY2009-10 Adopted	FY2009-10 Revised	FY2009-10 Forecast	FY2010-11 Adopted	REV VS ADPT VARIANCE	%
Non Recurring						
General Fund (100)						
Contingency						
Unreserved Contingency	\$ 14,725,211	\$ 3,547,874	\$ -	\$ 17,785,437	\$ (14,237,563)	-80.05%
Interest Contingency (Dependent on Earnings)	-	-	-	7,000,000	\$ (7,000,000)	-100.00%
Capital Case Backlog	-	-	-	5,500,000	(5,500,000)	-100.00%
	<u>\$ 14,725,211</u>	<u>\$ 3,547,874</u>	<u>\$ -</u>	<u>\$ 30,285,437</u>	<u>\$ (26,737,563)</u>	<u>-88.29%</u>
Other Programs						
Adult Probation Grant Bridge Funding	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
Air Quality Monitoring Equipment	-	-	-	952,675	(952,675)	-100.00%
ASRS Contributions Not Withheld	100,000	100,000	10,000	50,000	50,000	100.00%
Call Center Temporary Staff	-	-	-	100,000	(100,000)	-100.00%
CDBG Legal Costs	500,000	500,000	25,000	-	500,000	
Census PR Campaign	-	12,914	12,914	-	12,914	
City of Chandler Interim Emergency Services	75,000	75,000	75,000	-	75,000	
County Attorney Civil - Career Center	693,186	693,186	-	-	693,186	
Crime Prevention Grants	2,879,165	2,879,165	430,237	-	2,879,165	
Deputy Constable	50,000	50,000	50,000	-	50,000	
Downtown Utility Connection	-	1,069,862	1,069,862	-	1,069,862	
Graves V. Arpaio	-	1,221,020	1,246,020	-	1,221,020	
International Genomics Consortium	3,000,000	3,000,000	1,000,000	2,000,000	1,000,000	50.00%
Influenza Response	4,000,000	4,000,000	100,000	400,000	3,600,000	900.00%
Maricopa County Sports Authority	-	40,000	40,000	-	40,000	
PC Replacement	-	-	-	2,800,000	(2,800,000)	-100.00%
Pending Legal Settlements	52,000,000	52,000,000	-	54,500,000	(2,500,000)	-4.59%
Post Employment Health Plan Enhancement Program	-	925,738	680,541	-	925,738	
Staffing Study	-	-	-	500,000	(500,000)	-100.00%
Vehicle Replacement	-	44,830	-	3,782,568	(3,737,738)	-98.81%
Vision System Maintenance	-	273,174	273,174	-	273,174	
Workforce Development Peak Performers	850,000	850,000	118,000	-	850,000	
	<u>\$ 64,247,351</u>	<u>\$ 67,834,889</u>	<u>\$ 5,130,748</u>	<u>\$ 65,085,243</u>	<u>\$ 2,749,646</u>	<u>4.22%</u>
Infrastructure/CIP						
Transfers Out	\$ 21,299,990	\$ 25,288,784	\$ 25,288,784	\$ 187,000,000	\$ (161,711,216)	-86.48%
Technology Projects						
Assessor CAMA	\$ 2,122,183	\$ 2,122,183	\$ 503,153	\$ 1,627,447	\$ 494,736	30.40%
CGI Maintenance Program	-	96,000	87,583	-	96,000	
Human Resource System	3,936,472	3,936,472	3,936,472	891,821	3,044,651	341.40%
IT Infrastructure	7,903,024	7,903,024	7,903,024	11,933,840	(4,030,816)	-33.78%
MFRIS	2,000,000	2,000,000	2,000,000	2,000,000	-	0.00%
Schools New Financial System	231,000	231,000	215,000	-	231,000	
	<u>\$ 16,192,679</u>	<u>\$ 16,288,679</u>	<u>\$ 14,645,232</u>	<u>\$ 16,453,108</u>	<u>\$ (164,429)</u>	<u>-1.00%</u>

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

Description	FY2009-10 Adopted	FY2009-10 Revised	FY2009-10 Forecast	FY2010-11 Adopted	REV VS ADPT VARIANCE	%
Debt Service/Cap Lease						
Capital Lease Payoff	\$ 23,998,020	\$ 23,998,020	\$ 23,998,020	\$ 12,690,989	\$ 11,307,031	89.09%
Transfer to Fund 445	40,000,000	40,000,000	40,000,000	-	40,000,000	
	\$ 63,998,020	\$ 63,998,020	\$ 63,998,020	\$ 12,690,989	\$ 51,307,031	404.28%
Consultants						
Non-Departmental Consultants	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	\$ (1,000,000)	-33.33%
Non Profit Support						
Meth Project	\$ 51,101	\$ 51,101	\$ 51,101	\$ -	\$ 51,101	
Total General Fund	\$ 182,514,352	\$ 179,009,347	\$ 111,113,885	\$ 314,514,777	\$ (135,505,430)	-43.08%
Waste Management Fund (210)						
Total Waste Management Fund	\$ 504,483	\$ 504,483	\$ 124,375	\$ 474,133	\$ 30,350	6.40%
Non-Departmental Grants (249)						
Potential Expenditures from Fund Balance	\$ 8,270,000	\$ 3,753,515	\$ -	\$ 7,690,000	\$ (3,936,485)	-51.19%
Detention Fund (255)						
Contingency						
Unreserved Contingency	\$ 10,000,000	\$ 5,820,190	\$ -	\$ 10,000,000	\$ (4,179,810)	-41.80%
Interest Contingency (Dependent on Earnings)	-	-	-	2,600,000	(2,600,000)	-100.00%
Jail Population Reserve (Non-Recurring)	40,000,000	40,000,000	-	-	40,000,000	
	\$ 50,000,000	\$ 45,820,190	\$ -	\$ 12,600,000	\$ 33,220,190	263.65%
Other Programs						
Internal Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing Study	-	-	-	500,000	(500,000)	-100.00%
Vehicle Replacement	-	-	-	467,623	(467,623)	-100.00%
Post Employment Health Plan Enhancement Program	-	218,800	83,378	-	218,800	
Retherm Project	924,968	551,556	489,391	-	551,556	
	\$ 924,968	\$ 770,356	\$ 572,769	\$ 967,623	\$ (197,267)	-20.39%
Infrastructure/CIP						
Transfers Out	\$ -	\$ 2,065,961	\$ -	\$ 197,323,710	\$ (195,257,749)	-98.95%
Debt Service/Cap Lease						
Capital Lease Payoff	\$ 1,518,472	\$ 1,518,472	\$ 1,518,472	\$ 252,138	\$ 1,266,334	502.24%
Total Detention Fund	\$ 52,443,440	\$ 50,174,979	\$ 2,091,241	\$ 211,143,471	\$ (160,968,492)	-76.24%
Capital Improvement Debt Fund (320)						
	\$ -	\$ -	\$ -	\$ 11,649	\$ (11,649)	-100.00%
Intergovernmental Capital Projects (422)						
	\$ 857,075	\$ 725,704	\$ 435,962	\$ 232,683	\$ 493,021	211.89%
Financing Series 2007 (440)						
	\$ 47,900,000	\$ 48,902,557	\$ 48,629,253	\$ 12,752	\$ 48,889,805	383389.31%
Financing Series 2008 (441)						
	\$ 66,088,797	\$ -	\$ -	\$ -	\$ -	

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

Description	FY2009-10 Adopted	FY2009-10 Revised	FY2009-10 Forecast	FY2010-11 Adopted	REV VS ADPT VARIANCE	%
General Fund County Improvements (445)	\$ 15,788,608	\$ 130,842,736	\$ 59,567,008	\$ 208,538,661	\$ (77,695,925)	-37.26%
Detention Capital Projects (455)	\$ -	\$ 8,152,800	\$ 970,000	\$ 69,929,821	\$ (61,777,021)	-88.34%
Technology Capital Improvements (460)	\$ -	\$ -	\$ -	\$ 56,134,813	\$ (56,134,813)	-100.00%
Detention Technology Capital Improvements (461)	\$ -	\$ -	\$ -	\$ 5,718,000	\$ (5,718,000)	-100.00%
Total Non-Recurring Funds	\$ 374,366,755	\$ 422,066,121	\$ 222,931,724	\$ 874,400,760	\$ (452,334,639)	-51.73%

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 recommended allocations for FY 2011 are listed in the following schedule:

Agency Supported	Program	FY 2009-10 Budget	FY 2009-10 Actual	FY 2010-11 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
Wickenburg Chamber of Commerce	Economic Development Action Plan	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				3,000
Total Economic Development Funding		\$ 2,143,276	\$ 2,143,276	\$ 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 2009-10 Adopted	FY 2009-10 Revised	FY 2009-10 Forecast	FY2010-11 Adopted	REV TO ADPT VARIANCE	%
Operating General Fund						
<u>State Healthcare Contributions:</u>						
SMI Mental Health (<i>Arnold v. Sam</i>)	\$ 37,603,330	\$ 37,603,330	\$ 37,606,830	\$ 39,483,497	\$ (1,880,167)	-4.76%
General Mental Health	3,366,705	3,366,705	3,366,706	3,366,706	(1)	0.00%
Local Alcoholism Reception Center (LARC)	1,489,871	1,489,871	1,489,871	1,489,871	-	0.00%
Subtotal Arnold v. Sam IGA	\$ 42,459,906	\$ 42,459,906	\$ 42,463,407	\$ 44,340,074	\$ (1,880,168)	-4.24%
AHCCCS Acute Care	\$ 21,035,400	\$ 21,035,400	\$ 21,035,400	\$ 20,761,900	\$ 273,500	1.32%
ALTCS	164,638,800	164,638,800	164,638,800	164,735,500	(96,700)	-0.06%
Subtotal State Contribution	\$ 185,674,200	\$ 185,674,200	\$ 185,674,200	\$ 185,497,400	\$ 176,800	0.10%
<u>Other Mental Health:</u>						
Mental Health Testimony	\$ 900,000	\$ 900,000	\$ 510,000	\$ 900,000	\$ -	0.00%
Mental Health Orders	53,000	53,000	55,000	55,000	(2,000)	-3.64%
Mental Health Residency Training	3,547,900	3,547,900	3,547,896	3,547,896	4	0.00%
SVP Commitment Payments		1,500,000	2,000,000	3,000,000		
	\$ 4,500,900	\$ 6,000,900	\$ 6,112,896	\$ 7,502,896	\$ (1,501,996)	-20.02%
County Residual Long Term Care	\$ 307,200	\$ 307,200	\$ 197,284	\$ 307,200	\$ -	0.00%
<i>Arnold v. Sam</i> Court Monitor	\$ 188,040	\$ 188,040	\$ 188,040	\$ 188,040	\$ -	0.00%
Tuberculosis Services	\$ 500,000	\$ 500,000	\$ 350,000	\$ 500,000	\$ -	0.00%
Litigation Support	\$ 3,684,538	\$ 3,684,538	\$ 1,849,873	\$ 3,683,386	\$ 1,152	0.03%
MMCS Run Out Operations	\$ 26,373	\$ 26,373	\$ 25,487	\$ 25,528	\$ 845	3.31%
Subtotal General Fund Operating	\$ 237,341,157	\$ 238,841,157	\$ 236,861,187	\$ 242,044,524	\$ (3,203,367)	-1.32%
Non-Recurring General Fund						
<u>Enhanced FMAP Savings:</u>						
AHCCCS Acute Care	\$ -	\$ -	\$ (4,271,119)	\$ -	\$ -	
ALTCS	-	-	(77,230,994)	(26,396,100)	26,396,100	-100.00%
Subtotal General Fund Non-Recurring	\$ -	\$ -	\$ (81,502,113)	\$ (26,396,100)	\$ 26,396,100	-100.00%
Total Operating & Non-Recurring	\$ 237,341,157	\$ 238,841,157	\$ 155,359,074	\$ 215,648,424	\$ 23,192,733	10.75%

Fund Transfers In

Fund/Function/Transfer	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
GENERAL FUND	\$ 10,142,704	\$ 12,102,118	\$ 10,150,284	\$ 10,621,605
<u>Operating</u>	\$ 10,142,704	\$ 10,028,577	\$ 10,142,704	\$ 10,621,605
Various Funds - Central Service Cost Alloc. (CSCA)	10,142,704	10,028,577	10,142,704	10,621,605
<u>Non-Recurring</u>	\$ -	\$ 2,073,541	\$ 7,580	\$ -
Public Health Grants (532) Vehicle Transfer	-	7,580	7,580	-
Detention Operations (255) Refund Internal Charges	-	2,065,961	-	-
SPECIAL REVENUE	\$ 174,318,247	\$ 174,902,404	\$ 174,821,351	\$ 176,584,196
<u>Operating</u>	\$ 174,318,247	\$ 174,322,247	\$ 174,318,247	\$ 176,584,196
<u>Non-Recurring</u>	\$ -	\$ 580,157	\$ 503,104	\$ -
226 PLANNING AND DEVELOPMENT FEES	\$ -	\$ 95,165	\$ 52,620	\$ -
<u>Operating</u>	\$ -	\$ 4,000	\$ -	\$ -
Detention Operations (255) Vehicle Transfer	-	4,000	-	-
<u>Non-Recurring</u>	\$ -	\$ 91,165	\$ 52,620	\$ -
Public Health Grants (532) Vehicle Transfer	-	5,715	5,715	-
Equipment Services (554) Vehicle Transfer	-	23,305	23,305	-
Transportation Operations (232) Vehicle Transfer	-	23,600	23,600	-
General (100) Vehicle Transfer - Emerg. Mgmt.	-	3,330	-	-
Parks Enhancement (241) Vehicle Transfer	-	7,990	-	-
General (100) Vehicle Transfer - PW Facilities Mgr	-	23,230	-	-
Telecommunications (681) Vehicle Transfer	-	3,995	-	-
232 TRANSPORTATION OPERATIONS	\$ -	\$ 10,000	\$ -	\$ -
<u>Non-Recurring</u>	\$ -	\$ 10,000	\$ -	\$ -
Parks Enhancement (241) Vehicle Transfer	-	10,000	-	-
241 PARKS ENHANCEMENT	\$ 71,533	\$ 71,533	\$ 71,533	\$ 82,860
<u>Operating</u>	\$ 71,533	\$ 71,533	\$ 71,533	\$ 82,860
Parks Souvenir Fund (239)	71,533	71,533	71,533	82,860
255 DETENTION OPERATIONS	\$ 174,201,714	\$ 174,201,714	\$ 174,201,714	\$ 176,466,336
<u>Operating</u>	\$ 174,201,714	\$ 174,201,714	\$ 174,201,714	\$ 176,466,336
General Fund (100) Jail Tax Maint. of Effort	174,201,714	174,201,714	174,201,714	176,466,336
265 PUBLIC HEALTH FEES	\$ 45,000	\$ 45,000	\$ 45,000	\$ 35,000
<u>Operating</u>	\$ 45,000	\$ 45,000	\$ 45,000	\$ 35,000
General Fund (100) Vital Statistics	45,000	45,000	45,000	35,000
504 AIR QUALITY FEES	\$ -	\$ 116,879	\$ 88,371	\$ -
<u>Non-Recurring</u>	\$ -	\$ 116,879	\$ 88,371	\$ -
Equipment Services (654) Vehicle Transfer	-	9,393	9,393	-
Environmental Services Grant (505) Vehicle Trans.	-	2,500	2,500	-
Env. Services Env. Health (506) Vehicle Transfer	-	57,228	57,228	-
Solid Waste Management (580) Vehicle Transfer	-	19,250	19,250	-
General (100) Vehicle Transfer - Public Health	-	9,264	-	-
General (100) Vehicle Transfer - OET and Mat. Mgr	-	9,006	-	-
Environmental Svcs Env Health (506) Vehicle Trans	-	10,238	-	-

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
573 ANIMAL CONTROL GRANTS	\$ -	\$ 72,133	\$ 72,133	\$ -
<u>Non-Recurring</u>	\$ -	\$ 72,133	\$ 72,133	\$ -
Animal Control Lic. Shelter (572) Refund FY 09 CS	-	50,755	50,755	-
Animal Control Field Op. (574) Refund FY 09 CSCA	-	21,378	21,378	-
669 SMALL SCHOOL SERVICE	\$ -	\$ 273,174	\$ 273,174	\$ -
<u>Non-Recurring</u>	\$ -	\$ 273,174	\$ 273,174	\$ -
General (100) Refund Visions Maintenance	-	273,174	273,174	-
715 SCHOOL GRANT	\$ -	\$ 16,806	\$ 16,806	\$ -
<u>Non-Recurring</u>	\$ -	\$ 16,806	\$ 16,806	\$ -
Small School Reserve (669) Refund ADE	-	16,806	16,806	-
DEBT SERVICE	\$ 10,147,283	\$ 10,147,283	\$ 10,147,283	\$ 12,866,182
<u>Operating</u>	\$ 1,081,585	\$ 1,081,585	\$ 1,081,585	\$ 1,139,914
<u>Non-Recurring</u>	\$ 9,065,698	\$ 9,065,698	\$ 9,065,698	\$ 11,726,268
320 COUNTY IMPROVEMENT DEBT	\$ 3,476,103	\$ 3,476,103	\$ 3,476,103	\$ 5,520,000
<u>Non-Recurring</u>	\$ 3,476,103	\$ 3,476,103	\$ 3,476,103	\$ 5,520,000
General Fund County Improvement (445)	3,476,103	3,476,103	3,476,103	5,520,000
321 COUNTY IMPROVEMENT DEBT 2	\$ 6,671,180	\$ 6,671,180	\$ 6,671,180	\$ 7,346,182
<u>Operating</u>	\$ 1,081,585	\$ 1,081,585	\$ 1,081,585	\$ 1,139,914
Animal Control License Shelter (572) Debt Service	980,559	980,559	980,559	1,033,446
Animal Control Field Operation (574) Debt Service	101,026	101,026	101,026	106,468
<u>Non-Recurring</u>	\$ 5,589,595	\$ 5,589,595	\$ 5,589,595	\$ 6,206,268
General Fund County Improvement (445)	5,589,595	5,589,595	5,589,595	6,181,867
Financing Series 2007 (440)	-	-	-	12,752
County Improvement Debt (320)	-	-	-	11,649
CAPITAL PROJECTS	\$ 97,024,276	\$ 147,774,213	\$ 147,774,213	\$ 440,475,656
<u>Operating</u>	\$ -	\$ -	\$ -	\$ 7,620,837
<u>Non-Recurring</u>	\$ 97,024,276	\$ 147,774,213	\$ 147,774,213	\$ 432,854,819
234 TRANSPORTATION CAPITAL PROJECT	\$ 35,544,286	\$ 35,544,286	\$ 35,544,286	\$ 36,798,426
<u>Non-Recurring</u>	\$ 35,544,286	\$ 35,544,286	\$ 35,544,286	\$ 36,798,426
Transportation Operations (232) CIP	35,544,286	35,544,286	35,544,286	36,798,426
422 INTERGOVERNMENTAL CAP PROJ	\$ 180,000	\$ 345,000	\$ 345,000	\$ 232,683
<u>Non-Recurring</u>	\$ 180,000	\$ 345,000	\$ 345,000	\$ 232,683
Solid Waste Management (580)	180,000	180,000	180,000	-
Parks Enhancement (241)	-	165,000	165,000	215,000
Animal Control License Shelter (572)	-	-	-	17,683
Parks Donations (243)	-	-	-	-
441 FINANCING SERIES 2008	\$ -	\$ 46,506,143	\$ 46,506,143	\$ -
<u>Non-Recurring</u>	\$ -	\$ 46,506,143	\$ 46,506,143	\$ -
General Fund County Improvement (445)	-	46,506,143	46,506,143	-

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2010		FY 2010		FY 2010		FY 2011	
	ADOPTED		REVISED		FORECAST		ADOPTED	
445 GENERAL FUND CTY IMPROV	\$ 61,299,990	\$	65,378,784	\$	65,378,784	\$	44,420,837	
<u>Operating</u>	\$ -	\$	-	\$	-	\$	7,620,837	
General Fund (100)	-		-		-		7,620,837	
<u>Non-Recurring</u>	\$ 61,299,990	\$	65,378,784	\$	65,378,784	\$	36,800,000	
General Fund (100) Court Tower	61,299,990		61,299,990		61,299,990		35,300,000	
General Fund (100)	-		3,988,794		3,988,794		-	
Intergovernmental Capital Proj. (422) Buckeye Hills	-		90,000		90,000		-	
Env. Svcs. Env. Health (506) Scottsdale Airpark	-		-		-		1,500,000	
455 DETENTION CAPITAL PROJECTS	\$ -	\$	-	\$	-	\$	197,323,710	
<u>Non-Recurring</u>	\$ -	\$	-	\$	-	\$	197,323,710	
Detention Operations (255) CIP	-		-		-		197,323,710	
460 TECHNOLOGY CAPITAL IMPROVEMENT	\$ -	\$	-	\$	-	\$	151,700,000	
<u>Non-Recurring</u>	\$ -	\$	-	\$	-	\$	151,700,000	
General (100)	-		-		-		151,700,000	
461 DETENTION TECH CAP IMPROVEMENT	\$ -	\$	-	\$	-	\$	10,000,000	
<u>Non-Recurring</u>	\$ -	\$	-	\$	-	\$	10,000,000	
Detention (255) for EMR Project	-		-		-		9,400,000	
Inmate Health Services (254) for EMR Project	-		-		-		600,000	
TOTAL BEFORE ELIMINATIONS	\$ 291,632,510	\$	344,926,018	\$	342,893,131	\$	640,547,639	
<u>Operating</u>	\$ 185,542,536	\$	185,432,409	\$	185,542,536	\$	195,966,552	
<u>Non-Recurring</u>	\$ 106,089,974	\$	159,493,609	\$	157,350,595	\$	444,581,087	
ELIMINATIONS	\$ (291,632,510)	\$	(344,926,018)	\$	(342,893,131)	\$	(640,547,639)	
<u>Operating</u>	\$ (185,542,536)	\$	(185,432,409)	\$	(185,542,536)	\$	(195,966,552)	
Parks and Recreation	(71,533)		(71,533)		(71,533)		(82,860)	
County-wide Eliminations	(185,471,003)		(185,360,876)		(185,471,003)		(195,883,692)	
<u>Non-Recurring</u>	\$ (106,089,974)	\$	(159,493,609)	\$	(157,350,595)	\$	(444,581,087)	
Public Works	(35,544,286)		(35,544,286)		(35,544,286)		(36,798,426)	
County-wide Eliminations	(70,545,688)		(123,949,323)		(121,806,309)		(407,782,661)	
ALL FUNDS	\$ -	\$	-	\$	-	\$	-	

Fund Transfers Out

Fund/Function/Transfer	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
GENERAL FUND	\$ 235,546,704	\$ 239,853,502	\$ 239,808,672	\$ 371,122,173
<u>Operating</u>	\$ 174,246,714	\$ 174,246,714	\$ 174,246,714	\$ 184,122,173
Detention Operations (255) Jail Tax Maint. of Effort	174,201,714	174,201,714	174,201,714	176,466,336
Public Health Fees (265) Vital Statistics	45,000	45,000	45,000	35,000
General Fund County Improvement (445) CIP	-	-	-	7,620,837
<u>Non-Recurring</u>	\$ 61,299,990	\$ 65,606,788	\$ 65,561,958	\$ 187,000,000
General Fund County Improvement (445) Court Tower	61,299,990	61,299,990	61,299,990	-
General Fund County Improvement (445) CIP	-	3,988,794	3,988,794	35,300,000
Small School Service (669) Refund Visions Maintenance	-	273,174	273,174	-
Planning and Development Fees (226) Veh. - PW Fac. Mgmt.	-	23,230	-	-
Air Quality Fees (504) Vehicle Transfer - Pub. Health	-	9,264	-	-
Air Quality Fees (504) Vehicle Transfer Ent. Tech/Mat. Mgmt.	-	9,006	-	-
Planning and Development Fees (226) Vehicle - Emerg. Mgmt.	-	3,330	-	-
Technology Capital Improvement (460) Tech. Projects	-	-	-	151,700,000
SPECIAL REVENUE	\$ 45,554,395	\$ 47,908,269	\$ 45,924,207	\$ 256,063,476
<u>Operating</u>	\$ 9,830,109	\$ 9,715,982	\$ 9,830,109	\$ 10,208,657
<u>Non-Recurring</u>	\$ 35,724,286	\$ 38,192,287	\$ 36,094,098	\$ 245,854,819
207 PALO VERDE	\$ 15,394	\$ 15,394	\$ 15,394	\$ 21,175
<u>Operating</u>	\$ 15,394	\$ 15,394	\$ 15,394	\$ 21,175
General (100) CSCA	15,394	15,394	15,394	21,175
215 EMERGENCY MANAGEMENT	\$ 61,238	\$ 61,238	\$ 61,238	\$ 61,624
<u>Operating</u>	\$ 61,238	\$ 61,238	\$ 61,238	\$ 61,624
General (100) CSCA	61,238	61,238	61,238	61,624
217 CDBG, HOUSING TRUST	\$ 60,609	\$ 60,609	\$ 60,609	\$ 47,371
<u>Operating</u>	\$ 60,609	\$ 60,609	\$ 60,609	\$ 47,371
General (100) CSCA	60,609	60,609	60,609	47,371
222 HUMAN SERVICES GRANTS	\$ 1,185,829	\$ 1,071,702	\$ 1,185,829	\$ 1,291,750
<u>Operating</u>	\$ 1,185,829	\$ 1,071,702	\$ 1,185,829	\$ 1,291,750
General (100) CSCA	1,185,829	1,071,702	1,185,829	1,291,750
226 PLANNING AND DEVELOPMENT FEES	\$ 491,441	\$ 491,441	\$ 491,441	\$ 396,375
<u>Operating</u>	\$ 491,441	\$ 491,441	\$ 491,441	\$ 396,375
General (100) CSCA	491,441	491,441	491,441	396,375
232 TRANSPORTATION OPERATIONS	\$ 37,552,722	\$ 37,576,322	\$ 37,576,322	\$ 38,801,782
<u>Operating</u>	\$ 2,008,436	\$ 2,008,436	\$ 2,008,436	\$ 2,003,356
General (100) CSCA	2,008,436	2,008,436	2,008,436	2,003,356
<u>Non-Recurring</u>	\$ 35,544,286	\$ 35,567,886	\$ 35,567,886	\$ 36,798,426
Transfer to 234 Transportation Capital Projects	\$ 35,544,286	\$ 35,544,286	\$ 35,544,286	\$ 36,798,426
Planning and Development Fees (226) Vehicle Transfer	-	23,600	23,600	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2010		FY 2010		FY 2010		FY 2011	
	ADOPTED		REVISED		FORECAST		ADOPTED	
235 DEL WEBB	\$	2,400	\$	2,400	\$	2,400	\$	1,627
<u>Operating</u>	\$	2,400	\$	2,400	\$	2,400	\$	1,627
General (100) CSCA		2,400		2,400		2,400		1,627
239 PARKS SOUVENIR	\$	71,533	\$	71,533	\$	71,533	\$	82,860
<u>Operating</u>	\$	71,533	\$	71,533	\$	71,533	\$	82,860
Parks Enhancement (241)		71,533		71,533		71,533		82,860
241 PARKS ENHANCEMENT	\$	-	\$	182,990	\$	165,000	\$	215,000
<u>Non-Recurring</u>	\$	-	\$	182,990	\$	165,000	\$	215,000
Intergovernmental Capital Projects (422)		-		165,000		165,000		215,000
Transportation Operations (232) Vehicle Transrer		-		10,000		-		-
Planning and Development Fees (226) Vehicle Transfer		-		7,990		-		-
254 INMATE HEALTH SERVICES	\$	-	\$	-	\$	-	\$	600,000
<u>Non-Recurring</u>	\$	-	\$	-	\$	-	\$	600,000
Detention Technology Capital Improvement (461) for EMRS		-		-		-		600,000
255 DETENTION OPERATIONS	\$	-	\$	2,069,961	\$	-	\$	206,723,710
<u>Non-Recurring</u>	\$	-	\$	2,069,961	\$	-	\$	206,723,710
General (100) Refund Internal Charges	\$	-		2,065,961		-		-
Planning and Development Fees (226) Vehicle Transfer	\$	-		4,000		-		-
Detention Capital Projects (455)		-		-		-		197,323,710
Detention Technology Capital Improvement (461) EMRS		-		-		-		9,400,000
265 PUBLIC HEALTH FEES	\$	237,201	\$	237,201	\$	237,201	\$	220,211
<u>Operating</u>	\$	237,201	\$	237,201	\$	237,201	\$	220,211
General (100) CSCA		237,201		237,201		237,201		220,211
290 WASTE TIRE	\$	59,482	\$	59,482	\$	59,482	\$	64,703
<u>Operating</u>	\$	59,482	\$	59,482	\$	59,482	\$	64,703
General (100) CSCA		59,482		59,482		59,482		64,703
503 AIR QUALITY GRANT	\$	56,137	\$	56,137	\$	56,137	\$	63,643
<u>Operating</u>	\$	56,137	\$	56,137	\$	56,137	\$	63,643
General (100) CSCA		56,137		56,137		56,137		63,643
504 AIR QUALITY FEES	\$	538,130	\$	538,130	\$	538,130	\$	545,444
<u>Operating</u>	\$	538,130	\$	538,130	\$	538,130	\$	545,444
General (100) CSCA		538,130		538,130		538,130		545,444
505 ENVIRONMENTAL SERVICES GRANT	\$	27,663	\$	30,163	\$	30,163	\$	24,339
<u>Operating</u>	\$	27,663	\$	27,663	\$	27,663	\$	24,339
General (100) CSCA		27,663		27,663		27,663		24,339
<u>Non-Recurring</u>	\$	-	\$	2,500	\$	2,500	\$	-
Air Quality Fees (504) Vehicle Transfer		-		2,500		2,500		-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
506 ENVIRONMENTAL SVCS ENV HEALTH	\$ 561,686	\$ 629,152	\$ 618,914	\$ 2,147,648
<u>Operating</u>	\$ 561,686	\$ 561,686	\$ 561,686	\$ 647,648
General (100) CSCA	561,686	561,686	561,686	647,648
<u>Non-Recurring</u>	\$ -	\$ 67,466	\$ 57,228	\$ 1,500,000
Air Quality Fees (504) Vehicle Transfer	-	57,228	57,228	-
Air Quality Fees (504) Vehicle Transfer	-	10,238	-	-
General Fund County Improvement (445) Scottsdale Airpark	-	-	-	1,500,000
532 PUBLIC HEALTH GRANTS	\$ 1,230,300	\$ 1,243,595	\$ 1,243,595	\$ 1,286,200
<u>Operating</u>	\$ 1,230,300	\$ 1,230,300	\$ 1,230,300	\$ 1,286,200
General (100) CSCA	1,230,300	1,230,300	1,230,300	1,286,200
<u>Non-Recurring</u>	\$ -	\$ 13,295	\$ 13,295	\$ -
General (100) Vehicle Transfer	-	7,580	7,580	-
Planning and Development Fees (226) Vehicle Transfer	-	5,715	5,715	-
572 ANIMAL CONTROL LICENSE/SHELTER	\$ 1,488,718	\$ 1,571,534	\$ 1,571,534	\$ 1,639,140
<u>Operating</u>	\$ 1,488,718	\$ 1,520,779	\$ 1,520,779	\$ 1,621,457
General (100) CSCA	508,159	540,220	540,220	588,011
County Improvement Debt 2 (321)	980,559	980,559	980,559	1,033,446
<u>Non-Recurring</u>	\$ -	\$ 50,755	\$ 50,755	\$ 17,683
Animal Control Grants (573) Refund FY 09 CSCA	-	50,755	50,755	-
Intergovernmental Capital Projects (422)	-	-	-	17,683
573 ANIMAL CONTROL GRANTS	\$ 45,802	\$ -	\$ -	\$ -
<u>Operating</u>	\$ 45,802	\$ -	\$ -	\$ -
General (100) CSCA	45,802	-	-	-
574 ANIMAL CONTROL FIELD OPERATION	\$ 316,805	\$ 351,924	\$ 351,924	\$ 328,269
<u>Operating</u>	\$ 316,805	\$ 330,546	\$ 330,546	\$ 328,269
General (100) CSCA	215,779	229,520	229,520	221,801
County Improvement Debt 2 (321)	101,026	101,026	101,026	106,468
<u>Non-Recurring</u>	\$ -	\$ 21,378	\$ 21,378	\$ -
Animal Control Grants (573) Refund FY 09 CSCA	-	21,378	21,378	-
580 SOLID WASTE MANAGEMENT	\$ 244,434	\$ 263,684	\$ 263,684	\$ 81,319
<u>Operating</u>	\$ 64,434	\$ 64,434	\$ 64,434	\$ 81,319
General (100) CSCA	64,434	64,434	64,434	81,319
<u>Non-Recurring</u>	\$ 180,000	\$ 199,250	\$ 199,250	\$ -
Intergovernmental Capital Projects (422)	180,000	180,000	180,000	-
Air Quality Fees (504) Vehicle Transfer	-	19,250	19,250	-
669 SMALL SCHOOL SERVICE	\$ -	\$ 16,806	\$ 16,806	\$ -
<u>Non-Recurring</u>	\$ -	\$ 16,806	\$ 16,806	\$ -
School Grant (715) Refund ADE	-	16,806	16,806	-
988 PUBLIC WORKS FLOOD CONTROL	\$ 1,306,871	\$ 1,306,871	\$ 1,306,871	\$ 1,419,286
<u>Operating</u>	\$ 1,306,871	\$ 1,306,871	\$ 1,306,871	\$ 1,419,286
General (100) CSCA	1,306,871	1,306,871	1,306,871	1,419,286

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
DEBT SERVICE	\$ -	\$ -	\$ -	11,649
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	11,649
320 COUNTY IMPROVEMENT DEBT	\$ -	\$ -	\$ -	11,649
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	11,649
County Improvement Debt 2 (321)	-	-	-	11,649
CAPITAL PROJECTS	\$ 9,065,698	\$ 55,661,841	\$ 55,661,841	11,714,619
<u>Non-Recurring</u>	\$ 9,065,698	\$ 55,661,841	\$ 55,661,841	11,714,619
422 INTERGOVERNMENTAL CAP PROJ	\$ -	\$ 90,000	\$ 90,000	-
<u>Non-Recurring</u>	\$ -	\$ 90,000	\$ 90,000	-
General Fund County Improvement (445) Buckeye Hills	-	90,000	90,000	-
440 FINANCING SERIES 2007	\$ -	\$ -	\$ -	12,752
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	12,752
County Improvement Debt 2 (321)	-	-	-	12,752
445 GENERAL FUND CTY IMPROV	\$ 9,065,698	\$ 55,571,841	\$ 55,571,841	11,701,867
<u>Non-Recurring</u>	\$ 9,065,698	\$ 55,571,841	\$ 55,571,841	11,701,867
County Improvement Debt (320)	3,476,103	3,476,103	3,476,103	5,520,000
County Improvement Debt 2 (321)	5,589,595	5,589,595	5,589,595	6,181,867
Financing Series 2008 (441)	-	46,506,143	46,506,143	-
INTERNAL SERVICE	\$ 1,465,713	\$ 1,502,406	\$ 1,498,411	1,635,722
<u>Operating</u>	\$ 1,465,713	\$ 1,465,713	\$ 1,465,713	1,635,722
<u>Non-Recurring</u>	\$ -	\$ 36,693	\$ 32,698	-
618 BENEFIT ADMINISTRATION	\$ 295,856	\$ 295,856	\$ 295,856	367,665
<u>Operating</u>	\$ 295,856	\$ 295,856	\$ 295,856	367,665
General (100) CSCA	295,856	295,856	295,856	367,665
654 EQUIPMENT SERVICES	\$ 608,074	\$ 640,772	\$ 640,772	532,241
<u>Operating</u>	\$ 608,074	\$ 608,074	\$ 608,074	532,241
General (100) CSCA	608,074	608,074	608,074	532,241
<u>Non-Recurring</u>	\$ -	\$ 32,698	\$ 32,698	-
Planning and Development Fees (226) Vehicle Transfer	\$ -	\$ 23,305	\$ 23,305	-
Air Quality Fees (504) Vehicle Transfer	-	9,393	9,393	-
673 REPROGRAPHICS	\$ 31,230	\$ 31,230	\$ 31,230	67,416
<u>Operating</u>	\$ 31,230	\$ 31,230	\$ 31,230	67,416
General (100) CSCA	31,230	31,230	31,230	67,416
675 RISK MANAGEMENT	\$ 186,696	\$ 186,696	\$ 186,696	207,485
<u>Operating</u>	\$ 186,696	\$ 186,696	\$ 186,696	207,485
General (100) CSCA	186,696	186,696	186,696	207,485

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2010		FY 2010		FY 2010		FY 2011	
	ADOPTED		REVISED		FORECAST		ADOPTED	
681 TELECOMMUNICATIONS	\$	343,857	\$	347,852	\$	343,857	\$	460,915
<u>Operating</u>	\$	343,857	\$	343,857	\$	343,857	\$	460,915
General (100) CSCA		343,857		343,857		343,857		460,915
<u>Non-Recurring</u>	\$	-	\$	3,995	\$	-	\$	-
Planning and Development Fees (226) Vehicle Transfer		-		3,995		-		-
TOTAL BEFORE ELIMINATIONS	\$	291,632,510	\$	344,926,018	\$	342,893,131	\$	640,547,639
<u>Operating</u>	\$	185,542,536	\$	185,428,409	\$	185,542,536	\$	195,966,552
<u>Non-Recurring</u>	\$	106,089,974	\$	159,497,609	\$	157,350,595	\$	444,581,087
ELIMINATIONS	\$	(291,632,510)	\$	(344,926,018)	\$	(342,893,131)	\$	(640,547,639)
<u>Operating</u>	\$	(185,542,536)	\$	(185,428,409)	\$	(185,542,536)	\$	(195,966,552)
Parks and Recreation		(71,533)		(71,533)		(71,533)		(82,860)
County-wide Eliminations		(185,471,003)		(185,356,876)		(185,471,003)		(195,883,692)
<u>Non-Recurring</u>	\$	(106,089,974)	\$	(159,497,609)	\$	(157,350,595)	\$	(444,581,087)
Public Works		(35,544,286)		(35,544,286)		(35,544,286)		(36,798,426)
County-wide Eliminations		(70,545,688)		(123,953,323)		(121,806,309)		(407,782,661)
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 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 ADOPTED
Fund Transfers (see schedule):					
Operating	\$ (228,934,478)	\$ (185,542,536)	\$ (185,428,409)	\$ (185,542,536)	\$ (195,966,552)
Non-Recurring	(170,733,831)	(106,089,974)	(159,497,609)	(157,350,595)	(444,581,087)
	<u>\$ (399,668,309)</u>	<u>\$ (291,632,510)</u>	<u>\$ (344,926,018)</u>	<u>\$ (342,893,131)</u>	<u>\$ (640,547,639)</u>
Internal Service Charges	\$ (161,737,799)	\$ (148,837,677)	\$ (153,537,677)	\$ (144,164,966)	\$ (155,232,894)
Totals	<u>\$ (561,406,108)</u>	<u>\$ (440,470,187)</u>	<u>\$ (498,463,695)</u>	<u>\$ (487,058,097)</u>	<u>\$ (795,780,533)</u>

Personnel Summary by Department and Fund

DEPARTMENT / FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VARIANCE	VAR %
010 BOARD OF SUPERVISORS DIST 1							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%
020 BOARD OF SUPERVISORS DIST 2							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%
030 BOARD OF SUPERVISORS DIST 3							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%
040 BOARD OF SUPERVISORS DIST 4							
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%
050 BOARD OF SUPERVISORS DIST 5							
100 GENERAL	3.00	3.00	3.00	2.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	2.00	3.00	-	0.0%
060 CLERK OF THE BOARD							
100 GENERAL	10.50	9.50	9.50	10.50	10.50	1.00	10.5%
Department Total	10.50	9.50	9.50	10.50	10.50	1.00	10.5%
110 ADULT PROBATION							
100 GENERAL	1,173.00	975.00	975.00	1,010.00	973.00	(2.00)	(0.2%)
201 ADULT PROBATION FEES	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
211 ADULT PROBATION GRANTS	69.00	71.00	71.00	84.50	88.50	17.50	24.6%
Department Total	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%
120 ASSESSOR							
100 GENERAL	361.00	322.00	322.00	332.45	323.45	1.45	0.5%
Department Total	361.00	322.00	322.00	332.45	323.45	1.45	0.5%
140 CALL CENTER							
100 GENERAL	33.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total	33.00	27.00	27.00	27.00	27.00	-	0.0%
150 EMERGENCY MANAGEMENT							
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	3.00	3.00	3.00	3.00	3.00	-	0.0%
215 EMERGENCY MANAGEMENT	8.50	8.50	8.50	7.50	7.50	(1.00)	(11.8%)
Department Total	13.50	13.50	13.50	12.50	12.50	(1.00)	(7.4%)
160 CLERK OF THE SUPERIOR COURT							
100 GENERAL	645.50	558.00	558.00	559.00	556.00	(2.00)	(0.4%)
205 COURT DOCUMENT RETRIEVAL	23.00	22.00	22.00	22.00	25.00	3.00	13.6%
208 JUDICIAL ENHANCEMENT	4.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
216 CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	5.00	-	0.0%
218 CLERK OF COURT FILL THE GAP	48.00	48.00	48.00	48.00	47.00	(1.00)	(2.1%)
274 CLERK OF THE COURT EDMS	42.00	42.00	42.00	42.00	45.00	3.00	7.1%
Department Total	767.50	679.00	679.00	680.00	680.00	1.00	0.1%
180 FINANCE							
100 GENERAL	49.00	39.79	39.79	39.98	41.00	1.21	3.0%
Department Total	49.00	39.79	39.79	39.98	41.00	1.21	3.0%
190 COUNTY ATTORNEY							
100 GENERAL	794.50	744.00	744.00	743.00	710.00	(34.00)	(4.6%)
219 COUNTY ATTORNEY GRANTS	71.00	71.00	71.00	70.00	65.00	(6.00)	(8.5%)
220 DIVERSION	3.00	3.00	3.00	4.00	6.00	3.00	100.0%
221 COUNTY ATTORNEY FILL THE GAP	31.00	31.00	31.00	32.00	28.00	(3.00)	(9.7%)
266 CHECK ENFORCEMENT PROGRAM	12.60	12.60	12.60	8.00	8.00	(4.60)	(36.5%)
267 CRIM JUSTICE ENHANCEMENT	28.00	28.00	28.00	29.00	26.00	(2.00)	(7.1%)
Department Total	940.10	889.60	889.60	886.00	843.00	(46.60)	13.0%

Personnel Summary by Department and Fund (continued)

DEPARTMENT / FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VARIANCE	VAR %
200 COUNTY MANAGER							
100 GENERAL	26.80	23.40	23.40	25.40	24.80	1.40	6.0%
249 NON DEPARTMENTAL GRANT	-	-	-	1.00	1.00	1.00	N/A
255 DETENTION OPERATIONS	16.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	42.80	27.40	27.40	30.40	29.80	2.40	8.8%
210 ELECTIONS							
100 GENERAL	58.00	54.00	54.00	54.00	54.00	-	0.0%
Department Total	58.00	54.00	54.00	54.00	54.00	-	0.0%
220 HUMAN SERVICES							
217 CDBG HOUSING TRUST	7.00	7.00	7.00	7.00	7.00	-	0.0%
222 HUMAN SERVICES GRANTS	435.00	335.00	335.00	395.00	390.00	55.00	16.4%
Department Total	442.00	342.00	342.00	402.00	397.00	55.00	16.1%
230 INTERNAL AUDIT							
100 GENERAL	20.00	17.00	17.00	17.00	17.00	-	0.0%
Department Total	20.00	17.00	17.00	17.00	17.00	-	0.0%
240 JUSTICE COURTS							
100 GENERAL	330.53	292.03	292.03	297.03	303.03	11.00	3.8%
204 JUSTICE CT JUDICIAL ENHANCMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
245 JUSTICE COURTS SPECIAL REVENUE	-	4.00	4.00	6.00	-	(4.00)	(100.0%)
	334.53	298.03	298.03	305.03	305.03	7.00	2.3%
250 CONSTABLES							
100 GENERAL	30.00	30.00	30.00	31.00	35.00	5.00	16.7%
Department Total	30.00	30.00	30.00	31.00	35.00	5.00	16.7%
260 CORRECTIONAL HEALTH							
100 GENERAL	25.00	18.00	18.00	17.00	17.00	(1.00)	(5.6%)
255 DETENTION OPERATIONS	426.80	386.25	386.25	403.00	435.50	49.25	12.8%
Department Total	451.80	404.25	404.25	420.00	452.50	48.25	11.9%
270 JUVENILE PROBATION							
100 GENERAL	354.00	281.50	281.50	281.00	281.00	(.50)	(0.2%)
227 JUVENILE PROBATION GRANTS	68.00	61.00	61.00	63.00	61.00	-	0.0%
255 DETENTION OPERATIONS	475.10	410.10	410.10	406.10	405.10	(5.00)	(1.2%)
275 JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	5.00	-	0.0%
Department Total	902.10	757.60	757.60	755.10	752.10	(5.50)	(0.7%)
280 COUNTY ATTORNEY CIVIL							
100 GENERAL	83.00	83.00	83.00	81.50	43.50	(39.50)	(47.6%)
Department Total	83.00	83.00	83.00	81.50	43.50	(39.50)	(47.6%)
290 MEDICAL EXAMINER							
100 GENERAL	91.00	75.50	75.50	77.00	77.00	1.50	2.0%
Department Total	91.00	75.50	75.50	77.00	77.00	1.50	2.0%
300 PARKS AND RECREATION							
100 GENERAL	13.00	3.00	3.00	3.00	3.00	-	0.0%
225 SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	3.00	3.00	-	0.0%
240 LAKE PLEASANT RECREATION SVCS	18.00	17.00	17.00	17.00	17.00	-	0.0%
241 PARKS ENHANCEMENT FUND	56.00	62.00	62.00	62.00	62.00	-	0.0%
Department Total	90.00	85.00	85.00	85.00	85.00	-	0.0%
310 WORKFORCE MGT AND DEVELOPMENT							
100 GENERAL	52.00	47.00	47.00	47.00	44.00	(3.00)	(6.4%)
618 BENEFIT ADMINISTRATION	28.00	24.00	24.00	23.00	20.15	(3.85)	(16.0%)
Department Total	80.00	71.00	71.00	70.00	64.15	(6.85)	(9.6%)
320 SPECIAL LITIGATION							
100 GENERAL	-	-	-	12.00	12.00	12.00	N/A
Department Total	-	-	-	12.00	12.00	12.00	N/A

Personnel Summary by Department and Fund (continued)

DEPARTMENT / FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VARIANCE	VAR %
330 GENERAL COUNSEL							
100 GENERAL	-	4.00	4.00	31.00	36.00	32.00	800.0%
Department Total	-	4.00	4.00	31.00	36.00	32.00	800.0%
340 PUBLIC FIDUCIARY							
100 GENERAL	34.75	33.30	33.30	33.30	33.30	-	0.0%
Department Total	34.75	33.30	33.30	33.30	33.30	-	0.0%
360 RECORDER							
100 GENERAL	43.00	36.00	36.00	36.00	36.00	-	0.0%
236 RECORDERS SURCHARGE	34.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total	77.00	63.00	63.00	63.00	63.00	-	0.0%
370 EDUCATION SERVICES							
100 GENERAL	30.00	27.00	27.00	26.00	25.00	(2.00)	(7.4%)
669 SMALL SCHOOL SERVICE	-	-	-	1.00	1.00	1.00	N/A
715 SCHOOL GRANT	7.00	6.00	6.00	3.50	5.50	(.50)	(8.3%)
795 EDUCATIONAL SUPPLEMENTAL PROG	-	2.00	2.00	11.00	15.00	13.00	650.0%
Department Total	37.00	35.00	35.00	41.50	46.50	11.50	32.9%
390 HEALTH CARE PROGRAMS							
532 PUBLIC HEALTH GRANTS	9.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total	9.00	9.00	9.00	9.00	9.00	-	0.0%
410 ENTERPRISE TECHNOLOGY							
100 GENERAL	98.00	79.00	79.00	72.40	71.40	(7.60)	(9.6%)
681 TELECOMMUNICATIONS	44.00	40.00	40.00	40.00	40.00	-	0.0%
Department Total	142.00	119.00	119.00	112.40	111.40	(7.60)	(6.4%)
430 TREASURER							
100 GENERAL	47.00	41.00	41.00	50.00	49.00	8.00	19.5%
Department Total	47.00	41.00	41.00	50.00	49.00	8.00	19.5%
440 PLANNING AND DEVELOPMENT							
226 PLANNING AND DEVELOPMENT FEES	176.00	102.00	102.00	103.00	104.00	2.00	2.0%
235 DEL WEBB	1.00	-	-	-	-	-	N/A
Department Total	177.00	102.00	102.00	103.00	104.00	2.00	2.0%
460 RESEARCH AND REPORTING							
100 GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
Department Total	5.75	5.75	5.75	5.75	5.75	-	0.0%
490 MANAGEMENT AND BUDGET							
100 GENERAL	32.90	31.77	31.77	29.80	30.80	(.97)	(3.0%)
Department Total	32.90	31.77	31.77	29.80	30.80	(.97)	(3.0%)
500 SHERIFF							
100 GENERAL	967.00	908.50	908.50	939.00	919.00	10.50	1.2%
251 SHERIFF GRANTS	35.00	29.00	29.00	20.00	18.00	(11.00)	(37.9%)
252 INMATE SERVICES	126.00	164.00	164.00	164.00	95.00	(69.00)	(42.1%)
255 DETENTION OPERATIONS	2,681.50	2,561.00	2,561.00	2,597.00	2,543.00	(18.00)	(0.7%)
Department Total	3,809.50	3,662.50	3,662.50	3,720.00	3,575.00	(87.50)	(2.4%)
520 PUBLIC DEFENDER							
100 GENERAL	441.13	414.13	414.13	413.13	414.13	-	0.0%
209 PUBLIC DEFENDER TRAINING	-	4.00	4.00	4.00	4.00	-	0.0%
233 PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262 PUBLIC DEFENDER FILL THE GAP	14.00	13.00	13.00	10.00	9.00	(4.00)	(30.8%)
Department Total	459.13	435.13	435.13	431.13	431.13	(4.00)	(0.9%)
540 LEGAL DEFENDER							
100 GENERAL	109.00	109.00	109.00	108.50	115.00	6.00	5.5%
Department Total	109.00	109.00	109.00	108.50	115.00	6.00	5.5%
550 LEGAL ADVOCATE							
100 GENERAL	92.00	91.50	91.50	93.50	95.50	4.00	4.4%
Department Total	92.00	91.50	91.50	93.50	95.50	4.00	4.4%

Personnel Summary by Department and Fund (continued)

DEPARTMENT / FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VARIANCE	VAR %
560 CONTRACT COUNSEL							
100 GENERAL	15.00	25.00	25.00	25.00	25.00	-	0.0%
Department Total	15.00	25.00	25.00	25.00	25.00	-	0.0%
570 JUVENILE DEFENDER							
100 GENERAL	43.50	43.50	43.50	43.80	42.80	(.70)	(1.6%)
Department Total	43.50	43.50	43.50	43.80	42.80	(.70)	(1.6%)
730 MATERIALS MANAGEMENT							
100 GENERAL	26.00	23.00	23.00	24.50	25.00	2.00	8.7%
673 REPROGRAPHICS	11.00	11.00	11.00	9.00	9.00	(2.00)	(18.2%)
Department Total	37.00	34.00	34.00	33.50	34.00	-	0.0%
740 EQUIPMENT SERVICES							
654 EQUIPMENT SERVICES	54.00	52.00	52.00	54.00	53.00	1.00	1.9%
Department Total	54.00	52.00	52.00	54.00	53.00	1.00	1.9%
750 RISK MANAGEMENT							
675 RISK MANAGEMENT	24.25	23.90	23.90	23.00	23.00	(.90)	(3.8%)
Department Total	24.25	23.90	23.90	23.00	23.00	(.90)	(3.8%)
790 ANIMAL CARE AND CONTROL							
572 ANIMAL CONTROL LICENSE SHELTER	109.00	110.00	110.00	110.00	110.00	-	0.0%
573 ANIMAL CONTROL GRANTS	6.00	6.00	6.00	7.00	6.00	-	0.0%
574 ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total	167.00	168.00	168.00	169.00	168.00	-	0.0%
800 SUPERIOR COURT							
100 GENERAL	1,141.75	1,101.00	1,101.00	1,110.50	1,099.60	(1.40)	(0.1%)
208 JUDICIAL ENHANCEMENT	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
238 SUPERIOR COURT GRANTS	27.50	25.50	25.50	25.80	25.80	.30	1.2%
264 SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total	1,206.25	1,163.50	1,163.50	1,172.30	1,161.40	(2.10)	(0.2%)
850 AIR QUALITY							
503 AIR QUALITY GRANT	25.00	25.00	25.00	22.00	22.00	(3.00)	(12.0%)
504 AIR QUALITY FEES	223.00	180.00	180.00	163.00	158.25	(21.75)	(12.1%)
Department Total	248.00	205.00	205.00	185.00	180.25	(24.75)	(12.1%)
860 PUBLIC HEALTH							
100 GENERAL	149.05	127.25	127.25	127.25	127.25	-	0.0%
265 PUBLIC HEALTH FEES	49.00	55.00	55.00	51.00	51.00	(4.00)	(7.3%)
532 PUBLIC HEALTH GRANTS	334.35	325.70	325.70	398.60	398.50	72.80	22.4%
Department Total	532.40	507.95	507.95	576.85	576.75	68.80	13.5%
880 ENVIRONMENTAL SERVICES							
100 GENERAL	44.00	42.00	42.00	43.00	44.00	2.00	4.8%
505 ENVIRONMENTAL SERVICES GRANT	6.00	6.00	6.00	-	-	(6.00)	(100.0%)
506 ENVIRONMTL SVCS ENV HEALTH	220.75	217.00	217.00	233.00	232.00	15.00	6.9%
Department Total	270.75	265.00	265.00	276.00	276.00	11.00	4.2%
910 PUBLIC WORKS							
100 GENERAL	197.50	181.50	181.50	181.50	183.50	2.00	1.1%
223 TRANSPORTATION GRANTS	-	-	-	-	1.00	1.00	N/A
232 TRANSPORTATION OPERATIONS	522.00	522.00	522.00	508.00	509.00	(13.00)	(2.5%)
255 DETENTION OPERATIONS	34.00	32.00	32.00	32.00	32.00	-	0.0%
290 WASTE TIRE	7.00	12.50	12.50	12.50	12.50	-	0.0%
580 SOLID WASTE MANAGEMENT	16.00	18.00	18.00	18.00	18.00	-	0.0%
988 PUBLIC WORKS FLOOD CONTROL	192.75	184.75	184.75	192.75	189.75	5.00	2.7%
Department Total	969.25	950.75	950.75	944.75	945.75	(5.00)	(0.5%)
COUNTY	14,660.26	13,470.71	13,470.71	13,776.03	13,532.36	61.65	0.4%

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	51.00	46.00	46.00	45.00	45.00	(1.00)	-2.2%
Accounting Specialist	92.00	88.90	88.90	92.00	90.00	1.10	1.2%
Admin & Operations Mgr	38.00	36.00	36.00	33.00	33.00	(3.00)	-8.3%
Admin Svcs Director - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Office Support	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Office Support Supv	5.00	3.00	3.00	2.00	1.00	(2.00)	-66.7%
Admin/Operations Specialist	194.25	186.25	186.25	183.29	178.29	(7.96)	-4.3%
Admin/Operations Supv	39.00	34.00	34.00	26.00	28.00	(6.00)	-17.6%
Administrative Assistant	1.00	-	-	-	2.00	2.00	N/A
Administrative Manager	16.00	16.00	16.00	20.00	19.00	3.00	18.8%
Administrative Specialist	11.50	3.50	3.50	3.00	3.00	(0.50)	-14.3%
Administrative Staff Supv	57.00	50.00	50.00	54.00	54.00	4.00	8.0%
Administrative Supervisor	74.00	77.00	77.00	85.00	83.00	6.00	7.8%
Administrator	27.00	23.00	23.00	22.00	24.00	1.00	4.3%
Animal Care Supervisor	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Animal Care Technician	42.00	40.00	40.00	40.00	40.00	-	0.0%
Animal Care Technician - Ld	3.00	-	-	-	-	-	N/A
Animal Control Officer	32.00	39.00	39.00	39.00	39.00	-	0.0%
Animal Control Sergeant	4.00	-	-	-	-	-	N/A
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	7.00	12.00	12.00	12.00	12.00	-	0.0%
Animal Health Technician - Ld	2.00	-	-	-	-	-	N/A
Applications Development Mgr	10.00	9.00	9.00	10.00	11.00	2.00	22.2%
Applications Development Supv	9.00	9.00	9.00	9.00	9.00	-	0.0%
Appraiser	148.00	127.00	127.00	111.00	108.00	(19.00)	-15.0%
Appraiser Manager	9.00	8.00	8.00	6.00	6.00	(2.00)	-25.0%
Appraiser Senior	-	-	-	15.96	13.96	13.96	N/A
Appraiser Supervisor	20.00	19.00	19.00	20.00	20.00	1.00	5.3%
Appraiser Trainee	-	-	-	5.00	5.00	5.00	N/A
Assistant County Manager	3.75	3.00	3.00	3.00	3.00	-	0.0%
Atmospheric Science Pro	-	-	-	2.00	-	-	N/A
Attorney	5.00	5.00	5.00	-	-	(5.00)	-100.0%
Attorney - Associate	230.50	230.50	230.50	245.50	243.50	13.00	5.6%
Attorney - General Counsel	6.00	7.00	7.00	7.00	4.00	(3.00)	-42.9%
Attorney - Senior	195.99	184.49	184.49	179.79	173.79	(10.70)	-5.8%
Attorney - Senior Associate	142.50	139.00	139.00	138.00	132.00	(7.00)	-5.0%
Attorney - Senior Counsel	-	-	-	12.00	14.00	14.00	N/A
Attorney -Capital Co-Counsel	42.00	43.00	43.00	44.50	48.00	5.00	11.6%
Attorney -Capital Lead Counsel	39.50	38.50	38.50	38.50	38.50	-	0.0%
Attorney Manager	14.00	11.00	11.00	11.00	11.00	-	0.0%
Attorney Supervisor	50.14	47.14	47.14	45.14	44.14	(3.00)	-6.4%
Bailiff	120.00	114.00	114.00	114.00	114.00	-	0.0%
Benefits Specialist - County	6.00	4.00	4.00	-	0.15	(3.85)	-96.2%
BOS Press Secretary	-	-	-	1.00	1.00	1.00	N/A
Budget Analyst	13.00	12.00	12.00	12.00	12.00	-	0.0%
Budget Pol/Compl Cnsltnt-Cnty	-	-	-	-	1.00	1.00	N/A
Budget Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst	30.00	26.00	26.00	25.00	24.00	(2.00)	-7.7%
Business/Systems Analyst-Sr/Ld	12.75	12.00	12.00	15.00	15.00	3.00	25.0%
Call Ctr Representative	27.00	22.00	22.00	22.00	22.00	-	0.0%
CAMA Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Chaplain	5.00	5.00	5.00	5.00	4.00	(1.00)	-20.0%
Chemical Applicatns Tech	32.00	30.00	30.00	30.00	30.00	-	0.0%
Chemist	-	7.00	7.00	8.00	8.00	1.00	14.3%
Chemist Supervisor	-	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Chief Administrator - BOS	5.00	5.00	5.00	5.00	5.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Chief Appraiser - Assessor	-	-	-	1.00	-	-	N/A
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	5.00	4.75	4.75	4.00	4.00	(0.75)	-15.8%
Code Enforcement Officer	10.00	5.00	5.00	4.00	5.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	20.00	19.50	19.50	19.50	19.00	(0.50)	-2.6%
Communications Manager-County	-	-	-	1.00	1.00	1.00	N/A
Communicatn Ofcr/Govt Liaison	23.50	22.00	22.00	24.00	24.00	2.00	9.1%
Communicatn Officer Supervisor	8.00	7.00	7.00	5.00	5.00	(2.00)	-28.6%
Community Svcs Specialist	81.00	-	-	-	-	-	N/A
Compensation Analyst	5.80	5.18	5.18	2.80	2.80	(2.38)	-45.9%
Compensation Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	-	3.00	3.00	3.00	3.00	-	0.0%
Computer Operations Supv	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Computer Operator	17.00	14.00	14.00	13.00	13.00	(1.00)	-7.1%
Computer Operator - Sr/Ld	4.00	5.00	5.00	5.00	5.00	-	0.0%
Conference Officer	12.00	10.00	10.00	13.00	13.00	3.00	30.0%
Construction Maintenance Supv	13.00	13.00	13.00	12.00	12.00	(1.00)	-7.7%
Consultant	2.10	6.88	6.88	4.48	2.00	(4.88)	-70.9%
Counseling Supervisor	12.00	8.00	8.00	7.00	8.00	-	0.0%
Counselor	98.00	69.00	69.00	70.50	77.50	8.50	12.3%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Commissioner	58.00	58.00	58.00	58.00	58.00	-	0.0%
Court Interpreter	30.50	31.50	31.50	32.00	32.10	0.60	1.9%
Court Interpreter Supervisor	4.00	3.00	3.00	4.00	4.00	1.00	33.3%
Court Reporter	66.50	56.50	56.50	57.50	56.50	-	0.0%
Courtroom Clerk	230.50	217.50	217.50	217.50	218.50	1.00	0.5%
Crew Leader	16.00	16.00	16.00	16.00	16.00	-	0.0%
Crime Scene Specialist	72.00	19.00	19.00	19.00	19.00	-	0.0%
Crime Scene Specialist-Sheriff	-	4.00	4.00	8.00	8.00	4.00	100.0%
Crime Scene Supervisor	7.00	3.00	3.00	3.00	3.00	-	0.0%
Data Security Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Data Security Analyst Sr/Ld	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Database Administrator	16.00	15.00	15.00	15.00	15.00	-	0.0%
Database Report Writer Analyst	5.00	6.00	6.00	5.00	5.00	(1.00)	-16.7%
Dental Assistant	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dentist	2.00	1.00	1.00	1.50	1.50	0.50	50.0%
Deputy Administrator - BOS	5.00	5.00	5.00	4.00	5.00	-	0.0%
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	43.00	42.00	42.00	43.00	41.00	(1.00)	-2.4%
Deputy Director - Budget	4.00	4.00	4.00	4.00	4.00	-	0.0%
Detention Ofcr Coord-Probation	13.00	12.00	12.00	-	-	(12.00)	-100.0%
Detention Ofcr Supv -Probation	16.00	13.00	13.00	25.00	25.00	12.00	92.3%
Detention Officer	1,898.50	1,896.00	1,896.00	1,899.00	1,743.00	(153.00)	-8.1%
Detention Officer - Probation	313.10	266.10	266.10	265.10	265.10	(1.00)	-0.4%
Detention Officer Captain	14.00	13.00	13.00	14.00	11.00	(2.00)	-15.4%
Detention Officer Lieutenant	73.00	72.00	72.00	73.00	64.00	(8.00)	-11.1%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Detention Officer Sergeant	216.00	215.00	215.00	216.00	201.00	(14.00)	-6.5%
Development Svcs Specialist	47.00	30.00	30.00	29.00	28.00	(2.00)	-6.7%
Development Svcs Supervisor	12.00	9.00	9.00	9.00	6.00	(3.00)	-33.3%
Development Svcs Technician	127.00	108.00	108.00	111.00	112.00	4.00	3.7%
Dietitian/Nutritionist	3.70	8.70	8.70	18.70	18.70	10.00	114.9%
Dietitian/Nutritionist Supv	-	-	-	3.00	3.00	3.00	N/A
Director	3.00	4.00	4.00	3.00	4.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Animal Care & Ctrl	1.00	-	-	-	-	-	N/A
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	-	-	-	1.00	1.00	1.00	N/A
Director - Community Dev	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - EHI	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	-	-	-	-	1.00	1.00	N/A
Director - Flood Control Dist	1.00	-	-	-	-	-	N/A
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Information Tech	1.00	-	-	-	-	-	N/A
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Legal Defense	4.00	5.00	5.00	5.00	5.00	-	0.0%
Director - Litigation	-	1.00	1.00	2.00	2.00	1.00	100.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Probation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Research & Report	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Solid Waste	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Workforce Mgt Dev	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	44.00	32.00	32.00	31.00	29.00	(3.00)	-9.4%
Educator	44.00	42.00	42.00	47.00	48.00	6.00	14.3%
Educator - Detention	23.00	23.00	23.00	23.00	25.00	2.00	8.7%
Educator Assistant	70.00	41.00	41.00	58.00	58.00	17.00	41.5%
Educator Bachelor's	31.00	31.00	31.00	43.00	42.00	11.00	35.5%
Educator Coordinator	36.00	32.00	32.00	35.00	35.00	3.00	9.4%
Elected	35.00	37.00	37.00	37.00	37.00	-	0.0%
Electrician	12.00	11.00	11.00	11.00	11.00	-	0.0%
Electronic Technician	7.00	7.00	7.00	9.00	9.00	2.00	28.6%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	25.00	25.00	29.00	29.00	4.00	16.0%
Emergency Operator	6.00	5.00	5.00	6.00	6.00	1.00	20.0%
Employee Relations Analyst-Cty	-	6.00	6.00	6.00	6.00	-	0.0%
Engineer	43.00	41.00	41.00	72.75	71.75	30.75	75.0%
Engineer - Senior	27.75	27.75	27.75	-	-	(27.75)	-100.0%
Engineering Aide	8.00	7.00	7.00	-	-	(7.00)	-100.0%
Engineering Associate	49.00	44.00	44.00	60.00	60.00	16.00	36.4%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Engineering Manager	7.00	4.00	4.00	7.00	7.00	3.00	75.0%
Engineering Specialist	-	-	-	23.00	23.00	23.00	N/A
Engineering Supervisor	27.00	28.00	28.00	19.00	19.00	(9.00)	-32.1%
Engineering Technician	60.00	58.00	58.00	37.00	38.00	(20.00)	-34.5%
Environmental Enforcement Spec	17.00	18.00	18.00	14.00	13.00	(5.00)	-27.8%
Environmental Spclst Supv	31.00	33.00	33.00	36.00	36.00	3.00	9.1%
Environmental Specialist	227.75	193.00	193.00	185.00	184.00	(9.00)	-4.7%
Epidemiologist	13.00	12.00	12.00	10.00	10.00	(2.00)	-16.7%
Equipment Operator	60.00	58.00	58.00	59.00	59.00	1.00	1.7%
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Events Operation Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	31.80	23.80	23.80	26.00	25.00	1.20	5.0%
Field Operations Supervisor	32.00	32.00	32.00	30.00	30.00	(2.00)	-6.3%
Finan/Business Analyst - Dept	24.40	22.50	22.50	26.00	26.00	3.50	15.6%
Finan/Business Analyst -County	16.00	14.00	14.00	15.00	14.00	-	0.0%
Financial Manager - County	4.00	4.00	4.00	7.00	6.00	2.00	50.0%
Financial Supervisor - County	5.00	6.00	6.00	5.00	6.00	-	0.0%
Financial Supervisor - Dept	18.00	17.00	17.00	19.00	17.00	-	0.0%
Financial Support Supv - Dept	12.00	9.00	9.00	10.00	9.00	-	0.0%
Fingerprint Analyst	-	16.00	16.00	16.00	15.00	(1.00)	-6.3%
Fingerprint Supervisor	-	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	-	12.00	12.00	15.00	15.00	3.00	25.0%
Food Service Worker	10.00	7.00	7.00	10.00	77.00	70.00	1000.0%
Food Services Shift Supervisor	12.00	10.00	10.00	12.00	17.00	7.00	70.0%
Forensic Technician	-	7.00	7.00	9.00	9.00	2.00	28.6%
General Laborer	129.00	71.00	71.00	75.00	98.00	27.00	38.0%
General Laborer Supervisor	5.00	4.00	4.00	4.00	4.00	-	0.0%
General Maintenance Worker	88.00	89.00	89.00	89.00	88.00	(1.00)	-1.1%
GIS Programmer/Analyst	19.00	18.00	18.00	18.00	18.00	-	0.0%
GIS Programmer/Analyst - Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	32.00	22.00	22.00	23.00	22.00	-	0.0%
Government Relations Liaison	1.00	-	-	-	-	-	N/A
Govt/Commun Affairs Ofcr	1.00	-	-	1.00	1.00	1.00	N/A
Grant-Contract Admin Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Administrator	19.00	19.00	19.00	21.00	20.00	1.00	5.3%
Guardian/Estate Administrator	18.60	16.80	16.80	18.30	18.30	1.50	8.9%
Health Educator	52.50	28.50	28.50	33.60	34.50	6.00	21.1%
Health Services Aide	101.20	106.60	106.60	113.60	113.60	7.00	6.6%
Heavy Equipment Operator	32.00	40.00	40.00	40.00	39.00	(1.00)	-2.5%
Heavy Equipment Operator - Sr.	8.00	-	-	-	-	-	N/A
Help Desk Coordinator	26.00	23.00	23.00	23.00	23.00	-	0.0%
Help Desk Coordinator - Sr/Ld	9.00	8.00	8.00	8.00	8.00	-	0.0%
HST Analyst	2.00	1.00	1.00	2.00	1.00	-	0.0%
Human Resources Analyst	28.00	17.00	17.00	27.00	26.00	9.00	52.9%
Human Resources Associate	6.00	12.00	12.00	11.00	10.00	(2.00)	-16.7%
Human Resources Mngr - County	3.00	3.00	3.00	4.00	3.00	-	0.0%
Human Resources Specialist	39.00	34.00	34.00	34.00	34.00	-	0.0%
Human Resources Supervisor	16.00	12.00	12.00	16.00	14.00	2.00	16.7%
Human Resources Support Supv	9.00	10.00	10.00	8.00	8.00	(2.00)	-20.0%
Infection Control Specialist	35.00	32.00	32.00	31.00	31.00	(1.00)	-3.1%
Info Systems Manager	1.00	-	-	-	-	-	N/A
Inspection Supervisor	15.00	12.00	12.00	10.00	10.00	(2.00)	-16.7%
Inspector	55.00	42.00	42.00	53.00	55.00	13.00	31.0%
Instrumentation Technician Air	12.00	12.00	12.00	12.00	12.00	-	0.0%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	4.00	-	0.0%
Intern	5.10	4.10	4.10	4.00	4.00	(0.10)	-2.4%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Internal Audit Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Audit Supervisor	5.00	4.00	4.00	4.00	4.00	-	0.0%
Internal Auditor	13.00	10.00	10.00	10.00	10.00	-	0.0%
Interpretive Ranger	12.00	11.00	11.00	11.00	12.00	1.00	9.1%
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	5.00	4.00	4.00	4.00	4.00	-	0.0%
Investigations Supv - MCAO	4.00	5.00	5.00	5.00	4.00	(1.00)	-20.0%
Investigator	-	5.00	5.00	2.00	2.00	(3.00)	-60.0%
Investigator	73.00	39.00	39.00	39.00	35.00	(4.00)	-10.3%
Investigator - Defense	45.00	43.00	43.00	43.00	44.00	1.00	2.3%
Investigator - MCAO	2.00	2.00	2.00	2.00	2.00	-	0.0%
Investigator Chief - Defense	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator Chief - MCAO	2.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
IS Architect	4.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
IS Project Management Mgr	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
IS Project Manager	10.00	8.00	8.00	9.00	9.00	1.00	12.5%
IS Project Manager - Sr/Ld	11.00	9.00	9.00	10.00	11.00	2.00	22.2%
IT Consultant	9.00	8.00	8.00	8.40	7.40	(0.60)	-7.5%
IT Division Manager	10.00	10.00	10.00	10.00	10.00	-	0.0%
IT Operations Manager	5.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
IT Senior Manager	11.00	9.00	9.00	9.00	9.00	-	0.0%
IT Services Supv	11.00	11.00	11.00	11.00	11.00	-	0.0%
Judicial Assistant	151.00	151.00	151.00	152.00	152.00	1.00	0.7%
Justice Of The Peace	23.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk	1,003.03	880.53	880.53	887.53	887.53	7.00	0.8%
Justice System Clerk Lead	79.00	81.00	81.00	80.00	79.00	(2.00)	-2.5%
Justice System Clerk Supv	96.00	92.00	92.00	88.00	88.00	(4.00)	-4.3%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	2.50	2.50	2.50	2.00	2.00	(0.50)	-20.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Law Enforcement Captain	22.00	19.00	19.00	22.00	17.00	(2.00)	-10.5%
Law Enforcement Lieutenant	36.00	36.00	36.00	35.00	32.00	(4.00)	-11.1%
Law Enforcement Officer	655.00	632.00	632.00	636.00	621.00	(11.00)	-1.7%
Law Enforcement Sergeant	93.00	92.00	92.00	91.00	89.00	(3.00)	-3.3%
Legal Assistant	166.00	161.00	161.00	168.00	159.00	(2.00)	-1.2%
Legal Assistant Supv	10.00	10.00	10.00	10.00	9.00	(1.00)	-10.0%
Legal Order Server	8.00	8.00	8.00	9.00	11.00	3.00	37.5%
Legal Support Specialist	194.50	189.00	189.00	196.00	188.00	(1.00)	-0.5%
Legal Support Supervisor	57.00	57.00	57.00	58.00	51.00	(6.00)	-10.5%
Librarian	6.00	6.00	6.00	6.00	6.00	-	0.0%
Library Clerk	1.50	1.50	1.50	1.50	1.50	-	0.0%
Library Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	7.00	6.00	6.00	6.00	6.00	-	0.0%
Licensed Practical Nurse	62.00	57.15	57.15	62.00	65.00	7.85	13.7%
Management Analyst	62.00	65.00	65.00	72.00	75.00	10.00	15.4%
Management Assistant	2.00	3.00	3.00	3.80	3.80	0.80	26.7%
Managing Physician	2.60	-	-	-	-	-	N/A
Materials Handling Worker	34.00	43.00	43.00	45.00	43.00	-	0.0%
Materials Inventory Specialist	12.00	11.00	11.00	11.00	11.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Automotive	14.00	15.00	15.00	15.00	16.00	1.00	6.7%
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equipment	11.00	13.00	13.00	14.00	14.00	1.00	7.7%
Mechanic Lead	3.00	-	-	-	-	-	N/A
Mechanic Supervisor	3.00	2.00	2.00	3.00	3.00	1.00	50.0%
Mechanic Supervisor - Aviation	-	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Media Specialist	15.00	16.00	16.00	18.00	17.00	1.00	6.3%
Medical Assistant	77.90	68.15	68.15	75.00	75.00	6.85	10.1%
Medical Director	-	1.00	1.00	1.00	2.00	1.00	100.0%
Medical Examiner	11.00	9.00	9.00	9.00	9.00	-	0.0%
Medical Transcriber	6.00	-	-	-	-	-	N/A
Mitigation Specialist	33.00	13.00	13.00	13.00	13.00	-	0.0%
Mitigation Specialist-Capital	-	20.00	20.00	19.00	21.00	1.00	5.0%
Network Engineer	2.00	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nurse - Correctional	105.90	98.30	98.30	101.00	103.00	4.70	4.8%
Nurse - Correctional/Psychiatric	-	-	-	-	1.00	1.00	N/A
Nurse - Public Health	45.40	32.30	32.30	58.70	58.70	26.40	81.7%
Nurse Pract/Phys Asst	24.00	25.00	25.00	24.00	24.00	(1.00)	-4.0%
Nurse Pract/Phys Asst - Psych	-	-	-	2.50	4.00	4.00	N/A
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	5.00	5.00	5.00	5.00	5.00	-	0.0%
Nursing Supervisor	22.00	19.00	19.00	20.00	20.00	1.00	5.3%
Office Assistant	598.75	511.40	511.40	501.75	487.75	(23.65)	-4.6%
Office Assistant Specialized	350.25	358.50	358.50	362.50	358.50	-	0.0%
Operations Manager	5.00	4.00	4.00	-	-	(4.00)	-100.0%
Operations Supervisor - PW	8.00	8.00	8.00	12.00	12.00	4.00	50.0%
Operations Support Analyst	9.00	6.00	6.00	6.00	6.00	-	0.0%
Operations Support Anlst-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Operations/Program Manager	29.75	28.60	28.60	48.60	47.00	18.40	64.3%
Operations/Program Supervisor	52.00	59.00	59.00	67.50	66.50	7.50	12.7%
Parks Specialist	4.00	2.00	2.00	2.00	2.00	-	0.0%
Payroll Specialist - County	5.00	5.00	5.00	6.00	6.00	1.00	20.0%
PC/LAN Analyst	10.00	10.00	10.00	11.00	11.00	1.00	10.0%
PC/LAN Tech Support	55.50	52.50	52.50	53.50	53.50	1.00	1.9%
Pharmacist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Photographer	-	2.00	2.00	2.00	2.00	-	0.0%
Physician	14.00	12.60	12.60	13.00	13.00	0.40	3.2%
Pilot	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Planner	35.50	29.50	29.50	28.00	27.00	(2.50)	-8.5%
Planner - Emergency Services	-	-	-	6.50	6.50	6.50	N/A
Planner - Facilities	-	-	-	2.00	2.00	2.00	N/A
Planner - Senior	13.00	13.00	13.00	-	-	(13.00)	-100.0%
Planning Supervisor	11.00	10.00	10.00	9.00	9.00	(1.00)	-10.0%
Plans Examiner	7.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Polygraph Examiner	4.00	3.00	3.00	3.00	3.00	-	0.0%
Presentence Screener	-	50.00	50.00	51.00	51.00	1.00	2.0%
Preventive Maintenance Tech	8.00	7.50	7.50	7.00	5.00	(2.50)	-33.3%
Prgm Coordination Spec	15.00	15.00	15.00	-	-	(15.00)	-100.0%
Probation Assistant	38.00	32.00	32.00	42.50	42.50	10.50	32.8%
Probation Manager	18.00	17.00	17.00	16.00	16.00	(1.00)	-5.9%
Probation Officer	951.00	781.00	781.00	836.00	835.00	54.00	6.9%
Probation Officer Supervisor	130.00	124.00	124.00	118.00	117.00	(7.00)	-5.6%
Procurement Officer - County	10.00	10.00	10.00	11.00	11.00	1.00	10.0%
Procurement Officer - Dept	3.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	34.00	32.50	32.50	33.00	33.00	0.50	1.5%
Procurement Supervisor - Dept	4.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor -County	2.00	2.00	2.00	2.00	2.50	0.50	25.0%
Program Coordinator	60.50	48.50	48.50	57.50	55.50	7.00	14.4%
Program Coordinator - RN	2.00	-	-	-	-	-	N/A
Program Manager	1.75	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Program Supervisor	6.00	4.00	4.00	3.00	2.00	(2.00)	-50.0%
Programmer/Analyst	63.00	49.00	49.00	50.00	47.00	(2.00)	-4.1%
Programmer/Analyst - Sr/Ld	39.00	35.00	35.00	35.00	35.00	-	0.0%
Project Administrator	-	2.00	2.00	2.00	2.00	-	0.0%
Project Manager	31.00	23.00	23.00	16.00	16.00	(7.00)	-30.4%
Project Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Psychiatrist	8.00	7.00	7.00	8.50	11.50	4.50	64.3%
Psychologist	20.00	14.00	14.00	15.00	15.00	1.00	7.1%
Psychometrist	-	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	4.00	4.00	4.00	3.50	3.50	(0.50)	-12.5%
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	12.00	12.00	12.00	12.00	12.00	-	0.0%
Records Specialist - County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Recruiter	4.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
Regression Modeler	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Reprographic Technician	7.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
Risk Mgmt Supervisor	3.00	3.50	3.50	3.50	3.50	-	0.0%
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Security Officer	198.50	188.50	188.50	188.50	180.50	(8.00)	-4.2%
Security Officer Manager	8.00	7.00	7.00	7.00	7.00	-	0.0%
Security Officer Supervisor	15.00	13.00	13.00	15.00	15.00	2.00	15.4%
Sheriff Record Specialist	50.00	46.00	46.00	51.00	48.00	2.00	4.3%
Sheriff Record Specialist Lead	6.00	5.00	5.00	5.00	3.00	(2.00)	-40.0%
Sheriff Record Specialist Supv	8.00	7.00	7.00	8.00	8.00	1.00	14.3%
Social Worker	170.00	169.50	169.50	177.00	168.00	(1.50)	-0.9%
Social Worker Supervisor	24.00	21.00	21.00	22.00	21.00	-	0.0%
Software Sys Engineer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	-	-	-	-	-	N/A
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Surveillance Officer	187.00	159.00	159.00	159.00	127.00	(32.00)	-20.1%
Survey Technician	9.00	9.00	9.00	-	-	(9.00)	-100.0%
Systems Admin & Analysis Mgr	5.00	4.00	4.00	4.00	3.00	(1.00)	-25.0%
Systems Admin & Analysis Supv	6.00	4.00	4.00	5.00	5.00	1.00	25.0%
Systems/Network Administrator	31.00	23.00	23.00	23.00	24.00	1.00	4.3%
Systems/Network Admin-Sr/Ld	25.00	24.00	24.00	23.00	24.00	-	0.0%
Tech Support Specialist	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Technical Program Supv	4.00	4.00	4.00	2.00	2.00	(2.00)	-50.0%
Technical Support Mgr	7.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer	5.00	5.00	5.00	6.00	6.00	1.00	20.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech	7.00	7.00	7.00	7.00	7.00	-	0.0%
Telecommunications Tech-Sr/Ld	11.00	10.00	10.00	10.00	10.00	-	0.0%
Trades Generalist	44.00	40.00	40.00	40.00	42.00	2.00	5.0%
Trades Specialist	60.00	53.00	53.00	58.00	58.00	5.00	9.4%
Trades Supervisor	12.00	12.00	12.00	12.00	12.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	34.00	28.00	28.00	26.50	26.75	(1.25)	-4.5%
Veterinarian	2.00	2.00	2.00	4.00	3.00	1.00	50.0%
Web Designer/Developer	16.00	13.00	13.00	13.00	13.00	-	0.0%
Web Designer/Developer-Sr/Ld	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Workforce Development Spec	24.00	23.00	23.00	27.00	27.00	4.00	17.4%
Total	14,660.26	13,470.71	13,470.71	13,776.03	13,532.36	61.65	0.4%



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 2011.

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 2004, 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.

Increases in both assessed values and tax levies for primary property tax purposes are limited by the Arizona Constitution. If the primary property tax levy is at the limit, 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
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
2010-11 *	492,224,342	-	492,224,342
*Budget			
Note: Excludes Payments in Lieu of Taxes			

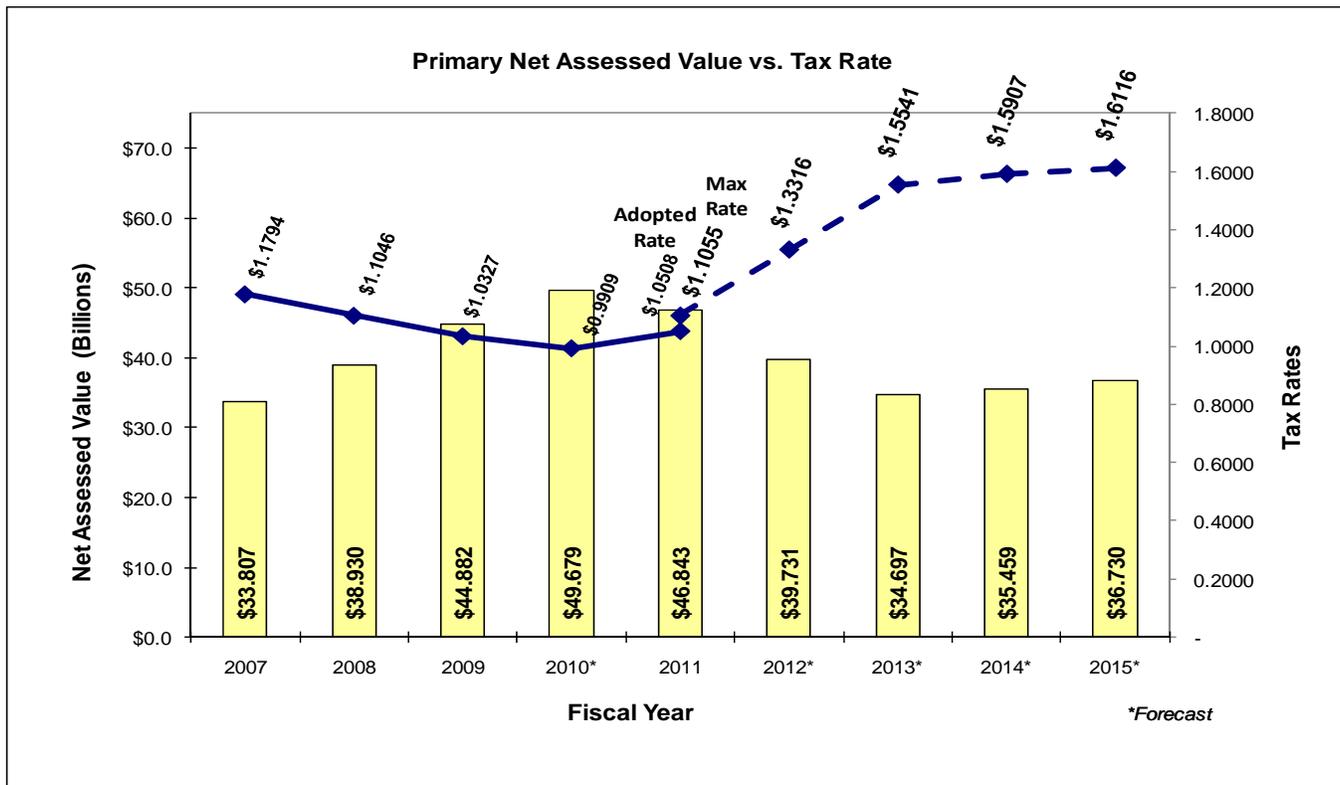
The schedule on the following page lists Maricopa County primary net assessed values and tax rates for FY 2011 and the last nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following four years. The FY 2011 primary rate, \$1.0508 per \$100 of assessed value, is less than the maximum rate of \$1.1055, consistent with Board of Supervisors' policy of keeping the tax levy at the same amount as FY 2010, including net new construction. The Maricopa County Board of Supervisors adopts the property tax rates for each fiscal year and is not required to adopt the maximum rate.

Primary net assessed value has begun to decrease, and major decreases are forecasted to continue over the next two years as a result of the real estate downturn. Although assessed values are forecasted to show a slight increase in FY 2014, this value would still be \$14 billion lower than the peak in FY 2010. The FY 2011 primary property tax rate increase is a result of the decreasing tax base. Rather than levy the maximum amount allowable, the Board of Supervisors adopted a "flat levy", which provides for no increase in revenue, even from new construction. With new construction added to the tax rolls, the "flat levy" policy will result in a tax reduction for most property taxpayers, depending on how much the values of their properties have declined.

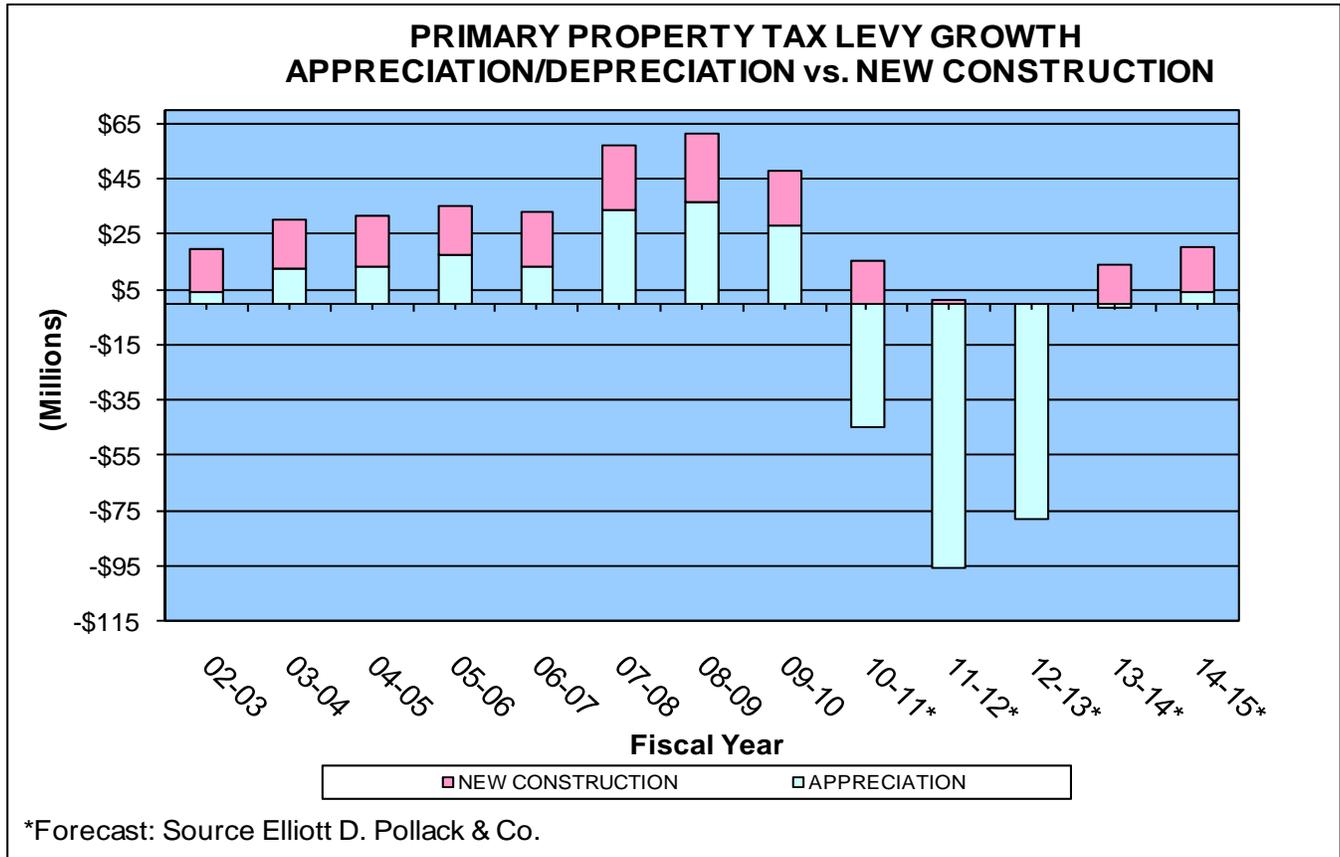
Net Assessed Values and Tax Rates					
Fiscal Year	Primary		Secondary		Combined Rate
	Net Assessed Value (Thousands)	Primary Tax Rate (per \$100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per \$100 N.A.V.)	
2001-02	\$ 21,355,326	1.2839	\$ 22,724,309	0.0876	1.3715
2002-03	22,955,865	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	46,842,819	1.0508	49,707,952	-	1.0508
2011-12 *	39,731,002	1.3316	40,116,960	-	1.3316
2012-13 *	34,697,339	1.5541	34,935,176	-	1.5541
2013-14 *	35,459,211	1.5907	35,678,783	-	1.5907
2014-15 *	36,730,092	1.6116	36,953,033	-	1.6116

*Maximum Rates, Forecasted NAV Source Elliott D. Pollack & Co.

The chart below illustrates that, as assessed values decrease in coming years due to the real estate 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 chart above. Decreasing values of existing property are offsetting smaller gains from new construction. This is in sharp contrast to the growth patterns of five to seven years ago, which were much more heavily influenced by new construction. Even at the estimated maximum rates, levy growth would decline substantially in FY 2011. Recovery at just above zero is not expected to occur until FY 2014.



Due to the “Flat Levy” policy, FY 2011 primary property tax levy (excluding Salt River Project) is \$492,224,342, virtually unchanged from 2010. Property tax revenue is budgeted in FY 2011 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
\$ 492,224,342	\$ 487,350,934	99%

FY 2011 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT			
FY 2011 Adjusted Allowable Levy Limit	\$ 517,847,364		
Maximum Tax Rate (per \$100 Assessed Value)	1.1055		
FY 2011 Primary Levy (excluding SRP)	\$ 492,224,342		
Primary Tax Rate (per \$100 Assessed Value)	1.0508		
Amount Under Limit:	\$ 25,623,022	4.9%	
	0.0547		

FY 2011 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY			
FY 2011 "Truth-in-Taxation" Primary Levy	\$ 507,682,472		
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)	1.0838		
FY 2011 Primary Levy	\$ 492,224,342		
Primary Tax Rate (per \$100 Assessed Value)	1.0508		
Amount Under/(Over) "Truth-in-Taxation" Levy	\$ 15,458,130	3.0%	
	0.0330		
FY 2011 Median Residential Limited Property Value	\$ 147,000		
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$ 159.32		
Property Tax Bill on Median-Valued Home	154.47		
Tax Bill Savings/(Increase)	\$ 4.85	3.0%	

PRIMARY PROPERTY TAX LEVY FY 2010 vs. FY 2011 TAX BILL IMPACT ON MEDIAN HOME			
FY 2010:			
Median Residential Limited Property Value	\$ 176,100		
Primary Tax Rate (per \$100 Assessed Value)	0.9909		
Property Tax Bill	\$ 174.50		
FY 2011:			
Median Residential Limited Property Value	\$ 147,000		
Primary Tax Rate (per \$100 Assessed Value)	1.0508		
Property Tax Bill	\$ 154.47		
Tax Bill Savings/(Increase)	\$ 20.03	11.5%	

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 2011 budget reflects an increase, but is a conservative estimate based on 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 2007. 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.

Annual growth reached almost 16% in FY 2006, but has declined for the last three fiscal years and is below FY 2004 levels. There are signs of recovery and limited growth is forecasted to resume in late FY 2011, but the Jail Excise Tax is still posting year-over-year declines through April 2010. Uncertainty is compounded by recent events, including the potential impact of boycotts of Arizona in response to State policies regarding illegal immigration. In this environment, it is prudent to assume no growth in revenue for FY 2011.

Fiscal Year	Jail Excise Tax	
	Annual Collections	Growth Rate
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	116,878,703	-15.3%
2009-10 *	104,216,987	-10.8%
2010-11 **	104,216,987	0.0%
2011-12 *	109,720,650	5.3%
2012-13 *	113,890,035	3.8%
2013-14 *	119,015,087	4.5%
2014-15 *	124,965,841	5.0%

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

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued by 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 2011.

Licenses & Permits Revenues			
Fiscal Year	General Fund	Special Revenue Funds	Total
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	2,303,516	34,824,035	37,127,551
2009-10*	2,526,077	32,758,696	35,284,773
2010-11**	2,285,000	37,098,370	39,383,370

*Forecast
 **Budget

Special Revenue Fund Licenses and Permits are expected to increase in FY 2011. The increase is primarily due to enhanced collection of dog-license fees and one-time payments to Planning and Development due to construction of the Court Tower.

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 2009-10 Forecast	FY 2010-11 Budget	Description
Non-Departmental	\$ 75,000	\$ 60,000	Liquor Licenses
Non-Departmental	1,923,280	1,700,000	Cable Television Franchise Fees
Clerk of Superior Court	444,797	444,000	Marriage Licenses
Sheriff	83,000	81,000	Pawnshop & Peddler's Licenses
Total	\$ 2,526,077	\$ 2,285,000	

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. The following schedule lists the actual intergovernmental and grant revenues recorded for the last nine fiscal years, forecasted collections for FY 2010, and the amounts budgeted for FY 2011.

Intergovernmental Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
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	309,172,630	-	8,228,148	39,089,704	3,346,367	1,012,372,418
2007-08	614,211,708	242,970,178	-	-	21,946,984	-	879,128,870
2008-09	535,999,337	225,480,770	-	-	674,870	-	762,154,977
2009-10*	490,335,750	265,367,412	-	-	4,495,683	-	760,198,845
2010-11**	497,222,253	252,287,029	-	-	-	-	749,509,282

*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 2009-10 Forecast	FY 2010-11 Budget
Salt River Project	\$ 6,344,128	\$ 6,720,000
Federal Bureau of Land Management	1,800,000	3,000,000
Cities	160,000	300,000
Arizona State Retirement System	21,498	40,000
	\$ 8,325,626	\$ 10,060,000

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

State Shared Sales Tax		
Fiscal Year	Annual Collections	Growth Rate
2002	\$ 325,728,202	1.0%
2003	330,260,143	1.4%
2004	357,526,559	8.3%
2005	397,712,817	11.2%
2006	457,785,986	15.1%
2007	480,411,951	4.9%
2008	460,958,749	-4.0%
2009	394,920,582	-14.3%
2010 *	362,490,933	-8.2%
2011 **	369,740,752	2.0%
2012 *	381,009,118	3.0%
2013 *	396,249,483	4.0%
2014 *	414,080,710	4.5%
2015 *	434,784,745	5.0%

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

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.

Listed to the left are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2010 plus the budget for FY 2011. State Shared Sales Tax and Jail Excise Tax revenues have followed similar trends, except that Jail Tax revenues have experienced greater declines. Annual growth reached 15.1% in FY 2006, but has declined for the last three fiscal years and is below FY 2005 levels. There are signs of recovery and growth is forecasted to resume in late FY 2011, but the State Shared Sales Tax is still posting year-over-year declines through April 2010. As noted, uncertainty is compounded by recent events, including the potential impact of boycotts of Arizona in response to State policies regarding illegal immigration. In this environment, it is prudent to assume no growth in revenue for FY 2011. State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario, and are expected to increase only 2.0% (\$7.3 million) over FY 2010.

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.

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 2010, and the budget for FY 2011.

For FY 2011, highway user revenue is budgeted at the pessimistic forecast from Elliott D. Pollack and Co, and are expected to increase 5.2%. This forecast takes into account the State's diversion of \$5.9 million in revenue that would otherwise have been distributed to Maricopa County.

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	90,419,237	-12.0%
2009-10 *	83,782,737	-7.3%
2010-11 **	88,134,046	5.2%
2011-12 *	87,859,217	-0.3%
2012-13 *	90,488,410	3.0%
2013-14 *	93,162,097	3.0%
2014-15 *	95,903,154	2.9%

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

State Shared Vehicle License Taxes

State Shared Vehicle License Tax		
Fiscal Year	General Fund	Growth Rate
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	126,036,362	-9.5%
2009-10 *	113,424,850	-10.0%
2010-11 **	113,380,026	0.0%
2011-12 *	119,778,437	5.6%
2012-13 *	124,809,131	4.2%
2013-14 *	130,425,542	4.5%
2014-15 *	135,642,564	4.0%

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

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 2002 to FY 2015. For FY 2011, no VLT revenue growth is expected, consistent with pessimistic forecasts for auto and truck sales.

Other Intergovernmental Revenue

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGAs) with the County. The following schedule shows detail of General Fund Other Intergovernmental Revenue. Revenue is projected to decrease due to year-to-year changes in Election reimbursements and the movement of Federal Forest Fees from the General Fund to a Special Revenue Fund.

Other Intergovernmental Revenue General Fund			
Department	FY 2009-10 Forecast	FY 2010-11 Budget	Description
County Attorney Civil	\$ 44,168	\$ -	Legal services to Housing Authority and other entities
Elections	4,865,169	3,497,002	Election cost reimbursements
Research and Reporting	104,537	50,000	Surveys for other governmental agencies
Non-Departmental	213,140	-	Shared State Lottery Sales (eliminated by Legislature starting FY 2011)
Justice Courts	1,490	4,474	Civil traffic processing for the Town of Gila Bend
Juvenile Probation	3,106	14,999	Reimbursement from U.S. Marshals for housing federal juvenile prisoners
Sheriff's Office	390,119	475,000	Social Security Administration pay for inmate information
Education Services	443,428	-	National Forest Fees for Schools (moved to grant fund in FY 2011)
Total	\$ 6,065,157	\$ 4,041,475	

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 2010 and the budget amount for FY 2011 for:

- Intergovernmental Charges for Service
- Internal Service Charges
- Patient Service Charges
- Other Charges for Service

The significant reductions and ultimate elimination of Enterprise Fund Charges for Services from FY 2005 to FY 2008 revenue is the result of the transfer of the Maricopa Integrated Health Care System and the termination of the County's long-term health care plan. In FY 2008, 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.

Fiscal Year	General Fund	Charges for Service						Eliminations	Total
		Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds			
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	44,747,587	96,369,159	3,054,932	7,300,482	-	199,238,595	(161,606,944)	189,103,811	
2008-09	43,642,013	135,371,562	2,652,765	17,874,757	-	201,910,980	(161,737,799)	239,714,278	
2009-10*	39,700,944	132,797,667	2,987,862	9,412,822	-	188,036,835	(145,083,499)	227,852,631	
2010-11**	38,476,227	146,707,808	2,674,846	38,814,115	-	198,792,526	(155,232,894)	270,232,628	

* 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 2009-10 Forecast	FY 2010-11 Budget	Description
Education Services	\$ -	\$ 76,742	National Forest Fees for Schools and Intergovernmental Agreement to Provide Services Through a Grant
Finance	223,590	-	Lease revenue, reimbursement from Industrial Development Authority
Non-Departmental	889,870	868,293	District Reimbursements
Non-Departmental		391,987	Industrial Development Authority Reimbursements
Public Works	311,799	335,141	Security services to Library District
Sheriff	9,815,323	9,756,254	Patrol Services provided to cities and towns
Superior Court	846,399	629,184	IGAs for Court Security
Workforce Management and Development	2,000	-	Training purchased by Housing Authority and Special Health Care District
Total	\$ 12,088,981	\$ 12,057,601	

Patient Charges

In the General Fund, the residual long-term care program generates patient share of cost. 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
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	927,913	-	-	-	935,184
2007-08	9,237	1,032,387	-	-	-	1,041,624
2008-09	15,947	1,055,877	-	-	-	1,071,824
2009-10*	27,201	1,255,385	-	-	-	1,282,586
2010-11**	7,200	1,399,715	-	-	-	1,406,915

*Forecast
 ** Budget

Internal Service Charges

Internal Service Charges are payments between County departments. Rates are established during the budget process. Internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal service charges are usually recorded in the Internal Service Funds. In FY 2011, internal service charges are budgeted to increase over FY 2010. A significant reduction in Risk Management charges due to actuarial adjustments is offset by a significant increase in estimated charges for Workforce Management and Development, which represent increases in charges to County departments to fund the self-insured employee benefit program.

Internal Service Charges		
	FY 2009-10 Forecast	FY 2010-11 Budget
Enterprise Technology	\$ 15,807,896	\$ 15,509,223
Equipment Services	11,017,939	11,105,795
Materials Management	673,234	806,795
Risk Management	21,115,581	18,628,960
Workforce Management and Development	95,550,336	109,182,121
Total	\$ 144,164,986	\$ 155,232,894

Other Charges for Services

The schedule on the following page lists Maricopa County Other Charges for Service in the General Fund for FY 2010 and FY 2011. FY 2011 collections of Other Charges for Service in the General Fund are anticipated to be less than FY 2010. This is primarily due to a substantial reduction in Document Recording Fee revenue resulting from the slowdown in the housing market.

Other Charges for Service Summary General Fund			
Department	FY 2009-10 Forecast	FY 2010-11 Budget	Description
Clerk of the Superior Court	\$ 6,936,396	\$ 6,936,400	Filing fees
Constables	1,471,033	1,504,722	Constable fees
Education Services	116,435	105,000	Garnishment & Support Processing Fees
Elections	3,165	702	Certifications
Finance	75,679	69,000	Collections Fee
Justice Courts	4,773,705	4,775,162	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Juvenile Probation	17,254	-	Miscellaneous charges and Indian Ward Custody Reimbursements
Medical Examiner	298,235	302,768	Cremation Certificate Fees and Transport Fees
Non-Departmental	3,865,555	3,500,000	Tax Sale Fees
Public Defender	61,071	61,000	Reimbursement for Legal Services
Public Fiduciary	1,140,300	1,150,000	Fiduciary Fees and Probate Fees
Public Works	194,619	186,974	Security Services for Homeless Campus
Recorder	7,303,282	6,559,802	Document Recording Fees
Sheriff	608,166	408,000	Other tax sales fees and various civil fees
Superior Court	665,581	752,396	Family Court filing and Civil trial jury fees
Treasurer	1,898	49,500	Miscellaneous charges
Workforce Management & Development	52,388	50,000	Garnishments, Copies and Lost Bus Card Fees
Total	\$ 27,584,762	\$ 26,411,426	

Fines and Forfeits

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

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
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	18,244,455	12,817,703	31,062,158
2007-08	16,901,603	14,490,595	31,392,198
2008-09	16,370,071	20,196,311	36,566,382
2009-10*	14,589,102	17,629,088	32,218,190
2010-11**	14,440,741	16,366,876	30,807,617
* Forecast			
** Budget			

The largest source of General Fund fine and forfeit revenue is the Justice Courts. Fine revenue for FY 2011 is on par with forecasted collections for FY 2010.

Fines and Forfeits Summary General Fund			
Department	FY 2009-10 Forecast	FY 2010-11 Budget	Description
Clerk of the Superior Court	\$ 3,983,575	\$ 3,983,500	Superior Court Fines
Elections	9,880	12,000	Campaign Finance Penalty Fees
Environmental Services	229,112	60,000	Code Enforcement Fines
Justice Courts	10,364,337	10,381,841	Justice Court Traffic and Misdemeanor Fines
Sheriff	1,898	2,500	Civil Sanctions and Traffic Fines
Superior Court	300	900	Juror Fines
Total	\$14,589,102	\$14,440,741	

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 2010, plus the budget for FY 2011. Miscellaneous revenues are recorded in all fund types. As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at \$7 million in FY 2011. This represents a significant reduction compared with prior years due to declines in interest rates. Due to the volatility of Interest Earnings, this revenue is being budgeted as a non-recurring source for the General Fund and Detention Fund starting in FY 2011. As such, Interest Earnings will not be included in the estimation of structural balance for these funds.

Miscellaneous Revenue							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
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	39,820,380	35,303,667	1,211,040	7,127,256	684,104	3,789,038	87,935,485
2007-08	32,662,960	40,941,646	1,095,072	19,300,188	-	5,369,946	99,369,812
2008-09	15,056,656	28,316,635	658,513	15,144,274	-	3,881,287	63,057,365
2009-10*	11,930,794	40,955,583	133,799	2,740,556	-	1,415,224	57,175,956
2010-11**	11,228,226	39,128,980	25,000	-	-	859,924	51,242,130

* Forecast
** Budget

General Fund miscellaneous revenue includes interest income, building rental income, public record copy fees, and bad check fees. As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at \$7 million in FY 2010-11.

Miscellaneous Revenue			
General Fund			
Department	FY 2009-10 Forecast	FY 2010-11 Budget	Description
Assessor	\$ 278,855	\$ 240,000	Sale of maps, copies, etc.
Clerk of the Board	1,031	-	Reimbursement for an expense related to a fire district in FY 2009
Clerk of the Superior Court	46,460	46,000	Sale of copies & bad check fees, interest
County Attorney	38,956	30,000	Fees to private defense for discovery information
County Manager's Office	994	1,100	Sale of copies
Elections	5,430	3,506	Sale of copies and maps
Finance	864,676	805,647	Building Rental
Justice Court	1,070,994	1,073,523	Sale of copies
Juvenile Probation	1,744	8,001	
Materials Management	760,801	457,849	Vendor rebates & copy sales
Non-Departmental	7,851,344	7,600,000	Interest and sale of fixed assets
Public Works	128,238	82,712	
Recorder	427,509	440,198	Micrographics & photocopy sales
Sheriff	444,157	419,000	Sale of copies and reimbursement for ID cards
Superior Court	3,897	10,600	Sale of copies
Workforce Mangement and Development	5,708	10,090	Sale of copies, W-2 fees
Total	\$ 11,930,794	\$ 11,228,226	

Other Financing Sources

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

Proceeds of Financing

No revenues are budgeted for Proceeds of Financing in FY 2011. 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 from prior fiscal years.

Fund Transfers In

A schedule of Fund Transfers is provided in the Budget Summary section. In FY 2011, budgeted fund transfers in to the General Fund are comprised of Central Service Allocation charges to non-General Fund departments.



Mandates

Introduction

Approximately 93.39% 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

After three years of significant spending cuts, County expenditures have stabilized in FY 2011. While operating expenditures have been held flat or reduced, total budgeted expenditures are increasing 6.0% due to one-time capital investments and increases in ongoing State mandated payments.

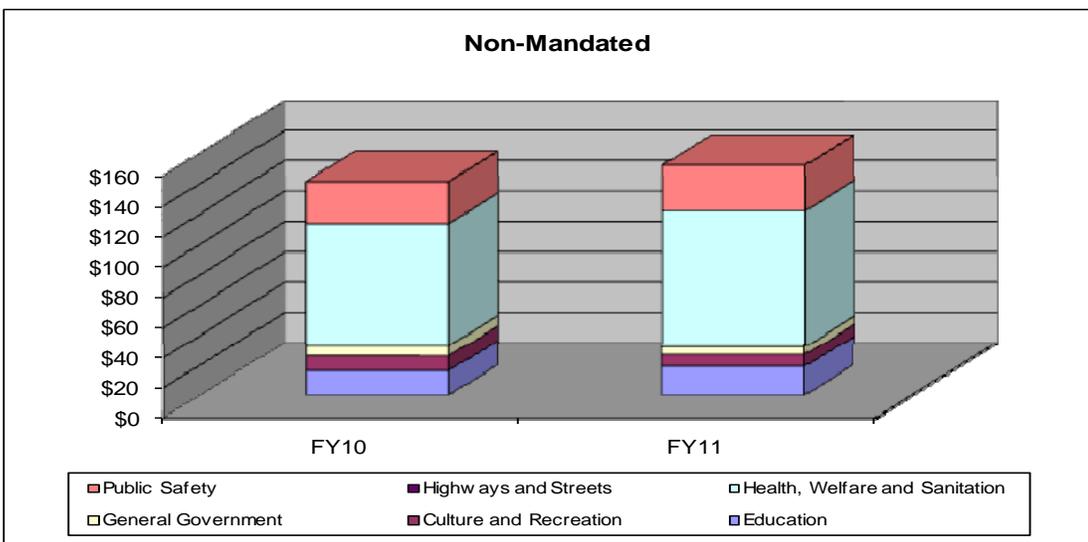
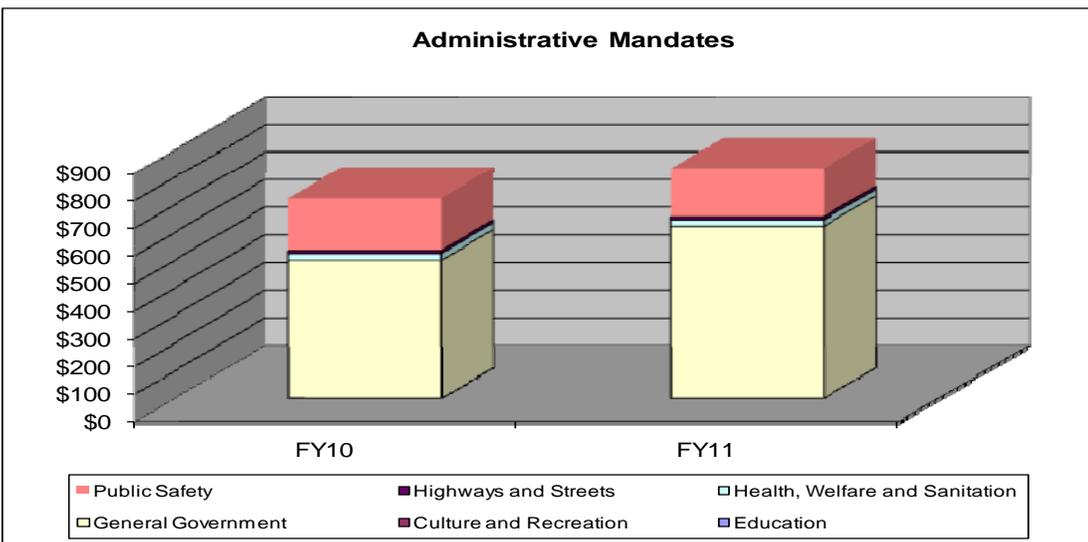
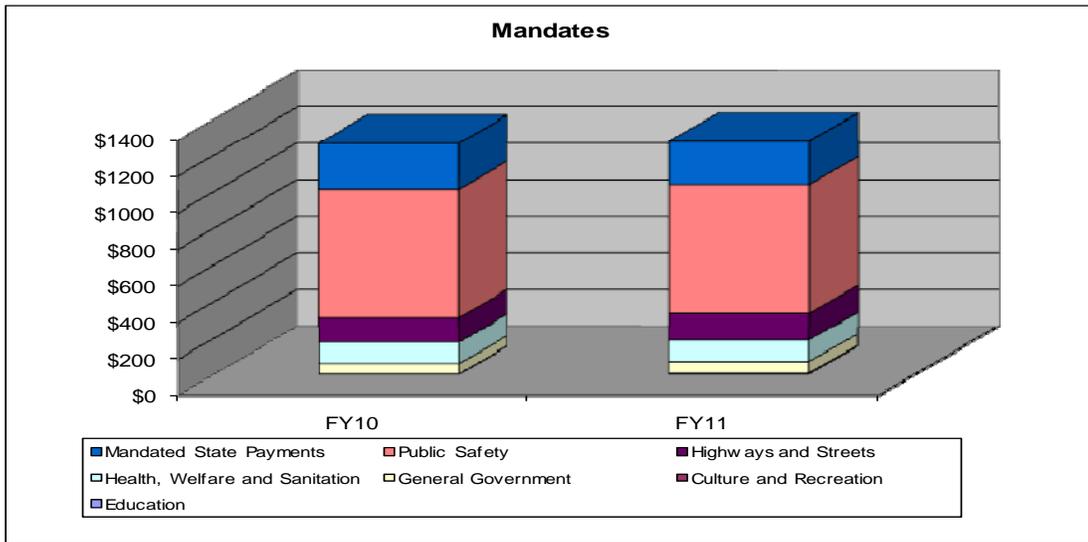
In this section expenditures are categorized into the functional areas of Mandated State Payments, Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety so that readers have a broad sense of the types of services provided.

As illustrated in the table below, nearly \$1.3 billion (56.46%) of Maricopa County's budget directly supports mandated services. Of the remaining budget, \$834 million (36.82%) is associated with administrative mandates. Only \$152 million 6.72% of the County's budgeted expenditures are for truly non-mandated services.

Summary of FY 2010-11 Mandated and Non-Mandated Expenditures						
Category	Mandated	% of Budget	Administrative Mandates	% of Budget	Not Mandated	% of Budget
Public Safety	\$ 703,065,190	31.05%	\$ 174,730,051	7.72%	\$ 29,891,126	1.32%
Mandated State Payments	235,041,374	10.38%	-	0.00%	-	0.00%
Highways and Streets	147,535,414	6.52%	11,293,716	0.50%	-	0.00%
Health, Welfare and Sanitation	121,956,883	5.39%	22,916,935	1.01%	89,450,925	3.95%
General Government	64,026,201	2.83%	623,069,360	27.52%	5,483,608	0.24%
Education	6,830,534	0.30%	288,441	0.01%	19,306,951	0.85%
Culture and Recreation	-	0.00%	1,344,359	0.06%	8,049,748	0.36%
Totals	\$ 1,278,455,596	56.46%	\$ 833,642,862	36.82%	\$ 152,182,358	6.72%

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. 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.

Ongoing State contributions include the payments to the Arizona Long Term Care System (ALTCS) of \$164.7 million, the Arizona Health Care Cost Containment System (AHCCCS) of \$20.8 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total \$44.3 million, and a \$261.4 mandated contribution to the State General Fund of \$28.6 million. These payments total \$261.4 million for FY 2011, an increase of \$9.1 million (4%) from FY 2010. For FY 2011, these contributions are partially offset by a one-time reduction of \$26.4 million in the ALTCS Contribution. This one-time savings represents Maricopa County's share of American Recovery and Reinvestment Act (ARRA) funding provided to the states as additional funding for Medicaid. As a result, total expenditures for Mandated State Payments are reduced 7% from FY 2010, but the reduction is only temporary.

Mandated State Payments	FY 2010	FY 2011	% Chg
ALTCS Contribution	\$ 164,638,800	\$ 164,735,500	0%
Arnold v Sarn	42,463,407	44,340,074	4%
AHCCCS Contribution	21,035,400	20,761,900	-1%
State Contribution	24,168,400	28,600,000	18%
SVP Commitment Payments	-	3,000,000	0%
Total	\$ 252,306,007	\$ 261,437,474	4%
One-time FMAP Savings	-	(26,396,100)	0%
Total Inc FMAP	\$ 252,306,007	\$ 235,041,374	-7%

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 General Litigation, Special Litigation, Clerk of the Superior Court, and Constables.

Public Safety mandates total \$9 million or 41.56% of the County's total mandated expenditures. Less than 1.4% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2010 and FY 2011.

Public Safety	FY 2010	FY 2011	% Chg
Mandated	\$ 701,483,487	\$ 703,065,190	0%
Administrative Mandates	188,687,705	174,730,051	-7%
Not Mandated	27,526,908	29,891,126	9%
Total	\$ 917,698,100	\$ 907,686,367	-1%

The decrease in Public Safety expenditures is primarily due to the lower adult detention population and reduction in contingencies, partially offset by new information technology improvement projects.

Health, Welfare & Sanitation

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

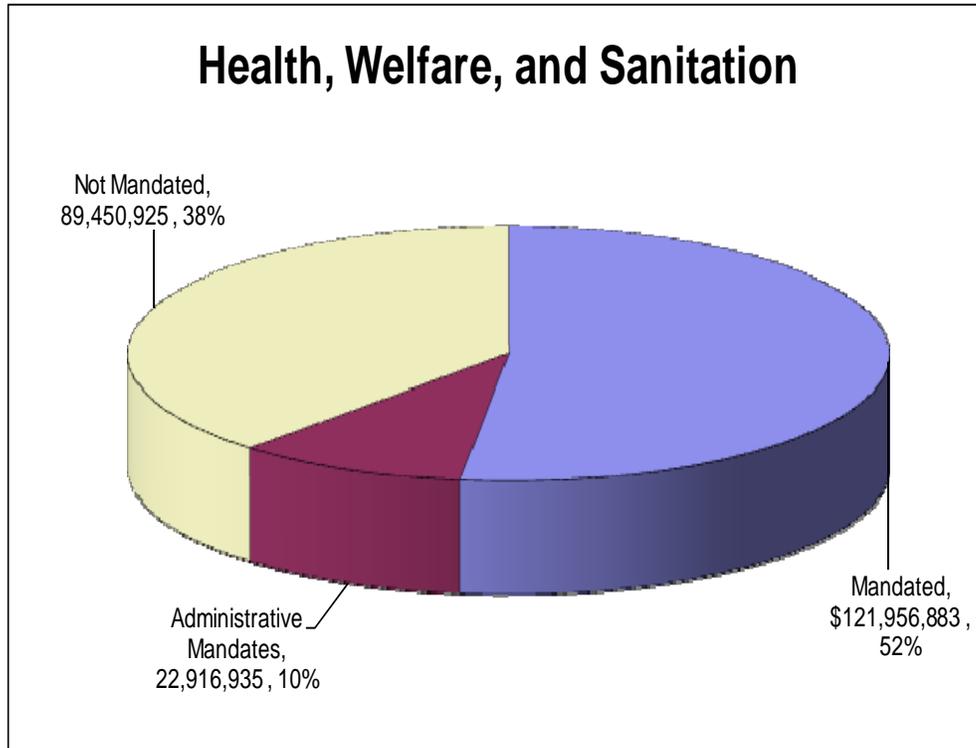
The Public Health Department provides a variety of mandated health care services such as testing and treatment for communicable diseases, immunizations, lab and pharmacy services. This department is responsible for aggregating and reporting disease and health statistics, and maintaining birth and death 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 2011 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 \$145 million or 6.9% of the County's total mandated expenditures. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2010 and FY 2011 budgets is shown in the table below.



Health, Welfare & Sanitation					
	FY 2010		FY 2011		% Chg
Mandated	\$	120,314,476	\$	121,956,883	1%
Administrative Mandates		24,713,286		22,916,935	-7%
Not Mandated		80,550,577		89,450,925	11%
Total	\$	225,578,339	\$	234,324,743	4%

Health, Welfare and Sanitation mandated expenditures remained virtually flat compared with FY 2010, while Administrative Mandates were actually reduced 7%. Non Mandated expenditures increased due to additional grant funding.

Highways and Streets

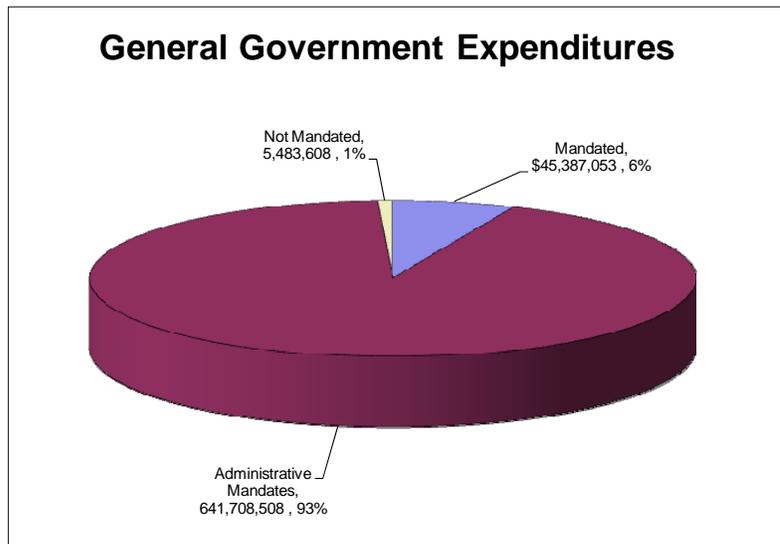
Maricopa County receives a share of the State Highway User Revenue Fund (HURF) to use for transportation purposes. The Public Works Department is responsible for designing, constructing, and maintaining roads and bridges, coordinating traffic information, and providing emergency and event control services. All of the Activities in the category of Highways and Streets are mandated. The expenditures for these mandates total more than \$158 million, or 7.5% of the County's mandated expenditures. The table below reflects the FY 2010 and FY 2011 expenditures for Highways and Streets.

Highways & Streets			
	FY 2010	FY 2011	% Chg
Mandated	\$ 134,370,116	\$ 147,535,414	10%
Administrative Mandates	10,657,647	11,293,716	6%
Not Mandated	-	-	0%
Total	\$ 145,027,763	\$ 158,829,130	10%

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 \$692 million budgeted for General Government expenditures, \$687 million is mandated. General Government mandates comprise 32.5% of total mandated expenditures. The table below illustrates the mandated versus non-mandated expenditures in FY 2010 and FY 2011.



General Government			
	FY 2010	FY 2011	% Chg
Mandated	\$ 31,129,609	\$ 45,387,053	46%
Administrative Mandates	525,214,553	641,708,508	22%
Not Mandated	6,848,713	5,483,608	-20%
Total	\$ 563,192,875	\$ 692,579,169	23%

General Government mandated expenditures have increased primarily due to the 2010 General Election, while Administrative Mandates increased due to operational costs for newly constructed facilities and new capital projects, particularly in IT.

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 0.5% of the County's total budget is spent in this functional area. The table below reflects the FY 2010 and FY 2011 expenditures for Culture and Recreation.

Culture & Recreation					
	FY 2010		FY 2011		% Chg
Mandated	\$	-	\$	-	0%
Administrative Mandates		1,266,431		1,344,359	6.2%
Not Mandated		10,048,695		8,049,748	-20%
Total	\$	11,315,126	\$	9,394,107	-17%

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 \$7.1 million, less than 0.4% of the County's total mandated expenditures. The distribution of mandated versus non-mandated expenditures for Education in FY 2009-10 and FY 2010-11 is shown in the table below.

Education					
	FY 2010		FY 2011		% Chg
Mandated	\$	4,135,387	\$	6,830,534	65%
Administrative Mandates		678,217		288,441	-57%
Not Mandated		16,343,572		19,306,951	0%
Total	\$	21,157,176	\$	26,425,926	25%

The overall increase in expenditures in the Education is due to new grant funding for Superintendent of Schools and for Head Start programs administered by the Department of Human Services..

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 2011 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 economic forecasting consultants. 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 2011 Adopted Budget.

The forecast presented here does not 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:

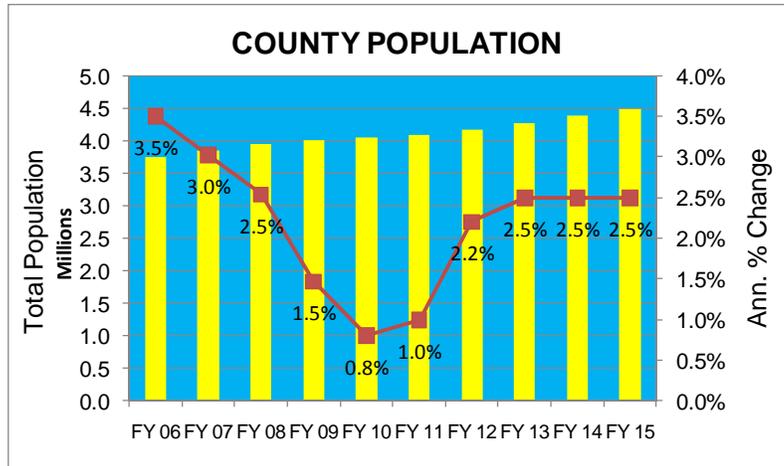
- Significant declines in primary property tax assessed values, by FY 2013 amounting to almost \$15 billion (30%).
- Maricopa County's primary (general operating) property tax levy is subject to a constitutional limit. The levy increases allows increases of 2% annually on existing property, plus taxes on new properties. For FY 2011, the Board of Supervisors adopted a "flat levy," which was unchanged from the prior year. By spreading the tax levy to new properties that were added to the tax rolls for FY 2011; the "flat levy" provides a tax reduction to properties taxed in the prior year. The forecast assumes continuation of the "Flat Levy" through the forecast period. With declining assessed values, the primary property tax rate increases from \$1.0508 per \$100 assessed value in FY 2011 to \$1.4186 by FY 2013.
- State Shared Sales Tax, Vehicle License Tax, Highway User Revenues and County Jail Excise Tax revenues begin to increase or are at least flat in FY 2011 after three years of decline. Annual collections generally do not regain the peak levels of 2004-2006 until after FY 2015.
- Staggering State budget deficits continue to pose a significant risk to Maricopa County's fiscal stability. The forecast assumes continuation of the \$28.6 million FY 2011 mandated contribution to the State, along with sizable increases in mandated healthcare contributions, in particular the ALTCS program. In addition, the forecast does not incorporate any additional savings beyond what is included in the FY 2011

Adopted budget due to Federal Recovery Act 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.

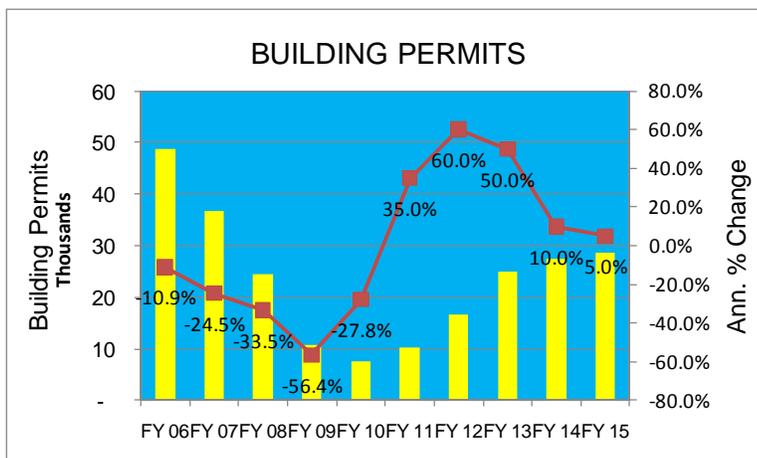
As a result, the forecast indicates that Maricopa County will continue to face challenges in maintaining a structurally-balanced budget as demand for ever-higher expenditures could exceed growth in revenues. Operating deficits are forecasted beginning in FY 2012 in the General Fund (assuming the “flat levy” property tax scenario), while the Detention Fund remains structurally balanced due to slower trends in jail population growth. 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 0.8% in FY 2010. Annual population growth will not increase to 2.5% per year until FY 2013. By FY 2015, the total County population will reach nearly 4.5 million, an increase of almost 410,000. 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), which will be only 1.9% in FY 2011, but will peak at 4.5% in FY 2014; 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 increase 1% in FY 2011 after three years of decline, and reach 4.5% by FY 2014. The slow growth 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 35% in FY 2011, but only to 10,373, a far cry from the 54,000 plus permits in FY 2005. Permits will increase to just under 28,000, but not until 2015.

Due to the property tax valuation cycle, the slowdown in the housing market was not felt until FY 2010. Full-cash value, which increased 36.9% for FY 2008 and 17.7% in FY 2009, dropped 0.5% in FY 2010 and a further 14.4% in FY 2011, beginning a long slide until FY 2013. By that year, secondary net assessed value will have dropped by almost \$23.4 billion (40%) from its peak in FY 2009. 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 2010 net assessed values began to show the impact of the real estate downturn, and the trend worsened in FY 2011. The forecast for FY 2011 and beyond reflects an unprecedented reduction in 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.

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 were eliminated beginning FY 2011.

State Shared Sales Taxes: After unprecedented record declines of 4% in FY 2008, 15% in FY 2009 and % in FY 2010, State Shared Sales Taxes are forecasted to increase by 1% in FY 2011. Collections will continue to grow in FY 2012, but only by 3%. The rate of growth is forecasted to increase to 4.0% in FY 2013, 4.5% in FY 2014, reach 5.0% annually thereafter. Nonetheless, the base has been reduced so much that revenues will take a full decade to regain FY 2007 levels.

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 declined by an additional 7.7% in FY 2010, and no growth is forecasted for FY 2011. Growth levels out to 4.0% annually by FY 2015.

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: The forecast assume that most salaries, except for health care workers, are not increased until FY 2015. No staffing growth is forecast until FY 2015.

Employee Benefits: After a number of years of rate increases, retirement system contribution rates are assumed to continue at FY 2011 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 be relatively flat in FY 2012, and gradually increase to 75% of Medical CPI, consistent with recent performance of County self-insured benefits programs.

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 2009, an additional contribution of \$24.1 million was required, and was included in the General Fund operating budget for FY 2010. The actual FY 2010 contribution was only \$19.1 million, but this amount was increased to \$28.6 million in FY 2011, and is forecasted to continue at this 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). Savings of \$26.4 million is reflected in the FY 2011 Adopted budget, but is not continued through 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 2011	2 FY 2012	3 FY 2013	4 FY 2014	5 FY 2015
PESSIMISTIC SCENARIO					
Beginning Fund Balance	\$ 453,144,579	\$ 162,000,000	\$ 161,828,152	\$ 136,802,945	\$ 77,940,580
Sources of Funds:					
Recurring					
Prop. Taxes, Pen. & Interest	\$ 508,350,934	\$ 508,305,104	\$ 508,294,290	\$ 508,287,219	\$ 508,297,764
Licenses & Permits	2,285,000	2,350,000	2,436,000	2,535,000	2,632,000
Other Intergovernmental	4,041,475	4,237,000	4,503,000	4,808,000	5,119,000
Payments in Lieu of Taxes	10,060,000	11,289,978	12,465,028	12,265,590	11,951,720
State Shared Sales Tax	369,740,752	381,009,118	396,249,483	414,080,710	434,784,745
State Shared VLT	113,380,026	119,778,437	124,809,131	130,425,542	135,642,564
Intergovernmental Charges	11,992,859	12,220,723	12,587,345	13,090,839	13,679,927
Other Charges for Services	26,418,626	28,624,000	31,290,000	32,389,000	33,252,000
Fines & Forfeits	14,440,741	14,759,000	15,128,000	15,506,000	15,893,000
Miscellaneous Revenue	4,228,226	4,271,000	4,328,000	4,387,000	4,447,000
Transfers In	10,621,605	10,940,000	11,378,000	11,890,000	12,389,000
Total Recurring Sources	\$ 1,075,560,244	\$ 1,097,784,361	\$ 1,123,468,278	\$ 1,149,664,900	\$ 1,178,088,720
Net Growth Rate	-1.0%	2.1%	2.3%	2.3%	2.5%
Non-Recurring:					
Intergovernmental Charges	\$ 64,742	\$ -	\$ -	\$ -	\$ -
Interest Earnings	7,000,000	4,100,000	3,500,000	3,000,000	2,200,000
Transfers In	-	-	-	-	-
Total Non-Recurring Sources	\$ 7,064,742	\$ 4,100,000	\$ 3,500,000	\$ 3,000,000	\$ 2,200,000
Total Sources	\$ 1,082,624,986	\$ 1,101,884,361	\$ 1,126,968,278	\$ 1,152,664,900	\$ 1,180,288,720
Uses of Funds					
Recurring:					
Personal Services	\$ 431,251,222	\$ 431,471,515	\$ 432,123,164	\$ 444,202,207	\$ 468,894,888
Supplies	9,978,011	10,277,351	10,688,445	11,169,425	11,898,809
Services	183,415,499	199,979,289	213,646,695	229,059,154	244,922,133
Capital	5,355,865	5,489,762	11,753,206	17,785,264	18,010,247
Mandated State Contributions	261,437,474	271,603,291	288,346,974	305,976,214	324,091,545
Detention Fund Maintenance of Effort	176,466,336	181,200,000	188,400,000	196,300,000	204,200,000
Other Financing Uses	7,655,837	35,000	35,000	35,000	35,000
Total Recurring Uses	\$ 1,075,560,244	\$ 1,100,056,209	\$ 1,144,993,484	\$ 1,204,527,265	\$ 1,272,052,622
Net Growth Rate	64.4%	2.3%	4.1%	5.2%	5.6%
Non-Recurring:					
Personal Services	\$ 777,757	\$ -	\$ -	\$ -	\$ -
Supplies	3,281,362	-	-	-	-
Services	89,695,970	-	-	-	-
Capital	17,454,232	2,000,000	2,000,000	2,000,000	2,000,000
Other Financing Uses	187,000,000	-	5,000,000	5,000,000	5,000,000
Total Non-Recurring Uses	\$ 298,209,321	\$ 2,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
Total Uses	\$ 1,373,769,565	\$ 1,102,056,209	\$ 1,151,993,484	\$ 1,211,527,265	\$ 1,279,052,622
Structural Balance	\$ -	\$ (2,271,848)	\$ (21,525,206)	\$ (54,862,366)	\$ (93,963,902)
Ending Fund Balance	\$ 162,000,000	\$ 161,828,152	\$ 136,802,945	\$ 77,940,580	\$ (20,823,322)
Committed Fund Balance:					
Budget Stabilization	162,000,000	165,000,000	169,000,000	172,000,000	177,000,000
Future Capital Imp. Projects	-	-	-	-	-
Other Commitments	-	-	-	-	-
Unassigned Fund Balance	\$ -	\$ (3,171,848)	\$ (32,197,055)	\$ (94,059,420)	\$ (197,823,322)

Financial Forecast Schedules (cont.)

DETENTION FUND	Adopted FY 2011	2 FY 2012	3 FY 2013	4 FY 2014	5 FY 2015
PESSIMISTIC SCENARIO					
OPERATIONS (255)					
Beginning Fund Balance	\$ 220,596,444	\$ -	\$ -	\$ -	\$ -
Sources of Funds					
Recurring Sources:					
Jail Excise Tax	\$ 104,216,987	\$ 109,720,650	\$ 113,890,035	\$ 119,015,087	\$ 124,965,841
Jail Per Diem & Other Charges	31,570,240	32,507,000	33,807,000	35,307,000	36,807,000
General Fund Maintenance of Effort	176,466,336	181,200,000	188,400,000	196,300,000	204,200,000
Total Recurring Sources	\$ 312,253,563	\$ 323,427,650	\$ 336,097,035	\$ 350,622,087	\$ 365,972,841
Net Growth Rate	-1.3%	3.6%	3.9%	4.3%	4.4%
Non-Recurring:					
Interest Earnings	\$ 2,600,000	\$ 1,800,000	\$ 1,600,000	\$ 1,700,000	\$ 1,800,000
Total Non-Recurring Sources	\$ 2,600,000	\$ 1,800,000	\$ 1,600,000	\$ 1,700,000	\$ 1,800,000
Total Sources	\$ 314,853,563	\$ 325,227,650	\$ 337,697,035	\$ 352,322,087	\$ 367,772,841
Uses of Funds					
Recurring Uses:					
Personal Services	\$ 229,169,279	\$ 229,794,529	\$ 230,963,823	\$ 237,832,766	\$ 245,198,940
Supplies	11,703,407	12,054,509	12,536,690	13,100,841	13,651,076
Services	70,025,998	71,400,543	74,256,565	77,598,110	80,857,231
Capital Outlay	1,354,879	1,395,525	1,874,394	2,357,391	2,421,091
Total Recurring Uses	\$ 312,253,563	\$ 314,645,107	\$ 319,631,471	\$ 330,889,107	\$ 342,128,337
Net Growth Rate	9.25%	0.77%	1.58%	3.52%	3.40%
Non-Recurring Uses:					
Personal Services	\$ 1,285,297	\$ -	\$ -	\$ -	\$ -
Services	14,071,128	5,000,000	5,000,000	5,000,000	5,000,000
Capital	1,116,309	-	-	-	-
Other Financing Uses	206,723,710	5,582,543	13,065,564	16,432,980	20,644,504
Total Non-Recurring Uses	\$ 223,196,444	\$ 10,582,543	\$ 18,065,564	\$ 21,432,980	\$ 25,644,504
Total Uses	\$ 535,450,007	\$ 325,227,650	\$ 337,697,035	\$ 352,322,087	\$ 367,772,841
Structural Balance	\$ -	\$ 8,782,543	\$ 16,465,564	\$ 19,732,980	\$ 23,844,504
Ending Fund Balance	\$ -				
CAPITAL PROJECTS (455)					
Beginning Fund Balance	\$ 82,436,119	\$ 209,830,008	\$ 182,676,605	\$ 194,721,741	\$ 210,154,720
Sources:					
Transfer from Operations	\$ 197,323,710	\$ 4,582,543	\$ 12,065,564	\$ 15,432,980	\$ 19,644,504
Total Sources	\$ 197,323,710	\$ 4,582,543	\$ 12,065,564	\$ 15,432,980	\$ 19,644,504
Total Uses:	\$ 69,929,821	\$ 31,735,946	\$ 20,428	\$ -	\$ -
Ending Fund Balance	\$ 209,830,008	\$ 182,676,605	\$ 194,721,741	\$ 210,154,720	\$ 229,799,224
DETENTION TECHNOLOGY IMPROVEMENTS (461)					
Beginning Fund Balance	\$ -	\$ 4,282,000	\$ 2,910,000	\$ 2,000,000	\$ 3,000,000
Sources:					
Transfer In	\$ 10,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Sources	\$ 10,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Uses:	\$ 5,718,000	\$ 2,372,000	\$ 1,910,000	\$ -	\$ -
Ending Fund Balance	\$ 4,282,000	\$ 2,910,000	\$ 2,000,000	\$ 3,000,000	\$ 4,000,000

Financial Forecast Schedules (cont.)

TRANSPORTATION FUND	Adopted FY 2011	2 FY 2012	3 FY 2013	4 FY 2014	5 FY 2015
PESSIMISTIC SCENARIO					
OPERATIONS (232)					
Beginning Fund Balance	\$ 22,094,824	\$ 23,252,206	\$ 20,750,000	\$ 20,780,000	\$ 20,820,000
Sources of Funds					
Recurring Sources					
Licenses and Permits	\$ 663,089	\$ 678,000	\$ 695,000	\$ 712,000	\$ 730,000
State Shared Highway User Rev.	88,134,046	87,859,217	90,488,410	93,162,097	95,903,154
State Shared Vehicle License Taxes	8,414,909	8,667,356	9,031,385	9,437,798	9,815,309
Intergovernmental Charges for Service	101,147	103,069	106,161	110,407	115,376
Interest Earnings	800,000	841,906	790,663	743,612	700,707
Miscellaneous Revenue	288,227	293,703	302,514	314,615	328,773
Gain on Fixed Assets	300,000	300,000	300,000	300,000	300,000
Total Recurring Sources	\$ 98,701,418	\$ 98,743,251	\$ 101,714,133	\$ 104,780,529	\$ 107,893,319
Net Growth Rate	3.58%	0.04%	3.01%	3.01%	2.97%
Total Sources	\$ 98,701,418	\$ 98,743,251	\$ 101,714,133	\$ 104,780,529	\$ 107,893,319
Uses of Funds					
Recurring Uses:					
Personal Services	\$ 27,388,388	\$ 26,411,590	\$ 25,538,333	\$ 25,521,008	\$ 26,071,654
Supplies	2,559,737	2,636,529	2,741,990	2,865,380	3,060,369
Services	23,278,332	23,918,142	24,874,868	25,994,237	27,085,995
Capital Outlay	5,515,797	5,681,271	5,908,522	6,174,405	6,594,574
Other Financing Uses	2,003,356	2,063,000	2,146,000	2,243,000	2,337,000
Total Recurring Uses	\$ 60,745,610	\$ 60,710,532	\$ 61,209,713	\$ 62,798,030	\$ 65,149,591
Net Growth Rate	11.36%	-0.06%	0.82%	2.59%	3.74%
Non-Recurring Uses:					
Capital Outlay	\$ 784,000	\$ 750,000	\$ 780,000	\$ 820,000	\$ 850,000
Transfer to Capital Projects	36,798,426	40,534,925	40,474,420	41,942,499	42,713,728
Total Non-Recurring Uses	\$ 37,582,426	\$ 41,284,925	\$ 41,254,420	\$ 42,762,499	\$ 43,563,728
Total Uses	\$ 97,544,036	\$ 101,245,457	\$ 101,684,133	\$ 104,740,529	\$ 107,863,319
Structural Balance	\$ 37,955,808	\$ 38,032,719	\$ 40,504,420	\$ 41,982,499	\$ 42,743,728
Ending Fund Balance	\$ 23,252,206	\$ 20,750,000	\$ 20,780,000	\$ 20,820,000	\$ 20,850,000
CAPITAL PROJECTS (234)					
Beginning Fund Balance	\$ 30,580,162	\$ 7,320,185	\$ 8,270,838	\$ 420,665	\$ 3,917,833
Sources:					
Other Intergovernmental Grants	\$ -	\$ 42,412,862	\$ 1,073,543	\$ 14,873,281	\$ 25,501,077
Intergovernmental Charges for Service	38,814,115	1,772,667	12,533,667	19,776,189	38,866,805
Miscellaneous	-	-	-	-	-
Transfer from Trans. Operations	36,798,426	40,534,925	40,474,420	41,942,499	42,713,728
Total Sources	\$ 75,612,541	\$ 84,720,454	\$ 54,081,630	\$ 76,591,969	\$ 107,081,610
Total Uses	\$ 98,872,518	\$ 83,769,801	\$ 61,931,803	\$ 73,094,801	\$ 92,508,213
Ending Fund Balance	\$ 7,320,185	\$ 8,270,838	\$ 420,665	\$ 3,917,833	\$ 18,491,230



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: Adult Probation decreased their commitment rate to the Department of Corrections in FY 2009 to 25.4%, and continues to make improvements in this area. They are currently meeting the 8% goal for new felony convictions and exceeding the goal for successful completions from standard probation at 72.9% as compared to the goal of 60%. Pretrial Services is exceeding the 82.0% goal for successful completions.

- **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. The average years of service for MCAPD badge staff is 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 FY 2009-10 year-to-date rate of 99.1%. 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 benchmarks referenced above 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 community partners. They have made improvements to increase satisfaction rates and will continue to monitor satisfaction rates. Currently, MCAPD is operating within the benchmark ranges 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: Staff satisfaction with MCAPD equipment facilities and support services has increased to 6.27. With the increased security at regional offices, there has also been an increase in the staff satisfaction with MCAPD safety services (overall score of 6.52).

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
EDUC - ADULT EDUCATION	\$ 324,191	\$ 309,214	\$ 309,214	\$ 248,343	\$ 290,800	\$ (18,414)	-6.0%
PRES - PRESENTENCE	65,076	158,890	158,890	122,895	220,352	61,462	38.7%
PTRI - PRETRIAL INIT AP RELEASE INFO	88,435	-	-	-	-	-	N/A
PTSV - PRETRIAL SUPERVISION	38,552	-	-	-	-	-	N/A
TTAC - TRANSITION AND TREATMENT	3,017,596	3,337,729	5,683,313	4,669,910	4,469,341	(1,213,972)	-21.4%
11BC - BEHAVIORAL CHANGE	\$ 3,533,850	\$ 3,805,833	\$ 6,151,417	\$ 5,041,148	\$ 4,980,493	\$ (1,170,924)	-19.0%
CMRS - COMMUNITY RESTORATION	\$ 110,665	\$ 99,443	\$ 444,727	\$ 184,111	\$ 164,032	\$ (280,695)	-63.1%
ICMA - IN CUSTODY MANAGEMENT	944,745	976,210	976,210	648,138	774,850	(201,360)	-20.6%
INPB - INTENSIVE PROBATION	1,713,771	1,781,275	1,781,275	1,551,780	1,525,590	(255,685)	-14.4%
SOFF - SEX OFFENDER	203,012	178,425	178,425	237,031	59,163	(119,262)	-66.8%
STDP - STANDARD PROBATION	7,241,681	8,577,817	8,737,646	6,637,809	6,455,379	(2,282,267)	-26.1%
WARR - FUGITIVE APPREHENSION	32,004	51,400	737,393	320,731	422,778	(314,615)	-42.7%
11CJ - COMMUNITY JUSTICE	\$ 10,245,878	\$ 11,664,570	\$ 12,855,676	\$ 9,579,600	\$ 9,401,792	\$ (3,453,884)	-26.9%
FSAC - FINANCIAL SERVICES	\$ 101,608	\$ 20,102	\$ 20,102	\$ (52,079)	\$ -	\$ (20,102)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	10,593	4,754	26,978	12,182	24,722	(2,256)	-8.4%
99AS - ADMINISTRATIVE SERVICES	\$ 112,201	\$ 24,856	\$ 47,080	\$ (39,897)	\$ 24,722	\$ (22,358)	-47.5%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ -	\$ -	\$ 156,743	\$ 156,743	N/A
GGOV - GENERAL GOVERNMENT	3,370,857	3,098,000	3,098,000	3,408,540	3,561,254	463,254	15.0%
99GV - GENERAL GOVERNMENT	\$ 3,370,857	\$ 3,098,000	\$ 3,098,000	\$ 3,408,540	\$ 3,717,997	\$ 619,997	20.0%
TOTAL PROGRAMS	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
USES							
EDUC - ADULT EDUCATION	\$ 725,464	\$ 943,995	\$ 943,995	\$ 837,786	\$ 1,105,182	\$ (161,187)	-17.1%
PRES - PRESENTENCE	8,329,141	8,152,629	8,152,629	7,956,165	8,388,837	(236,208)	-2.9%
PTBB - PRETRIAL BAIL BOND REVIEW	19,030	-	-	-	-	-	N/A
PTRI - PRETRIAL INIT AP RELEASE INFO	1,755,903	1,814,134	1,814,134	1,602,560	1,705,936	108,198	6.0%
PTSV - PRETRIAL SUPERVISION	3,517,710	3,522,337	3,522,337	3,285,150	3,307,440	214,897	6.1%
TTAC - TRANSITION AND TREATMENT	4,543,906	4,822,800	7,168,184	6,323,373	5,725,194	1,442,990	20.1%
11BC - BEHAVIORAL CHANGE	\$ 18,891,154	\$ 19,255,695	\$ 21,601,279	\$ 20,005,034	\$ 20,232,589	\$ 1,368,690	6.3%
CMRS - COMMUNITY RESTORATION	\$ 3,187,144	\$ 3,197,121	\$ 3,542,405	\$ 3,026,518	\$ 3,271,929	\$ 270,476	7.6%
DVIO - DOMESTIC VIOLENCE	1,259,306	1,282,432	1,297,354	1,254,773	1,399,127	(101,773)	-7.8%
ICMA - IN CUSTODY MANAGEMENT	3,322,782	3,257,368	3,257,368	2,557,669	2,852,065	405,303	12.4%
INDS - INDIRECT SERVICES	933,165	892,432	892,432	888,026	890,054	2,378	0.3%
INPB - INTENSIVE PROBATION	8,931,750	6,799,268	6,811,268	6,579,944	6,973,855	(162,587)	-2.4%
RPRT - REPORT AND REVIEW	2,891,868	2,324,504	2,324,504	3,168,679	3,567,701	(1,243,197)	-53.5%
SMIL - SERIOUS MENTALLY ILL	1,282,951	1,311,771	1,311,771	1,240,172	1,290,850	20,921	1.6%
SOFF - SEX OFFENDER	4,044,543	4,217,200	4,217,200	4,122,377	4,319,513	(102,313)	-2.4%
STDP - STANDARD PROBATION	28,212,654	25,503,817	25,626,724	24,923,642	24,395,879	1,230,845	4.8%
TYTH - TRANSFER YOUTH	336,468	334,937	334,937	455,348	555,453	(220,516)	-65.8%
WARR - FUGITIVE APPREHENSION	1,758,022	1,849,022	2,535,015	1,869,084	2,116,726	418,289	16.5%
11CJ - COMMUNITY JUSTICE	\$ 56,160,653	\$ 50,969,872	\$ 52,150,978	\$ 50,086,232	\$ 51,633,152	\$ 517,826	1.0%
BDGT - BUDGETING	\$ 132,703	\$ 190,140	\$ 190,140	\$ 189,719	\$ 190,140	\$ -	0.0%
FSAC - FINANCIAL SERVICES	371,488	508,612	508,612	473,502	500,164	8,448	1.7%
HRAC - HUMAN RESOURCES	338,290	352,696	355,696	287,056	300,287	55,409	15.6%
ODIR - EXECUTIVE MANAGEMENT	916,041	1,319,887	1,349,111	899,953	935,239	413,872	30.7%
PROC - PROCUREMENT	151,614	176,259	176,259	170,777	168,185	8,074	4.6%
RECO - RECORDS MANAGEMENT	-	-	-	32	-	-	N/A
RMGT - RISK MANAGEMENT	324,394	2,024,483	2,024,483	1,842,441	810,443	1,214,040	60.0%
99AS - ADMINISTRATIVE SERVICES	\$ 2,234,530	\$ 4,572,077	\$ 4,604,301	\$ 3,863,480	\$ 2,904,458	\$ 1,699,843	36.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ -	\$ -	\$ 156,743	\$ (156,743)	N/A
GGOV - GENERAL GOVERNMENT	1,227,059	-	-	-	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	885,612	1,403,524	653,524	1,405,521	330,894	322,630	49.4%
99GV - GENERAL GOVERNMENT	\$ 2,112,671	\$ 1,403,524	\$ 653,524	\$ 1,405,521	\$ 487,637	\$ 165,887	25.4%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 314,665	\$ 309,089	\$ 309,089	\$ 324,275	\$ 325,198	\$ (16,109)	-5.2%
DESK - DESKTOP SUPPORT	1,087,133	1,085,878	1,085,878	1,091,381	1,093,254	(7,376)	-0.7%
GISA - GIS APPLICATION DEV AND SUPP	60,446	55,248	55,248	59,207	56,907	(1,659)	-3.0%
HDSP - HELP DESK SUPPORT	75,175	72,801	72,801	81,340	81,501	(8,700)	-12.0%
VANS - INFRASTRUCTURE NETWORK SVCS	74,890	70,935	70,935	74,188	72,925	(1,990)	-2.8%
99IT - INFORMATION TECHNOLOGY	\$ 1,612,309	\$ 1,593,951	\$ 1,593,951	\$ 1,630,391	\$ 1,629,785	\$ (35,834)	-2.2%
TOTAL PROGRAMS	\$ 81,011,317	\$ 77,795,119	\$ 80,604,033	\$ 76,990,658	\$ 76,887,621	\$ 3,716,412	4.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 3,799,169	\$ 4,024,277	\$ 7,583,191	\$ 5,447,687	\$ 5,537,936	\$ (2,045,255)	-27.0%
SUBTOTAL	\$ 3,799,169	\$ 4,024,277	\$ 7,583,191	\$ 5,447,687	\$ 5,537,936	\$ (2,045,255)	-27.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 284,058	\$ 193,890	\$ 193,890	\$ 162,933	\$ 261,352	\$ 67,462	34.8%
0635 - OTHER CHARGES FOR SERVICES	9,611,993	11,192,092	11,192,092	8,889,203	8,691,191	(2,500,901)	-22.3%
SUBTOTAL	\$ 9,896,051	\$ 11,385,982	\$ 11,385,982	\$ 9,052,136	\$ 8,952,543	\$ (2,433,439)	-21.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 3,503,146	\$ 3,183,000	\$ 3,183,000	\$ 3,470,842	\$ 3,634,525	\$ 451,525	14.2%
SUBTOTAL	\$ 3,503,146	\$ 3,183,000	\$ 3,183,000	\$ 3,470,842	\$ 3,634,525	\$ 451,525	14.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 64,420	\$ -	\$ -	\$ 18,726	\$ -	\$ -	N/A
SUBTOTAL	\$ 64,420	\$ -	\$ -	\$ 18,726	\$ -	\$ -	N/A
ALL REVENUES	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
TOTAL SOURCES	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 53,515,001	\$ 49,723,182	\$ 51,778,333	\$ 49,237,052	\$ 49,393,753	\$ 2,384,580	4.6%
0705 - TEMPORARY PAY	279,517	308,336	308,336	179,496	281,579	26,757	8.7%
0710 - OVERTIME	52,371	63,512	63,512	66,949	144,240	(80,728)	-127.1%
0750 - FRINGE BENEFITS	18,136,139	17,324,417	17,267,750	16,423,862	18,635,475	(1,367,725)	-7.9%
0790 - OTHER PERSONNEL SERVICES	473,684	386,891	386,891	347,740	309,250	77,641	20.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,052,392)	(12,388,332)	(12,388,332)	(10,848,204)	(12,024,622)	(363,710)	2.9%
0796 - PERSONNEL SERVICES ALLOC-IN	15,025,821	14,574,626	14,863,158	13,024,406	13,704,347	1,158,811	7.8%
SUBTOTAL	\$ 73,430,141	\$ 69,992,632	\$ 72,279,648	\$ 68,431,301	\$ 70,444,022	\$ 1,835,626	2.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 535,961	\$ 672,672	\$ 724,949	\$ 593,654	\$ 676,500	\$ 48,449	6.7%
0802 - MEDICAL SUPPLIES	23,628	23,220	23,220	8,365	31,080	(7,860)	-33.9%
0803 - FUEL	131,352	165,000	165,000	129,683	129,600	35,400	21.5%
0804 - NON-CAPITAL EQUIPMENT	(410)	-	27,820	23,978	-	27,820	100.0%
SUBTOTAL	\$ 690,531	\$ 860,892	\$ 940,989	\$ 755,680	\$ 837,180	\$ 103,809	11.0%
SERVICES							
0810 - LEGAL SERVICES	\$ 2,802	\$ -	\$ -	\$ 572	\$ 960	\$ (960)	N/A
0811 - HEALTH CARE SERVICES	235,501	232,706	331,706	173,243	214,200	117,506	35.4%
0812 - OTHER SERVICES	2,213,803	2,190,137	2,446,992	3,765,968	2,220,617	226,375	9.3%
0820 - RENT & OPERATING LEASES	301,311	303,155	303,155	305,300	294,599	8,556	2.8%
0825 - REPAIRS AND MAINTENANCE	524,381	578,639	578,639	534,003	521,000	57,639	10.0%
0830 - INTERGOVERNMENTAL PAYMENTS	1,414,819	1,891,532	1,891,532	1,788,545	1,787,440	104,092	5.5%
0839 - INTERNAL SERVICE CHARGES	566,951	704,000	709,280	553,763	586,200	123,080	17.4%
0841 - TRAVEL	355,369	373,237	375,171	323,737	374,772	399	0.1%
0842 - EDUCATION AND TRAINING	16,372	32,120	110,852	18,302	70,282	40,570	36.6%
0843 - POSTAGE/FREIGHT/SHIPPING	90,310	96,556	96,556	63,771	56,400	40,156	41.6%
0845 - SUPPORT AND CARE OF PERSONS	88,151	95,000	95,000	2,549	99,600	(4,600)	-4.8%
0850 - UTILITIES	752	2,004	2,004	1,662	1,680	324	16.2%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(1,054,952)	1,054,952	N/A
SUBTOTAL	\$ 5,810,522	\$ 6,499,086	\$ 6,940,887	\$ 7,531,415	\$ 5,172,798	\$ 1,768,089	25.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 370,105	\$ -	\$ -	\$ (126)	\$ -	\$ -	N/A
0950 - DEBT SERVICE	710,018	442,509	442,509	272,388	433,621	8,888	2.0%
SUBTOTAL	\$ 1,080,123	\$ 442,509	\$ 442,509	\$ 272,262	\$ 433,621	\$ 8,888	2.0%
ALL EXPENDITURES	\$ 81,011,317	\$ 77,795,119	\$ 80,604,033	\$ 76,990,658	\$ 76,887,621	\$ 3,716,412	4.6%
TOTAL USES	\$ 81,011,317	\$ 77,795,119	\$ 80,604,033	\$ 76,990,658	\$ 76,887,621	\$ 3,716,412	4.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
201 ADULT PROBATION FEES							
OPERATING	\$ 12,886,827	\$ 14,116,202	\$ 14,116,202	\$ 11,888,738	\$ 12,005,365	\$ (2,110,837)	-15.0%
NON-RECURRING	(33)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 12,886,794	\$ 14,116,202	\$ 14,116,202	\$ 11,888,738	\$ 12,005,365	\$ (2,110,837)	-15.0%
211 ADULT PROBATION GRANTS							
OPERATING	\$ 4,375,992	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639	\$ (1,916,332)	-23.8%
FUND TOTAL SOURCES	\$ 4,375,992	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639	\$ (1,916,332)	-23.8%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 17,262,819	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ (33)	\$ -	N/A				
DEPARTMENT TOTAL SOURCES	\$ 17,262,786	\$ 18,593,259	\$ 22,152,173	\$ 17,989,391	\$ 18,125,004	\$ (4,027,169)	-18.2%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 60,879,522	\$ 58,854,159	\$ 58,104,159	\$ 57,739,033	\$ 58,479,190	\$ (375,031)	-0.6%
FUND TOTAL USES	\$ 60,879,522	\$ 58,854,159	\$ 58,104,159	\$ 57,739,033	\$ 58,479,190	\$ (375,031)	-0.6%
201 ADULT PROBATION FEES							
OPERATING	\$ 14,157,977	\$ 14,116,202	\$ 14,116,202	\$ 13,150,972	\$ 12,005,365	\$ 2,110,837	15.0%
NON-RECURRING	1,767,937	347,701	347,701	-	283,427	64,274	18.5%
FUND TOTAL USES	\$ 15,925,914	\$ 14,463,903	\$ 14,463,903	\$ 13,150,972	\$ 12,288,792	\$ 2,175,111	15.0%
211 ADULT PROBATION GRANTS							
OPERATING	\$ 4,205,881	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639	\$ 1,916,332	23.8%
FUND TOTAL USES	\$ 4,205,881	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639	\$ 1,916,332	23.8%
DEPARTMENT OPERATING TOTAL USES	\$ 79,243,380	\$ 77,447,418	\$ 80,256,332	\$ 76,990,658	\$ 76,604,194	\$ 3,652,138	4.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 1,767,937	\$ 347,701	\$ 347,701	\$ -	\$ 283,427	\$ 64,274	18.5%
DEPARTMENT TOTAL USES	\$ 81,011,317	\$ 77,795,119	\$ 80,604,033	\$ 76,990,658	\$ 76,887,621	\$ 3,716,412	4.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.40	-	-	-	-	-	N/A
EXECUTIVE MANAGEMENT	11.75	11.00	11.00	11.00	11.00	-	0.0%
FINANCIAL SERVICES	7.40	2.25	2.25	2.25	2.25	-	0.0%
HUMAN RESOURCES	3.25	3.25	3.25	3.25	3.25	-	0.0%
PROCUREMENT	2.55	-	-	-	-	-	N/A
RISK MANAGEMENT	4.50	4.00	4.00	3.50	3.50	(0.50)	-12.5%
PROGRAM TOTAL	30.85	20.50	20.50	20.00	20.00	(0.50)	-2.4%
BEHAVIORAL CHANGE							
ADULT EDUCATION	14.60	14.60	14.60	17.35	17.10	2.50	17.1%
PRESENTENCE	123.60	123.60	123.60	123.60	123.60	-	0.0%
PRETRIAL BAIL BOND REVIEW	4.50	-	-	-	-	-	N/A
PRETRIAL INIT AP RELEASE INFO	27.00	27.00	27.00	24.00	24.00	(3.00)	-11.1%
PRETRIAL SUPERVISION	48.00	47.68	47.68	42.68	42.68	(5.00)	-10.5%
TRANSITION AND TREATMENT	62.20	63.20	63.20	74.95	78.20	15.00	23.7%
PROGRAM TOTAL	279.90	276.08	276.08	282.58	285.58	9.50	3.4%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	58.43	53.62	53.62	55.20	54.26	0.64	1.2%
DOMESTIC VIOLENCE	18.59	18.60	18.60	20.35	20.35	1.75	9.4%
FUGITIVE APPREHENSION	29.60	28.60	28.60	33.00	33.00	4.40	15.4%
IN CUSTODY MANAGEMENT	51.40	49.92	49.92	43.32	43.32	(6.60)	-13.2%
INDIRECT SERVICES	14.05	14.05	14.05	14.05	14.05	-	0.0%
INTENSIVE PROBATION	166.45	95.12	95.12	127.33	95.15	0.03	0.0%
REPORT AND REVIEW	51.05	36.05	36.05	55.05	55.05	19.00	52.7%
SERIOUS MENTALLY ILL	17.25	18.25	18.25	17.25	17.25	(1.00)	-5.5%
SEX OFFENDER	62.38	63.38	63.38	64.38	63.38	-	0.0%
STANDARD PROBATION	454.30	363.58	363.58	350.74	347.86	(15.72)	-4.3%
TRANSFER YOUTH	4.50	4.50	4.50	7.50	7.50	3.00	66.7%
PROGRAM TOTAL	928.00	745.67	745.67	788.17	751.17	5.50	0.7%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	3.90	4.40	4.40	4.40	4.40	-	0.0%
DESKTOP SUPPORT	0.20	0.20	0.20	0.20	0.20	-	0.0%
GIS APPLICATION DEV AND SUPP	0.75	0.75	0.75	0.75	0.75	-	0.0%
HELP DESK SUPPORT	1.50	1.50	1.50	1.50	1.50	-	0.0%
INFRASTRUCTURE NETWORK SVCS	0.90	0.90	0.90	0.90	0.90	-	0.0%
PROGRAM TOTAL	7.25	7.75	7.75	7.75	7.75	-	0.0%
DEPARTMENT TOTAL	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	1.00	-	-	-	-	-	N/A
Accounting Specialist	6.00	1.00	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Office Support	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	23.00	23.00	23.00	21.00	21.00	(2.00)	-8.7%
Administrative Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	14.00	14.00	14.00	14.00	14.00	-	0.0%
Community Svcs Specialist	55.00	-	-	-	-	-	N/A
Counseling Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Counselor	18.00	18.00	18.00	18.00	18.00	-	0.0%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	31.00	25.00	25.00	24.00	22.00	(3.00)	-12.0%
Educator - Detention	6.00	6.00	6.00	6.00	6.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	-	-	-	-	-	N/A
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
General Laborer	-	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	106.00	90.00	90.00	82.00	82.00	(8.00)	-8.9%
Justice System Clerk Lead	3.00	3.00	3.00	3.00	2.00	(1.00)	-33.3%
Justice System Clerk Supv	11.00	10.00	10.00	10.00	10.00	-	0.0%
Legal Assistant	1.00	-	-	-	-	-	N/A
Management Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Materials Handling Worker	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	5.00	6.00	6.00	6.00	6.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Presentence Screener	-	50.00	50.00	51.00	51.00	1.00	2.0%
Probation Assistant	38.00	32.00	32.00	42.50	42.50	10.50	32.8%
Probation Manager	11.00	10.00	10.00	10.00	10.00	-	0.0%
Probation Officer	653.00	526.00	526.00	576.00	578.00	52.00	9.9%
Probation Officer Supervisor	91.00	89.00	89.00	85.00	84.00	(5.00)	-5.6%
Procurement Supervisor - Dept	1.00	-	-	-	-	-	N/A
Program Coordinator	7.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	1.00	-	-	-	-	-	N/A
Surveillance Officer	132.00	109.00	109.00	111.00	79.00	(30.00)	-27.5%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	1,173.00	975.00	975.00	976.00	973.00	(2.00)	-0.2%
201 - ADULT PROBATION FEES	4.00	4.00	4.00	4.00	3.00	(1.00)	-25.0%
211 - ADULT PROBATION GRANTS	69.00	71.00	71.00	84.50	88.50	17.50	24.6%
DEPARTMENT TOTAL	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%

Significant Variance Analysis

The Intensive Probation staffing compliment changed mid-year in FY 10 from one probation officer and one surveillance officer with a caseload ratio 1:15 to two probation officers with a caseload ratio of 2:30

which eliminated the use of surveillance officers. The department also increased probation officers and probation assistants to allow the Report and Review Activity to handle more cases at a ratio of 2:500. The increase in staffing in the FY 2010-11 budget is a result of additional grant funds.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by \$1,074,192 for employee health and dental premium increases.
- Increase Regular Benefits by \$2,191,337 for retirement contribution rate increase.
- The expenditure budget is reduced by \$1,396,666 as Other Base Adjustments is a result of reducing Temporary Pay (\$29,999); General Supplies (\$83,652); and Healthcare Services (\$145,492) as the department budgeted for urinalysis testing that is also included in the Grant Fund (238). Further, expenditures are reduced by \$1,137,523 as a result of savings from an FY10 decline in Probation Officer Retirement Plan (PORP) rate not removed from the FY10 Adopted Budget.
- The expenditure budget is reduced by \$1,010,123 as a result of a decrease in Internal Service Charges/Workers Compensation & Unemployment. Three years ago the rates increased due to an officer related shooting. Following three years with no further serious incidents, rates are reduced for FY2010-11.
- The expenditure budget is reduced by \$143,588 as a result of the required savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP).
- The expenditure budget is reduced by \$1,054,953 as a result of increasing the allocation of personnel costs to the Adult Probation Fees Fund (201).

Adult Probation Fees Fund (201)

- Increase Regular Benefits by \$3,312 for employee health and dental premium increases.
- Increase Regular Benefits by \$12,504 for retirement contribution rate increase.
- The expenditure budget is reduced by \$130,034 as a result of rightsizing Intergovernmental Payments.
- The revenue budget is reduced by \$2,110,837 as a result of declining probation surcharge fee collections (\$1,569,935) and not implementing a new Presentence Fee (\$992,427) included in the FY 2009-10 Adopted Budget. These reductions are partially offset by a revenue increase in Fines and Forfeits \$451,525.
- The expenditure budget is reduced by \$1,996,619 as a result of reducing the allocation of personnel expenditures from the General Fund (100).
- The expenditure budget is reduced by \$1,054,953 as a result of allocating the payment made to the State for risk management charges to Superior Court (\$463,316), Juvenile Probation (\$339,160) and Clerk of the Superior Court (\$252,477). Allocations to each Department are based on the number of employees reported in the State's 2007 annual personnel survey. This is basis of the calculation utilized by the State for risk management costs charged to the County.
- The expenditure budget is increased by \$1,054,953 as a result of increasing the allocation of personnel costs from the General Fund (100).

Adult Probation Fees Fund (201)

Non Recurring/Non Project (0001)

- The expenditure budget of 283,427 is for the Quality Assurance Project (3 FTEs) \$247,078 and a part-time Deputy Director \$36,349 to mentor the two new Deputy Directors.

Adult Probation Grants Fund (211)

- Increase Regular Benefits by \$97,704 for employee health and dental premium increases.
- Increase Regular Benefits by \$81,707 for retirement contribution rate increase.
- The Department expects grant revenue to decline. Revenues (\$1,916,332) and expenditures (\$2,095,743) are reduced, accordingly.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of students who achieve one or more successful gains in education classes	N/A	N/A	71.9%	N/A	N/A
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.3%	97.2%	98.2%	1.0%	1.1%
Percent of PSI defendants who receive a criminogenic assessment during the reporting period.	N/A	N/A	100.0%	N/A	N/A
Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions during the reporting period.	86.9%	88.3%	90.0%	1.8%	2.0%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	5.5%	4.7%	9.9%	5.2%	111.4%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	47.2%	36.9%	59.3%	22.4%	60.7%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	7.0%	8.6%	8.2%	(0.4%)	-4.8%
Percent of active Sex Offender probationers who are in treatment during the reporting period.	N/A	N/A	100.0%	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of students who achieve one or more successful gains in education classes operated by MCAPD during the reporting period.	70.0%	60.1%	71.9%	11.8%	19.7%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period.	1,165	1,224	1,782	558	45.6%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period.	556	609	623	15	2.4%
Demand	Average number of students in need (assessed, ordered, or referred) of MCAPD operated education services during the reporting period.	2,708	4,247	719	(3,528)	-83.1%
Efficiency	Average cost per student who participates in MCAPD operated education classes during the reporting period.	\$ 1,304.79	\$ 1,551.35	\$ 1,773.97	\$ (222.62)	-14.4%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ -	\$ -	\$ 4,480	\$ 4,480	N/A
	211 - ADULT PROBATION GRANTS	324,191	309,214	286,320	(22,894)	-7.4%
	TOTAL SOURCES	\$ 324,191	\$ 309,214	\$ 290,800	\$ (18,414)	-6.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 305,347	\$ 349,042	\$ 350,032	\$ (990)	-0.3%
	211 - ADULT PROBATION GRANTS	420,117	594,953	755,150	(160,197)	-26.9%
	TOTAL USES	\$ 725,464	\$ 943,995	\$ 1,105,182	\$ (161,187)	-17.1%

Activity Narrative: The Grants Funds expenditure budget is increased by \$160,197 as a result of the American Recovery Reinvestment Act (ARRA) funds received by Maricopa County Adult Probation to provide more services transitioning individuals from State prison to the community.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.3%	97.2%	98.2%	1.0%	1.1%
Result	Percent of PSI defendants who receive a criminogenic assessment during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of presentence investigation reports completed during the reporting period.	19,178	19,078	16,052	(3,026)	-15.9%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	19,178	19,163	16,052	(3,111)	-16.2%
Efficiency	Average cost per presentence investigation report.	\$ 434.31	\$ 427.33	\$ 522.60	\$ (95.27)	-22.3%
<i>Revenue</i>						
	211 - ADULT PROBATION GRANTS	\$ 65,076	\$ 158,890	\$ 220,352	\$ 61,462	38.7%
	TOTAL SOURCES	\$ 65,076	\$ 158,890	\$ 220,352	\$ 61,462	38.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 8,155,205	\$ 7,963,465	\$ 8,236,673	\$ (273,208)	-3.4%
	211 - ADULT PROBATION GRANTS	173,936	189,164	152,164	37,000	19.6%
	TOTAL USES	\$ 8,329,141	\$ 8,152,629	\$ 8,388,837	\$ (236,208)	-2.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance defendant packets presented to the court during the reporting period.	57,591	59,034	47,408	(11,626)	-19.7%
Output	Number of Initial Appearance Defendant Packets presented to the court.	57,591	49,800	47,408	(2,392)	-4.8%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	57,591	59,034	47,408	(11,626)	-19.7%
Efficiency	Average cost per Initial Appearance defendant packets presented to the court.	\$ 30.49	\$ 30.73	\$ 35.98	\$ (5.25)	-17.1%
<i>Revenue</i>						
	211 - ADULT PROBATION GRANTS	\$ 88,435	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 88,435	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,677,827	\$ 1,709,168	\$ 1,673,364	\$ 35,804	2.1%
	211 - ADULT PROBATION GRANTS	78,076	104,966	32,572	72,394	69.0%
	TOTAL USES	\$ 1,755,903	\$ 1,814,134	\$ 1,705,936	\$ 108,198	6.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of defendants who successfully complete release conditions during the reporting period.	86.9%	88.3%	90.0%	1.8%	2.0%
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	5.5%	4.7%	9.9%	5.2%	111.4%
Output	Average number of defendants who appear for pretrial supervision during the reporting period	2,130	2,436	1,558	(878)	-36.0%
Output	Number of defendants who successfully complete release conditions without termination during the reporting period.	8,049	5,528	4,634	(894)	-16.2%
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	6,418	6,264	5,147	(1,117)	-17.8%
Demand	Average number of defendants who appear to pretrial services during the reporting period.	8,518	10,588	1,558	(9,030)	-85.3%
Efficiency	Average daily cost per defendant on pretrial supervision.	\$ 437.04	\$ 637.18	\$ 713.73	\$ (76.55)	-12.0%
<i>Revenue</i>						
	211 - ADULT PROBATION GRANTS	\$ 38,552	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 38,552	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,507,086	\$ 3,382,828	\$ 3,307,440	\$ 75,388	2.2%
	211 - ADULT PROBATION GRANTS	10,624	139,509	-	139,509	100.0%
	TOTAL USES	\$ 3,517,710	\$ 3,522,337	\$ 3,307,440	\$ 214,897	6.1%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	47.2%	36.9%	59.3%	22.4%	60.7%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	7.0%	8.6%	8.2%	(0.4%)	-4.8%
Result	Percent of active Sex Offender probationers who are in treatment during the reporting period.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,338	1,445	985	(460)	-31.8%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	1,729	1,967	2,320	353	17.9%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	1,632	2,027	619	(1,408)	-69.5%
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.	4,862	7,652	1,288	(6,364)	-83.2%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	24,728	22,839	28,308	5,469	23.9%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period.	\$ 3,396.68	\$ 4,960.68	\$ 5,812.38	\$ (851.70)	-17.2%
<i>Revenue</i>						
	211 - ADULT PROBATION GRANTS	\$ 3,017,596	\$ 5,683,313	\$ 4,469,341	\$ (1,213,972)	-21.4%
	TOTAL SOURCES	\$ 3,017,596	\$ 5,683,313	\$ 4,469,341	\$ (1,213,972)	-21.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,863,297	\$ 2,189,834	\$ 1,951,210	\$ 238,624	10.9%
	211 - ADULT PROBATION GRANTS	2,680,609	4,978,350	3,773,984	1,204,366	24.2%
	TOTAL USES	\$ 4,543,906	\$ 7,168,184	\$ 5,725,194	\$ 1,442,990	20.1%

Activity Narrative: The Grants Funds expenditure budget is increased by \$1,141,218 as a result of the American Recovery Reinvestment Act (ARRA) funds received by Maricopa County Adult Probation to provide more substance abuse treatment and transition assistance to individuals leaving prison returning to the community. The outputs increase as a result of the department having more resources to provide additional client services and programs within the activity.

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

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of probations who complete community work service hours ordered by the court during the reporting period.	N/A	33.1%	24.3%	(8.8%)	-26.6%
Result	Percent of opted-in victims satisfied with MCPAD.	N/A	72.7%	77.1%	4.4%	6.1%
Result	Percent of probationers paying restitution during the reporting period.	N/A	45.0%	43.5%	(1.5%)	-3.3%
Output	Number of opted-in victims receiving victim assistance services.	N/A	5,862	5,843	(19)	-0.3%
Output	Average number of probationers who paid victim restitution during the reporting period.	N/A	7,737	7,775	38	0.5%
Output	Average number of probationers who performed community work service hours during the reporting period.	N/A	1,536	1,657	121	7.9%
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	N/A	2,559	2,454	(105)	-4.1%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	N/A	8,068	7,577	(491)	-6.1%
Efficiency	Average daily cost to provide Financial Compliance and Community work service hours	N/A	\$ 604.30	\$ 559.97	\$ 44.33	7.3%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ 94,212	\$ 83,000	\$ 39,092	\$ (43,908)	-52.9%
	211 - ADULT PROBATION GRANTS	16,453	361,727	124,940	(236,787)	-65.5%
	TOTAL SOURCES	\$ 110,665	\$ 444,727	\$ 164,032	\$ (280,695)	-63.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,156,418	\$ 3,132,451	\$ 3,045,399	\$ 87,052	2.8%
	211 - ADULT PROBATION GRANTS	30,726	409,954	226,530	183,424	44.7%
	TOTAL USES	\$ 3,187,144	\$ 3,542,405	\$ 3,271,929	\$ 270,476	7.6%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Domestic Violence probationers who successfully complete probation during the reporting period.	46.1%	57.4%	70.9%	13.5%	23.5%
Result	Percent of active Domestic Violence probationers sentenced for a new felony offense while supervised during the reporting period.	0.8%	0.7%	0.9%	0.2%	32.5%
Output	Average number of active domestic violence probationers supervised during the reporting period.	630	659	663	4	0.6%
Output	Number of Domestic Violence probationers terminated from probation during the reporting period.	254	298	268	(30)	-10.1%
Demand	Average number of active Domestic Violence probationers ordered to be supervised during the reporting period.	2,521	2,634	663	(1,971)	-74.8%
Efficiency	Average cost per active domestic violence probationer during the reporting period.	\$ 1,998.11	\$ 1,970.17	\$ 2,111.09	\$ (140.93)	-7.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,210,672	\$ 1,238,628	\$ 1,353,482	\$ (114,854)	-9.3%
	211 - ADULT PROBATION GRANTS	48,634	58,726	45,645	13,081	22.3%
	TOTAL USES	\$ 1,259,306	\$ 1,297,354	\$ 1,399,127	\$ (101,773)	-7.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of newly ordered warrants cleared during the reporting period.	N/A	N/A	75.0%	N/A	N/A
Result	Percent of warrants cleared during the fiscal year.	23.0%	48.1%	48.4%	0.3%	0.6%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	N/A	N/A	23.9%	N/A	N/A
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	1,051	1,000	1,136	136	13.6%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period.	8,609	8,765	8,626	(139)	-1.6%
Output	Total number of probationers on warrant status cleared during the reporting period.	6,579	5,938	6,155	217	3.7%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	6,353	35,060	4,046	(31,014)	-88.5%
Efficiency	Average daily cost per probationer on warrant status during the reporting period.	\$ 204.22	\$ 289.22	\$ 245.38	\$ 43.84	15.2%
<i>Revenue</i>						
	211 - ADULT PROBATION GRANTS	\$ 32,004	\$ 737,393	\$ 422,778	\$ (314,615)	-42.7%
	TOTAL SOURCES	\$ 32,004	\$ 737,393	\$ 422,778	\$ (314,615)	-42.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,731,540	\$ 1,831,442	\$ 1,736,344	\$ 95,098	5.2%
	211 - ADULT PROBATION GRANTS	26,482	703,573	380,382	323,191	45.9%
	TOTAL USES	\$ 1,758,022	\$ 2,535,015	\$ 2,116,726	\$ 418,289	16.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of jail days saved through Court Liaison during the reporting period.	43.3%	46.4%	43.7%	(2.7%)	-5.8%
Result	Percentage of jailed probationers who received services under In-Custody Management 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.	1,858	1,630	1,705	75	4.6%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	199,897	182,110	148,144	(33,966)	-18.7%
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.	7,430	6,520	1,705	(4,815)	-73.8%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period.	\$ 1,788.85	\$ 1,998.39	\$ 1,672.77	\$ 325.62	16.3%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ 743,370	\$ 760,000	\$ 630,758	\$ (129,242)	-17.0%
	211 - ADULT PROBATION GRANTS	201,375	216,210	144,092	(72,118)	-33.4%
	TOTAL SOURCES	\$ 944,745	\$ 976,210	\$ 774,850	\$ (201,360)	-20.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,152,362	\$ 3,022,933	\$ 2,616,300	\$ 406,633	13.5%
	201 - ADULT PROBATION FEES	646	-	-	-	N/A
	211 - ADULT PROBATION GRANTS	169,774	234,435	235,765	(1,330)	-0.6%
	TOTAL USES	\$ 3,322,782	\$ 3,257,368	\$ 2,852,065	\$ 405,303	12.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from DOC during the reporting period.	107.8%	100.0%	88.3%	(11.7%)	-11.7%
Result	Percent of probationers on deportation status through USICE who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.6%	0.6%	0.6%	0.0%	3.0%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	18,033	20,228	18,687	(1,541)	-7.6%
Output	Number of Sex Offenders who check in with Adult Probation within 72 hours following discharge from DOC during the reporting period.	116	116	111	(5)	-4.3%
Output	Average number of probationers on deportation status through USICE during the reporting period.	8,079	8,113	7,636	(477)	-5.9%
Demand	Average number of probationers ordered by the court and/or transferred from field supervision to be monitored by Indirect Services during the reporting period.	72,131	80,910	18,687	(62,223)	-76.9%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period.	\$ 51.75	\$ 44.12	\$ 47.63	\$ (3.51)	-8.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 933,165	\$ 892,432	\$ 890,054	\$ 2,378	0.3%
	TOTAL USES	\$ 933,165	\$ 892,432	\$ 890,054	\$ 2,378	0.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	50.4%	49.5%	61.3%	11.7%	23.7%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	2.0%	1.7%	1.7%	0.0%	0.2%
Output	Average number of active IPS probationers supervised during the reporting period	968	990	817	(174)	-17.5%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,279	1,111	831	(280)	-25.2%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period	3,872	3,960	817	(3,144)	-79.4%
Efficiency	Average daily cost per IPS probationer for the reporting period	\$ 9,227.01	\$ 6,880.07	\$ 8,541.16	\$ (1,661.09)	-24.1%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ 1,713,771	\$ 1,781,275	\$ 1,525,590	\$ (255,685)	-14.4%
	TOTAL SOURCES	\$ 1,713,771	\$ 1,781,275	\$ 1,525,590	\$ (255,685)	-14.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 8,892,624	\$ 6,772,247	\$ 6,939,634	\$ (167,387)	-2.5%
	201 - ADULT PROBATION FEES	25,090	27,021	27,021	-	0.0%
	211 - ADULT PROBATION GRANTS	14,036	12,000	7,200	4,800	40.0%
	TOTAL USES	\$ 8,931,750	\$ 6,811,268	\$ 6,973,855	\$ (162,587)	-2.4%

Activity Narrative: The demand for this activity is significantly reduced as a result of the Department's efforts to appropriately place probationers on higher ratio caseloads, leaving the most serious probationers assigned to the Intensive Probation Activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of active Compliance Monitoring probationers sentenced for a new felony offense while supervised during the reporting period.	0.6%	0.4%	0.3%	(0.1%)	-25.1%
Result	The percent of Compliance Monitor probationers who successfully completed supervision during the reporting period.	81.0%	85.0%	88.0%	3.0%	3.5%
Output	Average number of Compliance Monitoring probationers supervised during the reporting period.	7,261	8,000	11,842	3,842	48.0%
Demand	Average number of active probationers ordered by the court and/or transferred from field supervisions to be monitored by Compliance Monitoring during the reporting period.	29,042	32,001	11,842	(20,159)	-63.0%
Efficiency	Average cost per Compliance Monitoring probationer supervised during the reporting period	\$ 398.30	\$ 290.55	\$ 301.27	\$ (10.71)	-3.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,879,879	\$ 2,324,504	\$ 3,567,701	\$ (1,243,197)	-53.5%
	201 - ADULT PROBATION FEES	11,989	-	-	-	N/A
	TOTAL USES	\$ 2,891,868	\$ 2,324,504	\$ 3,567,701	\$ (1,243,197)	-53.5%

Activity Narrative: The demand and outputs for this activity are significantly increased as a result of the Department's continuing effort to appropriately place probationers on higher ratio caseloads, leaving the less serious probationers assigned to the Report and Review Activity. The expenditure budget increase of \$1,243,197 provides the necessary resources to effectively and efficiently manage this low level probationer caseload at a ratio of 2:500.

Serious Mentally III Activity

The purpose of the Seriously Mentally III Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Seriously Mentally III 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Seriously Mentally Ill probationers who successfully complete probation during the reporting period.	78.9%	65.8%	82.1%	16.3%	24.7%
Result	Percent of active Seriously Mentally Ill probationers sentenced for a new felony offense while supervised during the reporting period.	1.1%	1.6%	0.8%	(0.8%)	-51.8%
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	563	583	637	54	9.2%
Output	Number of active Seriously Mentally Ill probationers terminated from probation during the reporting period.	317	319	358	39	12.2%
Demand	Average number of active Seriously Mentally Ill probationers ordered to be supervised by the Court during the reporting period.	2,252	2,332	637	(1,695)	-72.7%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	\$ 2,278.78	\$ 2,250.04	\$ 2,027.25	\$ 222.79	9.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,282,691	\$ 1,311,771	\$ 1,290,850	\$ 20,921	1.6%
	211 - ADULT PROBATION GRANTS	260	-	-	-	N/A
	TOTAL USES	\$ 1,282,951	\$ 1,311,771	\$ 1,290,850	\$ 20,921	1.6%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	0.7%	0.8%	0.7%	(0.1%)	-17.5%
Output	Average number of active sex offenders supervised during the reporting period.	1,666	1,787	1,634	(153)	-8.6%
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period.	6,662	7,149	1,634	(5,516)	-77.2%
Efficiency	Average cost per active sex offender probationer for the reporting period.	\$ 2,428.43	\$ 2,359.60	\$ 2,643.52	\$ (283.92)	-12.0%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ 22,587	\$ -	\$ 59,163	\$ 59,163	N/A
	211 - ADULT PROBATION GRANTS	180,425	178,425	-	(178,425)	-100.0%
	TOTAL SOURCES	\$ 203,012	\$ 178,425	\$ 59,163	\$ (119,262)	-66.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,566,916	\$ 1,395,520	\$ 2,069,513	\$ (673,993)	-48.3%
	201 - ADULT PROBATION FEES	1,265,498	2,709,870	2,250,000	459,870	17.0%
	211 - ADULT PROBATION GRANTS	212,129	111,810	-	111,810	100.0%
	TOTAL USES	\$ 4,044,543	\$ 4,217,200	\$ 4,319,513	\$ (102,313)	-2.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Standard probationers who successfully complete probation during the reporting period.	63.8%	62.1%	66.9%	4.7%	7.6%
Result	Percent of active Standard probationers sentenced for a new felony offense while supervised during the reporting period.	2.8%	3.0%	1.6%	(1.4%)	-46.0%
Output	Average number of active standard probationers supervised for the reporting period.	17,958	17,656	15,502	(2,154)	-12.2%
Output	Number of Standard probationers terminated from probation during the reporting period.	8,701	7,783	6,387	(1,396)	-17.9%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period.	74,671	72,857	15,502	(57,355)	-78.7%
Efficiency	Average daily cost per active Standard Supervision probationer.	\$ 1,571.06	\$ 1,451.45	\$ 1,573.70	\$ (122.25)	-8.4%
<i>Revenue</i>						
	201 - ADULT PROBATION FEES	\$ 6,941,997	\$ 8,393,927	\$ 6,185,028	\$ (2,208,899)	-26.3%
	211 - ADULT PROBATION GRANTS	299,684	343,719	270,351	(73,368)	-21.3%
	TOTAL SOURCES	\$ 7,241,681	\$ 8,737,646	\$ 6,455,379	\$ (2,282,267)	-26.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 14,596,560	\$ 15,307,747	\$ 14,648,186	\$ 659,561	4.3%
	201 - ADULT PROBATION FEES	13,395,632	10,045,351	9,539,883	505,468	5.0%
	211 - ADULT PROBATION GRANTS	220,462	273,626	207,810	65,816	24.1%
	TOTAL USES	\$ 28,212,654	\$ 25,626,724	\$ 24,395,879	\$ 1,230,845	4.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Transferred Youth probationers who successfully complete probation during the reporting period.	25.4%	29.8%	25.7%	(4.2%)	-14.0%
Result	Percent of active Transferred Youth probationers sentenced for a new felony offense while supervised during the reporting period.	4.5%	9.3%	6.1%	(3.2%)	-34.8%
Output	Number of Transferred Youth probationers terminated from probation during the reporting period.	71	124	113	(11)	-8.9%
Output	Average number of active transferred youth supervised during the reporting period.	171	183	198	15	8.3%
Demand	Average number of active Transferred Youth ordered to be supervised by the Court during the reporting period.	685	731	198	(533)	-72.9%
Efficiency	Average cost per active transferred youth for the reporting period.	\$ 1,964.78	\$ 1,832.76	\$ 2,805.32	\$ (972.56)	-53.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 335,948	\$ 334,937	\$ 555,453	\$ (220,516)	-65.8%
	211 - ADULT PROBATION GRANTS	520	-	-	-	N/A
	TOTAL USES	\$ 336,468	\$ 334,937	\$ 555,453	\$ (220,516)	-65.8%

Activity Narrative: The demand for this activity is increased as a result of the expected increase in juveniles being ordered by Superior Court to Adult Probation for monitoring and supervision.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 58,854,159	\$ -
Adjustments:		
Reallocations	\$ (750,000)	\$ -
<i>Jud Branch Interdeptl Transfer</i>	<i>(750,000)</i>	<i>-</i>
Agenda Item:		
<i>MEMO</i>		
FY 2010 Revised Budget	\$ 58,104,159	\$ -
Adjustments:		
Budget Balancing	\$ (35,168)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(35,168)</i>	<i>-</i>
Reallocations	\$ 750,000	\$ -
<i>Jud Branch Interdeptl Transfer</i>	<i>750,000</i>	<i>-</i>
Agenda Item:		
<i>C-49-09-066-2-00</i>		
<i>MEMO</i>		
FY 2011 Budget Target	\$ 58,818,991	\$ -
Adjustments:		
Employee Retirement and Benefits	\$ 3,265,529	\$ -
<i>Employee Health/Dental Premiums</i>	<i>1,074,192</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,191,337</i>	<i>-</i>
Base Adjustments	\$ (2,406,789)	\$ -
<i>Other Base Adjustments</i>	<i>(1,396,666)</i>	<i>-</i>
<i>Reduce Temporary Pay</i>	<i>\$ (29,999)</i>	<i>-</i>
<i>Reduce General Supplies</i>	<i>(83,652)</i>	<i>-</i>
<i>Reduce Healthcare Services due to funding for urinalysis testing expected from a State grant and budgeted in Grant Fund (238)</i>	<i>(145,492)</i>	<i>-</i>
<i>Remove funding for decline in Probation Officer Retirement Plan (PORP) rate which occurred in FY10 that was not removed from the FY10 Adopted Budget</i>	<i>(1,137,523)</i>	<i>-</i>
<i>Internal Service Charges</i>	<i>(1,010,123)</i>	<i>-</i>
<i>Reduce Workers Compensation & Unemployment</i>	<i>\$ (1,010,123)</i>	<i>-</i>
Budget Balancing	\$ (143,588)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(143,588)</i>	<i>-</i>
Reallocations	\$ (1,054,953)	\$ -
<i>Reallocation Between Funds</i>	<i>(1,054,953)</i>	<i>-</i>
<i>Increase Personnel Services Allocation Out to Adult Probation Fees Fund (201) as a result of allocating the State Risk Mgmt. Charges to all Judicial Branch departments</i>	<i>\$ (1,054,953)</i>	<i>-</i>
Agenda Item:		
<i>C-49-10-032-M-00</i>		
FY 2011 Recommended Budget	\$ 58,479,190	\$ -
<i>Percent Change from Target Amount</i>		<i>-0.6%</i>
FY 2011 Tentative Budget	\$ 58,479,190	\$ -
<i>Percent Change from Target Amount</i>		<i>-0.6%</i>
FY 2011 Adopted Budget	\$ 58,479,190	\$ -
<i>Percent Change from Target Amount</i>		<i>-0.6%</i>

Adult Probation Fees Fund (201)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 14,116,202	\$ 14,116,202
FY 2010 Revised Budget	\$ 14,116,202	\$ 14,116,202
FY 2011 Budget Target	\$ 14,116,202	\$ 14,116,202
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 15,816	\$ -
Employee Health/Dental Premiums	3,312	-
Retirement Contributions	12,504	-
Base Adjustments	\$ (130,034)	\$ -
Other Base Adjustments	(130,034)	-
Rightsizing of Intergovernmental Payments	\$ (130,034)	-
Fees and Other Revenues	\$ (1,996,619)	\$ (2,110,837)
ProgRevenue Volume Inc/Dec	(1,996,619)	(2,110,837)
Reduce revenue due to decline in collection of Probation Fees	\$ (1,118,410)	-
Reduce revenue as a result of not implementing new Presentence Fee in FY10	(992,427)	-
Reduced expenditures based on available revenue from collection of Probation Fees	\$ (1,996,619)	-
Other Mandates	\$ (1,054,953)	\$ -
State Risk Management Charges	(1,054,953)	-
Increase Services Allocation Out to allocate Risk Mgmt. charges to the other Judicial Branch departments	\$ (1,054,953)	-
Reallocations	\$ 1,054,953	\$ -
Reallocation Between Funds	1,054,953	-
Increase in Personnel Services Allocation In from the General Fund	\$ 1,054,953	-
FY 2011 Recommended Budget	\$ 12,005,365	\$ 12,005,365
Percent Change from Target Amount	-15.0%	-15.0%
FY 2011 Tentative Budget	\$ 12,005,365	\$ 12,005,365
Percent Change from Target Amount	-15.0%	-15.0%
FY 2011 Adopted Budget	\$ 12,005,365	\$ 12,005,365
Percent Change from Target Amount	-15.0%	-15.0%

Adult Probation Fees Fund (201) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 347,701	\$ -
FY 2010 Revised Budget	\$ 347,701	\$ -
Adjustments:		
Non Recurring	\$ (347,701)	\$ -
<i>Other Non-Recurring</i>	<i>(347,701)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 283,427	\$ -
<i>Other Non-Recurring</i>	<i>283,427</i>	<i>-</i>
<i>One-time funding for the Quality Assurance Project (staff)</i>	<i>\$ 247,078</i>	
<i>One-time funding for a part-time Deputy Director</i>	<i>36,349</i>	
FY 2011 Recommended Budget	\$ 283,427	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 283,427	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 283,427	\$ -
<i>Percent Change from Target Amount</i>		

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 4,640,708	\$ 866,814	\$ 866,814	\$ 1,601,573	\$ 339,339
Sources:					
Operating	\$ 12,886,827	\$ 14,116,202	\$ 14,116,202	\$ 11,888,738	\$ 12,005,365
Non-Recurring	(33)	-	-	-	-
Total Sources:	\$ 12,886,794	\$ 14,116,202	\$ 14,116,202	\$ 11,888,738	\$ 12,005,365
Uses:					
Operating	\$ 14,157,977	\$ 14,116,202	\$ 14,116,202	\$ 13,150,972	\$ 12,005,365
Non-Recurring	1,767,937	347,701	347,701	-	283,427
Total Uses:	\$ 15,925,914	\$ 14,463,903	\$ 14,463,903	\$ 13,150,972	\$ 12,288,792
Structural Balance	\$ (1,271,150)	\$ -	\$ -	\$ (1,262,234)	\$ -
Accounting Adjustments	\$ (15)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,601,573	\$ 519,113	\$ 519,113	\$ 339,339	\$ 55,912
Total Ending Spendable Fund Balance	\$ 1,601,573	\$ 519,113	\$ 519,113	\$ 339,339	\$ 55,912

Adult Probation Grants Fund (211)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,477,057	\$ 4,477,057
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 3,558,914	\$ 3,558,914
<i>Adult Probation FY 10 Grants</i>	<i>3,558,914</i>	<i>3,558,914</i>
Agenda Item:		
<i>C-11-10-008-G-00</i>		
FY 2010 Revised Budget	\$ 8,035,971	\$ 8,035,971
FY 2011 Budget Target	\$ 8,035,971	\$ 8,035,971
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 179,411	\$ -
<i>Employee Health/Dental Premiums</i>	<i>97,704</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>81,707</i>	<i>-</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (2,095,743)	\$ (1,916,332)
<i>Grant Reconciliation</i>	<i>(2,095,743)</i>	<i>(1,916,332)</i>
FY 2011 Recommended Budget	\$ 6,119,639	\$ 6,119,639
<i>Percent Change from Target Amount</i>	<i>-23.8%</i>	<i>-23.8%</i>
FY 2011 Tentative Budget	\$ 6,119,639	\$ 6,119,639
<i>Percent Change from Target Amount</i>	<i>-23.8%</i>	<i>-23.8%</i>
FY 2011 Adopted Budget	\$ 6,119,639	\$ 6,119,639
<i>Percent Change from Target Amount</i>	<i>-23.8%</i>	<i>-23.8%</i>

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (54,092)	\$ (54,092)	\$ (54,092)	\$ (46,048)	\$ (46,048)
Sources:					
Operating	\$ 4,375,992	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639
Total Sources:	\$ 4,375,992	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639
Uses:					
Operating	\$ 4,205,881	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639
Total Uses:	\$ 4,205,881	\$ 4,477,057	\$ 8,035,971	\$ 6,100,653	\$ 6,119,639
Structural Balance	\$ 170,111	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (162,067)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(46,048)	(54,092)	(54,092)	(46,048)	(46,048)
Total Ending Spendable Fund Balance	\$ (46,048)	\$ (54,092)	\$ (54,092)	\$ (46,048)	\$ (46,048)

Air Quality

Analysis by Angie Flick, Management & Budget Supervisor

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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CAQM - COUNTYWIDE AQ MONITORING	\$ 452,090	\$ 430,021	\$ 603,808	\$ 579,946	\$ 493,425	\$ (110,383)	-18.3%
DCPC - DUST CNTRL PERMIT COMPLIANCE	3,896,925	4,137,936	4,206,652	2,709,678	4,160,813	(45,839)	-1.1%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	3,267,996	1,920,240	1,920,240	511,339	500,000	(1,420,240)	-74.0%
DCVL - DUST CNTRL VACANT LOT COMPL	1,107,024	1,011,788	1,013,038	803,747	1,030,047	17,009	1.7%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	1,188,119	1,315,140	1,315,140	1,128,708	1,255,675	(59,465)	-4.5%
LSPE - LARGE SOURCE PERMIT ENFRMNT	526,175	771,420	771,420	84,552	770,000	(1,420)	-0.2%
LSPR - LARGE SOURCE PRMT ENG REVIEW	229,390	756,528	756,528	377,750	309,400	(447,128)	-59.1%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	4,029,197	4,603,920	4,603,920	3,754,125	4,332,814	(271,106)	-5.9%
SSPE - SMALL SOURCE PERMIT ENFRMNT	2,650,668	2,028,828	2,028,828	1,023,118	1,000,000	(1,028,828)	-50.7%
SSPR - SMALL SOURCE PRMT ENG REVIEW	465,656	345,360	345,360	401,677	553,628	208,268	60.3%
TRDA - TRIP REDUCTION	1,675,097	1,858,576	1,858,576	1,575,333	1,858,575	(1)	0.0%
VVRR - VOL VEH REPAIR AND RETROFIT	718,435	725,000	725,000	434,396	725,000	-	0.0%
85AQ - AIR QUALITY	\$ 20,206,772	\$ 19,904,757	\$ 20,148,510	\$ 13,384,369	\$ 16,989,377	\$ (3,159,133)	-15.7%
ODIR - EXECUTIVE MANAGEMENT	\$ 6,198	\$ 8,400	\$ 55,313	\$ 238,624	\$ 7,500	\$ (47,813)	-86.4%
99AS - ADMINISTRATIVE SERVICES	\$ 6,198	\$ 8,400	\$ 55,313	\$ 238,624	\$ 7,500	\$ (47,813)	-86.4%
GGOV - GENERAL GOVERNMENT	\$ 150,564	\$ 280,000	\$ 280,000	\$ 73,696	\$ 45,000	\$ (235,000)	-83.9%
99GV - GENERAL GOVERNMENT	\$ 150,564	\$ 280,000	\$ 280,000	\$ 73,696	\$ 45,000	\$ (235,000)	-83.9%
TOTAL PROGRAMS	\$ 20,363,534	\$ 20,193,157	\$ 20,483,823	\$ 13,696,689	\$ 17,041,877	\$ (3,441,946)	-16.8%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
CAQM - COUNTYWIDE AQ MONITORING	\$ 1,616,968	\$ 1,972,682	\$ 2,146,469	\$ 1,948,227	\$ 1,230,849	\$ 915,620	42.7%
DCPC - DUST CNTRL PERMIT COMPLIANCE	3,918,003	3,198,997	3,198,997	2,561,187	2,379,291	819,706	25.6%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	408,002	378,172	378,172	341,313	247,462	130,710	34.6%
DCVL - DUST CNTRL VACANT LOT COMPL	1,223,595	1,061,013	1,061,013	1,035,250	1,111,489	(50,476)	-4.8%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	567,481	716,885	716,885	574,917	474,765	242,120	33.8%
LSPE - LARGE SOURCE PERMIT ENFRMNT	89,591	256,187	256,187	103,381	150,682	105,505	41.2%
LSPR - LARGE SOURCE PRMT ENG REVIEW	720,001	724,637	724,637	555,580	477,019	247,618	34.2%
MAMV - MOBILE AIR MONITORING VAN	1,081,354	156,035	156,035	100,646	98,870	57,165	36.6%
PLAA - PLANNING AND ANALYSIS	923,255	1,244,297	1,244,297	947,368	846,417	397,880	32.0%
SBRC - BUSINESS RESOURCE CENTER	109,867	98,933	98,933	109,040	127,838	(28,905)	-29.2%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	1,966,521	1,842,344	1,842,344	1,885,960	1,664,945	177,399	9.6%
SSPE - SMALL SOURCE PERMIT ENFRMNT	334,118	226,592	226,592	245,057	125,724	100,868	44.5%
SSPR - SMALL SOURCE PRMT ENG REVIEW	1,111,130	1,101,402	1,101,402	1,119,142	1,110,181	(8,779)	-0.8%
TRDA - TRIP REDUCTION	1,592,577	1,858,168	1,858,168	1,432,358	1,729,049	129,119	6.9%
VVRR - VOL VEH REPAIR AND RETROFIT	676,645	728,611	728,611	407,269	723,258	5,353	0.7%
85AQ - AIR QUALITY	\$ 16,339,108	\$ 15,564,955	\$ 15,738,742	\$ 13,366,695	\$ 12,497,839	\$ 3,240,903	20.6%
BDGT - BUDGETING	\$ 36,392	\$ 37,882	\$ 37,882	\$ 38,917	\$ 38,193	\$ (311)	-0.8%
FSAC - FINANCIAL SERVICES	360,478	630,338	630,338	354,792	330,556	299,782	47.6%
HRAC - HUMAN RESOURCES	227,087	181,491	181,491	139,158	143,337	38,154	21.0%
ODIR - EXECUTIVE MANAGEMENT	5,124,400	4,579,444	4,579,444	3,694,056	3,980,994	598,450	13.1%
PROC - PROCUREMENT	24,854	24,855	24,855	24,835	26,126	(1,271)	-5.1%
99AS - ADMINISTRATIVE SERVICES	\$ 5,773,211	\$ 5,454,010	\$ 5,454,010	\$ 4,251,758	\$ 4,519,206	\$ 934,804	17.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 392,579	\$ 594,267	\$ 594,267	\$ 594,267	\$ 609,087	\$ (14,820)	-2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	111,455	742,360	742,360	232,264	31,759	710,601	95.7%
99GV - GENERAL GOVERNMENT	\$ 504,034	\$ 1,336,627	\$ 1,336,627	\$ 826,531	\$ 640,846	\$ 695,781	52.1%
TOTAL PROGRAMS	\$ 22,616,353	\$ 22,355,592	\$ 22,529,379	\$ 18,444,984	\$ 17,657,891	\$ 4,871,488	21.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 9,078,984	\$ 10,740,228	\$ 10,740,228	\$ 8,005,087	\$ 10,226,243	\$ (513,985)	-4.8%
SUBTOTAL	\$ 9,078,984	\$ 10,740,228	\$ 10,740,228	\$ 8,005,087	\$ 10,226,243	\$ (513,985)	-4.8%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 1,559,114	\$ 1,441,809	\$ 1,615,596	\$ 1,382,443	\$ 2,248,472	\$ 632,876	39.2%
0620 - OTHER INTERGOVERNMENTAL	2,393,532	2,583,576	2,583,576	2,009,729	1,858,575	(725,001)	-28.1%
SUBTOTAL	\$ 3,952,646	\$ 4,025,385	\$ 4,199,172	\$ 3,392,172	\$ 4,107,047	\$ (92,125)	-2.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 616,603	\$ 418,656	\$ 418,656	\$ 308,373	\$ 386,087	\$ (32,569)	-7.8%
SUBTOTAL	\$ 616,603	\$ 418,656	\$ 418,656	\$ 308,373	\$ 386,087	\$ (32,569)	-7.8%
FINES & FORFEITS							
0637 - FINES & FORFEITS	\$ 6,444,839	\$ 4,720,488	\$ 4,720,488	\$ 1,619,009	\$ 2,270,000	\$ (2,450,488)	-51.9%
SUBTOTAL	\$ 6,444,839	\$ 4,720,488	\$ 4,720,488	\$ 1,619,009	\$ 2,270,000	\$ (2,450,488)	-51.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 150,564	\$ 280,000	\$ 280,000	\$ 73,696	\$ 45,000	\$ (235,000)	-83.9%
0650 - MISCELLANEOUS REVENUE	6,198	8,400	8,400	209,981	7,500	(900)	-10.7%
SUBTOTAL	\$ 156,762	\$ 288,400	\$ 288,400	\$ 283,677	\$ 52,500	\$ (235,900)	-81.8%
ALL REVENUES	\$ 20,249,834	\$ 20,193,157	\$ 20,366,944	\$ 13,608,318	\$ 17,041,877	\$ (3,325,067)	-16.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 113,700	\$ -	\$ 116,879	\$ 88,371	\$ -	\$ (116,879)	-100.0%
ALL OTHER FINANCING SOURCES	\$ 113,700	\$ -	\$ 116,879	\$ 88,371	\$ -	\$ (116,879)	-100.0%
TOTAL SOURCES	\$ 20,363,534	\$ 20,193,157	\$ 20,483,823	\$ 13,696,689	\$ 17,041,877	\$ (3,441,946)	-16.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 9,830,395	\$ 9,510,701	\$ 9,510,701	\$ 8,875,167	\$ 8,027,403	\$ 1,483,298	15.6%
0710 - OVERTIME	112,714	78,280	78,280	43,512	50,584	27,696	35.4%
0750 - FRINGE BENEFITS	3,181,895	3,079,848	3,079,848	2,838,711	2,774,959	304,889	9.9%
0790 - OTHER PERSONNEL SERVICES	86,199	90,150	90,150	18,112	43,304	46,846	52.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(695,341)	(714,487)	(714,487)	(659,955)	(1,201,067)	486,580	-68.1%
0796 - PERSONNEL SERVICES ALLOC-IN	1,437,413	1,668,976	1,668,976	1,545,396	1,529,469	139,507	8.4%
SUBTOTAL	\$ 13,953,275	\$ 13,713,468	\$ 13,713,468	\$ 12,660,943	\$ 11,224,652	\$ 2,488,816	18.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 369,828	\$ 483,750	\$ 483,750	\$ 314,044	\$ 392,818	\$ 90,932	18.8%
0803 - FUEL	166,836	239,963	239,963	163,331	177,052	62,911	26.2%
0804 - NON-CAPITAL EQUIPMENT	339,981	24,897	148,684	103,654	67,645	81,039	54.5%
0805 - SUPPLIES-ALLOCATION OUT	(9,070)	(10,018)	(10,018)	(8,574)	(10,286)	268	-2.7%
0806 - SUPPLIES-ALLOCATION IN	25,147	18,690	18,690	11,667	15,135	3,555	19.0%
SUBTOTAL	\$ 892,722	\$ 757,282	\$ 881,069	\$ 584,122	\$ 642,364	\$ 238,705	27.1%
SERVICES							
0810 - LEGAL SERVICES	\$ 3,452	\$ 6,300	\$ 6,300	\$ 11,770	\$ 52,000	\$ (45,700)	-725.4%
0811 - HEALTH CARE SERVICES	15,267	10,460	10,460	5,048	9,432	1,028	9.8%
0812 - OTHER SERVICES	3,935,726	3,970,438	3,970,438	2,257,949	2,620,568	1,349,870	34.0%
0820 - RENT & OPERATING LEASES	969,084	1,161,461	1,161,461	1,017,898	1,091,972	69,489	6.0%
0825 - REPAIRS AND MAINTENANCE	34,515	80,364	80,364	32,475	29,444	50,920	63.4%
0839 - INTERNAL SERVICE CHARGES	805,734	1,055,291	1,055,291	597,045	847,148	208,143	19.7%
0841 - TRAVEL	21,313	43,364	43,364	9,646	9,144	34,220	78.9%
0842 - EDUCATION AND TRAINING	57,148	58,899	58,899	40,245	53,110	5,789	9.8%
0843 - POSTAGE/FREIGHT/SHIPPING	71,824	100,301	100,301	60,058	65,995	34,306	34.2%
0850 - UTILITIES	40,107	48,000	48,000	67,380	81,816	(33,816)	-70.5%
0872 - SERVICES-ALLOCATION OUT	(60,462)	(66,791)	(66,791)	(50,763)	(68,570)	1,779	-2.7%
0873 - SERVICES-ALLOCATION IN	88,697	118,994	118,994	86,229	166,039	(47,045)	-39.5%
SUBTOTAL	\$ 5,982,405	\$ 6,587,081	\$ 6,587,081	\$ 4,134,980	\$ 4,958,098	\$ 1,628,983	24.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 81,122	\$ 417,000	\$ 467,000	\$ 208,980	\$ -	\$ 467,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,024,135	-	-	-	-	-	N/A
0950 - DEBT SERVICE	286,711	282,400	282,400	257,924	220,288	62,112	22.0%
0956 - CAPITAL-ALLOCATION IN	3,404	4,094	4,094	3,768	3,402	692	16.9%
SUBTOTAL	\$ 1,395,372	\$ 703,494	\$ 753,494	\$ 470,672	\$ 223,690	\$ 529,804	70.3%
ALL EXPENDITURES	\$ 22,223,774	\$ 21,761,325	\$ 21,935,112	\$ 17,850,717	\$ 17,048,804	\$ 4,886,308	22.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 392,579	\$ 594,267	\$ 594,267	\$ 594,267	\$ 609,087	\$ (14,820)	-2.5%
ALL OTHER FINANCING USES	\$ 392,579	\$ 594,267	\$ 594,267	\$ 594,267	\$ 609,087	\$ (14,820)	-2.5%
TOTAL USES	\$ 22,616,353	\$ 22,355,592	\$ 22,529,379	\$ 18,444,984	\$ 17,657,891	\$ 4,871,488	21.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
503 AIR QUALITY GRANT							
OPERATING	\$ 3,952,645	\$ 4,025,385	\$ 4,025,385	\$ 3,389,344	\$ 4,107,047	\$ 81,662	2.0%
NON-RECURRING	-	-	173,787	-	-	(173,787)	-100.0%
FUND TOTAL SOURCES	\$ 3,952,645	\$ 4,025,385	\$ 4,199,172	\$ 3,389,344	\$ 4,107,047	\$ (92,125)	-2.2%
504 AIR QUALITY FEES							
OPERATING	\$ 16,327,839	\$ 16,167,772	\$ 16,167,772	\$ 10,022,819	\$ 12,934,830	\$ (3,232,942)	-20.0%
NON-RECURRING	83,050	-	116,879	284,526	-	(116,879)	-100.0%
FUND TOTAL SOURCES	\$ 16,410,889	\$ 16,167,772	\$ 16,284,651	\$ 10,307,345	\$ 12,934,830	\$ (3,349,821)	-20.6%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 20,280,484	\$ 20,193,157	\$ 20,193,157	\$ 13,412,163	\$ 17,041,877	\$ (3,151,280)	-15.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 83,050	\$ -	\$ 290,666	\$ 284,526	\$ -	\$ (290,666)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 20,363,534	\$ 20,193,157	\$ 20,483,823	\$ 13,696,689	\$ 17,041,877	\$ (3,441,946)	-16.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
503 AIR QUALITY GRANT							
OPERATING	\$ 3,815,173	\$ 4,025,385	\$ 4,025,385	\$ 3,511,174	\$ 4,107,047	\$ (81,662)	-2.0%
NON-RECURRING	-	-	173,787	-	-	173,787	100.0%
FUND TOTAL USES	\$ 3,815,173	\$ 4,025,385	\$ 4,199,172	\$ 3,511,174	\$ 4,107,047	\$ 92,125	2.2%
504 AIR QUALITY FEES							
OPERATING	\$ 15,092,610	\$ 15,722,207	\$ 15,722,207	\$ 13,638,852	\$ 12,812,844	\$ 2,909,363	18.5%
NON-RECURRING	3,708,570	2,608,000	2,608,000	1,294,958	738,000	1,870,000	71.7%
FUND TOTAL USES	\$ 18,801,180	\$ 18,330,207	\$ 18,330,207	\$ 14,933,810	\$ 13,550,844	\$ 4,779,363	26.1%
DEPARTMENT OPERATING TOTAL USES	\$ 18,907,783	\$ 19,747,592	\$ 19,747,592	\$ 17,150,026	\$ 16,919,891	\$ 2,827,701	14.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 3,708,570	\$ 2,608,000	\$ 2,781,787	\$ 1,294,958	\$ 738,000	\$ 2,043,787	73.5%
DEPARTMENT TOTAL USES	\$ 22,616,353	\$ 22,355,592	\$ 22,529,379	\$ 18,444,984	\$ 17,657,891	\$ 4,871,488	21.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.50	0.50	0.50	0.50	0.50	-	0.0%
EXECUTIVE MANAGEMENT	7.50	9.50	9.50	10.50	10.50	1.00	10.5%
FINANCIAL SERVICES	4.50	7.50	7.50	6.50	6.50	(1.00)	-13.3%
HUMAN RESOURCES	4.00	3.00	3.00	2.00	2.25	(0.75)	-25.0%
PROCUREMENT	0.50	0.50	0.50	0.50	0.50	-	0.0%
PROGRAM TOTAL	17.00	21.00	21.00	20.00	20.25	(0.75)	-3.6%
AIR QUALITY							
BUSINESS RESOURCE CENTER	3.00	1.00	1.00	1.00	1.00	-	0.0%
COUNTYWIDE AQ MONITORING	16.00	16.00	16.00	16.00	16.00	-	0.0%
DUST CNTRL PERMIT COMPLIANCE	91.50	55.00	55.00	46.00	45.00	(10.00)	-18.2%
DUST CNTRL PERMIT ENFORCEMENT	5.40	5.85	5.85	4.50	4.05	(1.80)	-30.8%
DUST CNTRL VACANT LOT COMPL	22.00	10.00	10.00	10.50	10.50	0.50	5.0%
LARGE SOURCE PERMIT COMPLIANC	9.40	9.70	9.70	7.70	7.70	(2.00)	-20.6%
LARGE SOURCE PERMIT ENFRCMEN	3.60	3.90	3.90	2.60	2.30	(1.60)	-41.0%
LARGE SOURCE PRMT ENG REVIEW	9.50	9.50	9.50	6.45	6.45	(3.05)	-32.1%
MOBILE AIR MONITORING VAN	3.00	1.00	1.00	1.00	1.00	-	0.0%
PLANNING AND ANALYSIS	13.00	12.00	12.00	12.00	11.00	(1.00)	-8.3%
SMALL SOURCE PERMIT COMPLIANC	23.10	27.30	27.30	26.80	24.80	(2.50)	-9.2%
SMALL SOURCE PERMIT ENFRCMEN	3.00	3.25	3.25	2.90	2.65	(0.60)	-18.5%
SMALL SOURCE PRMT ENG REVIEW	13.50	14.50	14.50	15.55	15.55	1.05	7.2%
TRIP REDUCTION	13.38	13.50	13.50	10.50	10.50	(3.00)	-22.2%
VOL VEH REPAIR AND RETROFIT	1.62	1.50	1.50	1.50	1.50	-	0.0%
PROGRAM TOTAL	231.00	184.00	184.00	165.00	160.00	(24.00)	-13.0%
DEPARTMENT TOTAL	248.00	205.00	205.00	185.00	180.25	(24.75)	-12.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Office Support Supv	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Admin/Operations Specialist	5.00	6.00	6.00	6.00	6.00	-	0.0%
Administrative Staff Supv	3.00	-	-	-	-	-	N/A
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Atmospheric Science Pro	-	-	-	1.00	-	-	N/A
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	2.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Development Svcs Technician	10.00	8.00	8.00	8.00	8.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Associate	24.00	23.00	23.00	22.00	21.00	(2.00)	-8.7%
Engineering Manager	-	-	-	1.00	1.00	1.00	N/A
Engineering Supervisor	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Engineering Technician	3.00	-	-	-	-	-	N/A
Environmental Enforcement Spec	10.00	12.00	12.00	7.00	6.00	(6.00)	-50.0%
Environmental Spclst Supv	15.00	10.00	10.00	10.00	10.00	-	0.0%
Environmental Specialist	95.00	70.00	70.00	61.00	60.00	(10.00)	-14.3%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	-	-	-	-	-	N/A
GIS Technician	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Support Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Instrumentation Technician Air	12.00	12.00	12.00	12.00	12.00	-	0.0%
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	13.00	12.00	12.00	8.00	8.00	(4.00)	-33.3%
Office Assistant Specialized	15.00	12.00	12.00	13.00	13.00	1.00	8.3%
Operations/Program Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Planner	8.00	7.00	7.00	9.00	8.00	1.00	14.3%
Planner - Senior	3.00	3.00	3.00	-	-	(3.00)	-100.0%
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Administrator	-	2.00	2.00	2.00	2.00	-	0.0%
Regression Modeler	-	-	-	-	1.00	1.00	N/A
Trainer	2.00	1.00	1.00	-	0.25	(0.75)	-75.0%
Department Total	248.00	205.00	205.00	185.00	180.25	(24.75)	-12.1%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
503 - AIR QUALITY GRANT	25.00	25.00	25.00	22.00	22.00	(3.00)	-12.0%
504 - AIR QUALITY FEES	223.00	180.00	180.00	161.00	158.25	(21.75)	-12.1%
DEPARTMENT TOTAL	248.00	205.00	205.00	185.00	180.25	(24.75)	-12.1%

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 24.75 full-time equivalents through attrition from FY 2009-10 to FY 2010-11.

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- Grant Fund (503):
 - \$24,910 increase for health/dental and retirement costs.
 - The Department estimated the increase in their budget request.
 - Net zero impact to fund.
- Air Quality Fees Fund (225):
 - \$184,027 increase for health/dental and retirement costs.
 - The increase was absorbed by removing funding for positions that were in process of being inactivated.
 - Net zero impact to fund.

Revenue: A \$3,349,821 reduction in operating revenue (from FY 2009-10 Revised) 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 \$2,909,363 operating reduction in expenditures is reflective of the changes in operations and size in the Department due to the decreased demand.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of inspected Dust Control operations in compliance	75.5%	70.0%	80.0%	10.0%	14.3%
Percent of Dust Control permits issued within federal and state standards	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of non-backlog Dust Control permitted source enforcement actions resolved	0.0%	99.9%	100.0%	0.1%	0.1%
Percent of inspected vacant lots in compliance	99.6%	50.0%	95.0%	45.0%	89.9%
Percent of inspected Title V (Large Source) operations in compliance	33.3%	75.0%	50.0%	(25.0%)	-33.3%
Percent of backlog Title V enforcement actions resolved	21.7%	N/A	100.0%	N/A	N/A
Percent of inspected Non-Title V and General (Small Source) permit operations in compliance	72.4%	71.9%	71.9%	0.0%	0.1%
Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	12.0%	15.0%	100.0%	85.0%	565.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Output	Number of valid samples collected	327,266	335,656	343,834	8,178	2.4%
Demand	Number of samples the air quality monitors are scheduled to collect	334,910	345,248	360,447	15,199	4.4%
Efficiency	Expenditure per valid samples collected	\$ 4.94	\$ 6.39	\$ 3.58	\$ 2.82	44.0%
<i>Revenue</i>						
	503 - AIR QUALITY GRANT	\$ 452,090	\$ 603,808	\$ 493,425	\$ (110,383)	-18.3%
	TOTAL SOURCES	\$ 452,090	\$ 603,808	\$ 493,425	\$ (110,383)	-18.3%
<i>Expenditure</i>						
	503 - AIR QUALITY GRANT	\$ 399,783	\$ 594,700	\$ 480,878	\$ 113,822	19.1%
	504 - AIR QUALITY FEES	1,217,185	1,551,769	749,971	801,798	51.7%
	TOTAL USES	\$ 1,616,968	\$ 2,146,469	\$ 1,230,849	\$ 915,620	42.7%

Activity Narrative: The FY 2010-11 budget supports the Department in the number of valid samples required to determine the safety of the air in Maricopa County. The expenditure reduction is because FY 2009-10 had one-time equipment purchases included.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected Dust Control operations in compliance	75.5%	70.0%	80.0%	10.0%	14.3%
Result	Percent of Dust Control permits issued within federal and state standards	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Dust Control Permit inspections completed	14,085	11,624	19,116	7,492	64.5%
Output	Number of permits issued	3,353	3,732	2,380	(1,352)	-36.2%
Demand	Number of Dust Control Permit inspections required by the State Implementation Plan	14,249	11,624	9,576	(2,048)	-17.6%
Efficiency	Expenditure per dust control permit inspections completed	\$ 278.17	\$ 275.21	\$ 124.47	\$ 150.74	54.8%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 3,896,925	\$ 4,206,652	\$ 4,160,813	\$ (45,839)	-1.1%
	TOTAL SOURCES	\$ 3,896,925	\$ 4,206,652	\$ 4,160,813	\$ (45,839)	-1.1%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 3,918,003	\$ 3,198,997	\$ 2,379,291	\$ 819,706	25.6%
	TOTAL USES	\$ 3,918,003	\$ 3,198,997	\$ 2,379,291	\$ 819,706	25.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand, recognizing the steep decline in the demand for services. The demand is specifically related to inspections required by the State Implementation Plan (SIP). The output of inspections completed encompasses both the inspections required by the SIP as well as inspections and re-inspections required because of Notice of Violations. The Dust Permitting segment of the Department's function continues to see a dramatic decline due to the recession 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of non-backlog Dust Control permitted source enforcement actions resolved	0.0%	99.9%	100.0%	0.1%	0.1%
Output	Number of Dust Control permitted source enforcement actions resolved	1,620	1,200	320	(880)	-73.3%
Demand	Number of Dust Control permitted source referrals for enforcement action	1,368	1,125	300	(825)	-73.3%
Efficiency	Expenditure per dust control permitted source enforcement actions resolved	\$ 251.85	\$ 315.14	\$ 773.32	\$ (458.18)	-145.4%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 3,267,996	\$ 1,920,240	\$ 500,000	\$ (1,420,240)	-74.0%
	TOTAL SOURCES	\$ 3,267,996	\$ 1,920,240	\$ 500,000	\$ (1,420,240)	-74.0%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 408,002	\$ 378,172	\$ 247,462	\$ 130,710	34.6%
	TOTAL USES	\$ 408,002	\$ 378,172	\$ 247,462	\$ 130,710	34.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the current 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 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected vacant lots in compliance	99.6%	50.0%	95.0%	45.0%	89.9%
Output	Number of vacant lot inspections completed	12,368	13,816	7,000	(6,816)	-49.3%
Demand	Number of vacant lot inspections required by the State Implementation Plan	13,243	13,816	7,000	(6,816)	-49.3%
Efficiency	Expenditure per vacant lot inspection completed	\$ 98.93	\$ 76.80	\$ 158.78	\$ (81.99)	-106.8%
<i>Revenue</i>						
	503 - AIR QUALITY GRANT	\$ 1,107,024	\$ 1,011,788	\$ 1,030,047	\$ 18,259	1.8%
	504 - AIR QUALITY FEES	-	1,250	-	(1,250)	-100.0%
	TOTAL SOURCES	\$ 1,107,024	\$ 1,013,038	\$ 1,030,047	\$ 17,009	1.7%
<i>Expenditure</i>						
	503 - AIR QUALITY GRANT	\$ 1,076,182	\$ 954,401	\$ 1,010,954	\$ (56,553)	-5.9%
	504 - AIR QUALITY FEES	147,413	106,612	100,535	6,077	5.7%
	TOTAL USES	\$ 1,223,595	\$ 1,061,013	\$ 1,111,489	\$ (50,476)	-4.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The number of vacant lots requiring an inspection due to disturbed soil is reduced by almost half due to the recession and lack of development.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected Title V (Large Source) operations in compliance	33.3%	75.0%	50.0%	(25.0%)	-33.3%
Output	Number of Title V (Large Source) inspections completed	27	16	24	8	50.0%
Demand	Number of Title V (Large Source) inspections required	43	39	40	1	2.6%
Efficiency	Expenditure per Title V (Large Source) inspections completed	\$ 21,017.81	\$ 44,805.31	\$ 19,781.88	\$ 25,023.44	55.8%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 1,188,119	\$ 1,315,140	\$ 1,255,675	\$ (59,465)	-4.5%
	TOTAL SOURCES	\$ 1,188,119	\$ 1,315,140	\$ 1,255,675	\$ (59,465)	-4.5%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 567,481	\$ 716,885	\$ 474,765	\$ 242,120	33.8%
	TOTAL USES	\$ 567,481	\$ 716,885	\$ 474,765	\$ 242,120	33.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 60% of the demand. The Department responded to 62.8% of demand in FY 2008-09. The Department is re-organizing resources to assist in meeting a greater percent of demand next year. Compliance is an issue as businesses are struggling to continue to operate in the down economy and occasionally become relaxed on some compliance issues.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of backlog Title V enforcement actions resolved	21.7%	N/A	100.0%	N/A	N/A
Output	Number of Title V (Large Source) permitted source enforcement actions resolved.	32	27	20	(7)	-25.9%
Demand	Number of Title V (Large Source) permitted source referrals for enforcement action.	28	27	16	(11)	-40.7%
Efficiency	Expenditure per number of Title V (Large Source) permitted source enforcement actions resolved	\$ 2,799.72	\$ 9,488.41	\$ 7,534.10	\$ 1,954.31	20.6%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 526,175	\$ 771,420	\$ 770,000	\$ (1,420)	-0.2%
	TOTAL SOURCES	\$ 526,175	\$ 771,420	\$ 770,000	\$ (1,420)	-0.2%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 89,591	\$ 256,187	\$ 150,682	\$ 105,505	41.2%
	TOTAL USES	\$ 89,591	\$ 256,187	\$ 150,682	\$ 105,505	41.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand including the backlog expected from FY 2009-10.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	The number of Title V (Large Source) permit actions completed	36	25	19	(6)	-24.0%
Demand	The number of complete Title V (Large Source) applications received for permit action	13	22	11	(11)	-50.0%
Efficiency	Expenditure per Title V (Large Source) permit action completed	\$ 20,000.03	\$ 28,985.48	\$ 25,106.26	\$ 3,879.22	13.4%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 229,390	\$ 756,528	\$ 309,400	\$ (447,128)	-59.1%
	TOTAL SOURCES	\$ 229,390	\$ 756,528	\$ 309,400	\$ (447,128)	-59.1%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 720,001	\$ 724,637	\$ 477,019	\$ 247,618	34.2%
	TOTAL USES	\$ 720,001	\$ 724,637	\$ 477,019	\$ 247,618	34.2%

Activity Narrative: The FY 2010-11 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	The number of Mobil Air Monitoring Van assessments completed	N/A	12	5	(7)	-58.3%
Demand	The number of Mobil Air Monitoring Van assessments requested	1	12	5	(7)	-58.3%
Efficiency	Expenditure per Mobil Air Monitoring Van assessments completed	N/A	\$ 13,002.92	\$ 19,774.00	\$ (6,771.08)	-52.1%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 1,081,354	\$ 156,035	\$ 98,870	\$ 57,165	36.6%
	TOTAL USES	\$ 1,081,354	\$ 156,035	\$ 98,870	\$ 57,165	36.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The FY 2008-09 actual expenditures include the purchase of the van. The van is utilized in assisting the compliance activities.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of scheduled emission reduction strategy milestones completed	139	145	139	(6)	-4.1%
Demand	Number of emission reduction strategy milestones scheduled for completion	150	156	164	8	5.1%
Efficiency	Expenditure per scheduled emission reduction strategy milestones completed	\$ 6,642.12	\$ 8,581.36	\$ 6,089.33	\$ 2,492.03	29.0%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 923,255	\$ 1,244,297	\$ 846,417	\$ 397,880	32.0%
	TOTAL USES	\$ 923,255	\$ 1,244,297	\$ 846,417	\$ 397,880	32.0%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 85% of the 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of requests for technical assistance fulfilled	869	500	936	436	87.2%
Demand	Number of requests for technical assistance	869	500	936	436	87.2%
Efficiency	Expenditure per technical assistance provided	\$ 126.43	\$ 197.87	\$ 136.58	\$ 61.29	31.0%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 109,867	\$ 98,933	\$ 127,838	\$ (28,905)	-29.2%
	TOTAL USES	\$ 109,867	\$ 98,933	\$ 127,838	\$ (28,905)	-29.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The employees in this activity will respond to technical requests from constituents. An Ombudsman has been hired to act as a liaison between the stakeholders and the Department. The demand for services in FY 2010-11 is consistent with the actual demand experienced in FY 2008-09. Local businesses are also relying more on the Department for assistance due to their own limited resources.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected Non-Title V and General (Small Source) permit operations in compliance	72.4%	71.9%	71.9%	0.0%	0.1%
Output	Number of Non-Title V and General (Small Source) permit inspections completed	2,980	2,688	1,382	(1,306)	-48.6%
Demand	Number of Non-Title V and General (Small Source) permit inspections required	2,669	2,688	2,678	(10)	-0.4%
Efficiency	Expenditure per Non-Title V and General (Small Source) permit inspections completed	\$ 659.91	\$ 685.40	\$ 1,204.74	\$ (519.34)	-75.8%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 4,029,197	\$ 4,603,920	\$ 4,332,814	\$ (271,106)	-5.9%
	TOTAL SOURCES	\$ 4,029,197	\$ 4,603,920	\$ 4,332,814	\$ (271,106)	-5.9%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 1,966,521	\$ 1,842,344	\$ 1,664,945	\$ 177,399	9.6%
	TOTAL USES	\$ 1,966,521	\$ 1,842,344	\$ 1,664,945	\$ 177,399	9.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The Small Source segment of the Department's function continues to see a dramatic decline due to the recession in Maricopa County.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	12.0%	15.0%	100.0%	85.0%	565.5%
Output	Number of resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	1,135	744	860	116	15.6%
Demand	Number of Non-Title V (Small Source), General, Burn and Asbestos source referrals for enforcement action	911	628	832	204	32.5%
Efficiency	Expenditure per resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	\$ 294.38	\$ 304.56	\$ 146.19	\$ 158.37	52.0%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 2,650,668	\$ 2,028,828	\$ 1,000,000	\$ (1,028,828)	-50.7%
	TOTAL SOURCES	\$ 2,650,668	\$ 2,028,828	\$ 1,000,000	\$ (1,028,828)	-50.7%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 334,118	\$ 226,592	\$ 125,724	\$ 100,868	44.5%
	TOTAL USES	\$ 334,118	\$ 226,592	\$ 125,724	\$ 100,868	44.5%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand, as well as working through enforcement action backlog. The backlog is expected to be eliminated by the end of this fiscal year.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	The number of Non-Title V and General (Small Source) permit actions completed.	2,294	2,004	1,711	(293)	-14.6%
Demand	The number of complete Non-Title V and General (Small Source) permit applications received for permit action.	2,171	2,017	1,711	(306)	-15.2%
Efficiency	Expenditure per Non-Title V and General (Small Source) permit actions completed.	\$ 484.36	\$ 549.60	\$ 648.85	\$ (99.25)	-18.1%
<i>Revenue</i>						
	504 - AIR QUALITY FEES	\$ 465,656	\$ 345,360	\$ 553,628	\$ 208,268	60.3%
	TOTAL SOURCES	\$ 465,656	\$ 345,360	\$ 553,628	\$ 208,268	60.3%
<i>Expenditure</i>						
	504 - AIR QUALITY FEES	\$ 1,111,130	\$ 1,101,402	\$ 1,110,181	\$ (8,779)	-0.8%
	TOTAL USES	\$ 1,111,130	\$ 1,101,402	\$ 1,110,181	\$ (8,779)	-0.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The Small Source segment of the Department's function continues to see a dramatic decline due to the recession in Maricopa County.

Trip Reduction Activity

The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.

Mandates: A.R.S. § 49-581 which defines the travel reduction program.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of Trip Reduction Sites receiving assistance	3,108	3,024	3,135	111	3.7%
Demand	Number of Trip Reduction Sites requesting assistance	3,108	3,024	3,135	111	3.7%
Efficiency	Expenditure per site receiving assistance	\$ 512.41	\$ 614.47	\$ 551.53	\$ 62.94	10.2%
<i>Revenue</i>						
	503 - AIR QUALITY GRANT	\$ 1,675,097	\$ 1,858,576	\$ 1,858,575	\$ (1)	-0.0%
	TOTAL SOURCES	\$ 1,675,097	\$ 1,858,576	\$ 1,858,575	\$ (1)	-0.0%
<i>Expenditure</i>						
	503 - AIR QUALITY GRANT	\$ 1,590,663	\$ 1,858,168	\$ 1,729,049	\$ 129,119	6.9%
	504 - AIR QUALITY FEES	1,914	-	-	-	N/A
	TOTAL USES	\$ 1,592,577	\$ 1,858,168	\$ 1,729,049	\$ 129,119	6.9%

Activity Narrative: The FY 2010-11 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	REV VS ADPT %
Output	Number of eligible customers whose vehicles were repaired or retrofitted	1,144	1,098	1,150	52	4.7%
Output	Number of vehicles repaired or retrofitted	1,144	1,098	1,150	52	4.7%
Demand	Number of eligible customers seeking financial assistance for vehicle repair or retrofit	1,144	1,098	1,150	52	4.7%
Efficiency	Expenditure per vehicle repaired or retrofitted	\$ 591.47	\$ 663.58	\$ 628.92	\$ 34.66	5.2%
Revenue						
	503 - AIR QUALITY GRANT	\$ 718,435	\$ 725,000	\$ 725,000	\$ -	0.0%
	TOTAL SOURCES	\$ 718,435	\$ 725,000	\$ 725,000	\$ -	0.0%
Expenditure						
	503 - AIR QUALITY GRANT	\$ 676,645	\$ 728,611	\$ 723,258	\$ 5,353	0.7%
	TOTAL USES	\$ 676,645	\$ 728,611	\$ 723,258	\$ 5,353	0.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to remain relatively flat from previous years.

Appropriated Budget Reconciliations

Air Quality Grant Fund (503)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,025,385	\$ 4,025,385
FY 2010 Revised Budget	\$ 4,025,385	\$ 4,025,385
FY 2011 Budget Target	\$ 4,025,385	\$ 4,025,385
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 24,910	\$ -
Employee Health/Dental Premiums	20,592	-
Retirement Contributions	4,318	-
Base Adjustments	\$ (24,910)	\$ -
Other Base Adjustments	(24,910)	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 81,662	\$ 81,662
Grant Reconciliation	81,662	81,662
FY 2011 Adopted Budget	\$ 4,107,047	\$ 4,107,047
Percent Change from Target Amount	2.0%	2.0%

Air Quality Grant Fund (503) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 173,787	\$ 173,787
MAG Air Quality Monitors	98,552	98,552
MAG Air Qual PM 10 Monitoring	75,235	75,235
	C-85-10-013-3-00	
	C-85-10-027-G-00	
FY 2010 Revised Budget	\$ 173,787	\$ 173,787
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (173,787)	\$ (173,787)
MAG Air Quality Monitors	(98,552)	(98,552)
MAG Air Qual PM 10 Monitoring	(75,235)	(75,235)
	C-85-10-013-3-00	
	C-85-10-027-G-00	
FY 2011 Budget Target	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
Percent Change from Target Amount		N/A

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (433,038)	\$ (537,975)	\$ (537,975)	\$ (162,154)	\$ (283,984)
Sources:					
Operating	\$ 3,952,645	\$ 4,025,385	\$ 4,025,385	\$ 3,389,344	\$ 4,107,047
Non-Recurring	-	-	173,787	-	-
Total Sources:	\$ 3,952,645	\$ 4,025,385	\$ 4,199,172	\$ 3,389,344	\$ 4,107,047
Uses:					
Operating	\$ 3,815,173	\$ 4,025,385	\$ 4,025,385	\$ 3,511,174	\$ 4,107,047
Non-Recurring	-	-	173,787	-	-
Total Uses:	\$ 3,815,173	\$ 4,025,385	\$ 4,199,172	\$ 3,511,174	\$ 4,107,047
Structural Balance	\$ 137,472	\$ -	\$ -	\$ (121,830)	\$ -
Accounting Adjustments	\$ 133,412	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(162,154)	(537,975)	(537,975)	(283,984)	(283,984)
Total Ending Spendable Fund Balance	\$ (162,154)	\$ (537,975)	\$ (537,975)	\$ (283,984)	\$ (283,984)

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 2010 Adopted Budget	\$ 15,722,207	\$ 16,167,772
FY 2010 Revised Budget	\$ 15,722,207	\$ 16,167,772
Adjustments:	Agenda Item:	
Budget Balancing	\$ (5,514)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(5,514)</i>	<i>-</i>
<i>Structural Balance</i>	<i>(2,626,153)</i>	<i>(2,788,542)</i>
	<i>C-49-09-066-2-00</i>	
FY 2011 Budget Target	\$ 13,090,540	\$ 13,379,230
Adjustments:	Agenda Item:	
Employee Compensation and Benefits	\$ 184,027	\$ -
Employee Retirement and Benefits	149,058	-
<i>Employee Health/Dental Premiums</i>	<i>149,058</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>34,969</i>	<i>-</i>
Base Adjustments	\$ (6,497)	\$ -
<i>Other Base Adjustments</i>	<i>(6,497)</i>	<i>-</i>
Budget Balancing	\$ (10,826)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(10,826)</i>	<i>-</i>
Fees and Other Revenues	\$ (1,912,500)	\$ (1,912,500)
<i>ProgRevenue Volume Inc/Dec</i>	<i>(1,912,500)</i>	<i>(1,912,500)</i>
	<i>C-49-10-032-M-00</i>	
FY 2011 Tentative Budget	\$ 11,344,744	\$ 11,466,730
<i>Percent Change from Target Amount</i>	<i>-13.3%</i>	<i>-14.3%</i>
Adjustments:		
Fees and Other Revenues	\$ 1,468,100	\$ 1,468,100
<i>ProgRevenue Volume Inc/Dec</i>	<i>1,468,100</i>	<i>1,468,100</i>
FY 2011 Adopted Budget	\$ 12,812,844	\$ 12,934,830
<i>Percent Change from Target Amount</i>	<i>-2.1%</i>	<i>-3.3%</i>

Air Quality Fee Fund (504) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 2,608,000	\$ -
Adjustments:		
Non Recurring	\$ -	\$ 116,879
Vehicles AQ PDS to Equip Svcs		9,393
Vehicle Air Qual to Ed Svcs		9,006
Vehicle Air Qual to Pub Health		9,264
AQ Veh Printers to Env Svcs		59,728
Vehicle Air Qual to Env Svcs 2		10,238
Vehicle Air Qual to Pub Wks SW		19,250
		C-74-10-008-V-00
		C-74-10-014-V-00
		C-86-10-135-V-00
		C-88-10-004-V-00
		C-88-10-015-V-00
		C-91-10-102-V-00
FY 2010 Revised Budget	\$ 2,608,000	\$ 116,879
Adjustments:		
Base Adjustments	\$ (2,608,000)	\$ -
Other Base Adjustments		(2,608,000)
Non Recurring	\$ -	\$ (116,879)
Vehicles AQ PDS to Equip Svcs		(9,393)
Vehicle Air Qual to Ed Svcs		(9,006)
Vehicle Air Qual to Pub Health		(9,264)
AQ Veh Printers to Env Svcs		(59,728)
Vehicle Air Qual to Env Svcs 2		(10,238)
Vehicle Air Qual to Pub Wks SW		(19,250)
		C-74-10-008-V-00
		C-74-10-014-V-00
		C-86-10-135-V-00
		C-88-10-004-V-00
		C-88-10-015-V-00
		C-91-10-102-V-00
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 615,000	\$ -
Non Recurring Carry Forward		115,000
Other Non-Recurring		500,000
Public Relations/Outreach	300,000	
Fee Study	50,000	
Facility Move	100,000	
GPS Units for Vehicles (2nd Phase)	50,000	
FY 2011 Tentative Budget	\$ 615,000	\$ -
<i>Percent Change from Target Amount</i>		
Adjustments:		
Non Recurring	\$ 123,000	\$ -
Non Recurring Carry Forward		123,000
Accela Implementation Carry Forward	\$ 123,000	
FY 2011 Adopted Budget	\$ 738,000	\$ -
<i>Percent Change from Target Amount</i>		
		N/A

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 8,337,658	\$ 4,706,717	\$ 4,706,717	\$ 5,947,406	\$ 1,320,941
Sources:					
Operating	\$ 16,327,839	\$ 16,167,772	\$ 16,167,772	\$ 10,022,819	\$ 12,934,830
Non-Recurring	83,050	-	116,879	284,526	-
Total Sources:	\$ 16,410,889	\$ 16,167,772	\$ 16,284,651	\$ 10,307,345	\$ 12,934,830
Uses:					
Operating	\$ 15,092,610	\$ 15,722,207	\$ 15,722,207	\$ 13,638,852	\$ 12,812,844
Non-Recurring	3,708,570	2,608,000	2,608,000	1,294,958	738,000
Total Uses:	\$ 18,801,180	\$ 18,330,207	\$ 18,330,207	\$ 14,933,810	\$ 13,550,844
Structural Balance	\$ 1,235,229	\$ 445,565	\$ 445,565	\$ (3,616,033)	\$ 121,986
Accounting Adjustments	\$ 39	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 5,947,406	\$ 2,544,282	\$ 2,661,161	\$ 1,320,941	\$ 704,927
Total Ending Spendable Fund Balance	\$ 5,947,406	\$ 2,544,282	\$ 2,661,161	\$ 1,320,941	\$ 704,927

Animal Care and Control

Analysis by Angie Flick, Management & Budget Supervisor

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

- **By June 2012, eliminate 100% of euthanasia of "treatable/manageable" pets while maintaining zero euthanasia of "healthy adoptable" pets.**

Status: Since 2006, the Department has saved 100% of the "healthy adoptable" pets and in FY 2009-10, through February 2010, the Department has saved 65% of the "treatable and manageable" pets.

- **By June 2012, increase dog licensing compliance to 45% from 39% in FY 2008-09.**

Status: Comparing the first six months of FY 2007-08 to the first six months of FY 2009-10, the Department has increased the number of licenses issued by 13%. The Department is actively seeking ways to reduce barriers to licensing through internet licensing options and licensing through veterinarian's offices.

- **By June, 2012, provide a minimum of 10,000 pet sterilization surgeries per year in "at-risk" areas.**

Status: In FY 2008-09 the Department was able to sterilize 20,525 pets in "at-risk" areas through the Uno por Uno Program and the Maricopa County Spay/Neuter Assistance Program (MCSNAP), and is on track to perform well over 10,000 surgeries in FY 2009-10.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 3,260,515	\$ 3,279,717	\$ 3,279,717	\$ 3,184,487	\$ 3,279,717	\$ -	0.0%
79AC - ANIMAL CONTROL	\$ 3,260,515	\$ 3,279,717	\$ 3,279,717	\$ 3,184,487	\$ 3,279,717	\$ -	0.0%
PETA - PET ADOPTION	\$ 2,119,281	\$ 2,047,982	\$ 2,047,982	\$ 1,984,177	\$ 2,094,828	\$ 46,846	2.3%
79AP - PET ADOPTION	\$ 2,119,281	\$ 2,047,982	\$ 2,047,982	\$ 1,984,177	\$ 2,094,828	\$ 46,846	2.3%
DOGL - DOG LICENSING	\$ 7,962,991	\$ 8,705,790	\$ 8,705,790	\$ 7,425,872	\$ 8,670,544	\$ (35,246)	-0.4%
79PL - PET LICENSING	\$ 7,962,991	\$ 8,705,790	\$ 8,705,790	\$ 7,425,872	\$ 8,670,544	\$ (35,246)	-0.4%
LCSN - LOW COST SPAY NEUTER	\$ 2,019,463	\$ 1,484,385	\$ 1,484,385	\$ 1,500,861	\$ 1,472,785	\$ (11,600)	-0.8%
79SN - ANIMAL WELFARE SAFETY NET	\$ 2,019,463	\$ 1,484,385	\$ 1,484,385	\$ 1,500,861	\$ 1,472,785	\$ (11,600)	-0.8%
GGOV - GENERAL GOVERNMENT	\$ 121,640	\$ -	\$ 72,133	\$ 176,825	\$ -	\$ (72,133)	-100.0%
99GV - GENERAL GOVERNMENT	\$ 121,640	\$ -	\$ 72,133	\$ 176,825	\$ -	\$ (72,133)	-100.0%
TOTAL PROGRAMS	\$ 15,483,890	\$ 15,517,874	\$ 15,590,007	\$ 14,272,222	\$ 15,517,874	\$ (72,133)	-0.5%
USES							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 2,772,641	\$ 3,173,363	\$ 3,173,363	\$ 2,711,226	\$ 3,120,825	\$ 52,538	1.7%
79AC - ANIMAL CONTROL	\$ 2,772,641	\$ 3,173,363	\$ 3,173,363	\$ 2,711,226	\$ 3,120,825	\$ 52,538	1.7%
PETA - PET ADOPTION	\$ 4,553,772	\$ 5,131,877	\$ 5,131,877	\$ 4,894,915	\$ 5,199,271	\$ (67,394)	-1.3%
79AP - PET ADOPTION	\$ 4,553,772	\$ 5,131,877	\$ 5,131,877	\$ 4,894,915	\$ 5,199,271	\$ (67,394)	-1.3%
DOGL - DOG LICENSING	\$ 1,986,370	\$ 2,464,920	\$ 2,464,920	\$ 2,177,570	\$ 2,475,541	\$ (10,621)	-0.4%
79PL - PET LICENSING	\$ 1,986,370	\$ 2,464,920	\$ 2,464,920	\$ 2,177,570	\$ 2,475,541	\$ (10,621)	-0.4%
LCSN - LOW COST SPAY NEUTER	\$ 1,665,356	\$ 1,425,539	\$ 1,425,539	\$ 1,221,407	\$ 1,465,527	\$ (39,988)	-2.8%
79SN - ANIMAL WELFARE SAFETY NET	\$ 1,665,356	\$ 1,425,539	\$ 1,425,539	\$ 1,221,407	\$ 1,465,527	\$ (39,988)	-2.8%
BDGT - BUDGETING	\$ 67,914	\$ 61,545	\$ 61,545	\$ 68,586	\$ 62,404	\$ (859)	-1.4%
FSAC - FINANCIAL SERVICES	80,871	90,311	90,311	90,467	91,680	(1,369)	-1.5%
HRAC - HUMAN RESOURCES	54,959	60,645	60,645	61,233	61,329	(684)	-1.1%
ODIR - EXECUTIVE MANAGEMENT	649,381	779,589	779,589	800,782	776,917	2,672	0.3%
PROC - PROCUREMENT	60,650	57,632	57,632	59,418	58,481	(849)	-1.5%
99AS - ADMINISTRATIVE SERVICES	\$ 913,775	\$ 1,049,722	\$ 1,049,722	\$ 1,080,486	\$ 1,050,811	\$ (1,089)	-0.1%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 611,990	\$ 769,740	\$ 769,740	\$ 769,740	\$ 809,812	\$ (40,072)	-5.2%
GGOV - GENERAL GOVERNMENT	1,199,011	1,081,585	1,153,718	1,153,718	1,139,914	13,804	1.2%
ISFC - INTERNAL SERVICE FUND CHARGES	299,707	142,660	142,660	143,923	182,283	(39,623)	-27.8%
99GV - GENERAL GOVERNMENT	\$ 2,110,708	\$ 1,993,985	\$ 2,066,118	\$ 2,067,381	\$ 2,132,009	\$ (65,891)	-3.2%
DESK - DESKTOP SUPPORT	\$ 77,384	\$ 77,258	\$ 77,258	\$ 76,756	\$ 78,129	\$ (871)	-1.1%
99IT - INFORMATION TECHNOLOGY	\$ 77,384	\$ 77,258	\$ 77,258	\$ 76,756	\$ 78,129	\$ (871)	-1.1%
TOTAL PROGRAMS	\$ 14,080,006	\$ 15,316,664	\$ 15,388,797	\$ 14,229,741	\$ 15,522,113	\$ (133,316)	-0.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 7,962,991	\$ 8,555,790	\$ 8,555,790	\$ 7,375,872	\$ 8,520,544	\$ (35,246)	-0.4%
SUBTOTAL	\$ 7,962,991	\$ 8,555,790	\$ 8,555,790	\$ 7,375,872	\$ 8,520,544	\$ (35,246)	-0.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,324,613	\$ 3,318,295	\$ 3,318,295	\$ 3,202,315	\$ 3,345,189	\$ 26,894	0.8%
0635 - OTHER CHARGES FOR SERVICES	2,039,553	1,981,938	1,981,938	1,948,390	1,998,198	16,260	0.8%
SUBTOTAL	\$ 5,364,166	\$ 5,300,233	\$ 5,300,233	\$ 5,150,705	\$ 5,343,387	\$ 43,154	0.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 3,396	\$ 4,172	\$ 4,172	\$ 3,534	\$ 4,172	\$ -	0.0%
SUBTOTAL	\$ 3,396	\$ 4,172	\$ 4,172	\$ 3,534	\$ 4,172	\$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 121,640	\$ 158,000	\$ 158,000	\$ 154,692	\$ 158,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	2,031,697	1,499,679	1,499,679	1,515,286	1,491,771	(7,908)	-0.5%
SUBTOTAL	\$ 2,153,337	\$ 1,657,679	\$ 1,657,679	\$ 1,669,978	\$ 1,649,771	\$ (7,908)	-0.5%
ALL REVENUES	\$ 15,483,890	\$ 15,517,874	\$ 15,517,874	\$ 14,200,089	\$ 15,517,874	\$ -	0.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ -	\$ -	\$ 72,133	\$ 72,133	\$ -	\$ (72,133)	-100.0%
ALL OTHER FINANCING SOURCES	\$ -	\$ -	\$ 72,133	\$ 72,133	\$ -	\$ (72,133)	-100.0%
TOTAL SOURCES	\$ 15,483,890	\$ 15,517,874	\$ 15,590,007	\$ 14,272,222	\$ 15,517,874	\$ (72,133)	-0.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 5,328,614	\$ 5,798,911	\$ 5,798,911	\$ 5,705,991	\$ 5,784,167	\$ 14,744	0.3%
0705 - TEMPORARY PAY	26,951	27,417	27,417	13,013	-	27,417	100.0%
0710 - OVERTIME	117,480	187,496	187,496	137,349	185,383	2,113	1.1%
0750 - FRINGE BENEFITS	2,134,992	2,256,023	2,256,023	2,139,522	2,381,541	(125,518)	-5.6%
0790 - OTHER PERSONNEL SERVICES	80,040	90,980	90,980	60,397	88,512	2,468	2.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(460,901)	(418,435)	(418,435)	(422,683)	(471,761)	53,326	-12.7%
0796 - PERSONNEL SERVICES ALLOC-IN	459,018	415,967	415,967	415,977	471,761	(55,794)	-13.4%
SUBTOTAL	\$ 7,686,194	\$ 8,358,359	\$ 8,358,359	\$ 8,049,566	\$ 8,439,603	\$ (81,244)	-1.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 270,754	\$ 276,702	\$ 276,702	\$ 279,152	\$ 278,984	\$ (2,282)	-0.8%
0802 - MEDICAL SUPPLIES	577,111	604,869	604,869	591,439	646,879	(42,010)	-6.9%
0803 - FUEL	182,397	188,948	188,948	158,185	159,204	29,744	15.7%
0804 - NON-CAPITAL EQUIPMENT	1,260	1,500	1,500	80	1,500	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(36,604)	(8,604)	(8,604)	(8,604)	(7,344)	(1,260)	14.6%
0806 - SUPPLIES-ALLOCATION IN	36,604	8,604	8,604	8,604	7,344	1,260	14.6%
SUBTOTAL	\$ 1,031,522	\$ 1,072,019	\$ 1,072,019	\$ 1,028,856	\$ 1,086,567	\$ (14,548)	-1.4%
SERVICES							
0811 - HEALTH CARE SERVICES	\$ 1,296,371	\$ 1,221,088	\$ 1,221,088	\$ 923,621	\$ 1,145,489	\$ 75,599	6.2%
0812 - OTHER SERVICES	1,071,323	1,290,137	1,290,137	1,094,615	1,290,137	-	0.0%
0820 - RENT & OPERATING LEASES	14,238	14,676	14,676	17,432	18,211	(3,535)	-24.1%
0825 - REPAIRS AND MAINTENANCE	80,382	76,477	76,477	88,657	76,477	-	0.0%
0839 - INTERNAL SERVICE CHARGES	564,011	464,714	464,714	472,595	496,533	(31,819)	-6.8%
0841 - TRAVEL	18,871	6,000	6,000	8,646	6,000	-	0.0%
0842 - EDUCATION AND TRAINING	4,945	14,494	14,494	13,954	14,494	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	156,767	343,387	343,387	318,705	343,387	-	0.0%
0850 - UTILITIES	296,231	172,639	172,639	259,220	212,341	(39,702)	-23.0%
0872 - SERVICES-ALLOCATION OUT	(33,720)	(33,720)	(33,720)	(33,720)	(36,936)	3,216	-9.5%
0873 - SERVICES-ALLOCATION IN	33,720	33,720	33,720	33,720	36,936	(3,216)	-9.5%
SUBTOTAL	\$ 3,503,139	\$ 3,603,612	\$ 3,603,612	\$ 3,197,445	\$ 3,603,069	\$ 543	0.0%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ -	\$ 412,750	\$ 412,750	\$ -	\$ 412,750	\$ -	0.0%
0950 - DEBT SERVICE	48,150	18,599	18,599	30,416	12,715	5,884	31.6%
0955 - CAPITAL-ALLOCATION OUT	(3,756)	(3,756)	(3,756)	(3,756)	(9,504)	5,748	-153.0%
0956 - CAPITAL-ALLOCATION IN	3,756	3,756	3,756	3,756	9,504	(5,748)	-153.0%
SUBTOTAL	\$ 48,150	\$ 431,349	\$ 431,349	\$ 30,416	\$ 425,465	\$ 5,884	1.4%
ALL EXPENDITURES	\$ 12,269,005	\$ 13,465,339	\$ 13,465,339	\$ 12,306,283	\$ 13,554,704	\$ (89,365)	-0.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 1,811,001	\$ 1,851,325	\$ 1,923,458	\$ 1,923,458	\$ 1,967,409	\$ (43,951)	-2.3%
ALL OTHER FINANCING USES	\$ 1,811,001	\$ 1,851,325	\$ 1,923,458	\$ 1,923,458	\$ 1,967,409	\$ (43,951)	-2.3%
TOTAL USES	\$ 14,080,006	\$ 15,316,664	\$ 15,388,797	\$ 14,229,741	\$ 15,522,113	\$ (133,316)	-0.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	\$ 10,065,268	\$ 10,649,387	\$ 10,649,387	\$ 9,440,802	\$ 10,649,387	\$ -	0.0%
FUND TOTAL SOURCES	\$ 10,065,268	\$ 10,649,387	\$ 10,649,387	\$ 9,440,802	\$ 10,649,387	\$ -	0.0%
573 ANIMAL CONTROL GRANTS							
OPERATING	\$ 2,128,389	\$ 1,572,785	\$ 1,572,785	\$ 1,551,876	\$ 1,572,785	\$ -	0.0%
NON-RECURRING	-	-	72,133	72,133	-	(72,133)	-100.0%
FUND TOTAL SOURCES	\$ 2,128,389	\$ 1,572,785	\$ 1,644,918	\$ 1,624,009	\$ 1,572,785	\$ (72,133)	-4.4%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	\$ 3,290,233	\$ 3,295,702	\$ 3,295,702	\$ 3,207,411	\$ 3,295,702	\$ -	0.0%
FUND TOTAL SOURCES	\$ 3,290,233	\$ 3,295,702	\$ 3,295,702	\$ 3,207,411	\$ 3,295,702	\$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 15,483,890	\$ 15,517,874	\$ 15,517,874	\$ 14,200,089	\$ 15,517,874	\$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ -	\$ -	\$ 72,133	\$ 72,133	\$ -	\$ (72,133)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 15,483,890	\$ 15,517,874	\$ 15,590,007	\$ 14,272,222	\$ 15,517,874	\$ (72,133)	-0.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 301,247	\$ 257,903	\$ 257,903	\$ 257,903	\$ 257,903	\$ -	0.0%
FUND TOTAL USES	\$ 301,247	\$ 257,903	\$ 257,903	\$ 257,903	\$ 257,903	\$ -	0.0%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	\$ 8,869,648	\$ 9,777,524	\$ 9,809,585	\$ 9,451,771	\$ 9,965,290	\$ (155,705)	-1.6%
NON-RECURRING	-	187,750	238,505	50,755	205,433	33,072	13.9%
FUND TOTAL USES	\$ 8,869,648	\$ 9,965,274	\$ 10,048,090	\$ 9,502,526	\$ 10,170,723	\$ (122,633)	-1.2%
573 ANIMAL CONTROL GRANTS							
OPERATING	\$ 1,803,986	\$ 1,572,785	\$ 1,526,983	\$ 1,367,759	\$ 1,572,785	\$ (45,802)	-3.0%
FUND TOTAL USES	\$ 1,803,986	\$ 1,572,785	\$ 1,526,983	\$ 1,367,759	\$ 1,572,785	\$ (45,802)	-3.0%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	\$ 3,105,125	\$ 3,295,702	\$ 3,309,443	\$ 3,080,175	\$ 3,295,702	\$ 13,741	0.4%
NON-RECURRING	-	225,000	246,378	21,378	225,000	21,378	8.7%
FUND TOTAL USES	\$ 3,105,125	\$ 3,520,702	\$ 3,555,821	\$ 3,101,553	\$ 3,520,702	\$ 35,119	1.0%
DEPARTMENT OPERATING TOTAL USES	\$ 14,080,006	\$ 14,903,914	\$ 14,903,914	\$ 14,157,608	\$ 15,091,680	\$ (187,766)	-1.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 412,750	\$ 484,883	\$ 72,133	\$ 430,433	\$ 54,450	11.2%
DEPARTMENT TOTAL USES	\$ 14,080,006	\$ 15,316,664	\$ 15,388,797	\$ 14,229,741	\$ 15,522,113	\$ (133,316)	-0.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.50	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	7.00	7.00	7.00	7.00	-	0.0%
FINANCIAL SERVICES	1.50	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.00	12.00	12.00	12.00	12.00	-	0.0%
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	52.00	52.00	52.00	52.00	52.00	-	0.0%
PROGRAM TOTAL	52.00	52.00	52.00	52.00	52.00	-	0.0%
ANIMAL WELFARE SAFETY NET							
LOW COST SPAY NEUTER	3.00	4.00	4.00	5.00	4.00	-	0.0%
PROGRAM TOTAL	3.00	4.00	4.00	5.00	4.00	-	0.0%
INFORMATION TECHNOLOGY							
DESKTOP SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
PET ADOPTION							
PET ADOPTION	80.00	78.00	78.00	78.00	78.00	-	0.0%
PROGRAM TOTAL	80.00	78.00	78.00	78.00	78.00	-	0.0%
PET LICENSING							
DOG LICENSING	20.00	21.00	21.00	21.00	21.00	-	0.0%
PROGRAM TOTAL	20.00	21.00	21.00	21.00	21.00	-	0.0%
DEPARTMENT TOTAL	167.00	168.00	168.00	169.00	168.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	1.00	-	-	-	-	-	N/A
Accounting Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	-	-	-	1.00	1.00	1.00	N/A
Animal Care Supervisor	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Animal Care Technician	40.00	39.00	39.00	39.00	39.00	-	0.0%
Animal Care Technician - Ld	3.00	-	-	-	-	-	N/A
Animal Control Officer	32.00	39.00	39.00	39.00	39.00	-	0.0%
Animal Control Sergeant	4.00	-	-	-	-	-	N/A
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	7.00	12.00	12.00	12.00	12.00	-	0.0%
Animal Health Technician - Ld	2.00	-	-	-	-	-	N/A
Assistant County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Animal Care & Ctrl	1.00	-	-	-	-	-	N/A
Dispatcher	4.00	4.00	4.00	4.00	4.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	-	-	-	-	-	N/A
Human Resources Associate	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Office Assistant	2.00	-	-	-	-	-	N/A
Office Assistant Specialized	38.00	41.00	41.00	39.00	39.00	(2.00)	-4.9%
Operations/Program Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	4.00	1.00	1.00	2.00	2.00	1.00	100.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	-	-	-	-	-	N/A
Veterinarian	2.00	2.00	2.00	4.00	3.00	1.00	50.0%
Department Total	167.00	168.00	168.00	169.00	168.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
572 - ANIMAL CONTROL LICENSE SHELTER	109.00	110.00	110.00	110.00	110.00	-	0.0%
573 - ANIMAL CONTROL GRANTS	6.00	6.00	6.00	7.00	6.00	-	0.0%
574 - ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	52.00	-	0.0%
DEPARTMENT TOTAL	167.00	168.00	168.00	169.00	168.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- Animal Control License/Shelter Fund (572):
 - \$128,626 increase for health/dental and retirement costs
 - Revenue is sufficient to support increased personnel costs
- Animal Control Grants Fund (573):
 - \$7,168 increase for health/dental and retirement costs
 - \$7,168 decrease in medical services

- Net zero impact to fund
- Animal Control Field Operations Fund (574):
 - \$60,468 increase for health/dental and retirement costs
 - \$29,295 Department submitted budget request under target
 - \$31,173 decrease in personnel cost due to salary savings adjustment from 3.0% to 4.2%. Currently the Department is experiencing a 10% salary savings.
 - Net zero impact to fund

Vehicles: Fund balance usage is budgeted for the replacement of vehicles during FY 2010-11 in both the License/Shelter and Field Operations funds.

Energy Efficiency Project: Fund balance usage is budgeted for the Department’s participation in the APS-ESCO energy efficiency project. The project’s detail is in the Capital Improvement Project section of the Annual Business Strategies.

Programs and Activities

Animal Control Program

The purpose of the Animal Control Program is to provide animal control services to licensed dogs and fulfill contractual activities to jurisdictions so they can ensure 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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of cases resolved within the time limitations of the contract obligation	N/A	N/A	101.3%	N/A	N/A
Percent of bite cases responded to within the time limitations of the contract obligation	N/A	N/A	99.1%	N/A	N/A

Activities that comprise this program include:

- Animal Control Enforcement

Animal Control Enforcement Activity

The purpose of the Animal Control Enforcement Activity is to provide animal complaint case resolution to contracted jurisdictions so they can ensure their citizens are free of animal related health and safety dangers in a timely manner.

Mandates: A.R.S. §11-1007 establishes the powers and duties of County enforcement agent.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of cases resolved within the time limitations of the contract obligation	N/A	N/A	101.3%	N/A	N/A
Result	Percent of bite cases responded to within the time limitations of the contract obligation	N/A	N/A	99.1%	N/A	N/A
Output	Number of cases closed	N/A	N/A	37,800	N/A	N/A
Output	Number of bite cases closed	N/A	N/A	5,350	N/A	N/A
Demand	Number of cases requested within scope of contract	N/A	N/A	39,000	N/A	N/A
Demand	Number of bite cases requested within scope of contract	N/A	N/A	5,400	N/A	N/A
Efficiency	Expenditure per case closed	N/A	N/A	\$ 82.56	N/A	N/A
<i>Revenue</i>						
	574 - ANIMAL CONTROL FIELD OPERATION	\$ 3,260,515	\$ 3,279,717	\$ 3,279,717	\$ -	0.0%
	TOTAL SOURCES	\$ 3,260,515	\$ 3,279,717	\$ 3,279,717	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 237,563	\$ 194,219	\$ 220,269	\$ (26,050)	-13.4%
	574 - ANIMAL CONTROL FIELD OPERATION	2,535,078	2,979,144	2,900,556	78,588	2.6%
	TOTAL USES	\$ 2,772,641	\$ 3,173,363	\$ 3,120,825	\$ 52,538	1.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting the level of service agreed to by the cities and towns by their intergovernmental agreements. The measures have been revised for FY 2010-11.

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 they can benefit from a reduction in euthanasia of sheltered animals and the creation of life-long human/animal bonds.

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of successful adoptions	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Pet Adoption

Pet Adoption Activity

The purpose of the Pet Adoption Activity is to provide dog and cat adoption services to pet adopters so they can experience long-term human/animal bonds.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of successful adoptions	N/A	N/A	100.0%	N/A	N/A
Output	Number of adoptions completed	N/A	N/A	27,669	N/A	N/A
Output	Number of cats adopted	N/A	N/A	8,571	N/A	N/A
Output	Number of dogs adopted	N/A	N/A	19,098	N/A	N/A
Demand	Number of people requesting adoptions	N/A	N/A	N/A	N/A	N/A
Demand	Number of adoptable cats available	N/A	N/A	9,892	N/A	N/A
Demand	Number of adoptable dogs available	N/A	N/A	22,058	N/A	N/A
Efficiency	Expenditure per adoption completed	N/A	N/A	\$ 187.91	N/A	N/A
<i>Revenue</i>						
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 2,027,957	\$ 1,959,582	\$ 1,994,828	\$ 35,246	1.8%
	573 - ANIMAL CONTROL GRANTS	91,324	88,400	100,000	11,600	13.1%
	TOTAL SOURCES	\$ 2,119,281	\$ 2,047,982	\$ 2,094,828	\$ 46,846	2.3%
<i>Expenditure</i>						
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 4,448,288	\$ 5,033,334	\$ 5,099,095	\$ (65,761)	-1.3%
	573 - ANIMAL CONTROL GRANTS	105,484	98,543	100,176	(1,633)	-1.7%
	TOTAL USES	\$ 4,553,772	\$ 5,131,877	\$ 5,199,271	\$ (67,394)	-1.3%

Activity Narrative: The FY 2010-11 budget supports the Department in adopting 86.6% of the animals available for adoption. An unsuccessful adoption occurs when a new pet owner returns the animal to the shelter within a short period of time. The FY 2010-11 budget supports the Department in providing adequate counseling and customer service to achieve 100% successful adoptions. This activity has been revised to include the following services: sheltering, quarantine, fostering and impoundment.

Pet Licensing Program

The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so they can benefit from the control of the spread of rabies and can recover lost pets.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of dogs licensed in Maricopa County	N/A	N/A	34.6%	N/A	N/A

Activities that comprise this program include:

- Dog Licensing

Dog Licensing Activity

The purpose of the Dog Licensing Activity is to provide dog licensing to dog owners so they can comply with the law and improve their ability to recover lost dogs.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of dogs licensed in Maricopa County	N/A	N/A	34.6%	N/A	N/A
Output	Number of dog licenses issued	330,305	331,424	341,366	9,942	3.0%
Demand	Number of dog licenses requested	N/A	N/A	399,049	N/A	N/A
Efficiency	Expenditure per dog license issued	\$ 6.01	\$ 7.44	\$ 7.25	\$ 0.19	2.5%
<i>Revenue</i>						
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 7,948,949	\$ 8,689,805	\$ 8,654,559	\$ (35,246)	-0.4%
	574 - ANIMAL CONTROL FIELD OPERATION	14,042	15,985	15,985	-	0.0%
	TOTAL SOURCES	\$ 7,962,991	\$ 8,705,790	\$ 8,670,544	\$ (35,246)	-0.4%
<i>Expenditure</i>						
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 1,986,370	\$ 2,464,920	\$ 2,475,541	\$ (10,621)	-0.4%
	TOTAL USES	\$ 1,986,370	\$ 2,464,920	\$ 2,475,541	\$ (10,621)	-0.4%

Activity Narrative: The FY 2010-11 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 2010-11 expenditures. The FY 2010-11 revenue is expected to decrease because many dogs were licensed last year that had late fees/fines associated with their licensing fee.

Community Outreach Program

The purpose of the Community Outreach Program is to provide low-cost medical and animal care services to the people of Maricopa County so they can experience a decrease in animal overpopulation, an increase in life-long relationships with their pets, and an increased knowledge of the benefits of the human/animal bond.

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent change in pet intake in Maricopa County	N/A	N/A	102.3%	N/A	N/A

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 access to pet sterilization surgeries and pet vaccinations to pet owners so they can avoid unwanted pet offspring and improve their pets' health.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent change in pet intake in Maricopa County	N/A	N/A	102.3%	N/A	N/A
Output	Number of pet sterilization surgeries provided	N/A	N/A	16,017	N/A	N/A
Demand	Number of pet sterilization surgeries requested	N/A	N/A	22,256	N/A	N/A
Efficiency	Expenditure per pet sterilization surgery provided	N/A	N/A	\$ 91.50	N/A	N/A
<i>Revenue</i>						
	573 - ANIMAL CONTROL GRANTS	\$ 2,019,463	\$ 1,484,385	\$ 1,472,785	\$ (11,600)	-0.8%
	TOTAL SOURCES	\$ 2,019,463	\$ 1,484,385	\$ 1,472,785	\$ (11,600)	-0.8%
<i>Expenditure</i>						
	573 - ANIMAL CONTROL GRANTS	\$ 1,665,356	\$ 1,425,539	\$ 1,465,527	\$ (39,988)	-2.8%
	TOTAL USES	\$ 1,665,356	\$ 1,425,539	\$ 1,465,527	\$ (39,988)	-2.8%

Activity Narrative: The FY 2010-11 budget supports the Department in providing low cost spay/neuter services. These services are expected to increase pet health and decrease the pet population in the County which in turn, should decrease the pets coming into Department shelters. The number of vouchers that are provided are determined by the amount of funding collected through donations. The Department has been and is expecting to see an increase in pet intake driven by the poor economy. Many pet owners are surrendering or abandoning their animals because they cannot afford to care for them.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2009-10 Adopted Budget	\$ 257,903	\$ -
FY 2010-11 Budget Target	\$ 257,903	\$ -
FY 2010-11 Adopted Budget	\$ 257,903	\$ -
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	

Animal Control License/Shelter Fund (572)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 9,777,524	\$ 10,649,387
Adjustments:		
Non Recurring	\$ 32,061	\$ -
<i>ACC CSCA Correction</i>	<i>32,061</i>	<i>-</i>
Agenda Item:		
<i>C-79-10-094-2-00</i>		
FY 2010 Revised Budget	\$ 9,809,585	\$ 10,649,387
Adjustments:		
Non Recurring	\$ (32,061)	\$ -
<i>ACC CSCA Correction</i>	<i>(32,061)</i>	<i>-</i>
Agenda Item:		
<i>C-79-10-094-2-00</i>		
FY 2011 Budget Target	\$ 9,777,524	\$ 10,649,387
Adjustments:		
Employee Compensation and Benefits	\$ 128,626	\$ -
Employee Retirement and Benefits	\$ 110,880	\$ -
<i>Employee Health/Dental Premiums</i>	<i>110,880</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>17,746</i>	<i>-</i>
Base Adjustments	\$ 59,140	\$ -
<i>Internal Service Charges</i>	<i>6,253</i>	<i>-</i>
<i>Debt Service</i>	<i>52,887</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 9,965,290	\$ 10,649,387
<i>Percent Change from Target Amount</i>	<i>1.9%</i>	<i>0.0%</i>

Animal Control License/Shelter Fund (572) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ 187,750	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 50,755	\$ -
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	50,755	-
FY 2010 Revised Budget		\$ 238,505	\$ -
Adjustments:	Agenda Item:		
Base Adjustments		\$ (187,750)	\$ -
<i>Other Base Adjustments</i>		(187,750)	-
Non Recurring		\$ (50,755)	\$ -
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	(50,755)	-
FY 2011 Budget Target		\$ -	\$ -
Adjustments:			
Base Adjustments		\$ 187,750	\$ -
<i>Other Base Adjustments</i>		187,750	-
Capital Improvement Program		\$ 17,683	\$ -
<i>Transfer to Capital Proj Fund</i>		17,683	-
FY 2011 Adopted Budget		\$ 205,433	\$ -
<i>Percent Change from Target Amount</i>			<i>N/A</i>

Animal Control License/Shelter Fund (572) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 3,576,701	\$ 3,855,068	\$ 3,855,068	\$ 4,772,368	\$ 4,710,644
Sources:					
Operating	\$ 10,065,268	\$ 10,649,387	\$ 10,649,387	\$ 9,440,802	\$ 10,649,387
Total Sources:	\$ 10,065,268	\$ 10,649,387	\$ 10,649,387	\$ 9,440,802	\$ 10,649,387
Uses:					
Operating	\$ 8,869,648	\$ 9,777,524	\$ 9,809,585	\$ 9,451,771	\$ 9,965,290
Non-Recurring	-	187,750	238,505	50,755	205,433
Total Uses:	\$ 8,869,648	\$ 9,965,274	\$ 10,048,090	\$ 9,502,526	\$ 10,170,723
Structural Balance	\$ 1,195,620	\$ 871,863	\$ 839,802	\$ (10,969)	\$ 684,097
Accounting Adjustments	\$ 47	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,772,368	\$ 4,539,181	\$ 4,456,365	\$ 4,710,644	\$ 5,189,308
Total Ending Spendable Fund Balance	\$ 4,772,368	\$ 4,539,181	\$ 4,456,365	\$ 4,710,644	\$ 5,189,308

Animal Control Donations Fund (573)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 1,572,785	\$ 1,572,785
Adjustments:	Agenda Item:		
Non Recurring		\$ (45,802)	\$ -
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	<i>(45,802)</i>	<i>-</i>
FY 2010 Revised Budget		\$ 1,526,983	\$ 1,572,785
Adjustments:	Agenda Item:		
Non Recurring		\$ 45,802	\$ -
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	<i>45,802</i>	<i>-</i>
FY 2011 Budget Target		\$ 1,572,785	\$ 1,572,785
Adjustments:			
Employee Compensation and Benefits		\$ 7,168	\$ -
Employee Retirement and Benefits		6,048	-
<i>Employee Health/Dental Premiums</i>		<i>1,120</i>	<i>-</i>
<i>Retirement Contributions</i>			
Base Adjustments		\$ (7,168)	\$ -
<i>Other Base Adjustments</i>		<i>(7,168)</i>	<i>-</i>
FY 2011 Adopted Budget		\$ 1,572,785	\$ 1,572,785
<i>Percent Change from Target Amount</i>		<i>0.0%</i>	<i>0.0%</i>
		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ -	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ -	\$ 72,133
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	<i>-</i>	<i>72,133</i>
FY 2010 Revised Budget		\$ -	\$ 72,133
Adjustments:	Agenda Item:		
Non Recurring		\$ -	\$ (72,133)
<i>ACC CSCA Correction</i>	<i>C-79-10-094-2-00</i>	<i>-</i>	<i>(72,133)</i>
FY 2011 Budget Target		\$ -	\$ -
FY 2011 Adopted Budget		\$ -	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>	<i>N/A</i>

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 526,078	\$ 700,699	\$ 700,699	\$ 850,485	\$ 1,106,735
Sources:					
Operating	\$ 2,128,389	\$ 1,572,785	\$ 1,572,785	\$ 1,551,876	\$ 1,572,785
Non-Recurring	-	-	72,133	72,133	-
Total Sources:	\$ 2,128,389	\$ 1,572,785	\$ 1,644,918	\$ 1,624,009	\$ 1,572,785
Uses:					
Operating	\$ 1,803,986	\$ 1,572,785	\$ 1,526,983	\$ 1,367,759	\$ 1,572,785
Total Uses:	\$ 1,803,986	\$ 1,572,785	\$ 1,526,983	\$ 1,367,759	\$ 1,572,785
Structural Balance	\$ 324,403	\$ -	\$ 45,802	\$ 184,117	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 850,485	\$ 700,699	\$ 818,634	\$ 1,106,735	\$ 1,106,735
Total Ending Spendable Fund Balance	\$ 850,485	\$ 700,699	\$ 818,634	\$ 1,106,735	\$ 1,106,735

Animal Control Field Operations Fund (574)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,295,702	\$ 3,295,702
Adjustments:		
Non Recurring		
<i>ACC CSCA Correction</i>		
Agenda Item:		
<i>C-79-10-094-2-00</i>	\$ 13,741	\$ -
	13,741	-
FY 2010 Revised Budget	\$ 3,309,443	\$ 3,295,702
Adjustments:		
Non Recurring		
<i>ACC CSCA Correction</i>		
Agenda Item:		
<i>C-79-10-094-2-00</i>	\$ (13,741)	\$ -
	(13,741)	-
FY 2011 Budget Target	\$ 3,295,702	\$ 3,295,702
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 60,468	\$ -
<i>Employee Health/Dental Premiums</i>	52,416	-
<i>Retirement Contributions</i>	8,052	-
Base Adjustments	\$ (60,468)	\$ -
<i>Other Base Adjustments</i>	(34,737)	-
<i>Debt Service</i>	5,442	-
<i>Personnel Savings</i>	(31,173)	-
FY 2011 Adopted Budget	\$ 3,295,702	\$ 3,295,702
<i>Percent Change from Target Amount</i>	0.0%	0.0%

Animal Control Field Operations Fund (574) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 225,000	\$ -
Adjustments:		
Non Recurring	\$ 21,378	\$ -
<i>ACC CSCA Correction</i>	<i>21,378</i>	<i>-</i>
Agenda Item:		
<i>C-79-10-094-2-00</i>		
FY 2010 Revised Budget	\$ 246,378	\$ -
Adjustments:		
Base Adjustments	\$ (225,000)	\$ -
<i>Other Base Adjustments</i>	<i>(225,000)</i>	<i>-</i>
Non Recurring	\$ (21,378)	\$ -
<i>ACC CSCA Correction</i>	<i>(21,378)</i>	<i>-</i>
Agenda Item:		
<i>C-79-10-094-2-00</i>		
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments	\$ 225,000	\$ -
<i>Other Base Adjustments</i>	<i>225,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 225,000	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 803,608	\$ 870,393	\$ 870,393	\$ 988,702	\$ 1,094,560
Sources:					
Operating	\$ 3,290,233	\$ 3,295,702	\$ 3,295,702	\$ 3,207,411	\$ 3,295,702
Total Sources:	\$ 3,290,233	\$ 3,295,702	\$ 3,295,702	\$ 3,207,411	\$ 3,295,702
Uses:					
Operating	\$ 3,105,125	\$ 3,295,702	\$ 3,309,443	\$ 3,080,175	\$ 3,295,702
Non-Recurring	-	225,000	246,378	21,378	225,000
Total Uses:	\$ 3,105,125	\$ 3,520,702	\$ 3,555,821	\$ 3,101,553	\$ 3,520,702
Structural Balance	\$ 185,108	\$ -	\$ (13,741)	\$ 127,236	\$ -
Accounting Adjustments	\$ (14)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 988,702	\$ 645,393	\$ 610,274	\$ 1,094,560	\$ 869,560
Total Ending Spendable Fund Balance	\$ 988,702	\$ 645,393	\$ 610,274	\$ 1,094,560	\$ 869,560

Assessor

Analysis by Angie Flick, Management & Budget Supervisor

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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CUST - CUSTOMER SERVICE	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
12PA - PROPERTY ASSESSMENT	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
TOTAL PROGRAMS	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
USES							
CUST - CUSTOMER SERVICE	\$ 2,456,296	\$ 2,360,993	\$ 2,360,993	\$ 2,340,550	\$ 2,285,456	\$ 75,537	3.2%
MOBI - MOBILE HOMES	669,609	691,279	691,279	626,061	647,092	44,187	6.4%
PERS - PERSONAL PROP CHARACTERISTICS	1,447,796	1,317,037	1,317,037	1,175,262	1,237,598	79,439	6.0%
REAL - REAL PROPERTY CHARACTERISTICS	14,655,880	14,510,465	14,510,465	14,170,563	14,961,102	(450,637)	-3.1%
12PA - PROPERTY ASSESSMENT	\$ 19,229,581	\$ 18,879,774	\$ 18,879,774	\$ 18,312,436	\$ 19,131,248	\$ (251,474)	-1.3%
BDGT - BUDGETING	\$ 38,690	\$ 37,597	\$ 37,597	\$ 39,864	\$ 39,392	\$ (1,795)	-4.8%
FSAC - FINANCIAL SERVICES	42,139	37,597	37,597	40,868	39,392	(1,795)	-4.8%
HRAC - HUMAN RESOURCES	341,247	334,080	334,080	353,927	371,187	(37,107)	-11.1%
ODIR - EXECUTIVE MANAGEMENT	693,081	646,351	646,351	695,444	687,336	(40,985)	-6.3%
PROC - PROCUREMENT	74,414	67,350	67,350	68,453	70,559	(3,209)	-4.8%
99AS - ADMINISTRATIVE SERVICES	\$ 1,189,571	\$ 1,122,975	\$ 1,122,975	\$ 1,198,556	\$ 1,207,866	\$ (84,891)	-7.6%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 69,864	\$ 51,085	\$ 51,085	\$ 51,085	\$ 58,528	\$ (7,443)	-14.6%
99GV - GENERAL GOVERNMENT	\$ 69,864	\$ 51,085	\$ 51,085	\$ 51,085	\$ 58,528	\$ (7,443)	-14.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,370,971	\$ 1,336,421	\$ 1,336,421	\$ 1,317,104	\$ 1,718,439	\$ (382,018)	-28.6%
DACR - DATA CENTER	462,412	520,617	520,617	422,284	305,197	215,420	41.4%
DESK - DESKTOP SUPPORT	578,526	410,484	410,484	399,341	210,204	200,280	48.8%
GISA - GIS APPLICATION DEV AND SUPP	533,777	495,187	495,187	697,769	486,161	9,026	1.8%
99IT - INFORMATION TECHNOLOGY	\$ 2,945,686	\$ 2,762,709	\$ 2,762,709	\$ 2,836,498	\$ 2,720,001	\$ 42,708	1.5%
TOTAL PROGRAMS	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 23,117,643	\$ (301,100)	-1.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
SUBTOTAL	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
ALL REVENUES	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
TOTAL SOURCES	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 15,341,423	\$ 15,183,876	\$ 15,183,876	\$ 14,719,148	\$ 15,011,179	\$ 172,697	1.1%
0705 - TEMPORARY PAY	52,101	28,042	28,042	32,823	18,792	9,250	33.0%
0710 - OVERTIME	49,215	36,152	36,152	4,389	34,197	1,955	5.4%
0750 - FRINGE BENEFITS	5,106,804	4,986,161	4,986,161	4,805,293	5,259,109	(272,948)	-5.5%
0790 - OTHER PERSONNEL SERVICES	80,814	29,896	29,896	24,148	18,951	10,945	36.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(106,707)	-	-	-	(95,484)	95,484	N/A
SUBTOTAL	\$ 20,523,650	\$ 20,264,127	\$ 20,264,127	\$ 19,585,801	\$ 20,246,744	\$ 17,383	0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 582,981	\$ 549,883	\$ 549,883	\$ 503,101	\$ 550,800	\$ (917)	-0.2%
0803 - FUEL	5,361	6,000	6,000	3,436	5,000	1,000	16.7%
SUBTOTAL	\$ 588,342	\$ 555,883	\$ 555,883	\$ 506,537	\$ 555,800	\$ 83	0.0%
SERVICES							
0810 - LEGAL SERVICES	\$ 41,527	\$ 4,500	\$ 4,500	\$ 3,540	\$ 4,500	\$ -	0.0%
0812 - OTHER SERVICES	493,759	479,700	479,700	812,546	788,202	(308,502)	-64.3%
0820 - RENT & OPERATING LEASES	675,043	577,127	577,127	575,986	583,795	(6,668)	-1.2%
0825 - REPAIRS AND MAINTENANCE	51,423	51,900	51,900	51,012	57,800	(5,900)	-11.4%
0839 - INTERNAL SERVICE CHARGES	32,792	59,200	59,200	89,163	60,000	(800)	-1.4%
0841 - TRAVEL	186,170	209,543	209,543	153,713	207,293	2,250	1.1%
0842 - EDUCATION AND TRAINING	43,952	47,700	47,700	55,500	45,400	2,300	4.8%
0843 - POSTAGE/FREIGHT/SHIPPING	563,279	505,000	505,000	504,293	506,245	(1,245)	-0.2%
0850 - UTILITIES	37,716	34,000	34,000	33,653	34,000	-	0.0%
SUBTOTAL	\$ 2,125,661	\$ 1,968,670	\$ 1,968,670	\$ 2,279,406	\$ 2,287,235	\$ (318,565)	-16.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 8,600	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0950 - DEBT SERVICE	188,449	27,863	27,863	26,831	27,864	(1)	0.0%
SUBTOTAL	\$ 197,049	\$ 27,863	\$ 27,863	\$ 26,831	\$ 27,864	\$ (1)	0.0%
ALL EXPENDITURES	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 23,117,643	\$ (301,100)	-1.3%
TOTAL USES	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 23,117,643	\$ (301,100)	-1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
FUND TOTAL SOURCES	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
DEPARTMENT TOTAL SOURCES	\$ 215,854	\$ 150,000	\$ 150,000	\$ 278,855	\$ 240,000	\$ 90,000	60.0%
DEPARTMENT OPERATING TOTAL USES							
100 GENERAL							
OPERATING	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 22,792,643	\$ 23,900	0.1%
NON-RECURRING	-	-	-	-	325,000	(325,000)	N/A
FUND TOTAL USES	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 23,117,643	\$ (301,100)	-1.3%
DEPARTMENT OPERATING TOTAL USES	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 22,792,643	\$ 23,900	0.1%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ (325,000)	N/A
DEPARTMENT TOTAL USES	\$ 23,434,702	\$ 22,816,543	\$ 22,816,543	\$ 22,398,575	\$ 23,117,643	\$ (301,100)	-1.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.50	0.50	0.50	0.50	0.50	-	0.0%
EXECUTIVE MANAGEMENT	5.00	5.00	5.00	6.48	5.48	0.48	9.6%
FINANCIAL SERVICES	0.50	0.50	0.50	0.50	0.50	-	0.0%
HUMAN RESOURCES	5.00	4.00	4.00	4.49	4.49	0.49	12.3%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	11.00	11.00	12.97	11.97	0.97	8.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	13.50	13.50	13.50	13.50	18.50	5.00	37.0%
DATA CENTER	5.50	6.50	6.50	5.50	4.00	(2.50)	-38.5%
DESKTOP SUPPORT	4.50	4.50	4.50	4.50	2.00	(2.50)	-55.6%
GIS APPLICATION DEV AND SUPP	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	28.50	28.50	28.50	27.50	28.50	-	0.0%
PROPERTY ASSESSMENT							
CUSTOMER SERVICE	51.50	46.50	46.50	47.50	45.50	(1.00)	-2.2%
MOBILE HOMES	13.00	12.00	12.00	13.00	12.00	-	0.0%
PERSONAL PROP CHARACTERISTICS	23.00	20.00	20.00	19.00	19.00	(1.00)	-5.0%
REAL PROPERTY CHARACTERISTICS	233.00	204.00	204.00	212.48	206.48	2.48	1.2%
PROGRAM TOTAL	320.50	282.50	282.50	291.98	282.98	0.48	0.2%
DEPARTMENT TOTAL	361.00	322.00	322.00	332.45	323.45	1.45	0.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	5.00	5.00	5.00	5.00	5.00	-	0.0%
Admin/Operations Specialist	-	-	-	0.49	0.49	0.49	N/A
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Appraiser	148.00	127.00	127.00	111.00	108.00	(19.00)	-15.0%
Appraiser Manager	9.00	8.00	8.00	6.00	6.00	(2.00)	-25.0%
Appraiser Senior	-	-	-	15.96	13.96	13.96	N/A
Appraiser Supervisor	19.00	18.00	18.00	19.00	19.00	1.00	5.6%
Appraiser Trainee	-	-	-	5.00	5.00	5.00	N/A
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
CAMA Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Appraiser - Assessor	-	-	-	1.00	-	-	N/A
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Computer Operator - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Development Svcs Supervisor	6.00	6.00	6.00	6.00	4.00	(2.00)	-33.3%
Development Svcs Technician	84.00	76.00	76.00	79.00	79.00	3.00	3.9%
Director	1.00	1.00	1.00	-	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	2.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Financial Support Supv - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Programmer/Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	27.00	18.00	18.00	19.00	18.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Office Assistant Specialized	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	-	2.00	2.00	2.00	N/A
Operations/Program Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Regression Modeler	7.00	7.00	7.00	7.00	7.00	-	0.0%
Risk Mgmt Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Department Total	361.00	322.00	322.00	332.45	323.45	1.45	0.5%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	361.00	322.00	322.00	336.45	323.45	1.45	0.5%
DEPARTMENT TOTAL	361.00	322.00	322.00	332.45	323.45	1.45	0.5%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$396,243 for FY 2010-11. Salary and benefit savings for the Department are being right-sized, decreasing personnel costs by \$396,243. The net effect is zero.

Technology: The Department is utilizing operational savings in FY 2009-10 to purchase an upgrade Geospatial Information System (GIS) bundle which includes hardware, software and professional services to install. The installation will carry over into FY 2010-11. \$200,000 is budgeted in Non-Recurring/Non-Project for FY 2010-11 for the professional services needed to complete the installation.

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 Statutes.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of public and other government agencies that rate our quality customer service	100.0%	100.0%	100.0%	0.0%	0.0%
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	11.5%	32.0%	35.4%	3.4%	10.7%
Percent of Business Personal Property accounts valued fairly and equitably	100.0%	99.0%	99.0%	0.0%	0.0%
Percent of Real Property valued fairly and equitably	99.3%	97.4%	99.4%	2.0%	2.1%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of public and other government agencies that rate our quality customer service as "satisfied" or better	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public and other government agencies that rate our quality customer service	14	20	25	5	25.0%
Output	Number of property owners served	466,013	550,000	548,000	(2,000)	-0.4%
Demand	Number of property owners demanding service	466,013	550,000	548,000	(2,000)	-0.4%
Efficiency	Expenditure per customer served	\$ 5.27	\$ 4.29	\$ 4.17	\$ 0.12	2.8%
<i>Revenue</i>						
	100 - GENERAL	\$ 215,854	\$ 150,000	\$ 240,000	\$ 90,000	60.0%
	TOTAL SOURCES	\$ 215,854	\$ 150,000	\$ 240,000	\$ 90,000	60.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,456,296	\$ 2,360,993	\$ 2,285,456	\$ 75,537	3.2%
	TOTAL USES	\$ 2,456,296	\$ 2,360,993	\$ 2,285,456	\$ 75,537	3.2%

Activity Narrative: The FY 2010-11 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 increased salary savings anticipated 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of mobile home assessments completed	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of mobile homes assessed	119,920	121,000	122,000	1,000	0.8%
Demand	Number of mobile homes to be assessed	119,920	121,000	122,000	1,000	0.8%
Efficiency	Expenditure per mobile home assessment	\$ 5.58	\$ 5.71	\$ 5.30	\$ 0.41	7.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 669,609	\$ 691,279	\$ 647,092	\$ 44,187	6.4%
	TOTAL USES	\$ 669,609	\$ 691,279	\$ 647,092	\$ 44,187	6.4%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. Demand for mobile homes assessments is expected to rise slightly in FY 2010-11; however the Department has become more efficient in completing the assessments which has reduced the overall cost in this activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Business Personal Property accounts where taxpayers E-Filed	11.5%	32.0%	35.4%	3.4%	10.7%
Result	Percent of Business Personal Property accounts valued fairly and equitably	100.0%	99.0%	99.0%	0.0%	0.0%
Output	Number of Notices of Value processed	33,999	51,600	50,800	(800)	-1.6%
Output	Number of Business Personal Property accounts	33,999	51,600	50,800	(800)	-1.6%
Demand	Number of Notices of Value to be processed	33,999	51,600	50,800	(800)	-1.6%
Demand	Number of Personal Property Accounts and Inspection requests received	33,999	51,600	50,800	(800)	-1.6%
Efficiency	Expenditure per Business Personal Property Notice of Value processed	\$ 42.58	\$ 25.52	\$ 24.36	\$ 1.16	4.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,447,796	\$ 1,317,037	\$ 1,237,598	\$ 79,439	6.0%
	TOTAL USES	\$ 1,447,796	\$ 1,317,037	\$ 1,237,598	\$ 79,439	6.0%

Activity Narrative: The FY 2010-11 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Real Property valued fairly and equitably	99.3%	97.4%	99.4%	2.0%	2.1%
Output	Number of Real Property service requests completed	1,706,137	1,630,154	1,650,000	19,846	1.2%
Output	Number of Real Property valued	1,553,210	1,678,847	1,670,000	(8,847)	-0.5%
Demand	Number of Real Property service requests received	1,706,137	1,678,847	1,670,000	(8,847)	-0.5%
Efficiency	Expenditure per real property service requests completed	\$ 8.59	\$ 8.90	\$ 9.07	\$ (0.17)	-1.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 14,655,880	\$ 14,510,465	\$ 14,961,102	\$ (450,637)	-3.1%
	TOTAL USES	\$ 14,655,880	\$ 14,510,465	\$ 14,961,102	\$ (450,637)	-3.1%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 99.4% of the demand. Demand is expected to decrease slightly in FY 2010-11 due to the property values reflecting the downward trend also being experienced in market values. The initial spike of appraisal requests is materializing in FY 2009-10 because the assessed value of property lags behind the market value of property by approximately two years and the property valuations mailed in February 2009 did not reflect the economic (market) downturn.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 22,816,543	\$ 150,000
FY 2010 Revised Budget	\$ 22,816,543	\$ 150,000
Adjustments:		
Budget Balancing	\$ (23,900)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(23,900)</i>	<i>-</i>
Agenda Item:		
<i>C-49-09-066-2-00</i>		
FY 2011 Budget Target	\$ 22,792,643	\$ 150,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 398,587	\$ -
<i>Employee Health/Dental Premiums</i>	<i>332,086</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>66,501</i>	<i>-</i>
Base Adjustments	\$ (398,587)	\$ 90,000
<i>Other Base Adjustments</i>	<i>-</i>	<i>90,000</i>
<i>Personnel Savings</i>	<i>(398,587)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 22,792,643	\$ 240,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>60.0%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 325,000	\$ -
<i>Other Non-Recurring</i>	<i>325,000</i>	<i>-</i>
<i>GIS Upgrade</i>	<i>\$ 200,000</i>	
<i>Limited Assessment Services</i>	<i>125,000</i>	
FY 2011 Adopted Budget	\$ 325,000	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	

Board of Supervisors, District 1

Analysis by Angie Flick, 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	\$ 356,811	\$ 346,428	\$ 346,428	\$ 346,226	\$ 346,428	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 356,811	\$ 346,428	\$ 346,428	\$ 346,226	\$ 346,428	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 2,340	\$ -	\$ -	\$ 112	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 2,340	\$ -	\$ -	\$ 112	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%

Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 255,566	\$ 258,869	\$ 258,869	\$ 259,666	\$ 258,869	\$ -	0.0%
0750 - FRINGE BENEFITS	79,838	78,379	78,379	77,616	87,113	(8,734)	-11.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(3,482)	3,482	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	5,252	5,252	5,252	-	5,252	100.0%
SUBTOTAL	\$ 335,404	\$ 342,500	\$ 342,500	\$ 342,534	\$ 342,500	\$ -	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 7,743	\$ 1,838	\$ 738	\$ 475	\$ 738	\$ -	0.0%
SUBTOTAL	\$ 7,743	\$ 1,838	\$ 738	\$ 475	\$ 738	\$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	\$ 1,130	\$ 770	\$ 270	\$ 73	\$ 270	\$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	3,015	1,200	1,200	951	1,200	-	0.0%
0841 - TRAVEL	892	-	500	537	500	-	0.0%
0842 - EDUCATION AND TRAINING	9,743	-	1,100	1,713	1,100	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	36	120	120	55	120	-	0.0%
SUBTOTAL	\$ 14,816	\$ 2,090	\$ 3,190	\$ 3,329	\$ 3,190	\$ -	0.0%
CAPITAL							
0950 - DEBT SERVICE	\$ 1,188	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ 1,188	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL EXPENDITURES	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
TOTAL USES	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
FUND TOTAL USES	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 359,151	\$ 346,428	\$ 346,428	\$ 346,338	\$ 346,428	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Chief Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$8,734 increase for health/dental and retirement costs.
 - The Department absorbed the benefit increase through the reduction of the Allocation In from FY 2009-10 and the addition of an Allocation Out for services provided to another Department.
 - Net zero impact to fund.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 346,428	\$ -
FY 2010 Revised Budget	\$ 346,428	\$ -
FY 2011 Budget Target	\$ 346,428	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 8,734	\$ -
<i>Employee Health/Dental Premiums</i>	<i>5,760</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,974</i>	<i>-</i>
Base Adjustments	\$ (8,734)	\$ -
<i>Other Base Adjustments</i>	<i>(8,734)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 346,428	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Board of Supervisors, District 2

Analysis by Angie Flick, 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	\$ 357,809	\$ 346,428	\$ 346,428	\$ 346,007	\$ 346,428	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 357,809	\$ 346,428	\$ 346,428	\$ 346,007	\$ 346,428	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%

Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 263,337	\$ 266,766	\$ 266,766	\$ 267,945	\$ 266,766	\$ -	0.0%
0750 - FRINGE BENEFITS	84,139	87,273	87,273	84,921	90,747	(3,474)	-4.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(9,868)	(9,868)	(9,868)	(13,342)	3,474	-35.2%
SUBTOTAL	\$ 347,476	\$ 344,171	\$ 344,171	\$ 342,998	\$ 344,171	\$ -	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 1,625	\$ 350	\$ 350	\$ 768	\$ 350	\$ -	0.0%
SUBTOTAL	\$ 1,625	\$ 350	\$ 350	\$ 768	\$ 350	\$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	\$ 118	\$ 376	\$ 376	\$ -	\$ 376	\$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	2,493	300	300	327	300	-	0.0%
0841 - TRAVEL	670	-	-	649	-	-	N/A
0842 - EDUCATION AND TRAINING	4,174	-	-	117	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	29	120	120	101	120	-	0.0%
SUBTOTAL	\$ 7,484	\$ 796	\$ 796	\$ 1,194	\$ 796	\$ -	0.0%
CAPITAL							
0950 - DEBT SERVICE	\$ 1,344	\$ 1,111	\$ 1,111	\$ 1,103	\$ 1,111	\$ -	0.0%
SUBTOTAL	\$ 1,344	\$ 1,111	\$ 1,111	\$ 1,103	\$ 1,111	\$ -	0.0%
ALL EXPENDITURES	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%
TOTAL USES	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%
FUND TOTAL USES	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 357,929	\$ 346,428	\$ 346,428	\$ 346,063	\$ 346,428	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Chief Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$3,474 increase for health/dental and retirement costs.
 - The Department absorbed the benefit increase through an increase to the Allocation Out for services provided to another Department.
 - Net zero impact to fund.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 346,428	\$ -
FY 2010 Revised Budget	\$ 346,428	\$ -
FY 2011 Budget Target	\$ 346,428	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 3,474	\$ -
<i>Employee Health/Dental Premiums</i>	<i>468</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>3,006</i>	<i>-</i>
Base Adjustments	\$ (3,474)	\$ -
<i>Other Base Adjustments</i>	<i>(3,474)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 346,428	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Board of Supervisors, District 3

Analysis by Angie Flick, 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	\$ 335,708	\$ 346,428	\$ 346,428	\$ 340,562	\$ 346,428	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 335,708	\$ 346,428	\$ 346,428	\$ 340,562	\$ 346,428	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%

Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 253,147	\$ 256,175	\$ 256,175	\$ 256,973	\$ 256,175	\$ -	0.0%
0750 - FRINGE BENEFITS	69,233	69,291	69,291	68,780	74,416	(5,125)	-7.4%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	3,074	-	-	N/A
SUBTOTAL	\$ 322,380	\$ 325,466	\$ 325,466	\$ 328,827	\$ 330,591	\$ (5,125)	-1.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 2,023	\$ 6,058	\$ 6,058	\$ 2,631	\$ 4,858	\$ 1,200	19.8%
SUBTOTAL	\$ 2,023	\$ 6,058	\$ 6,058	\$ 2,631	\$ 4,858	\$ 1,200	19.8%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 19	\$ -	\$ -	N/A
0812 - OTHER SERVICES	533	6,000	6,000	2,000	2,400	3,600	60.0%
0839 - INTERNAL SERVICE CHARGES	1,839	1,200	1,200	1,540	1,200	-	0.0%
0841 - TRAVEL	5,923	3,600	3,600	3,039	3,600	-	0.0%
0842 - EDUCATION AND TRAINING	750	3,000	3,000	1,260	2,675	325	10.8%
0843 - POSTAGE/FREIGHT/SHIPPING	496	240	240	446	240	-	0.0%
SUBTOTAL	\$ 9,541	\$ 14,040	\$ 14,040	\$ 8,304	\$ 10,115	\$ 3,925	28.0%
CAPITAL							
0950 - DEBT SERVICE	\$ 1,884	\$ 864	\$ 864	\$ 856	\$ 864	\$ -	0.0%
SUBTOTAL	\$ 1,884	\$ 864	\$ 864	\$ 856	\$ 864	\$ -	0.0%
ALL EXPENDITURES	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%
TOTAL USES	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%
FUND TOTAL USES	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 335,828	\$ 346,428	\$ 346,428	\$ 340,618	\$ 346,428	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Chief Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$5,125 increase for health/dental and retirement costs.
 - The Department absorbed the benefit increase through a decrease in Supplies and Other Services.
 - Net zero impact to fund.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 346,428	\$ -
FY 2010 Revised Budget	\$ 346,428	\$ -
FY 2011 Budget Target	\$ 346,428	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 5,125	\$ -
<i>Employee Health/Dental Premiums</i>	<i>2,160</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,965</i>	<i>-</i>
Base Adjustments	\$ (5,125)	\$ -
<i>Other Base Adjustments</i>	<i>(5,125)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 346,428	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Board of Supervisors, District 4

Analysis by Angie Flick, 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	\$ 328,937	\$ 346,428	\$ 346,428	\$ 334,295	\$ 346,428	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 328,937	\$ 346,428	\$ 346,428	\$ 334,295	\$ 346,428	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 108	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 108	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%

Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 250,055	\$ 252,921	\$ 252,921	\$ 253,718	\$ 252,921	\$ -	0.0%
0750 - FRINGE BENEFITS	77,156	78,156	78,156	75,522	81,321	(3,165)	-4.0%
SUBTOTAL	\$ 327,211	\$ 331,077	\$ 331,077	\$ 329,240	\$ 334,242	\$ (3,165)	-1.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 361	\$ 8,085	\$ 8,085	\$ 3,372	\$ 6,420	\$ 1,665	20.6%
SUBTOTAL	\$ 361	\$ 8,085	\$ 8,085	\$ 3,372	\$ 6,420	\$ 1,665	20.6%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 19	\$ -	\$ -	N/A
0812 - OTHER SERVICES	75	1,200	1,200	530	1,200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	49	876	876	302	876	-	0.0%
0841 - TRAVEL	356	4,090	4,090	383	2,590	1,500	36.7%
0842 - EDUCATION AND TRAINING	-	-	-	130	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	33	1,100	1,100	375	1,100	-	0.0%
SUBTOTAL	\$ 513	\$ 7,266	\$ 7,266	\$ 1,739	\$ 5,766	\$ 1,500	20.6%
CAPITAL							
0950 - DEBT SERVICE	\$ 960	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ 960	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL EXPENDITURES	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%
TOTAL USES	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%
FUND TOTAL USES	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 329,045	\$ 346,428	\$ 346,428	\$ 334,351	\$ 346,428	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Chief Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$3,165 increase for health/dental and retirement costs.
 - The Department absorbed the benefit increase through a decrease in Supplies and Travel.
 - Net zero impact to fund.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 346,428	\$ -
FY 2010 Revised Budget	\$ 346,428	\$ -
FY 2011 Budget Target	\$ 346,428	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 3,165	\$ -
<i>Employee Health/Dental Premiums</i>	<i>216</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,949</i>	<i>-</i>
Base Adjustments	\$ (3,165)	\$ -
<i>Other Base Adjustments</i>	<i>(3,165)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 346,428	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Board of Supervisors, District 5

Analysis by Angie Flick, 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	\$ 364,455	\$ 346,428	\$ 346,428	\$ 341,585	\$ 346,428	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 364,455	\$ 346,428	\$ 346,428	\$ 341,585	\$ 346,428	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 120	\$ -	\$ -	\$ 56	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%

Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 253,129	\$ 256,156	\$ 256,156	\$ 213,322	\$ 232,729	\$ 23,427	9.1%
0750 - FRINGE BENEFITS	80,920	81,119	81,119	63,461	80,308	811	1.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	4,616	4,616	4,616	-	4,616	100.0%
SUBTOTAL	\$ 334,049	\$ 341,891	\$ 341,891	\$ 281,399	\$ 313,037	\$ 28,854	8.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 7,368	\$ 1,288	\$ 1,288	\$ 938	\$ 10,156	\$ (8,868)	-688.5%
SUBTOTAL	\$ 7,368	\$ 1,288	\$ 1,288	\$ 938	\$ 10,156	\$ (8,868)	-688.5%
SERVICES							
0812 - OTHER SERVICES	\$ 7,192	\$ -	\$ -	\$ 53,256	\$ 5,808	\$ (5,808)	N/A
0839 - INTERNAL SERVICE CHARGES	955	1,200	500	366	1,412	(912)	-182.4%
0841 - TRAVEL	9,219	1,200	1,900	4,372	10,872	(8,972)	-472.2%
0842 - EDUCATION AND TRAINING	3,883	-	-	690	4,294	(4,294)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	37	240	240	20	240	-	0.0%
SUBTOTAL	\$ 21,286	\$ 2,640	\$ 2,640	\$ 58,704	\$ 22,626	\$ (19,986)	-757.0%
CAPITAL							
0950 - DEBT SERVICE	\$ 1,872	\$ 609	\$ 609	\$ 600	\$ 609	\$ -	0.0%
SUBTOTAL	\$ 1,872	\$ 609	\$ 609	\$ 600	\$ 609	\$ -	0.0%
ALL EXPENDITURES	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%
TOTAL USES	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%
FUND TOTAL USES	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 364,575	\$ 346,428	\$ 346,428	\$ 341,641	\$ 346,428	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	2.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	2.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	2.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Chief Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	-	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	3.00	3.00	3.00	2.00	3.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	2.00	3.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$3,291 increase for health/dental and retirement costs.
 - The Department absorbed the benefit increase through budgeting a vacant position at a lower rate than where the previous incumbent had been budgeted.
 - Net zero impact to fund.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 346,428	\$ -
FY 2010 Revised Budget	\$ 346,428	\$ -
FY 2011 Budget Target	\$ 346,428	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 3,291	\$ -
<i>Employee Health/Dental Premiums</i>	<i>324</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,967</i>	<i>-</i>
Base Adjustments	\$ (3,291)	\$ -
<i>Other Base Adjustments</i>	<i>(3,291)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 346,428	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

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-hour automated system.

Strategic Goals

- **By June, 2012, by collaborating with agencies we serve, the Call Center will increase by 50% the printed and electronic distribution of Frequently Asked Questions (FAQs) for regularly scheduled events (e.g.) tax bills, election and notice of value information so that taxpayers and voters will have sufficient information to preclude the need to contact the Call Center.**

Status: A request for proposal for a new contact center system is currently under review which will give the call center the ability to create and provide electronic FAQ distribution as needed.

- **By June, 2012, the Call Center will increase in-house agency specific training by 50% so that agents will be better able to answer the increasingly complex caller questions making the calling experience more customer- friendly.**

Status: The Department is currently conducting assessment testing of all Call Center Representatives to determine agency specific training needs.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
TELE - CUSTOMER SERVICE TELEPHONE	\$ 1,572,422	\$ 1,362,671	\$ 1,362,671	\$ 1,350,296	\$ 1,357,359	\$ 5,312	0.4%
14SC - STAR CENTER	\$ 1,572,422	\$ 1,362,671	\$ 1,362,671	\$ 1,350,296	\$ 1,357,359	\$ 5,312	0.4%
HRAC - HUMAN RESOURCES	\$ -	\$ 500	\$ 500	\$ 164	\$ 500	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	4,675	419	419	2,268	2,823	(2,404)	-573.7%
99AS - ADMINISTRATIVE SERVICES	\$ 4,675	\$ 919	\$ 919	\$ 2,432	\$ 3,323	\$ (2,404)	-261.6%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 5,868	\$ -	\$ -	\$ 2,456	\$ 2,908	\$ (2,908)	N/A
99GV - GENERAL GOVERNMENT	\$ 5,868	\$ -	\$ -	\$ 2,456	\$ 2,908	\$ (2,908)	N/A
TOTAL PROGRAMS	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,061,690	\$ 950,123	\$ 950,123	\$ 958,413	\$ 946,839	\$ 3,284	0.3%
0705 - TEMPORARY PAY	14,530	24,504	24,504	21,018	19,217	5,287	21.6%
0710 - OVERTIME	6,783	5,000	5,000	29	7,000	(2,000)	-40.0%
0750 - FRINGE BENEFITS	410,301	346,929	346,929	354,200	356,936	(10,007)	-2.9%
0790 - OTHER PERSONNEL SERVICES	8,584	3,557	3,557	4,629	3,600	(43)	-1.2%
SUBTOTAL	\$ 1,501,888	\$ 1,330,113	\$ 1,330,113	\$ 1,338,289	\$ 1,333,592	\$ (3,479)	-0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 6,206	\$ 9,463	\$ 9,463	\$ 6,163	\$ 4,932	\$ 4,531	47.9%
SUBTOTAL	\$ 6,206	\$ 9,463	\$ 9,463	\$ 6,163	\$ 4,932	\$ 4,531	47.9%
SERVICES							
0812 - OTHER SERVICES	\$ 19,703	\$ -	\$ -	\$ -	\$ 15,191	\$ (15,191)	N/A
0820 - RENT & OPERATING LEASES	-	3,396	3,396	1,132	1,944	1,452	42.8%
0825 - REPAIRS AND MAINTENANCE	-	1,296	1,296	432	1,295	1	0.1%
0839 - INTERNAL SERVICE CHARGES	3,136	6,902	6,902	3,264	3,213	3,689	53.4%
0841 - TRAVEL	147	-	-	78	-	-	N/A
0842 - EDUCATION AND TRAINING	10	700	700	246	500	200	28.6%
0843 - POSTAGE/FREIGHT/SHIPPING	11	156	156	83	100	56	35.9%
SUBTOTAL	\$ 23,007	\$ 12,450	\$ 12,450	\$ 5,235	\$ 22,243	\$ (9,793)	-78.7%
CAPITAL							
0950 - DEBT SERVICE	\$ 51,864	\$ 11,564	\$ 11,564	\$ 5,497	\$ 2,823	\$ 8,741	75.6%
SUBTOTAL	\$ 51,864	\$ 11,564	\$ 11,564	\$ 5,497	\$ 2,823	\$ 8,741	75.6%
ALL EXPENDITURES	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%
TOTAL USES	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%
FUND TOTAL USES	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%
DEPARTMENT TOTAL USES	\$ 1,582,965	\$ 1,363,590	\$ 1,363,590	\$ 1,355,184	\$ 1,363,590	\$ -	0.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
CUSTOMER SERVICE TELEPHONE	33.00	27.00	27.00	27.00	27.00	-	0.0%
PROGRAM TOTAL	33.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	33.00	27.00	27.00	27.00	27.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Admin/Operations Specialist	1.00	-	-	-	-	-	N/A
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	27.00	22.00	22.00	22.00	22.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	33.00	27.00	27.00	27.00	27.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	33.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	33.00	27.00	27.00	27.00	27.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$27,388 for FY 2010-11. The Department anticipated the increase cost of benefits and submitted their budget request \$35,778 under target. Salary and benefit savings for the Department are being right-sized to 2.3% from 3%, increasing personnel costs by \$7,540. The net impact to the Department's budget is zero.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of calls answered within 30 seconds	67.2%	63.1%	63.1%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of calls answered within 30 seconds	67.2%	63.1%	63.1%	0.0%	0.0%
Output	Number of calls answered within 30 seconds	718,904	581,537	581,537	-	0.0%
Output	Number of calls answered	1,069,127	922,100	922,100	-	0.0%
Output	Total calls	1,069,127	922,100	922,100	-	0.0%
Demand	Number of calls projected to be offered	1,400,000	922,100	922,100	-	0.0%
Efficiency	Average cost of a call answered	\$ 1.47	\$ 1.48	\$ 1.47	\$ 0.01	0.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,572,422	\$ 1,362,671	\$ 1,357,359	\$ 5,312	0.4%
	TOTAL USES	\$ 1,572,422	\$ 1,362,671	\$ 1,357,359	\$ 5,312	0.4%

Activity Narrative: The demand represents the number of calls that can be handled within the telephone system, which is a combination of those calls in the queue to be answered, as well as those

calls that have been filtered to Call Center Representatives. Due to major events in FY 2010-11, such as the State Elections, tax bill mailings, and notice of valuation mailings, the Department expects the number of citizens calling for assistance to be approximately 1,200,000. The Department is positioned to answer 76.8% of incoming phone calls in FY 2010-11. The current resources will be able to field 922,100 calls with only 63.1% of calls answered within 30 seconds.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,363,590	\$ -
FY 2010 Revised Budget	\$ 1,363,590	\$ -
FY 2011 Budget Target	\$ 1,363,590	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 27,388	\$ -
<i>Employee Health/Dental Premiums</i>	<i>23,004</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>4,384</i>	<i>-</i>
Base Adjustments	\$ (27,388)	\$ -
<i>Other Reductions</i>	<i>(27,388)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 1,363,590	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

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 statutory and policy-related services and official record keeping for the Board of Supervisors, other County Agencies, Special Districts, and the general public, so they can make informed decision 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 procedures and record keeping for the Maricopa County Board of Supervisors and their related Boards.

Strategic Goals

- **By June, 2012, provide electronic access to Board of Supervisors' agendas and backup documentation for 50% of counsel to the Board within 30 days of their assignment.**

Status: New goal for FY 2010-11.

- **By June, 2014, 50% of requests for information and services will be delivered electronically.**

Status: New goal for FY2 010-11.

- **By June, 2014, provide 100% of instructional materials (speaker request forms and department agenda heading) related to the Board of Supervisors' Formal Board Meetings will be translated into Spanish.**

Status: New goal for FY 2010-11.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
SDIS - SPECIAL DISTRICTS	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
06SD - SPECIAL DISTRICTS	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
TOTAL PROGRAMS	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
USES							
RCRD - RECORDS MANAGEMENT	\$ 125,239	\$ 386,528	\$ 386,528	\$ 121,950	\$ 346,310	\$ 40,218	10.4%
06IS - INFORMATION SERVICES	\$ 125,239	\$ 386,528	\$ 386,528	\$ 121,950	\$ 346,310	\$ 40,218	10.4%
MTNG - MEETING MANAGEMENT	\$ 264,563	\$ 634,959	\$ 566,776	\$ 286,537	\$ 579,963	\$ (13,187)	-2.3%
06MM - MEETING MANAGEMENT	\$ 264,563	\$ 634,959	\$ 566,776	\$ 286,537	\$ 579,963	\$ (13,187)	-2.3%
SDIS - SPECIAL DISTRICTS	\$ 52,514	\$ 68,303	\$ 68,303	\$ 43,115	\$ 40,926	\$ 27,377	40.1%
06SD - SPECIAL DISTRICTS	\$ 52,514	\$ 68,303	\$ 68,303	\$ 43,115	\$ 40,926	\$ 27,377	40.1%
BORD - BOARDS AND COMMISSIONS	\$ 18,971	\$ 33,528	\$ 33,528	\$ 26,952	\$ 34,443	\$ (915)	-2.7%
LICP - LICENSES AND PERMITS	\$ 12,645	\$ 10,689	\$ 10,689	\$ 16,443	\$ 23,421	\$ (12,732)	-119.1%
06SS - STATUTORY SERVICES	\$ 31,616	\$ 44,217	\$ 44,217	\$ 43,395	\$ 57,864	\$ (13,647)	-30.9%
FSAC - FINANCIAL SERVICES	\$ 34,604	\$ 38,594	\$ 38,594	\$ 32,461	\$ 42,056	\$ (3,462)	-9.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 165,115	\$ 173,232	\$ 173,232	\$ 183,612	\$ 175,709	\$ (2,477)	-1.4%
99AS - ADMINISTRATIVE SERVICES	\$ 199,719	\$ 211,826	\$ 211,826	\$ 216,073	\$ 217,765	\$ (5,939)	-2.8%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 3,480	\$ 358	\$ 358	\$ 358	\$ 1,116	\$ (758)	-211.7%
99GV - GENERAL GOVERNMENT	\$ 3,480	\$ 358	\$ 358	\$ 358	\$ 1,116	\$ (758)	-211.7%
TOTAL PROGRAMS	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
SUBTOTAL	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
ALL REVENUES	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 527,280	\$ 491,592	\$ 491,592	\$ 509,396	\$ 538,037	\$ (46,445)	-9.4%
0705 - TEMPORARY PAY	\$ 7,204	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0710 - OVERTIME	\$ 241	\$ 600	\$ 600	\$ 200	\$ 618	\$ (18)	-3.0%
0750 - FRINGE BENEFITS	\$ 162,589	\$ 151,692	\$ 151,692	\$ 163,006	\$ 186,809	\$ (35,117)	-23.2%
0790 - OTHER PERSONNEL SERVICES	\$ 1,121	\$ -	\$ -	\$ 599	\$ -	\$ -	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	\$ (60,159)	\$ (42,581)	\$ (42,581)	\$ (67,148)	\$ (61,385)	\$ 18,804	44.2%
0796 - PERSONNEL SERVICES ALLOC-IN	\$ -	\$ 42,581	\$ 42,581	\$ 35,911	\$ -	\$ 42,581	100.0%
SUBTOTAL	\$ 638,276	\$ 643,884	\$ 643,884	\$ 641,964	\$ 664,079	\$ (20,195)	-3.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 12,001	\$ 8,296	\$ 8,296	\$ 7,856	\$ 8,296	\$ -	0.0%
SUBTOTAL	\$ 12,001	\$ 8,296	\$ 8,296	\$ 7,856	\$ 8,296	\$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	\$ 3,789	\$ 2,807	\$ 2,807	\$ 1,162	\$ 2,607	\$ 200	7.1%
0812 - OTHER SERVICES	\$ 759	\$ 663,580	\$ 595,397	\$ 28,839	\$ 549,019	\$ 46,378	7.8%
0820 - RENT & OPERATING LEASES	\$ 3,986	\$ 12,186	\$ 12,186	\$ 12,186	\$ 5,958	\$ 6,228	51.1%
0839 - INTERNAL SERVICE CHARGES	\$ 3,733	\$ 4,422	\$ 4,422	\$ 4,201	\$ 3,215	\$ 1,207	27.3%
0841 - TRAVEL	\$ 2,022	\$ -	\$ -	\$ 4,352	\$ -	\$ -	N/A
0842 - EDUCATION AND TRAINING	\$ (2,138)	\$ -	\$ -	\$ 60	\$ -	\$ -	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 915	\$ 900	\$ 900	\$ 692	\$ 654	\$ 246	27.3%
SUBTOTAL	\$ 13,066	\$ 683,895	\$ 615,712	\$ 51,492	\$ 561,453	\$ 54,259	8.8%
CAPITAL							
0950 - DEBT SERVICE	\$ 13,788	\$ 10,116	\$ 10,116	\$ 10,116	\$ 10,116	\$ -	0.0%
SUBTOTAL	\$ 13,788	\$ 10,116	\$ 10,116	\$ 10,116	\$ 10,116	\$ -	0.0%
ALL EXPENDITURES	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%
TOTAL USES	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
FUND TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
DEPARTMENT OPERATING TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A
DEPARTMENT TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 1,031	\$ -	-	N/A

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 677,131	\$ 650,135	\$ 650,135	\$ 649,728	\$ 660,693	\$ (10,558)	-1.6%
NON-RECURRING	-	696,056	627,873	61,700	583,251	44,622	7.1%
FUND TOTAL USES	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%
DEPARTMENT OPERATING TOTAL USES	\$ 677,131	\$ 650,135	\$ 650,135	\$ 649,728	\$ 660,693	\$ (10,558)	-1.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 696,056	\$ 627,873	\$ 61,700	\$ 583,251	\$ 44,622	7.1%
DEPARTMENT TOTAL USES	\$ 677,131	\$ 1,346,191	\$ 1,278,008	\$ 711,428	\$ 1,243,944	\$ 34,064	2.7%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.75	1.25	1.25	1.35	1.35	0.10	8.0%
FINANCIAL SERVICES	0.50	0.75	0.75	0.75	0.75	-	0.0%
PROGRAM TOTAL	2.25	2.00	2.00	2.10	2.10	0.10	5.0%
INFORMATION SERVICES							
RECORDS MANAGEMENT	2.45	2.45	2.45	2.65	3.15	0.70	28.6%
PROGRAM TOTAL	2.45	2.45	2.45	2.65	3.15	0.70	28.6%
MEETING MANAGEMENT							
MEETING MANAGEMENT	4.35	3.60	3.60	4.20	3.70	0.10	2.8%
PROGRAM TOTAL	4.35	3.60	3.60	4.20	3.70	0.10	2.8%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	0.75	0.75	0.75	0.55	0.55	(0.20)	-26.7%
PROGRAM TOTAL	0.75	0.75	0.75	0.55	0.55	(0.20)	-26.7%
STATUTORY SERVICES							
BOARDS AND COMMISSIONS	0.50	0.50	0.50	0.50	0.50	-	0.0%
LICENSES AND PERMITS	0.20	0.20	0.20	0.50	0.50	0.30	150.0%
PROGRAM TOTAL	0.70	0.70	0.70	1.00	1.00	0.30	42.9%
DEPARTMENT TOTAL	10.50	9.50	9.50	10.50	10.50	1.00	10.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Admin/Operations Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Finan/Business Analyst - Dept	-	-	-	1.00	1.00	1.00	N/A
Management Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	0.50	0.50	0.50	0.50	0.50	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	10.50	9.50	9.50	10.50	10.50	1.00	10.5%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	10.50	9.50	9.50	10.50	10.50	1.00	10.5%
DEPARTMENT TOTAL	10.50	9.50	9.50	10.50	10.50	1.00	10.5%

Significant Variance Analysis

There are no significant changes in staffing overall or per activity.

General Adjustments

Operating Adjustments:

- Increase Regular Benefits in the amount of \$8,475 for employee health and dental premium increases.
- Increase Regular Benefits by \$2,083 for the FY 2010-11 retirement contribution rate increase.

Strategic Business Plan Update

The Clerk of the Board underwent a facilitated review of their strategic plan. There were no major changes to the activity and program structure. However, all measures were reviewed. Measures were updated to reflect findings from Internal Audits' review of the Clerk of the Board's plan. The measures now accurately reflect the work performed in the department.

Programs and Activities

Information Services Program

The purpose of the Information Services Program is to provide Board of Supervisors' and Board of Countywide Districts' recorded document management services to Maricopa County Departments and the people of Maricopa County so they can have access to the Board's actions and conduct their respective business.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research	100.0%	94.6%	98.1%	3.5%	3.7%
Percent of record and information requests processed within five business days	N/A	N/A	71.1%	N/A	N/A

Activities that comprise this program include:

- Records Management

Records Management Activity

The Purpose of the Records Management Activity is to provide Board of Supervisors' and Board of Directors of Countywide Districts' recorded document management services to Maricopa County departments and the people of Maricopa County so they can have access to the Board's actions and conduct their respective business.

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 medium used for preservation.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research	100.0%	94.6%	98.1%	3.5%	3.7%
Result	Percent of record and information requests processed within five business days	N/A	N/A	71.1%	N/A	N/A
Output	Number of record and information requests processed	N/A	N/A	900	N/A	N/A
Demand	Number of record and information requests received	642	450	900	450	100.0%
Efficiency	Average cost per record and information research request processed	N/A	N/A	\$ 384.79	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 125,239	\$ 386,528	\$ 346,310	\$ 40,218	10.4%
	TOTAL USES	\$ 125,239	\$ 386,528	\$ 346,310	\$ 40,218	10.4%

Non-Recurring Adjustments:

- Increase Personal Services by \$105,722 to support one (1) FTE for help with public records requests and one (1) FTE for the scanning and imaging project. Of this amount, \$19,199 is new one-time funding to support the scanning and imaging project position.
- Increase Other Services (812) by \$223,387 for carry-over associated with the Imaging Project. The total amount of carry-over is \$248,525 of which \$25,138 is being used to fund the latter of the two positions discussed above.
- Decrease Personal Services by \$61,385 to allocate 1 FTE to Non-Departmental.

Activity Narrative: The Records Management Activity is carrying over one-time funding from FY 2010-11. Expenditures are decreasing due to the reallocation of FTE's to other Activities. Measures are new for FY 2010-11 not allowing for a viable historical analysis. One-time funding is being used to support a position in this Activity due to increased demand for Public Records. This demand is expected to normalize in FY 2011-12 and the position will be unfunded. The efficiency (Average cost per record and information research request processed) appears inflated due to the inclusion of the Imaging Project budget in this activity. It is important to note that this activity contains several services that add to the cost per records and information research request processed. These include records scanning, filing, indexing and review as well as records/information requests.

Meeting Management Program

The purpose of the Meeting Management Program is to provide statutory meeting administration to the Board of Supervisors and Countywide District Board of Directors so they can hold meetings in compliance with the Open Meeting Laws.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws	N/A	N/A	100.0%	N/A	N/A
Percent of Formal Agenda items that require special handling	N/A	N/A	15.0%	N/A	N/A

Activities that comprise this program include:

- Meeting Management Activity

Meeting Management Activity

The Purpose of the Meeting Management Activity is to provide statutory meeting administration to the Board of Supervisors and Countywide Districts so they can hold meetings in compliance with the Open Meeting Laws.

Mandates: A.R.S. §11-214 provides regular meetings of the board shall be held 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws	N/A	N/A	100.0%	N/A	N/A
Result	Percent of Formal Agenda items that require special handling	N/A	N/A	15.0%	N/A	N/A
Output	Number of Board of Supervisor and Countywide District Formal Agenda items processed	N/A	N/A	2,400	N/A	N/A
Output	Number of Board of Supervisors' and Countywide Districts' meetings held	N/A	N/A	256	N/A	N/A
Demand	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requested	N/A	N/A	2,400	N/A	N/A
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested	N/A	N/A	296	N/A	N/A
Efficiency	Expenditure per Formal Agenda item processed	N/A	N/A	\$ 241.65	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 264,563	\$ 566,776	\$ 579,963	\$ (13,187)	-2.3%
	TOTAL USES	\$ 264,563	\$ 566,776	\$ 579,963	\$ (13,187)	-2.3%

Non-Recurring Adjustments:

- Increase Other Services (812) by \$315,527 for carry-over of the SOLAR project funding.

Activity Narrative: All measures are new this Fiscal Year not allowing for a valid historical analysis. Department expenditures are decreasing due to the reallocation of FTE's and the carry forward of SOLAR funding. The output, number of meetings held, does not meet the demand, number of meetings requested, because meetings can be cancelled at the request of the Board or if a quorum is not met. The efficiency (expenditure per Formal Agenda item processed) appears inflated due to the inclusion of the SOLAR Project budget in this activity.

Special Districts Program

The purpose of the Special Districts Program is to provide consultation and administrative services to citizens and Special Districts so they can conduct special district functions.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of requests for information related to Special Districts completed within five business days	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Special Districts

Special Districts Activity

The purpose of the Special Districts Activity is to provide consultation and administrative services to citizens and special districts so they can conduct special district functions.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
					VAR	%
Result	Percent of requests for information related to Special Districts completed within five business days	N/A	N/A	100.0%	N/A	N/A
Output	Number of requests for information related to special district administrative services completed	N/A	N/A	160	N/A	N/A
Demand	Number of requests for information related to special districts	139	190	200	10	5.3%
Efficiency	Average cost per information request completed for special district	N/A	N/A	\$ 255.79	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 52,514	\$ 68,303	\$ 40,926	\$ 27,377	40.1%
	TOTAL USES	\$ 52,514	\$ 68,303	\$ 40,926	\$ 27,377	40.1%

Activity Narrative: All measures are new in FY 2010-11 not allowing for a valid historical comparison. Expenditures are decreasing in this activity due to the reallocation of employee time.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	N/A	N/A	100.0%	N/A	N/A
Percent of applications processed by the next formal meeting date	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Licenses and Permits
- Boards and Commissions

Application Processes Activity

The purpose of the Application Processes Activity is to provide processed application and notification to the public so they can operate a licensed activity or function.

Mandates: Liquor Licenses and Permits: A.R.S. Title 4, Chapter 2, among other rules and processes, this Chapter provides that governing body of the county to “enter an order recommending approval or disapproval within sixty days after filing of the applications” for a new license and shall file a certified copy of the order with the director. Off-Track Wagering: A.R.S. § 5-111, In Statutorily designated counties, wagering may be permitted in off-track facilities only after “receiving approval for such use by...the Board of Supervisors, if located in an unincorporated area of the County.” Fireworks Permit: A.R.S. §36-1603, Application for a permit shall be made in writing not less than five days prior to the date of the display. Bingo License: A.R.S. §5-404 (I), The local governing body shall upon receipt of the application immediately set a hearing on the application to be held within forty-five days.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of applications processed by the next formal meeting date	N/A	N/A	100.0%	N/A	N/A
Output	Number of applications processed	N/A	N/A	104	N/A	N/A
Output	Number of claims processed	N/A	N/A	4,420	N/A	N/A
Demand	Number of claims received	N/A	N/A	4,420	N/A	N/A
Demand	Number of applications received	96	85	104	19	22.4%
Efficiency	Cost per application processed	N/A	N/A	\$ 225.20	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 12,645	\$ 10,689	\$ 23,421	\$ (12,732)	-119.1%
	TOTAL USES	\$ 12,645	\$ 10,689	\$ 23,421	\$ (12,732)	-119.1%

Activity Narrative: Measures are new for FY 2010-11 not allowing for a valid historical analysis. The expenditure increase is due to changes in FTE allocations.

Boards and Commissions Activity

The purpose of the Boards and Commissions Activity is to provide central coordination of Boards and Commissions functions and appointments to the Board of Supervisors so they can make timely appointments for community service.

Mandates: Administratively mandated by the Board of Supervisors

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: The Clerk's Office offers supervisors and managers a variety of training classes designed to increase employee satisfaction and retention which in turn facilitates continuity of employment. Additionally the Clerk's Office is in the process of developing information on the positions within the office for candidates for employment so they can make an informed decision that the Clerk's Office is an employer of choice. Resource limitations associated with the hiring freeze have delayed planning and implementation of additional initiatives designed to enhance the employee's work experience – however, this remains a priority for the Clerk's Office.

- **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: The Clerk's Office has assigned its Electronic Document Management System (EDMS) Program Manager to develop the plan for achieving this goal. Several strategies will be leveraged, including initial collaboration with Juvenile stakeholders to identify specific requirements for the Juvenile EDMS, to establish policies and procedures for the Juvenile ECR, and to obtain the appropriate authority from the Supreme Court to enable reliance on the ECR as the official court record.

- **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: The Clerk's Office is supporting the implementation of the statewide eFiling project, AZTurboCourt.gov, which will ultimately handle the assessment and collection of filing fees. The Clerk's Information Technology Group anticipates implementation of the initial integration to AZTurboCourt.gov in May of 2010, to accept electronic filings that do not require fees. The Clerk's business analysis staff is currently developing the business requirements for the assessment of fees for electronic filings in the Civil case type in order to define the appropriate technology solution for future integration.

- **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: The majority of electronic filing services for adult cases will be provided through AZTurboCourt.gov, with the exception of Criminal cases. The Clerk's Office will build upon the initial integration to AZTurboCourt.gov in order to provide additional services to all parties who file with the Clerk. Initial business cases for identifying requirements for this integration are in progress through the direction of the Clerk's business analysis group.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CASE - CASE ESTABLISHMENT	\$ 349,192	\$ 396,000	\$ 396,000	\$ 449,616	\$ 396,000	\$ -	0.0%
COUR - MEMORIALIZE COURT PROCEEDINGS	4,466,277	4,657,186	4,859,681	4,700,462	4,489,611	(370,070)	-7.6%
EDOC - ELECTRONIC DOCUMENT	4,930,826	4,559,100	4,559,100	4,877,388	5,040,100	481,000	10.6%
16CR - COURT RECORDS	\$ 9,746,295	\$ 9,612,286	\$ 9,814,781	\$ 10,027,466	\$ 9,925,711	\$ 110,930	1.1%
COCL - COURT ORDERED RECEIVABLES	\$ 9,585,105	\$ 10,730,200	\$ 10,730,200	\$ 9,714,117	\$ 9,859,900	\$ (870,300)	-8.1%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 9,585,105	\$ 10,730,200	\$ 10,730,200	\$ 9,714,117	\$ 9,859,900	\$ (870,300)	-8.1%
PURE - PUBLIC REGISTRATIONS	\$ 1,315,581	\$ 1,104,000	\$ 1,104,000	\$ 1,247,495	\$ 1,164,000	\$ 60,000	5.4%
16PR - PUBLIC RECORDS	\$ 1,315,581	\$ 1,104,000	\$ 1,104,000	\$ 1,247,495	\$ 1,164,000	\$ 60,000	5.4%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ -	\$ -	\$ 252,164	\$ 252,164	N/A
GGOV - GENERAL GOVERNMENT	79,939	50,000	50,000	47,288	35,000	(15,000)	-30.0%
99GV - GENERAL GOVERNMENT	\$ 79,939	\$ 50,000	\$ 50,000	\$ 47,288	\$ 287,164	\$ 237,164	474.3%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 223,888	\$ 204,000	\$ 204,000	\$ 219,326	\$ 204,000	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ 223,888	\$ 204,000	\$ 204,000	\$ 219,326	\$ 204,000	\$ -	0.0%
TOTAL PROGRAMS	\$ 20,950,808	\$ 21,700,486	\$ 21,902,981	\$ 21,255,692	\$ 21,440,775	\$ (462,206)	-2.1%
USES							
APLS - APPELLATE RECORDS	\$ 381,921	\$ 320,543	\$ 322,061	\$ 310,919	\$ 483,770	\$ (161,709)	-50.2%
CASE - CASE ESTABLISHMENT	3,252,489	3,211,435	3,228,069	3,156,045	3,070,364	157,705	4.9%
COUR - MEMORIALIZE COURT PROCEEDINGS	13,281,055	13,840,082	13,905,368	12,496,773	13,240,097	665,271	4.8%
DIST - DISTRIBUTION	262,752	219,649	219,649	700,013	866,983	(647,334)	-294.7%
DRPT - DISPOSITION REPORT	303,620	338,019	338,019	310,603	240,190	97,829	28.9%
EDOC - ELECTRONIC DOCUMENT	5,071,923	5,922,144	5,937,864	5,303,694	6,263,433	(325,569)	-5.5%
EXCC - EXHIBIT CUSTODY	713,201	734,047	737,384	688,346	670,267	67,117	9.1%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	441,041	415,584	415,584	430,230	384,483	31,101	7.5%
16CR - COURT RECORDS	\$ 23,708,002	\$ 25,001,503	\$ 25,103,998	\$ 23,396,623	\$ 25,219,587	\$ (115,589)	-0.5%
CFID - COURT CLERK FIDUCIARY	\$ -	\$ 175,972	\$ 175,972	\$ 191,606	\$ 174,184	\$ 1,788	1.0%
COCL - COURT ORDERED RECEIVABLES	561,884	497,245	497,245	465,827	423,326	73,919	14.9%
CODS - COURT ORDERED DISBURSEMENT	1,685,693	1,501,636	1,501,636	1,328,224	476,197	1,025,439	68.3%
COFR - COURT ORDERED FIN RECORDS	597,531	476,513	476,513	572,632	1,526,293	(1,049,780)	-220.3%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 2,845,108	\$ 2,651,366	\$ 2,651,366	\$ 2,558,289	\$ 2,600,000	\$ 51,366	1.9%
CDOC - COURT DOCUMENT COPY	\$ 1,454,680	\$ 1,306,928	\$ 1,306,928	\$ 1,235,684	\$ 1,205,287	\$ 101,641	7.8%
CTFD - COURT FILE DELIVERY	725,647	639,833	639,833	537,045	726,844	(87,011)	-13.6%
PURE - PUBLIC REGISTRATIONS	961,394	898,912	898,912	850,545	936,530	(37,618)	-4.2%
16PR - PUBLIC RECORDS	\$ 3,141,721	\$ 2,845,673	\$ 2,845,673	\$ 2,623,274	\$ 2,868,661	\$ (22,988)	-0.8%
BDGT - BUDGETING	\$ 78,058	\$ 29,755	\$ 29,755	\$ 166,897	\$ 110,441	\$ (80,686)	-271.2%
FSAC - FINANCIAL SERVICES	170,291	200,838	200,838	160,920	133,208	67,630	33.7%
HRAC - HUMAN RESOURCES	623,269	636,358	636,358	495,282	583,616	52,742	8.3%
ODIR - EXECUTIVE MANAGEMENT	3,293,111	3,009,344	3,009,344	3,097,980	3,242,722	(233,378)	-7.8%
PROC - PROCUREMENT	181,060	267,976	267,976	62,019	57,889	210,087	78.4%
RMGT - RISK MANAGEMENT	-	-	-	-	252,477	(252,477)	N/A
99AS - ADMINISTRATIVE SERVICES	\$ 4,345,789	\$ 4,144,271	\$ 4,144,271	\$ 3,983,098	\$ 4,380,353	\$ (236,082)	-5.7%
GGOV - GENERAL GOVERNMENT	\$ 558,277	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	119,997	61,100	61,100	61,098	63,587	(2,487)	-4.1%
99GV - GENERAL GOVERNMENT	\$ 678,274	\$ 61,100	\$ 61,100	\$ 61,098	\$ 63,587	\$ (2,487)	-4.1%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,341,431	\$ 4,846,230	\$ 4,946,230	\$ 3,622,353	\$ 5,151,960	\$ (205,730)	-4.2%
DACR - DATA CENTER	555,664	645,774	645,774	596,670	1,276,633	(630,859)	-97.7%
DESK - DESKTOP SUPPORT	1,178,444	652,248	652,248	699,528	432,299	219,949	33.7%
HDSP - HELP DESK SUPPORT	97,881	96,842	96,842	98,580	122,094	(25,252)	-26.1%
99IT - INFORMATION TECHNOLOGY	\$ 5,173,420	\$ 6,241,094	\$ 6,341,094	\$ 5,017,131	\$ 6,982,986	\$ (641,892)	-10.1%
TOTAL PROGRAMS	\$ 39,892,314	\$ 40,945,007	\$ 41,147,502	\$ 37,639,513	\$ 42,115,174	\$ (967,672)	-2.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 460,479	\$ 444,000	\$ 444,000	\$ 444,797	\$ 444,000	\$ -	0.0%
SUBTOTAL	\$ 460,479	\$ 444,000	\$ 444,000	\$ 444,797	\$ 444,000	\$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 1,407,965	\$ 1,615,346	\$ 1,615,346	\$ 1,302,359	\$ 1,350,280	\$ (265,066)	-16.4%
SUBTOTAL	\$ 1,407,965	\$ 1,615,346	\$ 1,615,346	\$ 1,302,359	\$ 1,350,280	\$ (265,066)	-16.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 892,450	\$ 954,000	\$ 954,000	\$ 965,325	\$ 931,045	\$ (22,955)	-2.4%
0635 - OTHER CHARGES FOR SERVICES	14,016,390	13,683,140	13,885,635	14,465,888	14,640,950	755,315	5.4%
SUBTOTAL	\$ 14,908,840	\$ 14,637,140	\$ 14,839,635	\$ 15,431,213	\$ 15,571,995	\$ 732,360	4.9%
FINES & FORFEITS							
0637 - FINES & FORFEITS	\$ 3,918,526	\$ 4,800,000	\$ 4,800,000	\$ 3,983,575	\$ 3,983,500	\$ (816,500)	-17.0%
SUBTOTAL	\$ 3,918,526	\$ 4,800,000	\$ 4,800,000	\$ 3,983,575	\$ 3,983,500	\$ (816,500)	-17.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 79,939	\$ 74,000	\$ 74,000	\$ 47,288	\$ 45,000	\$ (29,000)	-39.2%
0650 - MISCELLANEOUS REVENUE	175,059	130,000	130,000	46,460	46,000	(84,000)	-64.6%
SUBTOTAL	\$ 254,998	\$ 204,000	\$ 204,000	\$ 93,748	\$ 91,000	\$ (113,000)	-55.4%
ALL REVENUES	\$ 20,950,808	\$ 21,700,486	\$ 21,902,981	\$ 21,255,692	\$ 21,440,775	\$ (462,206)	-2.1%
TOTAL SOURCES	\$ 20,950,808	\$ 21,700,486	\$ 21,902,981	\$ 21,255,692	\$ 21,440,775	\$ (462,206)	-2.1%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 25,302,942	\$ 25,963,064	\$ 26,019,593	\$ 24,091,957	\$ 25,322,891	\$ 696,702	2.7%
0705 - TEMPORARY PAY	210,199	336,140	336,140	231,844	239,076	97,064	28.9%
0710 - OVERTIME	56,627	68,561	68,561	49,609	71,198	(2,637)	-3.8%
0750 - FRINGE BENEFITS	9,404,287	9,527,181	9,548,497	8,995,642	10,121,199	(572,702)	-6.0%
0790 - OTHER PERSONNEL SERVICES	114,719	10,800	35,450	165,572	143,450	(108,000)	-304.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,399,042)	(1,656,034)	(1,656,034)	(1,456,615)	(1,237,132)	(418,902)	25.3%
0796 - PERSONNEL SERVICES ALLOC-IN	1,354,043	1,611,034	1,611,034	1,330,386	1,192,132	418,902	26.0%
SUBTOTAL	\$ 35,043,775	\$ 35,860,746	\$ 35,963,241	\$ 33,408,395	\$ 35,852,814	\$ 110,427	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 736,495	\$ 790,722	\$ 790,722	\$ 645,573	\$ 845,750	\$ (55,028)	-7.0%
0803 - FUEL	18,822	22,200	22,200	18,521	22,000	200	0.9%
0804 - NON-CAPITAL EQUIPMENT	108,115	416,498	416,498	283,794	233,645	182,853	43.9%
SUBTOTAL	\$ 863,432	\$ 1,229,420	\$ 1,229,420	\$ 947,888	\$ 1,101,395	\$ 128,025	10.4%
SERVICES							
0810 - LEGAL SERVICES	\$ 9,779	\$ 7,097	\$ 7,097	\$ 9,396	\$ 9,030	\$ (1,933)	-27.2%
0812 - OTHER SERVICES	778,580	1,940,582	2,040,582	1,390,712	2,806,517	(765,935)	-37.5%
0820 - RENT & OPERATING LEASES	166,212	161,407	161,407	105,141	144,198	17,209	10.7%
0825 - REPAIRS AND MAINTENANCE	592,785	684,864	684,864	470,283	560,007	124,857	18.2%
0830 - INTERGOVERNMENTAL PAYMENTS	558,277	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	120,409	74,128	74,128	154,211	118,825	(44,697)	-60.3%
0841 - TRAVEL	37,670	53,290	53,290	45,199	64,450	(11,160)	-20.9%
0842 - EDUCATION AND TRAINING	27,280	60,651	60,651	27,994	54,650	6,001	9.9%
0843 - POSTAGE/FREIGHT/SHIPPING	552,577	425,728	425,728	533,077	500,150	(74,422)	-17.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	252,477	(252,477)	N/A
SUBTOTAL	\$ 2,843,569	\$ 3,407,747	\$ 3,507,747	\$ 2,736,013	\$ 4,510,304	\$ (1,002,557)	-28.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 36,834	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 25,000	50.0%
0920 - CAPITAL EQUIPMENT	507,797	285,000	285,000	377,703	420,000	(135,000)	-47.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	26,653	-	-	-	-	-	N/A
0950 - DEBT SERVICE	570,254	112,094	112,094	119,514	205,661	(93,567)	-83.5%
SUBTOTAL	\$ 1,141,538	\$ 447,094	\$ 447,094	\$ 547,217	\$ 650,661	\$ (203,567)	-45.5%
ALL EXPENDITURES	\$ 39,892,314	\$ 40,945,007	\$ 41,147,502	\$ 37,639,513	\$ 42,115,174	\$ (967,672)	-2.4%
TOTAL USES	\$ 39,892,314	\$ 40,945,007	\$ 41,147,502	\$ 37,639,513	\$ 42,115,174	\$ (967,672)	-2.4%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 11,249,878	\$ 12,206,200	\$ 12,206,200	\$ 11,411,228	\$ 11,409,900	\$ (796,300)	-6.5%
FUND TOTAL SOURCES	\$ 11,249,878	\$ 12,206,200	\$ 12,206,200	\$ 11,411,228	\$ 11,409,900	\$ (796,300)	-6.5%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 1,353,283	\$ 1,229,100	\$ 1,229,100	\$ 1,310,545	\$ 1,469,100	\$ 240,000	19.5%
FUND TOTAL SOURCES	\$ 1,353,283	\$ 1,229,100	\$ 1,229,100	\$ 1,310,545	\$ 1,469,100	\$ 240,000	19.5%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 1,095,435	\$ 954,840	\$ 954,840	\$ 1,121,022	\$ 1,100,000	\$ 145,160	15.2%
FUND TOTAL SOURCES	\$ 1,095,435	\$ 954,840	\$ 954,840	\$ 1,121,022	\$ 1,100,000	\$ 145,160	15.2%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,407,966	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280	\$ (265,066)	-16.4%
FUND TOTAL SOURCES	\$ 1,407,966	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280	\$ (265,066)	-16.4%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 2,097,106	\$ 2,206,000	\$ 2,408,495	\$ 2,408,495	\$ 2,408,495	\$ -	0.0%
FUND TOTAL SOURCES	\$ 2,097,106	\$ 2,206,000	\$ 2,408,495	\$ 2,408,495	\$ 2,408,495	\$ -	0.0%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	\$ 107,863	\$ 95,000	\$ 95,000	\$ 93,696	\$ 95,000	\$ -	0.0%
FUND TOTAL SOURCES	\$ 107,863	\$ 95,000	\$ 95,000	\$ 93,696	\$ 95,000	\$ -	0.0%
273 VICTIM LOCATION							
OPERATING	\$ 25,922	\$ 24,000	\$ 24,000	\$ 11,000	\$ 10,000	\$ (14,000)	-58.3%
FUND TOTAL SOURCES	\$ 25,922	\$ 24,000	\$ 24,000	\$ 11,000	\$ 10,000	\$ (14,000)	-58.3%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 3,613,355	\$ 3,370,000	\$ 3,370,000	\$ 3,597,809	\$ 3,598,000	\$ 228,000	6.8%
FUND TOTAL SOURCES	\$ 3,613,355	\$ 3,370,000	\$ 3,370,000	\$ 3,597,809	\$ 3,598,000	\$ 228,000	6.8%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 20,950,808	\$ 21,700,486	\$ 21,902,981	\$ 21,255,692	\$ 21,440,775	\$ (462,206)	-2.1%
DEPARTMENT TOTAL SOURCES	\$ 20,950,808	\$ 21,700,486	\$ 21,902,981	\$ 21,255,692	\$ 21,440,775	\$ (462,206)	-2.1%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 30,901,077	\$ 30,056,139	\$ 30,056,139	\$ 28,328,987	\$ 30,185,299	\$ (129,160)	-0.4%
FUND TOTAL USES	\$ 30,901,077	\$ 30,056,139	\$ 30,056,139	\$ 28,328,987	\$ 30,185,299	\$ (129,160)	-0.4%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 880,095	\$ 1,229,100	\$ 1,229,100	\$ 1,047,636	\$ 1,469,100	\$ (240,000)	-19.5%
NON-RECURRING	44,001	200,000	200,000	100,000	220,000	(20,000)	-10.0%
FUND TOTAL USES	\$ 924,096	\$ 1,429,100	\$ 1,429,100	\$ 1,147,636	\$ 1,689,100	\$ (260,000)	-18.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 717,568	\$ 954,840	\$ 954,840	\$ 706,103	\$ 1,100,000	\$ (145,160)	-15.2%
NON-RECURRING	571,328	255,000	255,000	255,000	279,000	(24,000)	-9.4%
FUND TOTAL USES	\$ 1,288,896	\$ 1,209,840	\$ 1,209,840	\$ 961,103	\$ 1,379,000	\$ (169,160)	-14.0%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,357,544	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280	\$ 265,066	16.4%
FUND TOTAL USES	\$ 1,357,544	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280	\$ 265,066	16.4%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 2,100,525	\$ 2,206,000	\$ 2,408,495	\$ 2,393,218	\$ 2,408,495	\$ -	0.0%
NON-RECURRING	372,133	40,000	40,000	38,448	25,000	15,000	37.5%
FUND TOTAL USES	\$ 2,472,658	\$ 2,246,000	\$ 2,448,495	\$ 2,431,666	\$ 2,433,495	\$ 15,000	0.6%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	\$ 22,800	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	56,805	75,000	75,000	18,000	75,000	-	0.0%
FUND TOTAL USES	\$ 79,605	\$ 75,000	\$ 75,000	\$ 18,000	\$ 75,000	\$ -	0.0%
273 VICTIM LOCATION							
OPERATING	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	100.0%
NON-RECURRING	-	-	-	-	75,000	(75,000)	N/A
FUND TOTAL USES	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 75,000	\$ (65,000)	-650.0%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 2,344,938	\$ 3,370,000	\$ 3,370,000	\$ 2,814,224	\$ 3,598,000	\$ (228,000)	-6.8%
NON-RECURRING	523,500	933,582	933,582	626,000	1,330,000	(396,418)	-42.5%
FUND TOTAL USES	\$ 2,868,438	\$ 4,303,582	\$ 4,303,582	\$ 3,440,224	\$ 4,928,000	\$ (624,418)	-14.5%
DEPARTMENT OPERATING TOTAL USES	\$ 38,324,547	\$ 39,441,425	\$ 39,643,920	\$ 36,602,065	\$ 40,111,174	\$ (467,254)	-1.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 1,567,767	\$ 1,503,582	\$ 1,503,582	\$ 1,037,448	\$ 2,004,000	\$ (500,418)	-33.3%
DEPARTMENT TOTAL USES	\$ 39,892,314	\$ 40,945,007	\$ 41,147,502	\$ 37,639,513	\$ 42,115,174	\$ (967,672)	-2.4%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.85	0.15	0.15	2.00	1.00	0.85	566.7%
EXECUTIVE MANAGEMENT	42.00	34.50	34.50	37.50	36.80	2.30	6.7%
FINANCIAL SERVICES	2.00	2.25	2.25	2.00	2.00	(0.25)	-11.1%
HUMAN RESOURCES	10.00	9.00	9.00	8.00	8.00	(1.00)	-11.1%
PROCUREMENT	6.15	4.60	4.60	1.00	1.00	(3.60)	-78.3%
PROGRAM TOTAL	61.00	50.50	50.50	50.50	48.80	(1.70)	-3.4%
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	-	3.00	3.00	3.00	3.00	-	0.0%
COURT ORDERED DISBURSEMENT	33.90	30.15	30.15	29.15	7.60	(22.55)	-74.8%
COURT ORDERED FIN RECORDS	23.00	19.00	19.00	18.00	39.15	20.15	106.1%
COURT ORDERED RECEIVABLES	9.70	8.95	8.95	8.95	8.40	(0.55)	-6.1%
PROGRAM TOTAL	66.60	61.10	61.10	59.10	58.15	(2.95)	-4.8%
COURT RECORDS							
APPELLATE RECORDS	11.20	6.90	6.90	6.90	10.55	3.65	52.9%
CASE ESTABLISHMENT	78.25	68.35	68.35	66.85	65.85	(2.50)	-3.7%
DISPOSITION REPORT	7.10	7.10	7.10	7.10	5.05	(2.05)	-28.9%
DISTRIBUTION	10.90	3.95	3.95	3.95	9.45	5.50	139.2%
ELECTRONIC DOCUMENT	131.20	120.65	120.65	124.85	121.80	1.15	1.0%
EXHIBIT CUSTODY	20.80	15.35	15.35	15.15	14.00	(1.35)	-8.8%
JUVENILE SUBSEQUENT DOCUMENT	10.00	8.45	8.45	8.95	7.80	(0.65)	-7.7%
MEMORIALIZE COURT PROCEEDINGS	253.40	238.90	238.90	238.90	240.50	1.60	0.7%
PROGRAM TOTAL	522.85	469.65	469.65	472.65	475.00	5.35	1.1%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	25.00	23.00	23.00	23.00	22.00	(1.00)	-4.3%
DATA CENTER	6.50	6.50	6.50	6.50	7.50	1.00	15.4%
DESKTOP SUPPORT	7.00	6.00	6.00	6.00	6.00	-	0.0%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	40.50	37.50	37.50	37.50	37.50	-	0.0%
PUBLIC RECORDS							
COURT DOCUMENT COPY	33.75	28.59	28.59	27.84	24.95	(3.64)	-12.7%
COURT FILE DELIVERY	22.60	13.40	13.40	13.40	16.50	3.10	23.1%
PUBLIC REGISTRATIONS	20.20	18.26	18.26	19.01	19.10	0.84	4.6%
PROGRAM TOTAL	76.55	60.25	60.25	60.25	60.55	0.30	0.5%
DEPARTMENT TOTAL	767.50	679.00	679.00	680.00	680.00	1.00	0.1%

Staffing by Market Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin & Operations Mgr	19.00	19.00	19.00	19.00	19.00	-	0.0%
Admin/Operations Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Supv	17.00	16.00	16.00	16.00	16.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	2.00	1.00	1.00	-	-	(1.00)	-100.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	5.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	230.50	217.50	217.50	217.50	218.50	1.00	0.5%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	4.00	4.00	4.00	4.00	4.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	-	-	-	2.00	1.00	1.00	N/A
General Laborer	12.00	7.00	7.00	9.00	9.00	2.00	28.6%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Human Resources Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Management Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	5.00	3.00	3.00	3.00	3.00	-	0.0%
IS Project Manager - Sr/Ld	2.00	3.00	3.00	3.00	3.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	347.50	290.00	290.00	290.00	290.00	-	0.0%
Justice System Clerk Lead	23.00	23.00	23.00	23.00	23.00	-	0.0%
Justice System Clerk Supv	24.00	21.00	21.00	21.00	21.00	-	0.0%
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	4.00	3.00	3.00	1.00	1.00	(2.00)	-66.7%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	7.50	6.50	6.50	6.50	6.50	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	-	-	-	-	-	N/A
Systems/Network Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	767.50	679.00	679.00	680.00	680.00	1.00	0.1%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	645.50	558.00	558.00	559.00	556.00	(2.00)	-0.4%
205 - COURT DOCUMENT RETRIEVAL	23.00	22.00	22.00	22.00	25.00	3.00	13.6%
208 - JUDICIAL ENHANCEMENT	4.00	4.00	4.00	4.00	2.00	(2.00)	-50.0%
216 - CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	5.00	-	0.0%
218 - CLERK OF COURT FILL THE GAP	48.00	48.00	48.00	48.00	47.00	(1.00)	-2.1%
274 - CLERK OF THE COURT EDMS	42.00	42.00	42.00	42.00	45.00	3.00	7.1%
DEPARTMENT TOTAL	767.50	679.00	679.00	680.00	680.00	1.00	0.1%

General Adjustments

Adjustments:

General Fund (100)

- Reduce General Fund revenue by \$796,300 below the level budgeted for FY 2009-10. Total FY 2010-11 revenue of \$11,409,900 includes \$444,000 for licenses and permits, \$3,983,500 for revenue generated by the Superior Court (a reduction of \$496,500), \$6,936,400 for Clerk-generated filing/docketing/passport fees (a reduction of \$295,800), and \$46,000 for miscellaneous revenue (a reduction of \$4,000).
- Shift 3.0 FTE positions (and \$125,753 in Personal Services expenditures) from the General Fund to the Court Document Retrieval Fund (205) where an increased filing fee will generate nearly \$240,000 in annual revenue.
- Increase retirement (\$101,667) and health/dental (\$623,844) fringe benefits due to rate increases.
- Add \$252,477 for risk management costs charged to the Adult Probation Fees Fund by the State of Arizona.
- Reduce Personal Services by \$829,654 via an increase in the budgeted salary/benefit savings rate to 6.0%.
- Increase Other Personnel Services by \$108,000 to cover such expenditures as performance awards and retirement payouts.

Court Document Retrieval Fund (205)

- Increase revenue by \$240,000 to \$1,469,100 associated with a February 2010 \$15 increase in the fee for filing a new Transcript of Judgment from another court.
- Shift 3.0 FTE positions (and \$125,753 in Personal Services expenditures) from the General Fund to the Court Document Retrieval Fund.
- Increase retirement (\$3,314) and health/dental (\$24,552) fringe benefits due to rate increases.
- Increase Other Services (\$56,000) and Repairs and Maintenance (\$30,381). Increased spending is supported by increased revenue discussed above.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$220,000 from fund balance for the Imaging and Conversion of Inactive Records project.

Judicial Enhancement Fund (208)

- Increase revenue by \$145,160 to \$1,100,000 based on historical trends.
- Increase retirement (\$796) and health/dental (\$2,232) fringe benefits due to rate increases.
- Increase Other Services by \$142,132. Increased spending is supported by increased revenue discussed above.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$279,000 from fund balance for a UNIX/Informix System Administrator project (\$64,000), a Restitution, Fines and Reimbursement Data Conversion project (\$145,000) and Phase II of the Enterprise Project Management Program (\$70,000).

Clerk of the Court Grants Fund (216)

- The Clerk of the Superior Court reports a net decline in grant revenue of \$265,066 for FY 2010-11, and the expenditure budget has been adjusted accordingly. Additionally, an increase in retirement (\$893) and health/dental (\$5,580) benefits expenditures is offset by a reduction in Other Services of \$6,473.

Clerk of the Court Fill the Gap Fund (218)

- Shift 1.0 FTE position (and \$40,815 in Personal Services expenditures) from the Fill the Gap Fund to the EDMS Fund (274).

- Increase retirement (\$7,474) and health/dental (\$53,568) fringe benefits due to rate increases.
- Reduce Other Services by \$20,227 for structural balance.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$25,000 from fund balance for a Cash Receipting project.

Child Support Enhancement Fund (270)

- The project-oriented Child Support Enhancement Fund restricts expenditures to improving support programs and services. Budgeted FY 2010-11 revenue remains level at \$95,000. No operating expenditures were requested for FY 2010-11.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$75,000 from fund balance for an Interactive Voice Response System project.

Victim Location Fund (273)

- The Clerk of the Superior Court anticipates FY 2010-11 interest revenue of \$10,000, a reduction of \$14,000 from the amount budgeted in the prior year. Expenditures in this fund are restricted to determining the location of crime victims, and vary from year to year. No operating expenditures were requested for FY 2010-11 compared with \$10,000 budgeted in FY 2009-10.
- (Non-Recurring): An interdepartmental agreement has been reached between the Clerk of the Superior Court and the County Attorney's Office whereby MCAO will employ its investigative services staff to assist the Clerk locate victims of crimes who have unpaid restitution payments. The Clerk will reimburse MCAO up to \$75,000 for expenditures in FY 2010-11.

Electronic Document Management Fund (274)

- Increase revenue by \$228,000 to \$3,598,000 based on historical and forecast data.
- Shift 1.0 FTE position (and \$40,815 in Personal Services expenditures) from the Fill the Gap Fund (218) to the EDMS Fund.
- Increase retirement (\$7,498) and health/dental (\$49,104) fringe benefits due to rate increases.
- Increase Other Services by \$50,583.
- Increase all other operating expenditures by a net of \$80,000. Increased spending is supported by increased revenue discussed above.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes one-time expenditures of \$1,330,000 from fund balance for an eFiling Foundation project (\$980,000), an Electronic Court Record – Juvenile Case project (\$150,000) and replacement electronic document management production servers and storage area networks (\$200,000).

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
% of records on appeal transmitted to an Appellate Court per mandated timeframes	N/A	100.0%	99.6%	(0.4%)	-0.4%
% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	N/A	100.0%	100.0%	0.0%	0.0%
% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe	N/A	100.0%	96.4%	(3.6%)	-3.6%
% of new cases established within stated timeframes	99.4%	99.7%	97.9%	(1.8%)	-1.8%
% of Adult cases established within stated timeframes	N/A	99.7%	97.7%	(2.0%)	-2.1%
% of Juvenile cases established within stated timeframes	N/A	100.0%	100.0%	0.0%	0.0%
% of minute entries created within three days from date of hearing to date of creation	97.0%	96.8%	95.6%	(1.2%)	-1.2%
% of Adult minute entries created within three days from date of hearing to date of creation	N/A	96.5%	96.5%	0.0%	0.0%
% of Juvenile minute entries created within three days from date of hearing to date of creation	N/A	98.9%	89.2%	(9.7%)	-9.8%
% of accurate Adult minute entries in a statistical sample of completed minute entries	N/A	99.5%	99.5%	0.0%	0.0%
% of accurate Juvenile minute entries in a statistical sample of completed minute entries	N/A	98.9%	99.5%	0.5%	0.5%
% of received court created documents that were distributed by the next business day after receiving the documents for distribution	N/A	100.0%	98.9%	(1.1%)	-1.1%
% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	N/A	100.0%	99.1%	(0.9%)	-0.9%
% of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	N/A	100.0%	100.0%	0.0%	0.0%
% of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	N/A	100.0%	100.0%	0.0%	0.0%
% 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	N/A	100.0%	90.5%	(9.5%)	-9.5%
% of eFiled court documents available within the next business day after the day of receipt	N/A	100.0%	100.0%	0.0%	0.0%
% of scanned court documents available within three business days after the day of receipt	77.6%	83.0%	67.7%	(15.3%)	-18.5%
% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.0%	0.1%	0.2%	0.1%	38.0%
% of electronic documents available within established timeframes	N/A	84.0%	70.2%	(13.8%)	-16.5%
% of exhibits received for intake that are available for access within established timeframes	N/A	100.0%	99.8%	(0.2%)	-0.2%
% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	N/A	100.0%	99.9%	(0.1%)	-0.1%
% of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	N/A	99.9%	98.5%	(1.4%)	-1.4%
% of Juvenile subsequent documents docketed within established timeframes	N/A	100.0%	99.8%	(0.2%)	-0.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of records on appeal transmitted to an Appellate Court per mandated timeframes	N/A	100.0%	99.6%	(0.4%)	-0.4%
Result	% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe	N/A	100.0%	96.4%	(3.6%)	-3.6%
Output	# of records transmitted to an Appellate Court	1,576	1,611	1,729	118	7.3%
Output	# of Adult records transmitted to an Appellate Court	N/A	1,486	1,508	22	1.5%
Output	# of Juvenile records transmitted to an Appellate Court	N/A	141	221	80	56.7%
Demand	# of records to be transmitted to an Appellate Court	1,642	1,611	1,730	119	7.4%
Efficiency	\$ Cost per record transmitted to an Appellate Court	\$ 242.34	\$ 199.91	\$ 279.80	\$ (79.88)	-40.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 358,238	\$ 303,738	\$ 436,870	\$ (133,132)	-43.8%
	218 - CLERK OF COURT FILL THE GAP	23,683	18,323	46,900	(28,577)	-156.0%
	TOTAL USES	\$ 381,921	\$ 322,061	\$ 483,770	\$ (161,709)	-50.2%

Activity Narrative: The timeliness of appeal transmissions is expected to decline slightly, while the number of appeals requiring transmission is expected to increase. It should be noted that the number of juvenile appeals anticipated for FY 2010 was not reported correctly. Cost per appeal is forecasted to increase by 40% due primarily to increases in employee benefits and the transfer of risk management costs to the Clerk’s office.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of new cases established within stated timeframes	99.4%	99.7%	97.9%	(1.8%)	-1.8%
Result	% of Adult cases established within stated timeframes	N/A	99.7%	97.7%	(2.0%)	-2.1%
Result	% of Juvenile cases established within stated timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Output	# of new cases established	147,291	144,655	172,379	27,724	19.2%
Output	# of Adult cases established	N/A	124,810	154,026	29,216	23.4%
Output	# of Juvenile cases established	N/A	19,845	18,352	(1,493)	-7.5%
Demand	# of new cases to be established	148,136	144,909	174,293	29,384	20.3%
Efficiency	\$ Cost per new case established	\$ 22.08	\$ 22.32	\$ 17.81	\$ 4.50	20.2%
<i>Revenue</i>						
	100 - GENERAL	\$ 349,192	\$ 396,000	\$ 396,000	\$ -	0.0%
	TOTAL SOURCES	\$ 349,192	\$ 396,000	\$ 396,000	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,732,192	\$ 2,653,859	\$ 2,522,933	\$ 130,926	4.9%
	218 - CLERK OF COURT FILL THE GAP	440,367	506,717	453,117	53,600	10.6%
	274 - CLERK OF THE COURT EDMS	79,930	67,493	94,314	(26,821)	-39.7%
	TOTAL USES	\$ 3,252,489	\$ 3,228,069	\$ 3,070,364	\$ 157,705	4.9%

Activity Narrative: The department has determined that the new output measure associated with Juvenile cases was overestimated for FY 2009-10. Continuing increases in mortgage and tax appeal issues will contribute to an increase in the number of Adult case establishments in FY 2010-11, though the ongoing increase in electronic filing is helping to mitigate the associated additional workload.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	N/A	100.0%	99.1%	(0.9%)	-0.9%
Result	% of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	N/A	100.0%	100.0%	0.0%	0.0%
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	N/A	100.0%	90.5%	(9.5%)	-9.5%
Output	# of Disposition Reports / Abstracts transmitted	59,455	62,726	58,273	(4,453)	-7.1%
Output	# of Disposition Reports transmitted	N/A	53,822	50,421	(3,401)	-6.3%
Output	# of Adult Abstracts transmitted	N/A	6,014	4,825	(1,189)	-19.8%
Output	# of Juvenile Abstracts transmitted	N/A	2,890	3,030	140	4.8%
Demand	# of Disposition Reports / Abstracts to be transmitted	73,967	78,948	72,615	(6,333)	-8.0%
Efficiency	\$ Cost per Disposition Report / Abstract transmitted	\$ 5.11	\$ 5.39	\$ 4.12	\$ 1.27	23.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 271,069	\$ 299,577	\$ 210,601	\$ 88,976	29.7%
	274 - CLERK OF THE COURT EDMS	32,551	38,442	29,589	8,853	23.0%
	TOTAL USES	\$ 303,620	\$ 338,019	\$ 240,190	\$ 97,829	28.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of received court created documents that were distributed by the next business day after receiving the documents for distribution	N/A	100.0%	98.9%	(1.1%)	-1.1%
Output	# of court created documents distributed	787,005	810,171	652,893	(157,278)	-19.4%
Demand	# of court created documents received for distribution	791,327	811,493	652,975	(158,518)	-19.5%
Efficiency	\$ Cost per court created document distributed	\$ 0.33	\$ 0.27	\$ 1.33	\$ (1.06)	-389.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 262,752	\$ 219,649	\$ 866,983	\$ (647,334)	-294.7%
	TOTAL USES	\$ 262,752	\$ 219,649	\$ 866,983	\$ (647,334)	-294.7%

Activity Narrative: Several positions were realigned from the Case Establishment Activity to the Distribution Activity to reduce the backlog/processing time for distributing court documents. Other positions were reallocated from the Memorialization of Court Proceedings Activity to the Distribution Activity due to a change in the alignment of postage costs. Finally, an increase in the number of

customers receiving their court documents electronically has impacted both the output and demand measures for this Activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of eFiled court documents available within the next business day after the day of receipt	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of scanned court documents available within three business days after the day of receipt	77.6%	83.0%	67.7%	(15.3%)	-18.5%
Result	% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.0%	0.1%	0.2%	0.1%	38.0%
Result	% of electronic documents available within established timeframes	N/A	84.0%	70.2%	(13.8%)	-16.5%
Output	# of eFiled documents added to the Electronic Court Record (ECR) repository	N/A	158,717	239,301	80,584	50.8%
Output	# of scanned documents added to the ECR repository	2,582,013	2,533,248	2,574,244	40,996	1.6%
Output	# of electronic documents added to the ECR repository	N/A	2,691,965	2,823,545	131,580	4.9%
Demand	# of eFiled documents submitted	171,322	159,518	242,910	83,392	52.3%
Demand	# of documents available for scanning	2,752,281	2,664,204	2,850,190	185,986	7.0%
Efficiency	\$ Cost per electronic document added to the ECR repository	N/A	\$ 2.21	\$ 2.22	\$ (0.01)	-0.6%
<i>Revenue</i>						
	205 - COURT DOCUMENT RETRIEVAL	\$ 1,345,462	\$ 1,229,100	\$ 1,469,100	\$ 240,000	19.5%
	274 - CLERK OF THE COURT EDMS	3,585,364	3,330,000	3,571,000	241,000	7.2%
	TOTAL SOURCES	\$ 4,930,826	\$ 4,559,100	\$ 5,040,100	\$ 481,000	10.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,909,300	\$ 2,884,313	\$ 2,810,209	\$ 74,104	2.6%
	205 - COURT DOCUMENT RETRIEVAL	572,370	1,036,556	1,200,258	(163,702)	-15.8%
	208 - JUDICIAL ENHANCEMENT	-	4,497	4,497	-	0.0%
	218 - CLERK OF COURT FILL THE GAP	345,704	477,603	522,883	(45,280)	-9.5%
	274 - CLERK OF THE COURT EDMS	1,244,549	1,534,895	1,725,586	(190,691)	-12.4%
	TOTAL USES	\$ 5,071,923	\$ 5,937,864	\$ 6,263,433	\$ (325,569)	-5.5%

Activity Narrative: A 52.3% increase in the number of eFiled documents submitted and added to the ECR repository (demand/output) for FY 2010-11 reflects the successful implementation of permissive eFiling initiatives in FY 2009-10 along with anticipated implementation of statewide eFiling requirement to be implemented in FY 2010-11. Two of the FY 2010-11 result measures indicate a reduction in timeliness, reflecting the realignment and shortage of trained staff assigned to this Activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of exhibits received for intake that are available for access within established timeframes	N/A	100.0%	99.8%	(0.2%)	-0.2%
Result	% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	N/A	100.0%	99.9%	(0.1%)	-0.1%
Result	% of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	N/A	99.9%	98.5%	(1.4%)	-1.4%
Output	# of exhibits processed for intake	113,089	105,482	131,891	26,409	25.0%
Output	# of Adult exhibits processed for intake	N/A	93,091	117,540	24,449	26.3%
Output	# of Juvenile exhibits processed for intake	N/A	12,391	14,350	1,959	15.8%
Demand	# of exhibits received for intake	117,173	110,179	132,280	22,101	20.1%
Efficiency	\$ Cost per exhibit processed for intake	\$ 6.31	\$ 6.99	\$ 5.08	\$ 1.91	27.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 649,644	\$ 677,815	\$ 608,968	\$ 68,847	10.2%
	218 - CLERK OF COURT FILL THE GAP	63,557	59,569	61,299	(1,730)	-2.9%
	TOTAL USES	\$ 713,201	\$ 737,384	\$ 670,267	\$ 67,117	9.1%

Activity Narrative: The department has determined that the new output measures for FY 2009-10 were underestimated, resulting in incorrectly high variances for all three outputs. The demand estimate for FY 2009-10 was similarly underestimated.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Juvenile subsequent documents docketed within established timeframes	N/A	100.0%	99.8%	(0.2%)	-0.2%
Output	# of Juvenile subsequent documents docketed	233,612	230,045	244,642	14,597	6.3%
Demand	# of Juvenile subsequent documents to be docketed	236,783	230,050	248,138	18,088	7.9%
Efficiency	\$ Cost per Juvenile subsequent document docketed	\$ 1.89	\$ 1.81	\$ 1.57	\$ 0.23	13.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 441,041	\$ 415,584	\$ 384,483	\$ 31,101	7.5%
	TOTAL USES	\$ 441,041	\$ 415,584	\$ 384,483	\$ 31,101	7.5%

Activity Narrative: The department has determined that output and demand were underestimated for FY 2009-10.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of minute entries created within three days from date of hearing to date of creation	97.0%	96.8%	95.6%	(1.2%)	-1.2%
Result	% of Adult minute entries created within three days from date of hearing to date of creation	N/A	96.5%	96.5%	0.0%	0.0%
Result	% of Juvenile minute entries created within three days from date of hearing to date of creation	N/A	98.9%	89.2%	(9.7%)	-9.8%
Result	% of accurate Adult minute entries in a statistical sample of completed minute entries	N/A	99.5%	99.5%	0.0%	0.0%
Result	% of accurate Juvenile minute entries in a statistical sample of completed minute entries	N/A	98.9%	99.5%	0.5%	0.5%
Output	# of minute entries created	629,650	632,307	590,391	(41,916)	-6.6%
Output	# of Adult minute entries created	N/A	552,351	517,587	(34,764)	-6.3%
Output	# of Juvenile minute entries created	N/A	79,956	72,803	(7,153)	-8.9%
Output	# of Adult minute entries in a statistical sample of completed minute entries	N/A	552,351	517,587	(34,764)	-6.3%
Output	# of Juvenile minute entries in a statistical sample of completed minute entries	N/A	79,956	72,803	(7,153)	-8.9%
Demand	# of minute entries to be created	629,650	632,638	590,391	(42,247)	-6.7%
Efficiency	\$ Cost per minute entry created	\$ 21.09	\$ 21.99	\$ 22.43	\$ (0.43)	-2.0%
<i>Revenue</i>						
	208 - JUDICIAL ENHANCEMENT	\$ 871,547	\$ 750,840	\$ 896,000	\$ 145,160	19.3%
	216 - CLERK OF THE COURT GRANTS	1,407,965	1,615,346	1,098,116	(517,230)	-32.0%
	218 - CLERK OF COURT FILL THE GAP	2,089,590	2,406,495	2,408,495	2,000	0.1%
	270 - CHILD SUPPORT ENHANCEMENT	97,175	87,000	87,000	-	0.0%
	TOTAL SOURCES	\$ 4,466,277	\$ 4,859,681	\$ 4,489,611	\$ (370,070)	-7.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 10,732,720	\$ 11,073,142	\$ 10,620,257	\$ 452,885	4.1%
	216 - CLERK OF THE COURT GRANTS	1,356,959	1,590,135	1,349,812	240,323	15.1%
	218 - CLERK OF COURT FILL THE GAP	1,191,376	1,242,091	1,270,028	(27,937)	-2.2%
	TOTAL USES	\$ 13,281,055	\$ 13,905,368	\$ 13,240,097	\$ 665,271	4.8%

Activity Narrative: Several positions were reallocated from the Memorialization of Court Proceedings Activity to the Distribution Activity due to a change in the alignment of postage costs. Also, the number of adult hearings declined 6.0% between July 2008 and January 2010, with a projected decrease of 3.0% in FY 2009-10, and another 3.0% decline projected for FY 2010-11. A similar, though less dramatic, decline in the number of juvenile hearings will reduce the number of minute entries needed. The department attributes a decline in “timeliness” result measures to staffing shortages.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
% of payments posted within established timeframes	65.4%	98.7%	97.4%	(1.3%)	-1.4%
% of checks issued within established timeframes	N/A	100.0%	100.0%	(0.0%)	-0.0%
% of restitution checks issued within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
% of bond checks issued within established timeframes	N/A	100.0%	100.0%	(0.0%)	-0.0%
% of reconciliations completed within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
% of financial records available within established timeframes	N/A	99.9%	99.5%	(0.4%)	-0.4%
% of accurate Billing financial records in a statistical sample of deferral orders	N/A	95.7%	98.5%	2.9%	3.0%
% of accurate Trust financial records in a statistical sample of trust orders	N/A	99.6%	100.0%	0.4%	0.4%
% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	N/A	98.4%	98.6%	0.2%	0.2%
% of Billing financial records available within one business day of the file stamp date	N/A	100.0%	100.0%	0.0%	0.0%
% of Trust financial records available within two business days	N/A	98.0%	95.9%	(2.2%)	-2.2%
% of Support Orders financial records available within established timeframes	N/A	100.0%	97.9%	(2.1%)	-2.1%
% of Criminal Obligation financial records available within thirty days from the docketed date	N/A	100.0%	100.0%	0.0%	0.0%
% of Juvenile financial records available within 30 days from the filing date	N/A	98.4%	96.6%	(1.8%)	-1.9%
% of Support Orders financial record inquiry resolutions completed within two business days	N/A	100.0%	100.0%	0.0%	0.0%
% of Criminal Obligation financial record inquiry resolutions completed within two business days	N/A	95.0%	99.9%	4.9%	5.1%
% of Support Orders financial reports available within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Ordered Disbursement
- Court Ordered Receivables
- Court Ordered Financial Records
- 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of checks issued within established timeframes	N/A	100.0%	100.0%	(0.0%)	-0.0%
Result	% of restitution checks issued within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of bond checks issued within established timeframes	N/A	100.0%	100.0%	(0.0%)	-0.0%
Output	# of checks issued	89,524	80,307	67,677	(12,630)	-15.7%
Output	# of restitution checks issued	N/A	74,131	62,165	(11,966)	-16.1%
Output	# of bond checks issued	N/A	6,177	5,511	(666)	-10.8%
Demand	# of checks to be issued	97,257	88,855	68,541	(20,314)	-22.9%
Efficiency	\$ cost per check issued	\$ 18.83	\$ 18.70	\$ 7.04	\$ 11.66	62.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,680,536	\$ 1,491,636	\$ 401,197	\$ 1,090,439	73.1%
	218 - CLERK OF COURT FILL THE GAP	5,157	-	-	-	N/A
	273 - VICTIM LOCATION	-	10,000	75,000	(65,000)	-650.0%
	TOTAL USES	\$ 1,685,693	\$ 1,501,636	\$ 476,197	\$ 1,025,439	68.3%

Activity Narrative: A realignment of 30 positions from the Court-Ordered Disbursements Activity to the Court-Ordered Financial Records Activity resulted in a shift of over \$1.0 million in allocated expenditures for FY 2010-11. A decline in the “number of restitution checks issued” by nearly 2,400 per month began in April 2009 due to the net of 1) an increase in the check threshold from \$10 to \$30 (a check is not issued until at least \$30 restitution is accumulated), generating 3,000 fewer checks; and 2) a new state program that appropriates part of an inmate’s mail money for restitution payments, generating 600 more checks per month.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of financial records available within established timeframes	N/A	99.9%	99.5%	(0.4%)	-0.4%
Result	% of accurate Billing financial records in a statistical sample of deferral orders	N/A	95.7%	98.5%	2.9%	3.0%
Result	% of accurate Trust financial records in a statistical sample of trust orders	N/A	99.6%	100.0%	0.4%	0.4%
Result	% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	N/A	98.4%	98.6%	0.2%	0.2%
Result	% of Billing financial records available within one business day of the file stamp date	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Trust financial records available within two business days	N/A	98.0%	95.9%	(2.2%)	-2.2%
Result	% of Support Orders financial records available within established timeframes	N/A	100.0%	97.9%	(2.1%)	-2.1%
Result	% of Criminal Obligation financial records available within thirty days from the docketed date	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Juvenile financial records available within 30 days from the filing date	N/A	98.4%	96.6%	(1.8%)	-1.9%
Result	% of Support Orders financial record inquiry resolutions completed within two business days	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Criminal Obligation financial record inquiry resolutions completed within two business days	N/A	95.0%	99.9%	4.9%	5.1%
Result	% of Support Orders financial reports available within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Output	# of financial record orders processed	N/A	289,932	230,690	(59,242)	-20.4%
Output	# of Billing Unit financial record orders processed	N/A	18,300	24,829	6,529	35.7%
Output	# of Trust financial record orders processed	N/A	7,293	6,753	(540)	-7.4%
Output	# of Criminal Obligation financial record orders processed	N/A	228,716	161,305	(67,411)	-29.5%
Output	# of Support Orders financial record orders processed	N/A	30,291	33,034	2,743	9.1%
Output	# of Juvenile financial record orders processed	N/A	5,340	4,770	(570)	-10.7%
Output	# of Support Orders financial record customer inquiries resolved	N/A	17,370	15,564	(1,806)	-10.4%
Output	# of Criminal Obligation financial record customer inquiries resolved	N/A	30,959	29,941	(1,018)	-3.3%
Output	# of Support Orders financial reports prepared	N/A	5,691	4,501	(1,190)	-20.9%
Demand	# of financial record orders to be processed	N/A	295,059	234,804	(60,255)	-20.4%
Efficiency	\$ Cost per financial record processed	N/A	\$ 1.64	\$ 6.62	\$ (4.97)	-302.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 597,531	\$ 476,513	\$ 1,526,293	\$(1,049,780)	-220.3%
	TOTAL USES	\$ 597,531	\$ 476,513	\$ 1,526,293	\$(1,049,780)	-220.3%

Activity Narrative: A realignment of 30 positions from the Court-Ordered Disbursements Activity to the Court-Ordered Financial Records Activity resulted in a shift of over \$1.0 million in allocated expenditures for FY 2010-11. Since implementing a fee assessment for modification and arrearage calculation services, the demand and subsequent output for financial reports has steadily declined. The number of requests for deferral of court fees (Billing Unit Financial Orders) has increased as the economy has declined.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of payments posted within established timeframes	65.4%	98.7%	97.4%	(1.3%)	-1.4%
Output	# of payments posted	26,406	20,187	24,369	4,182	20.7%
Demand	# of payments to be posted	27,619	20,775	24,626	3,851	18.5%
Efficiency	\$ Cost per payment posted	\$ 21.28	\$ 24.63	\$ 17.37	\$ 7.26	29.5%
<i>Revenue</i>						
	100 - GENERAL	\$ 9,585,105	\$ 10,706,200	\$ 9,849,900	\$ (856,300)	-8.0%
	273 - VICTIM LOCATION	-	24,000	10,000	(14,000)	-58.3%
	TOTAL SOURCES	\$ 9,585,105	\$ 10,730,200	\$ 9,859,900	\$ (870,300)	-8.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 561,884	\$ 497,245	\$ 423,326	\$ 73,919	14.9%
	TOTAL USES	\$ 561,884	\$ 497,245	\$ 423,326	\$ 73,919	14.9%

Activity Narrative: The number of payments posted did not decline as much as anticipated for FY 2009-10, so the budgeted output and demand have been adjusted for FY 2010-11 to reflect the actual trend.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of reconciliations completed within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Output	# of reconciliations completed	N/A	94,482	96,401	1,919	2.0%
Demand	# of reconciliations to be completed	N/A	94,482	96,401	1,919	2.0%
Efficiency	\$ Cost per reconciliation completed	N/A	\$ 1.86	\$ 1.81	\$ 0.06	3.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 175,972	\$ 174,184	\$ 1,788	1.0%
	TOTAL USES	\$ -	\$ 175,972	\$ 174,184	\$ 1,788	1.0%

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
% of page reproductions completed within established timeframes	N/A	100.0%	99.9%	(0.1%)	-0.1%
% of Adult page reproductions completed within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
% of Juvenile page reproductions completed within established timeframes	N/A	100.0%	99.1%	(0.9%)	-0.9%
% of files delivered within established timeframes	N/A	99.5%	99.6%	0.2%	0.2%
% of Adult files delivered within two business days from time of request	N/A	98.8%	99.3%	0.4%	0.4%
% of Juvenile files delivered the same day the pull list requesting the file is received	N/A	100.0%	100.0%	0.0%	0.0%
% of applications processed the same day as requested by the applicant	100.0%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of page reproductions completed within established timeframes	N/A	100.0%	99.9%	(0.1%)	-0.1%
Result	% of Adult page reproductions completed within established timeframes	N/A	100.0%	100.0%	0.0%	0.0%
Result	% of Juvenile page reproductions completed within established timeframes	N/A	100.0%	99.1%	(0.9%)	-0.9%
Output	# of pages reproduced	1,410,362	1,473,053	1,336,659	(136,394)	-9.3%
Output	# of Adult pages reproduced	N/A	1,352,115	1,229,725	(122,390)	-9.1%
Output	# of Juvenile pages reproduced	N/A	120,938	106,933	(14,005)	-11.6%
Demand	# of pages to be reproduced	1,410,489	1,473,053	1,339,317	(133,736)	-9.1%
Efficiency	\$ Cost per page reproduced	\$ 1.03	\$ 0.89	\$ 0.90	\$ (0.01)	-1.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,329,763	\$ 1,117,127	\$ 1,145,405	\$ (28,278)	-2.5%
	205 - COURT DOCUMENT RETRIEVAL	124,917	189,801	59,882	129,919	68.5%
	TOTAL USES	\$ 1,454,680	\$ 1,306,928	\$ 1,205,287	\$ 101,641	7.8%

Activity Narrative: It appears that with the increasing availability of electronic reports, fewer requests are being made for paper reproductions.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of files delivered within established timeframes	N/A	99.5%	99.6%	0.2%	0.2%
Result	% of Adult files delivered within two business days from time of request	N/A	98.8%	99.3%	0.4%	0.4%
Result	% of Juvenile files delivered the same day the pull list requesting the file is received	N/A	100.0%	100.0%	0.0%	0.0%
Output	# of files delivered	128,717	141,531	107,008	(34,523)	-24.4%
Output	# of Adult files delivered	N/A	62,657	51,096	(11,561)	-18.5%
Output	# of Juvenile files delivered	N/A	78,874	55,911	(22,963)	-29.1%
Demand	# of files requested	129,677	142,433	108,141	(34,292)	-24.1%
Efficiency	\$ Cost per file delivered	\$ 5.64	\$ 4.52	\$ 6.79	\$ (2.27)	-50.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 569,284	\$ 464,694	\$ 345,083	\$ 119,611	25.7%
	205 - COURT DOCUMENT RETRIEVAL	156,363	175,139	381,761	(206,622)	-118.0%
	TOTAL USES	\$ 725,647	\$ 639,833	\$ 726,844	\$ (87,011)	-13.6%

Activity Narrative: Delivery of paper court files has diminished significantly over the last several years due to the transition from maintaining court files in paper format to maintaining and providing the files electronically. The annual number of Adult and Juvenile files delivered declined from 1,088,496 in FY 2005-06 to 128,717 in FY 2008-09. The decline is likely to continue in both FY 2009-10 and FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of applications processed	54,727	43,377	46,888	3,511	8.1%
Demand	# of applications requested	54,727	43,377	46,888	3,511	8.1%
Efficiency	\$ cost per application processed	\$ 17.57	\$ 20.72	\$ 19.97	\$ 0.75	3.6%
<i>Revenue</i>						
	100 - GENERAL	\$ 1,315,581	\$ 1,104,000	\$ 1,164,000	\$ 60,000	5.4%
	TOTAL SOURCES	\$ 1,315,581	\$ 1,104,000	\$ 1,164,000	\$ 60,000	5.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 938,549	\$ 873,115	\$ 893,887	\$ (20,772)	-2.4%
	205 - COURT DOCUMENT RETRIEVAL	22,845	25,797	42,643	(16,846)	-65.3%
	TOTAL USES	\$ 961,394	\$ 898,912	\$ 936,530	\$ (37,618)	-4.2%

Activity Narrative: The department has determined that output and demand were underestimated for FY 2009-10. The actual number of marriage licenses/passports processed/requested for FY 2009-10 is likely to be very close to the 46,888 projected for FY 2010-11. The bulk of the 14.3% reduction from FY 2008-09 to FY 2010-11 is reportedly associated with a decline in the number of passports processed. The establishment of a Regional Passport Processing Center in Tucson has affected the number of customers seeking passports at the Southeast Maricopa County location.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 30,056,139	\$ 12,206,200
FY 2010 Revised Budget		
	\$ 30,056,139	\$ 12,206,200
Adjustments:		
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	\$ (1,421)	\$ -
Agenda Item:		
<i>C-49-09-066-2-00</i>	(1,421)	-
FY 2011 Budget Target	\$ 30,054,718	\$ 12,206,200
Adjustments:		
Employee Retirement and Benefits	\$ 725,511	\$ -
<i>Employee Health/Dental Premiums</i>	623,844	-
<i>Retirement Contributions</i>	101,667	-
Base Adjustments	\$ (721,654)	\$ -
<i>Other Base Adjustments</i>	108,000	-
<i>Increase Other Personnel Pay to Historical Levels</i>	\$ 108,000	-
<i>Personnel Savings</i>	(829,654)	-
<i>Increase Salary/Benefit Savings Rate to 6.0%</i>	\$ (829,654)	-
Fees and Other Revenues	\$ -	\$ (796,300)
<i>ProgRevenue Volume Inc/Dec</i>	-	(796,300)
<i>Reduce Court Revenue Deposited in COSC to FY 10 Forecast-Level</i>	\$ (496,500)	-
<i>Reduce Revenue from Filing/Docketing/Passport Fees to FY 10 Forecast-Level</i>	(295,800)	-
<i>Reduce Revenue from Periodic Payments from Inmates to FY 10 Forecast-Level</i>	(4,000)	-
Other Mandates	\$ 252,477	\$ -
<i>State Risk Management Charges</i>	252,477	-
Reallocations	\$ (125,753)	\$ -
<i>Reallocation Between Funds</i>	(125,753)	-
<i>Transfer Budget and 3.0 FTE Positions to Document Retrieval Fund (205)</i>	\$ (125,753)	-
FY 2011 Tentative Budget	\$ 30,185,299	\$ 11,409,900
<i>Percent Change from Target Amount</i>	0.4%	-6.5%
Adjustments:		
Base Adjustments	\$ 60,569	\$ -
<i>Other Base Adjustments</i>	60,569	-
Budget Balancing	\$ (60,569)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(60,569)	-
Agenda Item:		
<i>C-49-10-032-M-00</i>	(60,569)	-
FY 2011 Adopted Budget	\$ 30,185,299	\$ 11,409,900
<i>Percent Change from Target Amount</i>	0.4%	-6.5%

Court Document Retrieval Fund (205)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,229,100	\$ 1,229,100
FY 2010 Revised Budget	\$ 1,229,100	\$ 1,229,100
FY 2011 Budget Target	\$ 1,229,100	\$ 1,229,100
Adjustments:		
Employee Retirement and Benefits	\$ 27,866	\$ -
Employee Health/Dental Premiums	24,552	-
Retirement Contributions	3,314	-
Base Adjustments	\$ 86,381	\$ -
Other Base Adjustments	86,381	-
Increase Other Services for Structural Balance	\$ 56,000	-
Increase Repairs & Maintenance Costs for Structural Balance	30,381	-
Fees and Other Revenues	\$ -	\$ 240,000
ProgRevenue Volume Inc/Dec	-	240,000
Increase Revenue Due to \$15 Increase in Fee for Filing New Transcript of Judgement from Another Court - Beginning February 2010	\$ 240,000	-
Reallocations	\$ 125,753	\$ -
Reallocation Between Funds	125,753	-
Transfer Budget & 3.0 FTE Positions from General Fund (100)	\$ 125,753	-
FY 2011 Adopted Budget	\$ 1,469,100	\$ 1,469,100
Percent Change from Target Amount	19.5%	19.5%
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 200,000	\$ -
FY 2010 Revised Budget	\$ 200,000	\$ -
Adjustments:		
Non Recurring	\$ (200,000)	\$ -
Other Non-Recurring	(200,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 220,000	\$ -
Other Non-Recurring	220,000	-
Imaging & Conversion of Inactive Records Project	\$ 220,000	-
FY 2011 Adopted Budget	\$ 220,000	\$ -
Percent Change from Target Amount		

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 124,505	\$ 455,492	\$ 455,492	\$ 553,704	\$ 716,613
Sources:					
Operating	\$ 1,353,283	\$ 1,229,100	\$ 1,229,100	\$ 1,310,545	\$ 1,469,100
Total Sources:	\$ 1,353,283	\$ 1,229,100	\$ 1,229,100	\$ 1,310,545	\$ 1,469,100
Uses:					
Operating	\$ 880,095	\$ 1,229,100	\$ 1,229,100	\$ 1,047,636	\$ 1,469,100
Non-Recurring	44,001	200,000	200,000	100,000	220,000
Total Uses:	\$ 924,096	\$ 1,429,100	\$ 1,429,100	\$ 1,147,636	\$ 1,689,100
Structural Balance	\$ 473,188	\$ -	\$ -	\$ 262,909	\$ -
Accounting Adjustments	\$ 12	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 553,704	\$ 255,492	\$ 255,492	\$ 716,613	\$ 496,613
Total Ending Spendable Fund Balance	\$ 553,704	\$ 255,492	\$ 255,492	\$ 716,613	\$ 496,613

Judicial Enhancement Fund (208)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 954,840	\$ 954,840
FY 2010 Revised Budget	\$ 954,840	\$ 954,840
FY 2011 Budget Target	\$ 954,840	\$ 954,840
Adjustments:		
Employee Retirement and Benefits	\$ 3,028	\$ -
Employee Health/Dental Premiums	2,232	-
Retirement Contributions	796	-
Base Adjustments	\$ 142,132	\$ -
Other Base Adjustments	142,132	-
Increase Other Services for Fund Structural Balance	\$ 142,132	-
Fees and Other Revenues	\$ -	\$ 145,160
ProgRevenue Volume Inc/Dec	-	145,160
Increase Revenue Based on Historical & Forecast Data	\$ 145,160	-
FY 2011 Adopted Budget	\$ 1,100,000	\$ 1,100,000
Percent Change from Target Amount	15.2%	15.2%
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 255,000	\$ -
FY 2010 Revised Budget	\$ 255,000	\$ -
Adjustments:		
Non Recurring	\$ (255,000)	\$ -
Other Non-Recurring	(255,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 279,000	\$ -
Other Non-Recurring	279,000	-
Restitution, Fines & Reimbursements Project	\$ 145,000	-
Unix System Administrator Project	64,000	-
Enterprise Project Management - Phase II	70,000	-
FY 2011 Adopted Budget	\$ 279,000	\$ -
Percent Change from Target Amount		

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,125,804	\$ 407,896	\$ 407,896	\$ 571,893	\$ 1,029,293
Sources:					
Clerk of the Superior Court (160)	\$ 1,095,435	\$ 954,840	\$ 954,840	\$ 1,121,022	\$ 1,100,000
Superior Court (800)	580,696	433,277	433,277	573,209	570,600
Operating	\$ 1,676,131	\$ 1,388,117	\$ 1,388,117	\$ 1,694,231	\$ 1,670,600
Total Sources:	\$ 1,676,131	\$ 1,388,117	\$ 1,388,117	\$ 1,694,231	\$ 1,670,600
Uses:					
Clerk of the Superior Court (160)	\$ 717,568	\$ 954,840	\$ 954,840	\$ 706,103	\$ 1,100,000
Superior Court (800)	431,147	433,277	433,277	275,728	570,600
Operating	\$ 1,148,715	\$ 1,388,117	\$ 1,388,117	\$ 981,831	\$ 1,670,600
Clerk of the Superior Court (160)	\$ 571,328	\$ 255,000	\$ 255,000	\$ 255,000	\$ 279,000
Superior Court (800)	510,002				
Non-Recurring	\$ 1,081,330	\$ 255,000	\$ 255,000	\$ 255,000	\$ 279,000
Total Uses:	\$ 2,230,045	\$ 1,643,117	\$ 1,643,117	\$ 1,236,831	\$ 1,949,600
Structural Balance	\$ 527,416	\$ -	\$ -	\$ 712,400	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 571,893	\$ 152,896	\$ 152,896	\$ 1,029,293	\$ 750,293
Total Ending Spendable Fund Balance	\$ 571,893	\$ 152,896	\$ 152,896	\$ 1,029,293	\$ 750,293

Clerk of the Superior Court Grants Fund (216)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,615,346	\$ 1,615,346
FY 2010 Revised Budget	\$ 1,615,346	\$ 1,615,346
FY 2011 Budget Target	\$ 1,615,346	\$ 1,615,346
Adjustments:		
Employee Retirement and Benefits	\$ 6,473	\$ -
Employee Health/Dental Premiums	5,580	-
Retirement Contributions	893	-
Base Adjustments	\$ (6,473)	\$ -
Other Base Adjustments	(6,473)	-
Reduce Other Services to Maintain Fund Structural Balance		\$ (6,473)
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (265,066)	\$ (265,066)
Grant Reconciliation	(265,066)	(265,066)
FY 2011 Adopted Budget	\$ 1,350,280	\$ 1,350,280
Percent Change from Target Amount	-16.4%	-16.4%

Clerk of the Superior Court Grants Fund (216) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (61,643)	\$ (41,568)	\$ (41,568)	\$ -	\$ -
Sources:					
Operating	\$ 1,407,966	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280
Total Sources:	\$ 1,407,966	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280
Uses:					
Operating	\$ 1,357,544	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280
Total Uses:	\$ 1,357,544	\$ 1,615,346	\$ 1,615,346	\$ 1,301,897	\$ 1,350,280
Structural Balance	\$ 50,422	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 11,221	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	\$ -	\$ (41,568)	\$ (41,568)	\$ -	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ (41,568)	\$ (41,568)	\$ -	\$ -

Clerk of the Superior Court Fill the Gap Fund (218)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,206,000	\$ 2,206,000
Adjustments:		
Fees and Other Revenues	\$ 202,495	\$ 202,495
<i>FY 10 Court Fill-the-Gap Plan</i>	202,495	202,495
Agenda Item:		
<i>C-80-10-010-2-00</i>		
FY 2010 Revised Budget	\$ 2,408,495	\$ 2,408,495
FY 2011 Budget Target	\$ 2,408,495	\$ 2,408,495
Adjustments:		
Employee Retirement and Benefits	\$ 61,042	\$ -
<i>Employee Health/Dental Premiums</i>	53,568	-
<i>Retirement Contributions</i>	7,474	-
Base Adjustments	\$ (20,227)	\$ -
<i>Other Base Adjustments</i>	(20,227)	-
<i>Reduce Other Services to Maintain Fund Structural Balance</i>	\$ (20,227)	-
Reallocations	\$ (40,815)	\$ -
<i>Reallocation Between Funds</i>	(40,815)	-
<i>Transfer Budget & 1.0 FTE Position to EDMS Fund (274)</i>	\$ (40,815)	-
<i>to Maintain Grant Fund Structural Balance</i>		
FY 2011 Adopted Budget	\$ 2,408,495	\$ 2,408,495
<i>Percent Change from Target Amount</i>	0.0%	0.0%

Clerk of the Superior Court Fill the Gap Fund (218) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 40,000	\$ -
FY 2010 Revised Budget	\$ 40,000	\$ -
Adjustments:		
Non Recurring	\$ (40,000)	\$ -
<i>Other Non-Recurring</i>	<i>(40,000)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 25,000	\$ -
<i>Other Non-Recurring</i>	<i>25,000</i>	<i>-</i>
<i>Continuation of Cash Receipting Project</i>	<i>\$ 25,000</i>	
FY 2011 Adopted Budget	\$ 25,000	\$ -
<i>Percent Change from Target Amount</i>		

Clerk of the Superior Court Fill the Gap Fund (218) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 481,063	\$ 80,214	\$ 80,214	\$ 105,521	\$ 82,350
Sources:					
Operating	\$ 2,097,106	\$ 2,206,000	\$ 2,408,495	\$ 2,408,495	\$ 2,408,495
Total Sources:	\$ 2,097,106	\$ 2,206,000	\$ 2,408,495	\$ 2,408,495	\$ 2,408,495
Uses:					
Operating	\$ 2,100,525	\$ 2,206,000	\$ 2,408,495	\$ 2,393,218	\$ 2,408,495
Non-Recurring	372,133	40,000	40,000	38,448	25,000
Total Uses:	\$ 2,472,658	\$ 2,246,000	\$ 2,448,495	\$ 2,431,666	\$ 2,433,495
Structural Balance	\$ (3,419)	\$ -	\$ -	\$ 15,277	\$ -
Accounting Adjustments	\$ 10	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 105,521	\$ 40,214	\$ 40,214	\$ 82,350	\$ 57,350
Total Ending Spendable Fund Balance	\$ 105,521	\$ 40,214	\$ 40,214	\$ 82,350	\$ 57,350

Child Support Enhancement Fund (270)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ -	\$ 95,000
FY 2010 Revised Budget	\$ -	\$ 95,000
FY 2011 Budget Target	\$ -	\$ 95,000
FY 2011 Adopted Budget	\$ -	\$ 95,000
<i>Percent Change from Target Amount</i>		<i>0.0%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 75,000	\$ -
FY 2010 Revised Budget	\$ 75,000	\$ -
Adjustments:		
Non Recurring	\$ (75,000)	\$ -
<i>Other Non-Recurring</i>	<i>(75,000)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 75,000	\$ -
<i>Other Non-Recurring</i>	<i>75,000</i>	<i>-</i>
<i>Interactive Voice Response Replacement Project</i>	<i>\$ 75,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 75,000	\$ -
<i>Percent Change from Target Amount</i>		

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 353,363	\$ 353,383	\$ 353,383	\$ 381,623	\$ 457,319
Sources:					
Operating	\$ 107,863	\$ 95,000	\$ 95,000	\$ 93,696	\$ 95,000
Total Sources:	\$ 107,863	\$ 95,000	\$ 95,000	\$ 93,696	\$ 95,000
Uses:					
Operating	\$ 22,800	\$ -	\$ -	\$ -	\$ -
Non-Recurring	56,805	75,000	75,000	18,000	75,000
Total Uses:	\$ 79,605	\$ 75,000	\$ 75,000	\$ 18,000	\$ 75,000
Structural Balance	\$ 85,063	\$ 95,000	\$ 95,000	\$ 93,696	\$ 95,000
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 381,623	\$ 373,383	\$ 373,383	\$ 457,319	\$ 477,319
Total Ending Spendable Fund Balance	\$ 381,623	\$ 373,383	\$ 373,383	\$ 457,319	\$ 477,319

Victim Location Fund (273)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 10,000	\$ 24,000
FY 2010 Revised Budget	\$ 10,000	\$ 24,000
FY 2011 Budget Target	\$ 10,000	\$ 24,000
Adjustments:		
Base Adjustments	\$ (10,000)	\$ -
<i>Other Base Adjustments</i>	<i>(10,000)</i>	<i>-</i>
<i>Submission of Budget Below Target</i>	<i>\$ (10,000)</i>	
General Revenues	\$ -	\$ (14,000)
<i>Interest Revenue</i>	<i>-</i>	<i>(14,000)</i>
FY 2011 Adopted Budget	\$ -	\$ 10,000
<i>Percent Change from Target Amount</i>	<i>-100.0%</i>	<i>-58.3%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 75,000	\$ -
<i>Other Non-Recurring</i>	<i>75,000</i>	<i>-</i>
<i>Establish Other Pay Budget to which County Attorney's Office (Dept 190) can Journal Voucher Costs Incurred in Locating Crime Victims due Restitution</i>	<i>\$ 75,000</i>	
FY 2011 Adopted Budget	\$ 75,000	\$ -
<i>Percent Change from Target Amount</i>		

Victim Location Fund (273) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 149,866	\$ 175,344	\$ 175,344	\$ 175,788	\$ 176,788
Sources:					
Operating	\$ 25,922	\$ 24,000	\$ 24,000	\$ 11,000	\$ 10,000
Total Sources:	\$ 25,922	\$ 24,000	\$ 24,000	\$ 11,000	\$ 10,000
Uses:					
Operating	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Non-Recurring	-	-	-	-	75,000
Total Uses:	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 75,000
Structural Balance	\$ 25,922	\$ 14,000	\$ 14,000	\$ 1,000	\$ 10,000
Ending Spendable Fund Balance:					
Restricted	\$ 175,788	\$ 189,344	\$ 189,344	\$ 176,788	\$ 111,788
Total Ending Spendable Fund Balance	\$ 175,788	\$ 189,344	\$ 189,344	\$ 176,788	\$ 111,788

Electronic Document Management System Fund (274)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,370,000	\$ 3,370,000
FY 2010 Revised Budget	\$ 3,370,000	\$ 3,370,000
FY 2011 Budget Target	\$ 3,370,000	\$ 3,370,000
Adjustments:		
Employee Retirement and Benefits	\$ 56,602	\$ -
Employee Health/Dental Premiums	49,104	-
Retirement Contributions	7,498	-
Base Adjustments	\$ 130,583	\$ -
Other Base Adjustments	130,583	-
Expenditure Budget Submission above Target	\$ 80,000	
Increase Other Services to Maintain Fund Structural Balance	50,583	
Fees and Other Revenues	\$ -	\$ 241,000
ProgRevenue Volume Inc/Dec		241,000
Revenue Budget Submission above Target	\$ 80,000	
Increase "Other Charges for Services" Revenue to Reflect Continuing Growth and FY 2009-10 Forecasts	161,000	
General Revenues	\$ -	\$ (13,000)
Interest Revenue		(13,000)
Reallocations	\$ 40,815	\$ -
Reallocation Between Funds		40,815
Transfer Budget & 1.0 FTE Position from Fill the Gap Fund (218) due to Structural Imbalance in FTG Fund	\$ 40,815	
FY 2011 Adopted Budget	\$ 3,598,000	\$ 3,598,000
Percent Change from Target Amount	6.8%	6.8%
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 933,582	\$ -
FY 2010 Revised Budget	\$ 933,582	\$ -
Adjustments:		
Non Recurring	\$ (933,582)	\$ -
Other Non-Recurring	(933,582)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 1,330,000	\$ -
Other Non-Recurring	1,330,000	-
eFiling Foundation Project	\$ 980,000	
Juvenile Electronic Court Record Project	150,000	
eFiling Enhancements	200,000	
FY 2011 Adopted Budget	\$ 1,330,000	\$ -
Percent Change from Target Amount		

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 985,162	\$ 1,265,588	\$ 1,265,588	\$ 1,730,074	\$ 1,887,659
Sources:					
Operating	\$ 3,613,355	\$ 3,370,000	\$ 3,370,000	\$ 3,597,809	\$ 3,598,000
Total Sources:	\$ 3,613,355	\$ 3,370,000	\$ 3,370,000	\$ 3,597,809	\$ 3,598,000
Uses:					
Operating	\$ 2,344,938	\$ 3,370,000	\$ 3,370,000	\$ 2,814,224	\$ 3,598,000
Non-Recurring	523,500	933,582	933,582	626,000	1,330,000
Total Uses:	\$ 2,868,438	\$ 4,303,582	\$ 4,303,582	\$ 3,440,224	\$ 4,928,000
Structural Balance	\$ 1,268,417	\$ -	\$ -	\$ 783,585	\$ -
Accounting Adjustments	\$ (5)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,730,074	\$ 332,006	\$ 332,006	\$ 1,887,659	\$ 557,659
Total Ending Spendable Fund Balance	\$ 1,730,074	\$ 332,006	\$ 332,006	\$ 1,887,659	\$ 557,659

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
SERV - SERVICE OF PROCESS	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
25PS - SERVICE OF PROCESS	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
TOTAL PROGRAMS	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
USES							
SERV - SERVICE OF PROCESS	\$ 2,234,990	\$ 2,396,627	\$ 2,436,292	\$ 2,235,985	\$ 2,691,648	\$ (255,356)	-10.5%
25PS - SERVICE OF PROCESS	\$ 2,234,990	\$ 2,396,627	\$ 2,436,292	\$ 2,235,985	\$ 2,691,648	\$ (255,356)	-10.5%
BDGT - BUDGETING	\$ 2,007	\$ 1,425	\$ 1,425	\$ 469	\$ 1,425	\$ -	0.0%
FSAC - FINANCIAL SERVICES	-	735	735	239	735	-	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 2,007	\$ 2,160	\$ 2,160	\$ 708	\$ 2,160	\$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 4,536	\$ 4,530	\$ 4,530	\$ 4,136	\$ 8,529	\$ (3,999)	-88.3%
99GV - GENERAL GOVERNMENT	\$ 4,536	\$ 4,530	\$ 4,530	\$ 4,136	\$ 8,529	\$ (3,999)	-88.3%
TOTAL PROGRAMS	\$ 2,241,533	\$ 2,403,317	\$ 2,442,982	\$ 2,240,829	\$ 2,702,337	\$ (259,355)	-10.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 25,526	\$ -	\$ 39,665	\$ 29,184	\$ -	\$ (39,665)	-100.0%
SUBTOTAL	\$ 25,526	\$ -	\$ 39,665	\$ 29,184	\$ -	\$ (39,665)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,498,223	\$ 1,638,556	\$ 1,638,556	\$ 1,471,033	\$ 1,504,722	\$ (133,834)	-8.2%
SUBTOTAL	\$ 1,498,223	\$ 1,638,556	\$ 1,638,556	\$ 1,471,033	\$ 1,504,722	\$ (133,834)	-8.2%
ALL REVENUES	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
TOTAL SOURCES	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,512,239	\$ 1,558,827	\$ 1,558,827	\$ 1,556,769	\$ 1,747,891	\$ (189,064)	-12.1%
0750 - FRINGE BENEFITS	589,225	607,560	607,560	603,380	773,813	(166,253)	-27.4%
0790 - OTHER PERSONNEL SERVICES	85	125,070	125,070	-	-	125,070	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(33,408)	(33,408)	(36,216)	(236,579)	203,171	-608.2%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	236,579	(236,579)	N/A
SUBTOTAL	\$ 2,101,549	\$ 2,258,049	\$ 2,258,049	\$ 2,123,933	\$ 2,521,704	\$ (263,655)	-11.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 13,700	\$ 5,885	\$ 35,950	\$ 38,419	\$ 17,166	\$ 18,784	52.3%
0803 - FUEL	47,603	56,785	56,785	49,043	54,000	2,785	4.9%
SUBTOTAL	\$ 61,303	\$ 62,670	\$ 92,735	\$ 87,462	\$ 71,166	\$ 21,569	23.3%
SERVICES							
0812 - OTHER SERVICES	\$ 14,785	\$ 5,503	\$ 5,503	\$ 2,115	\$ 4,103	\$ 1,400	25.4%
0825 - REPAIRS AND MAINTENANCE	-	350	350	112	350	-	0.0%
0839 - INTERNAL SERVICE CHARGES	25,995	43,119	43,119	545	22,000	21,119	49.0%
0841 - TRAVEL	2,596	1,080	1,080	2,093	1,080	-	0.0%
0842 - EDUCATION AND TRAINING	8,624	4,250	13,850	3,524	25,640	(11,790)	-85.1%
0843 - POSTAGE/FREIGHT/SHIPPING	50	120	120	31	120	-	0.0%
SUBTOTAL	\$ 52,050	\$ 54,422	\$ 64,022	\$ 8,420	\$ 53,293	\$ 10,729	16.8%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ (28,000)	N/A
0950 - DEBT SERVICE	26,631	28,176	28,176	21,014	28,174	2	0.0%
SUBTOTAL	\$ 26,631	\$ 28,176	\$ 28,176	\$ 21,014	\$ 56,174	\$ (27,998)	-99.4%
ALL EXPENDITURES	\$ 2,241,533	\$ 2,403,317	\$ 2,442,982	\$ 2,240,829	\$ 2,702,337	\$ (259,355)	-10.6%
TOTAL USES	\$ 2,241,533	\$ 2,403,317	\$ 2,442,982	\$ 2,240,829	\$ 2,702,337	\$ (259,355)	-10.6%

Sources and Uses by Fund and Function

	FY 2008-09 ACTUAL	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECAST	FY 2010-11 RECOMM	REVISED VS RECOMM VARIANCE	%
100 GENERAL							
OPERATING	\$ 1,498,223	\$ 1,638,556	\$ 1,638,556	\$ 1,471,033	\$ 1,504,722	\$ (133,834)	-8.2%
NON-RECURRING	25,526	-	39,665	29,184	-	(39,665)	-100.0%
FUND TOTAL SOURCES	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,498,223	\$ 1,638,556	\$ 1,638,556	\$ 1,471,033	\$ 1,504,722	\$ (133,834)	-8.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 25,526	\$ -	\$ 39,665	\$ 29,184	\$ -	\$ (39,665)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 1,523,749	\$ 1,638,556	\$ 1,678,221	\$ 1,500,217	\$ 1,504,722	\$ (173,499)	-10.3%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 2,216,007	\$ 2,403,317	\$ 2,403,317	\$ 2,211,645	\$ 2,429,547	\$ (26,230)	-1.1%
NON-RECURRING	25,526	-	39,665	29,184	272,790	(233,125)	-587.7%
FUND TOTAL USES	\$ 2,241,533	\$ 2,403,317	\$ 2,442,982	\$ 2,240,829	\$ 2,702,337	\$ (259,355)	-10.6%
DEPARTMENT OPERATING TOTAL USES	\$ 2,216,007	\$ 2,403,317	\$ 2,403,317	\$ 2,211,645	\$ 2,429,547	\$ (26,230)	-1.1%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 25,526	\$ -	\$ 39,665	\$ 29,184	\$ 272,790	\$ (233,125)	-587.7%
DEPARTMENT TOTAL USES	\$ 2,241,533	\$ 2,403,317	\$ 2,442,982	\$ 2,240,829	\$ 2,702,337	\$ (259,355)	-10.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
SERVICE OF PROCESS							
SERVICE OF PROCESS	30.00	30.00	30.00	31.00	35.00	5.00	16.7%
PROGRAM TOTAL	30.00	30.00	30.00	31.00	35.00	5.00	16.7%
DEPARTMENT TOTAL	30.00	30.00	30.00	31.00	35.00	5.00	16.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Elected	23.00	25.00	25.00	25.00	25.00	-	0.0%
Legal Order Server	7.00	5.00	5.00	6.00	8.00	3.00	60.0%
Office Assistant Specialized	-	-	-	-	2.00	2.00	N/A
Department Total	30.00	30.00	30.00	31.00	35.00	5.00	16.7%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	30.00	30.00	30.00	31.00	35.00	5.00	16.7%
DEPARTMENT TOTAL	30.00	30.00	30.00	31.00	35.00	5.00	16.7%

Significant Variance Analysis

- Funding for one Deputy Constable is included in Non-Recurring/Non-Project (0001).
- Funding for two Deputy Constables and two Office Assistants is included in Non-Recurring/Non-Project (0001) to staff a pilot warrants project.

General Adjustments

Adjustments:

- Employee health and dental premiums are increasing in FY 2010-11, resulting in \$34,596 in additional benefits costs to the Constables.
- Retirement contributions are increasing for FY 2010-11, resulting in \$45,771 in additional benefits costs to the Constables.
- OMB identified savings in Other Personnel Services and Telecom - Discretionary totaling \$54,137 to offset the increases in benefits costs associated with health/dental premiums and retirement contributions. The Constables noted in their budget request transmittal memo that they intend to request salary increases at a cost of roughly \$19,000. This amount was included for this purpose in their requested budget, however it has been allocated to fund part of the benefits cost increases. If the Constables bring the salary request to the Board of Supervisors, the item would need to include a request for additional funding.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REVISED vs. ADOPTED VAR.	% VAR.
Percent of writs served within five working days	97.7%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of writs served within five working days	97.7%	100.0%	100.0%	0.0%	0.0%
Output	Number of Writs of Restitution	18,600	20,097	16,900	(3,197)	-15.9%
Demand	Number of Writs of Restitution required.	18,600	20,097	16,900	(3,197)	-15.9%
Efficiency	Expenditure per Writ served.	\$ 120.16	\$ 121.23	\$ 159.27	\$ (38.04)	-31.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 1,523,749	\$ 1,678,221	\$ 1,504,722	\$ (173,499)	-10.3%
	TOTAL SOURCES	\$ 1,523,749	\$ 1,678,221	\$ 1,504,722	\$ (173,499)	-10.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,234,990	\$ 2,436,292	\$ 2,691,648	\$ (255,356)	-10.5%
	TOTAL USES	\$ 2,234,990	\$ 2,436,292	\$ 2,691,648	\$ (255,356)	-10.5%

Activity Narrative: While demand and revenues were expected to recover in FY 2009-10 due to both economic improvement and the addition of a document preparation fee, demand continued to decline due to economic weakness and high vacancy rates in the rental housing market. It is purported that rental eviction rates are inversely related to vacancy rates; landlords are less likely to evict problem tenants in times when there are fewer potential tenants to replace them. Revenue and demand are budgeted slightly below the FY 2009-10 forecasted levels.

Adjustments:

- Reduce revenue by \$133,834 to account for falling demand and persistent economic weakness in FY 2009-10, continuing into FY 2010-11.
- Funding of \$50,000 is included for one Deputy Constable (Legal Order Server) position in General Fund (100) Non-Recurring/Non-Project (0001) for FY 2010-11.
- Funding of \$222,790 is included for two Deputy Constables and two Office Assistants in Non-Recurring/Non-Project (0001) to staff a pilot project to collect unpaid fines for which there are outstanding arrest warrants issued by the Justice Courts.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,403,317	\$ 1,638,556
FY 2010 Revised Budget	\$ 2,403,317	\$ 1,638,556
FY 2011 Budget Target	\$ 2,403,317	\$ 1,638,556
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 80,367	\$ -
Employee Health/Dental Premiums	34,596	-
Retirement Contributions	45,771	-
Base Adjustments	\$ (54,137)	\$ -
Other Base Adjustments	(54,137)	-
Rightsize Other Personnel Services	\$ (30,806)	
Rightsize Telecom Discretionary	(23,331)	
Fees and Other Revenues	\$ -	\$ (133,834)
ProgRevenue Volume Inc/Dec		-
Rightsize Process Service Fee Revenue	\$ (133,834)	(133,834)
FY 2011 Recommended Budget	\$ 2,429,547	\$ 1,504,722
Percent Change from Target Amount	1.1%	-8.2%
FY 2011 Tentative Budget	\$ 2,429,547	\$ 1,504,722
Percent Change from Target Amount	1.1%	-8.2%
FY 2011 Adopted Budget	\$ 2,429,547	\$ 1,504,722
Percent Change from Target Amount	1.1%	-8.2%

General Fund (100) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 39,665	\$ 39,665
Constables Tasers FY 10	C-25-10-001-G-00 6,735	6,735
Constables Veh Safety Lighting	C-25-10-002-G-00 6,394	6,394
Constables Laptops	C-25-10-003-G-00 5,063	5,063
Constables Ballistic Vests FY 10	C-25-10-004-G-00 1,392	1,392
Constables Training FY 10	C-25-10-005-G-00 9,600	9,600
Constables Laptops FY 10	C-25-10-006-G-00 3,772	3,772
Constables Glock Pistols Grant	C-25-10-007-G-00 5,069	5,069
Constables Voice Recorder Gmt	C-25-10-008-G-00 1,640	1,640
FY 2010 Revised Budget	\$ 39,665	\$ 39,665
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (39,665)	\$ (39,665)
Constables Tasers FY 10	C-25-10-001-G-00 (6,735)	(6,735)
Constables Veh Safety Lighting	C-25-10-002-G-00 (6,394)	(6,394)
Constables Laptops	C-25-10-003-G-00 (5,063)	(5,063)
Constables Ballistic Vests FY 10	C-25-10-004-G-00 (1,392)	(1,392)
Constables Training FY 10	C-25-10-005-G-00 (9,600)	(9,600)
Constables Laptops FY 10	C-25-10-006-G-00 (3,772)	(3,772)
Constables Glock Pistols Grant	C-25-10-007-G-00 (5,069)	(5,069)
Constables Voice Recorder Gmt	C-25-10-008-G-00 (1,640)	(1,640)
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 50,000	\$ -
Other Non-Recurring	50,000	-
One Deputy Constable	\$ 50,000	-
FY 2011 Recommended Budget	\$ 50,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 50,000	\$ -
<i>Percent Change from Target Amount</i>		
Adjustments:		
Supplemental Funding		
Results Initiatives	\$ 222,790	\$ -
Other Results Initiatives	222,790	-
Pilot Warrants Program	\$ 222,790	-
FY 2011 Adopted Budget	\$ 272,790	\$ -
<i>Percent Change from Target Amount</i>		

Correctional Health Services

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.

Strategic Goals

- **By 2011, CHS will take the appropriate actions to address legal judgments.**

Status: CHS is actively working with the Office of Management and Budget to procure an electronic solution that will track the many needs of their patient population. CHS is also working with two experts in the Graves v. Arpaio lawsuit to determine the best course of action for an optimal solution.

- **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: As of February 28th, 2010, the vacancy rate for specialty staff that is backfilled with per diem shifts is 11.3%.

- **By 2015, CHS will seek lower health care cost per inmate for the department as compared to other comparable national health care providers.**

Status: CHS is compiling national standards and financial information from NCCHC and various other correctional health "experts" to be able to compare their internal benchmarks.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CLSP - CLINICAL SUPPORT	\$ 37,963	\$ 49,318	\$ 60,091	\$ 66,429	\$ 56,500	\$ (3,591)	-6.0%
26SS - CORRECTIONAL HEALTH SUPP SVCS	\$ 37,963	\$ 49,318	\$ 60,091	\$ 66,429	\$ 56,500	\$ (3,591)	-6.0%
GGOV - GENERAL GOVERNMENT	\$ 1	\$ -	\$ -	\$ (91)	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 1	\$ -	\$ -	\$ (91)	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 37,964	\$ 49,318	\$ 60,091	\$ 66,338	\$ 56,500	\$ (3,591)	-6.0%
USES							
EHCC - EXTERNAL HLTH CARE COSTS	\$ 7,270,494	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
MEDD - MED DISP AND DISTRIBUTION	7,627,527	-	-	-	-	-	N/A
26AR - ADULT REMAND JUV INMATE TRTMT	\$ 14,898,021	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
IPMD - INPATIENT MEDICAL	\$ 2,045,186	\$ 5,468,704	\$ 5,321,526	\$ 3,983,305	\$ 2,875,435	\$ 2,446,091	46.0%
IPMH - INPATIENT MENTAL HEALTH	4,736,541	5,986,700	5,731,182	5,014,905	6,488,024	(756,842)	-13.2%
26IP - INPATIENT	\$ 6,781,727	\$ 11,455,404	\$ 11,052,708	\$ 8,998,210	\$ 9,363,459	\$ 1,689,249	15.3%
INHA - INITIAL HEALTH ASSESSMENT	\$ 2,634,319	\$ 2,325,809	\$ 2,407,486	\$ 2,331,416	\$ 2,370,823	\$ 36,663	1.5%
OPTE - OUTPATIENT TREATMENT AND EVAL	14,372,648	24,976,708	25,572,994	28,128,730	31,163,303	(5,590,309)	-21.9%
PBHS - PRE BOOKING HEALTH SCREENING	939,250	665,236	764,714	714,362	944,211	(179,497)	-23.5%
26OP - OUTPATIENT	\$ 17,946,217	\$ 27,967,753	\$ 28,745,194	\$ 31,174,508	\$ 34,478,337	\$ (5,733,143)	-19.9%
CLSP - CLINICAL SUPPORT	\$ 2,175,449	\$ 2,839,124	\$ 2,622,498	\$ 2,692,295	\$ 2,948,425	\$ (325,927)	-12.4%
26SS - CORRECTIONAL HEALTH SUPP SVCS	\$ 2,175,449	\$ 2,839,124	\$ 2,622,498	\$ 2,692,295	\$ 2,948,425	\$ (325,927)	-12.4%
CURE - CUSTODY RESTORATION AND EVAL	\$ 1,858,473	\$ 1,573,257	\$ 1,566,186	\$ 1,606,083	\$ 1,623,610	\$ (57,424)	-3.7%
EVAL - ADULT COMPETENCY EVALUATIONS	1,213,598	1,187,781	1,194,852	1,184,466	1,196,309	(1,457)	-0.1%
JVAL - JUVENILE COMPETENCY EVALUATION	342,750	275,000	275,000	241,874	241,200	33,800	12.3%
80RE - RESTORATION TO COMPETENCY	\$ 3,414,821	\$ 3,036,038	\$ 3,036,038	\$ 3,032,423	\$ 3,061,119	\$ (25,081)	-0.8%
BDGT - BUDGETING	\$ 99,748	\$ 100,368	\$ 95,608	\$ 105,652	\$ 107,813	\$ (12,205)	-12.8%
FSAC - FINANCIAL SERVICES	266,672	413,101	359,455	403,662	417,400	(57,945)	-16.1%
HRAC - HUMAN RESOURCES	666,280	358,517	346,009	342,596	377,606	(31,597)	-9.1%
ODIR - EXECUTIVE MANAGEMENT	617,599	983,194	940,123	563,122	1,149,356	(209,233)	-22.3%
PROC - PROCUREMENT	786,168	290,043	256,682	183,685	43,279	213,403	83.1%
RMGT - RISK MANAGEMENT	322,947	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	\$ 2,759,414	\$ 2,145,223	\$ 1,997,877	\$ 1,598,717	\$ 2,095,454	\$ (97,577)	-4.9%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 4,243,000	\$ 4,088,699	\$ 4,088,699	\$ 4,014,642	\$ 3,057,257	\$ 1,031,442	25.2%
99GV - GENERAL GOVERNMENT	\$ 4,243,000	\$ 4,088,699	\$ 4,088,699	\$ 4,014,642	\$ 3,057,257	\$ 1,031,442	25.2%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ -	\$ -	\$ 9,400,000	\$ (9,400,000)	N/A
DESK - DESKTOP SUPPORT	333,292	365,112	365,112	334,876	341,936	23,176	6.3%
99IT - INFORMATION TECHNOLOGY	\$ 333,292	\$ 365,112	\$ 365,112	\$ 334,876	\$ 9,741,936	\$ (9,376,824)	-2568.2%
TOTAL PROGRAMS	\$ 52,551,941	\$ 51,897,353	\$ 51,908,126	\$ 51,845,671	\$ 64,745,987	\$ (12,837,861)	-24.7%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 32,817	\$ 42,818	\$ 53,591	\$ 58,591	\$ 50,000	\$ (3,591)	-6.7%
SUBTOTAL	\$ 32,817	\$ 42,818	\$ 53,591	\$ 58,591	\$ 50,000	\$ (3,591)	-6.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 5,146	\$ 6,500	\$ 6,500	\$ 7,838	\$ 6,500	\$ -	0.0%
SUBTOTAL	\$ 5,146	\$ 6,500	\$ 6,500	\$ 7,838	\$ 6,500	\$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 1	\$ -	\$ -	\$ (91)	\$ -	\$ -	N/A
SUBTOTAL	\$ 1	\$ -	\$ -	\$ (91)	\$ -	\$ -	N/A
ALL REVENUES	\$ 37,964	\$ 49,318	\$ 60,091	\$ 66,338	\$ 56,500	\$ (3,591)	-6.0%
TOTAL SOURCES	\$ 37,964	\$ 49,318	\$ 60,091	\$ 66,338	\$ 56,500	\$ (3,591)	-6.0%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 21,114,897	\$ 22,347,059	\$ 21,952,199	\$ 22,501,383	\$ 25,488,662	\$ (3,536,463)	-16.1%
0705 - TEMPORARY PAY	30,394	22,968	22,968	23,133	22,968	-	0.0%
0710 - OVERTIME	1,411,951	1,395,455	1,243,461	857,391	843,461	400,000	32.2%
0750 - FRINGE BENEFITS	6,736,144	6,887,589	6,821,358	6,772,321	8,066,931	(1,245,573)	-18.3%
0790 - OTHER PERSONNEL SERVICES	895,945	361,611	361,611	388,376	413,993	(52,382)	-14.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(147,838)	(218,855)	(246,834)	(108,157)	(1,535,598)	1,288,764	-522.1%
0796 - PERSONNEL SERVICES ALLOC-IN	601,663	576,638	587,411	505,778	2,389,744	(1,802,333)	-306.8%
SUBTOTAL	\$ 30,643,156	\$ 31,372,465	\$ 30,742,174	\$ 30,940,225	\$ 35,690,161	\$ (4,947,987)	-16.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 121,498	\$ 126,601	\$ 126,601	\$ 107,750	\$ 95,998	\$ 30,603	24.2%
0802 - MEDICAL SUPPLIES	3,912,836	4,114,940	4,114,940	3,848,047	3,845,495	269,445	6.5%
0803 - FUEL	6,166	8,172	8,172	6,831	6,500	1,672	20.5%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	502	-	-	N/A
SUBTOTAL	\$ 4,040,500	\$ 4,249,713	\$ 4,249,713	\$ 3,963,130	\$ 3,947,993	\$ 301,720	7.1%
SERVICES							
0810 - LEGAL SERVICES	\$ 1,737,568	\$ 1,435,824	\$ 1,435,824	\$ 1,512,138	\$ 1,507,632	\$ (71,808)	-5.0%
0811 - HEALTH CARE SERVICES	11,403,357	10,232,705	10,873,769	10,672,397	10,673,779	199,990	1.8%
0812 - OTHER SERVICES	273,193	258,996	258,996	547,638	303,200	(44,204)	-17.1%
0820 - RENT & OPERATING LEASES	80,963	92,937	92,937	87,328	88,158	4,779	5.1%
0825 - REPAIRS AND MAINTENANCE	49,230	40,111	40,111	27,558	40,097	14	0.0%
0839 - INTERNAL SERVICE CHARGES	4,140,504	4,047,412	4,047,412	3,986,149	2,973,155	1,074,257	26.5%
0841 - TRAVEL	36,195	40,844	40,844	30,987	26,200	14,644	35.9%
0842 - EDUCATION AND TRAINING	22,569	23,500	23,500	22,190	21,900	1,600	6.8%
0843 - POSTAGE/FREIGHT/SHIPPING	10,379	10,971	10,971	7,063	6,000	4,971	45.3%
0850 - UTILITIES	13,583	14,100	14,100	12,914	13,000	1,100	7.8%
0872 - SERVICES-ALLOCATION OUT	(48,405)	(61,192)	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	74,549	61,192	-	22,513	24,884	(24,884)	N/A
SUBTOTAL	\$ 17,793,685	\$ 16,197,400	\$ 16,838,464	\$ 16,928,875	\$ 15,678,005	\$ 1,160,459	6.9%
CAPITAL							
0950 - DEBT SERVICE	\$ 74,600	\$ 77,775	\$ 77,775	\$ 13,441	\$ 29,828	\$ 47,947	61.6%
SUBTOTAL	\$ 74,600	\$ 77,775	\$ 77,775	\$ 13,441	\$ 29,828	\$ 47,947	61.6%
ALL EXPENDITURES	\$ 52,551,941	\$ 51,897,353	\$ 51,908,126	\$ 51,845,671	\$ 55,345,987	\$ (3,437,861)	-6.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ -	\$ -	\$ 9,400,000	\$ (9,400,000)	N/A
ALL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -	\$ 9,400,000	\$ (9,400,000)	N/A
TOTAL USES	\$ 52,551,941	\$ 51,897,353	\$ 51,908,126	\$ 51,845,671	\$ 64,745,987	\$ (12,837,861)	-24.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
255 DETENTION OPERATIONS							
OPERATING	\$ 5,146	\$ 6,500	\$ 6,500	\$ 7,838	\$ 6,500	\$ -	0.0%
FUND TOTAL SOURCES	\$ 5,146	\$ 6,500	\$ 6,500	\$ 7,838	\$ 6,500	\$ -	0.0%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	\$ 32,818	\$ 42,818	\$ 53,591	\$ 58,500	\$ 50,000	\$ (3,591)	-6.7%
FUND TOTAL SOURCES	\$ 32,818	\$ 42,818	\$ 53,591	\$ 58,500	\$ 50,000	\$ (3,591)	-6.7%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 37,964	\$ 49,318	\$ 60,091	\$ 66,338	\$ 56,500	\$ (3,591)	-6.0%
DEPARTMENT TOTAL SOURCES	\$ 37,964	\$ 49,318	\$ 60,091	\$ 66,338	\$ 56,500	\$ (3,591)	-6.0%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 3,423,355	\$ 3,049,876	\$ 3,049,876	\$ 3,039,593	\$ 3,071,763	\$ (21,887)	-0.7%
FUND TOTAL USES	\$ 3,423,355	\$ 3,049,876	\$ 3,049,876	\$ 3,039,593	\$ 3,071,763	\$ (21,887)	-0.7%
255 DETENTION OPERATIONS							
OPERATING	\$ 48,945,309	\$ 48,804,659	\$ 48,804,659	\$ 48,752,487	\$ 51,042,379	\$ (2,237,720)	-4.6%
NON-RECURRING	145,460	-	-	-	10,581,845	(10,581,845)	N/A
FUND TOTAL USES	\$ 49,090,769	\$ 48,804,659	\$ 48,804,659	\$ 48,752,487	\$ 61,624,224	\$ (12,819,565)	-26.3%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	\$ 37,817	\$ 42,818	\$ 53,591	\$ 53,591	\$ 50,000	\$ 3,591	6.7%
FUND TOTAL USES	\$ 37,817	\$ 42,818	\$ 53,591	\$ 53,591	\$ 50,000	\$ 3,591	6.7%
DEPARTMENT OPERATING TOTAL USES	\$ 52,406,481	\$ 51,897,353	\$ 51,908,126	\$ 51,845,671	\$ 54,164,142	\$ (2,256,016)	-4.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 145,460	\$ -	\$ -	\$ -	\$ 10,581,845	\$ (10,581,845)	N/A
DEPARTMENT TOTAL USES	\$ 52,551,941	\$ 51,897,353	\$ 51,908,126	\$ 51,845,671	\$ 64,745,987	\$ (12,837,861)	-24.7%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.15	1.20	1.20	1.20	1.20	-	0.0%
EXECUTIVE MANAGEMENT	5.54	3.60	3.60	4.10	4.10	0.50	13.9%
FINANCIAL SERVICES	4.25	6.70	6.70	5.70	5.70	(1.00)	-14.9%
HUMAN RESOURCES	6.33	5.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	15.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
RISK MANAGEMENT	4.87	-	-	-	-	-	N/A
PROGRAM TOTAL	37.14	18.50	18.50	17.00	17.00	(1.50)	-8.1%
ADULT REMAND JUV INMATE TRTMT							
MED DISP AND DISTRIBUTION	65.17	-	-	-	-	-	N/A
PROGRAM TOTAL	65.17	-	-	-	-	-	N/A
CORRECTIONAL HEALTH SUPP SVCS							
CLINICAL SUPPORT	37.02	46.70	46.70	46.20	46.20	(0.50)	-1.1%
PROGRAM TOTAL	37.02	46.70	46.70	46.20	46.20	(0.50)	-1.1%
INPATIENT							
INPATIENT MEDICAL	17.87	19.85	19.85	19.85	19.85	-	0.0%
INPATIENT MENTAL HEALTH	41.14	51.55	51.55	47.55	56.55	5.00	9.7%
PROGRAM TOTAL	59.01	71.40	71.40	67.40	76.40	5.00	7.0%
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	45.30	22.80	22.80	25.90	26.10	3.31	14.5%
OUTPATIENT TREATMENT AND EVAL	163.52	219.68	219.68	238.80	259.60	39.93	18.2%
PRE BOOKING HEALTH SCREENING	19.64	7.18	7.18	7.70	10.20	3.02	42.1%
PROGRAM TOTAL	228.46	249.65	249.65	272.40	295.90	46.25	18.5%
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	6.00	4.00	4.00	4.00	4.00	-	0.0%
CUSTODY RESTORATION AND EVAL	19.00	14.00	14.00	13.00	13.00	(1.00)	-7.1%
PROGRAM TOTAL	25.00	18.00	18.00	17.00	17.00	(1.00)	-5.6%
DEPARTMENT TOTAL	451.80	404.25	404.25	420.00	452.50	48.25	11.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	6.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Staff Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	-	1.00	1.00	1.00	1.00	-	0.0%
Counseling Supervisor	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Counselor	31.00	25.50	25.50	25.50	36.50	11.00	43.1%
Dental Assistant	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Dentist	2.00	1.00	1.00	1.50	1.50	0.50	50.0%
Deputy Director	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
IT Consultant	-	-	-	-	-	-	N/A
IT Division Manager	-	-	-	-	-	-	N/A
Legal Assistant	-	-	-	1.00	1.00	1.00	N/A
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	53.00	49.15	49.15	53.00	56.00	6.85	13.9%
Management Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Handling Worker	6.00	5.00	5.00	5.00	5.00	-	0.0%
Medical Assistant	67.90	58.15	58.15	63.00	63.00	4.85	8.3%
Medical Director	-	-	-	-	1.00	1.00	N/A
Medical Transcriber	1.00	-	-	-	-	-	N/A
Nurse - Correctional	93.90	86.30	86.30	89.00	91.00	4.70	5.4%
Nurse - Correctional/Psychiatric	-	-	-	-	1.00	1.00	N/A
Nurse Pract/Phys Asst	13.00	14.00	14.00	13.00	13.00	(1.00)	-7.1%
Nurse Pract/Phys Asst - Psych	-	-	-	2.50	4.00	4.00	N/A
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Nursing Supervisor	12.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant	83.00	68.65	68.65	73.00	83.00	14.35	20.9%
Office Assistant Specialized	3.00	5.00	5.00	5.00	5.00	-	0.0%
Operations/Program Manager	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Physician	12.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator - RN	2.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Psychiatrist	8.00	7.00	7.00	8.00	11.00	4.00	57.1%
Psychologist	13.00	10.00	10.00	10.00	10.00	-	0.0%
Psychometrist	-	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	2.00	1.50	1.50	1.50	1.50	-	0.0%
Social Worker	1.00	8.00	8.00	8.00	8.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	451.80	404.25	404.25	420.00	452.50	48.25	11.9%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	25.00	18.00	18.00	17.00	17.00	(1.00)	-5.6%
255 - DETENTION OPERATIONS	426.80	386.25	386.25	406.00	435.50	49.25	12.8%
DEPARTMENT TOTAL	451.80	404.25	404.25	420.00	452.50	48.25	11.9%

Significant Variance Analysis

While the jail population is decreasing, there has not been a decline in the overall health services demands. In addition, the standard of care for mental health services has increased, which has translated directly into an increase in the demand for service. To address these issues, CHS is adding 32 FTE over the FY 2009-10 forecasted level of 420, to provide direct patient care and support, mainly in the area of mental health, but also for medical services. CHS will also fund 9 FTE in the Sheriff's Office to support CHS staff in visiting inmates. The staffing breakout is as follows:

- 10 FTE-Health Unit Clerks
- 1 FTE- Counseling Supervisor
- 11 FTE-Counselors
- 3 FTE- LPN
- 3 FTE- Nurse-Psych
- 3 FTE- Psychiatrist
- 1 FTE- Nurse Practitioner/Physicians Assistant-Psych

General Adjustments

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits in the amount of \$17,138 for employee health and dental premium increases.
- Increase Regular benefits by of \$4,763 for retirement contribution rate increase.
- Decrease repairs and maintenance \$14 to match department's submission.

Detention Fund (255)

- Reduce expenditures \$1,015,123 for a reduction in Risk Management charges. Due to an increase in benefits, the net effect of this reduction is (\$484,958).
- Increase Regular Benefits in the amount of \$420,321 for employee health and dental premium increases.
- Increase Regular benefits in the amount of \$109,844 for retirement contribution rate increase.
- Increase Personal Services \$2,366,066 for the addition of 22 FTE to support mental health and medical services of which \$2,159,774 is mental health and \$206,292 is medical.
- Increase Personal Services \$532,792 in order to fund 9 FTE for the Power Squad in the Sheriff's Office.
- Decrease Personal Services by \$90,182 to reallocate 1 FTE (Counseling Supervisor) to the Inmate Health Services Fund (254).
- Adjust personnel savings based on changes to staffing levels and forecasted expenditures, increasing expenditures by \$187,457.
- Adjust Personal Services for changes in staffing levels forecasted in FY 2009-10, offset by changes to overtime and related benefits, for a net impact of zero.
- Right size registry and other services in the amount of (\$218, 831) due to increased staffing levels and forecasted expenditures.

Correctional Health Grant Fund (292)

- Increase revenues and expenditures \$7,182 to meet expected grant levels.

Non Recurring Adjustments:

Detention Fund (255)

- Increase Personal Services by \$1,181,845 to fund Mental Health and Medical Support staff (10 FTE), \$393,953 for the first year and carrying forward the remainder to fund these positions until the Electronic Medical Records System is fully functional (2 additional years).
- Increase expenditures \$9,400,000 for the Electronic Medical Records Project transfer-out to Non-Departmental (470).

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of patients discharged within 16 calendar days	N/A	100.0%	88.8%	(11.2%)	-11.2%
Percent of patients discharged within 25 calendar days	N/A	100.0%	85.9%	(14.1%)	-14.1%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of patients discharged within 16 calendar days	N/A	100.0%	88.8%	(11.2%)	-11.2%
Output	Number of bed days received	N/A	15,115	14,986	(129)	-0.9%
Demand	Number of patients referred to an inpatient medical setting	N/A	1,639	1,382	(257)	-15.7%
Efficiency	Cost per bed day received	N/A	\$ 352.07	\$ 191.87	\$ 160.19	45.5%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 2,045,186	\$ 5,321,526	\$ 2,875,435	\$ 2,446,091	46.0%
	TOTAL USES	\$ 2,045,186	\$ 5,321,526	\$ 2,875,435	\$ 2,446,091	46.0%

Activity Narrative: The large decrease in Inpatient Medical expenditures is due to the right sizing of the allocation of the External Health Care Activity expenditures when it was inactivated. The division should now be appropriately sized in regards to actual use. A similar increase will be seen in the Outpatient Program. The department expects to see increased demand as compared to the FY 2009-10 Forecasted metrics of 1,151 (number of patient referred to inpatient medical), and 12,430 (number of bed days received) respectively. The result measure was new in FY 2009-10 making an accurate forecast difficult at the time of budget development. FY 2010-11 anticipated level of patients discharged within 16 calendar days is in line with FY 2009-10 Forecast of 88.0%.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of patients discharged within 25 calendar days	N/A	100.0%	85.9%	(14.1%)	-14.1%
Output	Number of mental health bed days received	N/A	60,823	43,776	(17,047)	-28.0%
Demand	Number of patients referred to an inpatient mental health setting	N/A	2,498	2,474	(24)	-1.0%
Efficiency	Cost per mental health bed days received	N/A	\$ 94.23	\$ 148.21	\$ (53.98)	-57.3%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 4,736,541	\$ 5,731,182	\$ 6,488,024	\$ (756,842)	-13.2%
	TOTAL USES	\$ 4,736,541	\$ 5,731,182	\$ 6,488,024	\$ (756,842)	-13.2%

Activity Narrative: The decrease in Inpatient Mental Health expenditures is due to the right sizing of the allocation of the External Health Care Activity expenditures when it was inactivated. The division should now be appropriately sized in regards to actual use. A similar increase will be seen in the Outpatient Program. The department expects to see increased demand and output as compared to FY 2009-10 Forecasted metrics of 2,060 (number of patients referred to the inpatient mental health setting) and 35,844 (number of mental health bed days received) respectively. The result measure was new in FY 2009-10 making an accurate forecast difficult at the time of budget development. FY 2010-11 anticipated level of patients discharged within 25 calendar days is in line with FY 2009-10 Forecast of 84.3%.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of patients triaged within 24 hours	N/A	100.0%	83.8%	(16.2%)	-16.2%
Percent of scheduled appointments kept	N/A	100.0%	80.2%	(19.8%)	-19.8%
Percent of prescriptions written that are given within three days	N/A	100.0%	89.3%	(10.7%)	-10.7%
Percent of initial health assessments completed within 14 calendar days	N/A	100.0%	88.1%	(11.9%)	-11.9%
Percent of booked inmates screened	N/A	100.5%	100.4%	(0.1%)	-0.1%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of prescriptions written that are given within three days	N/A	100.0%	89.3%	(10.7%)	-10.7%
Result	Percent of patients triaged within 24 hours	N/A	100.0%	83.8%	(16.2%)	-16.2%
Result	Percent of scheduled appointments kept	N/A	100.0%	80.2%	(19.8%)	-19.8%
Output	Number of appointments kept	N/A	393,324	296,908	(96,416)	-24.5%
Output	Number of health service requests	N/A	66,454	49,842	(16,612)	-25.0%
Demand	Number of scheduled appointments	N/A	396,815	370,328	(26,487)	-6.7%
Demand	Number of outpatient prescription orders written	N/A	254,155	261,330	7,175	2.8%
Efficiency	Cost per appointment kept	N/A	\$ 65.02	\$ 104.96	\$ (39.94)	-61.4%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 14,372,648	\$ 25,572,994	\$ 31,163,303	\$ (5,590,309)	-21.9%
	TOTAL USES	\$ 14,372,648	\$ 25,572,994	\$ 31,163,303	\$ (5,590,309)	-21.9%

Activity Narrative: The decrease in Outpatient Treatment and Evaluation expenditures is due to the right sizing of the allocation of the External Health Care Activity expenditures when it was inactivated. A similar decrease will be seen in the Inpatient Program. The division should now be appropriately sized in regards to actual use. The department expects to see increased demand and output as compared to FY 2009-10 Forecasted metrics. The result measure was new in FY 2009-10 making an

accurate forecast difficult at the time of budget development. FY 2010-11 numbers are in line with FY 2009-10 Forecast.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of booked inmates screened	N/A	100.5%	100.4%	(0.1%)	-0.1%
Output	Number of pre-booking screenings completed and inmate subsequently booked	N/A	130,599	114,512	(16,087)	-12.3%
Output	Number of pre-booking screenings completed	N/A	131,257	114,922	(16,335)	-12.4%
Demand	Number of inmates presented at booking sites	N/A	131,257	114,922	(16,335)	-12.4%
Efficiency	Cost per Pre-booking screening completed	N/A	\$ 5.83	\$ 8.22	\$ (2.39)	-41.0%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 939,250	\$ 764,714	\$ 944,211	\$ (179,497)	-23.5%
	TOTAL USES	\$ 939,250	\$ 764,714	\$ 944,211	\$ (179,497)	-23.5%

Activity Narrative: When compared to FY 2009-10 forecasted numbers, the department expects to see demand and output remaining stable.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of initial health assessments completed within 14 calendar days	N/A	100.0%	88.1%	(11.9%)	-11.9%
Output	Number of initial health assessments completed within 14 days	N/A	32,304	6,996	(25,308)	-78.3%
Demand	Number of initial health assessments required	N/A	32,216	7,938	(24,278)	-75.4%
Efficiency	Cost per initial health assessment completed	N/A	\$ 74.53	\$ 338.88	\$ (264.36)	-354.7%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 2,634,319	\$ 2,407,486	\$ 2,370,823	\$ 36,663	1.5%
	TOTAL USES	\$ 2,634,319	\$ 2,407,486	\$ 2,370,823	\$ 36,663	1.5%

Activity Narrative: Since the FY 2009-10 budget was prepared, the department has changed the way this information is counted based on recommendations from NCCHC and Correct Health. FY 2009-10 data is being collected and reported via this new method. In comparison to forecast, the department expects output and demand to remain stable.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of complete medical records provided to external requestors	N/A	100.0%	95.7%	(4.3%)	-4.3%
Percent of filed grievances resolved without adverse outcomes	N/A	100.0%	100.2%	0.2%	0.2%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of complete medical records provided to external requestors	N/A	100.0%	95.7%	(4.3%)	-4.3%
Result	Percent of filed grievances resolved without adverse outcomes	N/A	100.0%	100.2%	0.2%	0.2%
Output	Number of complete medical records provided	N/A	4,654	2,046	(2,608)	-56.0%
Output	Number of grievances resolved without adverse outcomes	N/A	3,578	286	(3,292)	-92.0%
Demand	Number of external medical records requested	N/A	4,654	2,138	(2,516)	-54.1%
Demand	Number of grievances filed	N/A	3,578	2,564	(1,014)	-28.3%
Efficiency	Cost per medical record provided	N/A	\$ 563.49	\$ 1,441.07	\$ (877.57)	-155.7%
<i>Revenue</i>						
	255 - DETENTION OPERATIONS	\$ 5,146	\$ 6,500	\$ 6,500	\$ -	0.0%
	292 - CORRECTIONAL HEALTH GRANT	32,817	53,591	50,000	(3,591)	-6.7%
	TOTAL SOURCES	\$ 37,963	\$ 60,091	\$ 56,500	\$ (3,591)	-6.0%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 2,137,632	\$ 2,568,907	\$ 2,898,425	\$ (329,518)	-12.8%
	292 - CORRECTIONAL HEALTH GRANT	37,817	53,591	50,000	3,591	6.7%
	TOTAL USES	\$ 2,175,449	\$ 2,622,498	\$ 2,948,425	\$ (325,927)	-12.4%

Activity Narrative: When compared to FY 2009-10 forecasted numbers, the department expects to see demand and output remaining stable.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of competency determinations performed within 78 days.	73.4%	65.9%	65.9%	0.0%	0.0%
Percent of inmates found not restorable within 15 months of the determination of incompetency	28.7%	20.1%	20.1%	0.0%	0.0%
Percent of Rule 11 evaluations performed within 21 days	2.5%	49.8%	49.8%	0.0%	0.0%
Percent of Rule 11 juvenile evaluation performed within 21 days	N/A	49.7%	58.8%	9.1%	18.4%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of competency determinations performed within 78 days	73.4%	65.9%	65.9%	0.0%	0.0%
Result	Percent of inmates found not restorable within 15 months of the determination of incompetency	28.7%	20.1%	20.1%	0.0%	0.0%
Output	Number of inmates restored or found not restorable	375	492	492	-	0.0%
Demand	Number of inmates under orders of restoration delivered to CHS	439	492	492	-	0.0%
Efficiency	Cost per inmate evaluated	N/A	\$ 3,183.30	\$ 3,300.02	\$ (116.72)	-3.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,858,473	\$ 1,566,186	\$ 1,623,610	\$ (57,424)	-3.7%
	TOTAL USES	\$ 1,858,473	\$ 1,566,186	\$ 1,623,610	\$ (57,424)	-3.7%

Activity Narrative: Demand and output will remain level in FY 2010-11. The increase in expenditures comes from increased benefits rates as well as increased legal services expenses.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Rule 11 evaluations performed within 21 days	2.5%	49.8%	49.8%	0.0%	0.0%
Output	Number of inmates found competent or incompetent	N/A	1,854	1,854	-	0.0%
Output	Number of incompetent inmates found not restorable	21	27	27	-	0.0%
Output	Number of Rule 11 competency evaluations completed	875	1,854	1,854	-	0.0%
Demand	Number of Rule 11 competency evaluations ordered	1,764	1,854	1,854	-	0.0%
Efficiency	Cost per inmate competency evaluation	\$ 1,386.97	\$ 644.47	\$ 645.26	\$ (0.79)	-0.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,213,598	\$ 1,194,852	\$ 1,196,309	\$ (1,457)	-0.1%
	TOTAL USES	\$ 1,213,598	\$ 1,194,852	\$ 1,196,309	\$ (1,457)	-0.1%

Activity Narrative: Measures and expenditures are expected to remain relatively flat over the FY 2009-10 budget.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of rule 11 juvenile evaluation performed within 21 days	N/A	49.7%	58.8%	9.1%	18.4%
Output	Number of juveniles found competent or incompetent	354	483	483	-	0.0%
Output	Number of incompetent juveniles found not restorable	75	69	71	2	2.9%
Output	Number of juvenile evaluations completed	N/A	483	483	-	0.0%
Demand	Number of Rule 11 juvenile competency evaluations ordered	483	483	553	70	14.5%
Efficiency	Cost per juvenile competency evaluation	N/A	\$ 569.36	\$ 499.38	\$ 69.98	12.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 342,750	\$ 275,000	\$ 241,200	\$ 33,800	12.3%
	TOTAL USES	\$ 342,750	\$ 275,000	\$ 241,200	\$ 33,800	12.3%

Activity Narrative: All measures are expected to remain relatively flat over the FY 2009-10 budget. Expenditures are decreasing but are consistent with forecast.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,049,876	\$ -
FY 2010 Revised Budget	\$ 3,049,876	\$ -
FY 2011 Budget Target	\$ 3,049,876	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 21,901	\$ -
<i>Employee Health/Dental Premiums</i>	<i>17,138</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>4,763</i>	<i>-</i>
Base Adjustments	\$ (14)	\$ -
<i>Other Base Adjustments</i>	<i>(14)</i>	<i>-</i>
<i>Right Size Repairs and Maintenance</i>	<i>\$ (14)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 3,071,763	\$ -
<i>Percent Change from Target Amount</i>		<i>0.7%</i>

Detention Operations Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 48,804,659	\$ 6,500
FY 2010 Revised Budget	\$ 48,804,659	\$ 6,500
Adjustments:		
Information and Communications Technology		
<i>IT Loan Repayment Program</i>	(54,624)	-
FY 2011 Budget Target	\$ 48,750,035	\$ 6,500
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 530,165	\$ -
<i>Employee Health/Dental Premiums</i>	420,321	-
<i>Retirement Contributions</i>	109,844	-
Base Adjustments	\$ (1,046,497)	\$ -
<i>Other Base Adjustments</i>	(218,831)	-
<i>Right Size Registry and other services due to staffing changes</i>	\$ (218,831)	-
<i>Internal Service Charges</i>	(1,015,123)	-
<i>Personnel Savings</i>	187,457	-
Reallocations	\$ 442,610	\$ -
<i>Sheriff-CHS Staff Reallocation</i>	442,610	-
<i>Increase Personal Services to reallocate 9FTE power Squad in the Sheriff's Office</i>	\$ 532,792	-
<i>Decrease Personal Services to reallocate 1FTE to the Inmate Health Services Fund</i>	(90,182)	-
Results Initiatives	\$ 2,366,066	\$ -
<i>CHS Medical Staff</i>	206,292	-
<i>CHS Mental Health Staff</i>	2,159,774	-
FY 2011 Adopted Budget	\$ 51,042,379	\$ 6,500
<i>Percent Change from Target Amount</i>	4.7%	0.0%
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 9,400,000	\$ -
<i>Non Recurring Fund Transfer E</i>	9,400,000	-
Results Initiatives	\$ 1,181,845	\$ -
<i>CHS Support Staff</i>	1,181,845	-
FY 2011 Adopted Budget	\$ 10,581,845	\$ -
<i>Percent Change from Target Amount</i>		

Correctional Health Grant Fund (292)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 42,818	\$ 42,818
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 10,773	\$ 10,773
<i>CHS Grant Carryover June 2010</i>	<i>10,773</i>	<i>10,773</i>
Agenda Item:		
<i>C-26-10-007-G-00</i>		
FY 2010 Revised Budget	\$ 53,591	\$ 53,591
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (10,773)	\$ (10,773)
<i>CHS Grant Carryover June 2010</i>	<i>(10,773)</i>	<i>(10,773)</i>
Agenda Item:		
<i>C-26-10-007-G-00</i>		
FY 2011 Budget Target	\$ 42,818	\$ 42,818
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 7,182	\$ 7,182
<i>Grant Reconciliation</i>	<i>7,182</i>	<i>7,182</i>
FY 2011 Adopted Budget	\$ 50,000	\$ 50,000
<i>Percent Change from Target Amount</i>	<i>16.8%</i>	<i>16.8%</i>

Correctional Health Grant Fund (292) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ (1,106)	\$ (1,106)	\$ (6,587)	\$ (1,678)
Sources:					
Operating	\$ 32,818	\$ 42,818	\$ 53,591	\$ 58,500	\$ 50,000
Total Sources:	\$ 32,818	\$ 42,818	\$ 53,591	\$ 58,500	\$ 50,000
Uses:					
Operating	\$ 37,817	\$ 42,818	\$ 53,591	\$ 53,591	\$ 50,000
Total Uses:	\$ 37,817	\$ 42,818	\$ 53,591	\$ 53,591	\$ 50,000
Structural Balance	\$ (4,999)	\$ -	\$ -	\$ 4,909	\$ -
Accounting Adjustments	\$ (1,588)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(6,587)	(1,106)	(1,106)	(1,678)	(1,678)
Total Ending Spendable Fund Balance	\$ (6,587)	\$ (1,106)	\$ (1,106)	\$ (1,678)	\$ (1,678)

County Attorney

Analysis by Bradley Kendrex, Senior Management & Budget Analyst and Ryan Wimmer, Management & Budget Supervisor

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

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
VCAC - VICTIM COMPENSATION	\$ 2,133,925	\$ 2,331,540	\$ 2,498,405	\$ 1,881,739	\$ 2,106,894	\$ (391,511)	-15.7%
19CS - COMMUNITY SERVICES	\$ 2,133,925	\$ 2,331,540	\$ 2,498,405	\$ 1,881,739	\$ 2,106,894	\$ (391,511)	-15.7%
AUTO - AUTO THEFT PROSECUTION	\$ 252,323	\$ 336,655	\$ 238,348	\$ 222,017	\$ 238,348	\$ -	0.0%
CHAC - CHARGING ACTIVITY	504,840	793,600	793,600	398,824	456,379	(337,221)	-42.5%
CHCK - CHECK ENFORCEMENT	379,683	346,000	346,000	345,600	346,000	-	0.0%
METH - METH MAJOR DRUGS PROSECUTION	1,310,202	1,300,223	1,992,108	1,659,400	1,992,108	-	0.0%
TRLA - TRIAL	8,586,836	9,069,122	8,458,083	8,442,818	6,991,502	(1,466,581)	-17.3%
VTAA - VICTIM ASSISTANCE	756,027	741,384	698,909	872,342	693,909	(5,000)	-0.7%
19PP - PROSECUTION	\$ 11,789,911	\$ 12,586,984	\$ 12,527,048	\$ 11,941,001	\$ 10,718,246	\$ (1,808,802)	-14.4%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,107,346	\$ 1,116,810	\$ 1,108,810	\$ 1,607,792	\$ 1,608,810	\$ 500,000	45.1%
99AS - ADMINISTRATIVE SERVICES	\$ 1,107,346	\$ 1,116,810	\$ 1,108,810	\$ 1,607,792	\$ 1,608,810	\$ 500,000	45.1%
GGOV - GENERAL GOVERNMENT	\$ 41,669	\$ -	\$ -	\$ 27,210	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 41,669	\$ -	\$ -	\$ 27,210	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ 332,350	\$ -	\$ 332,350	\$ -	0.0%
DACR - DATA CENTER	72,001	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 72,001	\$ -	\$ 332,350	\$ -	\$ 332,350	\$ -	0.0%
TOTAL PROGRAMS	\$ 15,144,852	\$ 16,035,334	\$ 16,466,613	\$ 15,457,742	\$ 14,766,300	\$ (1,700,313)	-10.3%
USES							
VCAC - VICTIM COMPENSATION	\$ 2,029,131	\$ 2,387,511	\$ 2,678,857	\$ 1,948,186	\$ 2,092,993	\$ 585,864	21.9%
19CS - COMMUNITY SERVICES	\$ 2,029,131	\$ 2,387,511	\$ 2,678,857	\$ 1,948,186	\$ 2,092,993	\$ 585,864	21.9%
AUTO - AUTO THEFT PROSECUTION	\$ 1,728,631	\$ 1,882,974	\$ 1,678,368	\$ 1,358,795	\$ 1,461,553	\$ 216,815	12.9%
CHAC - CHARGING ACTIVITY	8,529,237	8,321,807	8,258,375	7,672,262	7,538,763	719,612	8.7%
CHCK - CHECK ENFORCEMENT	444,737	431,395	431,395	305,870	345,100	86,295	20.0%
IDNT - IDENTITY THEFT PROSECUTION	1,609,527	1,495,735	1,495,735	1,012,332	1,565,866	(70,131)	-4.7%
IVAC - COUNTY ATTORNEY INITIATED INV	5,350,718	4,888,481	4,888,481	4,961,311	4,633,262	255,219	5.2%
METH - METH MAJOR DRUGS PROSECUTION	2,927,341	2,739,166	2,983,560	2,702,476	2,821,733	161,827	5.4%
TRLA - TRIAL	42,535,149	39,575,295	39,911,004	40,392,880	39,172,271	738,733	1.9%
VTAA - VICTIM ASSISTANCE	4,756,516	4,538,745	4,322,845	4,428,119	4,423,166	(100,321)	-2.3%
19PP - PROSECUTION	\$ 67,881,856	\$ 63,873,598	\$ 63,969,763	\$ 62,834,045	\$ 61,961,714	\$ 2,008,049	3.1%
BDGT - BUDGETING	\$ 93,537	\$ 95,193	\$ 95,193	\$ 93,228	\$ 93,462	\$ 1,731	1.8%
FSAC - FINANCIAL SERVICES	261,589	394,032	394,032	377,367	415,729	(21,697)	-5.5%
HRAC - HUMAN RESOURCES	247,043	221,120	221,120	188,791	134,463	86,657	39.2%
ODIR - EXECUTIVE MANAGEMENT	3,462,008	4,364,543	4,355,879	3,352,420	3,969,795	386,084	8.9%
PROC - PROCUREMENT	82,775	58,073	58,073	59,121	58,569	(496)	-0.9%
99AS - ADMINISTRATIVE SERVICES	\$ 4,146,952	\$ 5,132,961	\$ 5,124,297	\$ 4,070,927	\$ 4,672,018	\$ 452,279	8.8%
GGOV - GENERAL GOVERNMENT	\$ 1,874,753	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	141,300	63,792	59,317	63,367	63,514	(4,197)	-7.1%
99GV - GENERAL GOVERNMENT	\$ 2,016,053	\$ 63,792	\$ 59,317	\$ 63,367	\$ 63,514	\$ (4,197)	-7.1%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,071,034	\$ 1,091,231	\$ 1,148,131	\$ 1,093,389	\$ 958,624	\$ 189,507	16.5%
DACR - DATA CENTER	1,690,057	1,299,790	1,299,790	1,081,386	1,116,202	183,588	14.1%
DESK - DESKTOP SUPPORT	1,021,361	847,367	847,374	766,697	942,523	(95,149)	-11.2%
HDSP - HELP DESK SUPPORT	561,297	549,855	549,855	514,783	528,199	21,656	3.9%
99IT - INFORMATION TECHNOLOGY	\$ 4,343,749	\$ 3,788,243	\$ 3,845,150	\$ 3,456,255	\$ 3,545,548	\$ 299,602	7.8%
TOTAL PROGRAMS	\$ 80,417,741	\$ 75,246,105	\$ 75,677,384	\$ 72,372,780	\$ 72,335,787	\$ 3,341,597	4.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 6,918,120	\$ 7,743,875	\$ 8,175,154	\$ 7,326,982	\$ 7,776,090	\$ (399,064)	-4.9%
0620 - OTHER INTERGOVERNMENTAL	2,400,756	2,623,346	2,623,346	1,834,303	1,891,379	(731,967)	-27.9%
SUBTOTAL	\$ 9,318,876	\$ 10,367,221	\$ 10,798,500	\$ 9,161,285	\$ 9,667,469	\$ (1,131,031)	-10.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 939,449	\$ 1,116,788	\$ 1,116,788	\$ 1,083,410	\$ 938,795	\$ (177,993)	-15.9%
SUBTOTAL	\$ 939,449	\$ 1,116,788	\$ 1,116,788	\$ 1,083,410	\$ 938,795	\$ (177,993)	-15.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 4,584,052	\$ 4,150,710	\$ 4,150,710	\$ 5,060,077	\$ 4,043,710	\$ (107,000)	-2.6%
SUBTOTAL	\$ 4,584,052	\$ 4,150,710	\$ 4,150,710	\$ 5,060,077	\$ 4,043,710	\$ (107,000)	-2.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 251,501	\$ 376,315	\$ 376,315	\$ 114,014	\$ 86,326	\$ (289,989)	-77.1%
0650 - MISCELLANEOUS REVENUE	50,974	24,300	24,300	38,956	30,000	5,700	23.5%
SUBTOTAL	\$ 302,475	\$ 400,615	\$ 400,615	\$ 152,970	\$ 116,326	\$ (284,289)	-71.0%
ALL REVENUES	\$ 15,144,852	\$ 16,035,334	\$ 16,466,613	\$ 15,457,742	\$ 14,766,300	\$ (1,700,313)	-10.3%
TOTAL SOURCES	\$ 15,144,852	\$ 16,035,334	\$ 16,466,613	\$ 15,457,742	\$ 14,766,300	\$ (1,700,313)	-10.3%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 49,497,033	\$ 46,342,759	\$ 46,270,328	\$ 47,345,701	\$ 44,868,627	\$ 1,401,701	3.0%
0705 - TEMPORARY PAY	565,705	356,512	311,748	239,359	234,946	76,802	24.6%
0710 - OVERTIME	124,808	281,168	281,168	261,367	217,590	63,578	22.6%
0750 - FRINGE BENEFITS	15,188,748	13,690,642	13,830,095	14,250,370	14,518,372	(688,277)	-5.0%
0790 - OTHER PERSONNEL SERVICES	743,050	616,792	616,792	742,122	1,077,243	(460,451)	-74.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(907,005)	(1,233,759)	(873,759)	(1,256,708)	(735,442)	(138,317)	15.8%
0796 - PERSONNEL SERVICES ALLOC-IN	932,339	1,166,899	806,899	1,186,803	668,909	137,990	17.1%
SUBTOTAL	\$ 66,144,678	\$ 61,221,013	\$ 61,243,271	\$ 62,769,014	\$ 60,850,245	\$ 393,026	0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 951,351	\$ 1,003,929	\$ 965,202	\$ 969,832	\$ 980,587	\$ (15,385)	-1.6%
0803 - FUEL	84,581	114,588	114,588	73,632	92,862	21,726	19.0%
0804 - NON-CAPITAL EQUIPMENT	463,539	49,800	49,800	379,905	400,000	(350,200)	-703.2%
0806 - SUPPLIES-ALLOCATION IN	13,390	25,500	25,500	20,205	25,500	-	0.0%
SUBTOTAL	\$ 1,512,861	\$ 1,193,817	\$ 1,155,090	\$ 1,443,574	\$ 1,498,949	\$ (343,859)	-29.8%
SERVICES							
0810 - LEGAL SERVICES	\$ 947,841	\$ 1,958,640	\$ 1,958,640	\$ 1,144,866	\$ 1,112,658	\$ 845,982	43.2%
0811 - HEALTH CARE SERVICES	1,881,665	1,842,416	2,005,515	1,869,945	2,098,868	(93,353)	-4.7%
0812 - OTHER SERVICES	3,481,183	4,608,241	4,783,259	1,132,586	2,487,153	2,296,106	48.0%
0820 - RENT & OPERATING LEASES	1,436,871	1,372,515	1,372,515	1,390,596	1,462,080	(89,565)	-6.5%
0825 - REPAIRS AND MAINTENANCE	533,994	308,100	310,300	274,514	508,100	(197,800)	-63.7%
0830 - INTERGOVERNMENTAL PAYMENTS	1,914,753	435,440	435,440	487,600	-	435,440	100.0%
0839 - INTERNAL SERVICE CHARGES	454,777	528,044	527,672	433,706	455,364	72,308	13.7%
0841 - TRAVEL	270,595	202,604	202,604	240,157	339,000	(136,396)	-67.3%
0842 - EDUCATION AND TRAINING	156,246	215,564	210,316	79,327	385,000	(174,684)	-83.1%
0843 - POSTAGE/FREIGHT/SHIPPING	214,531	227,791	240,301	183,670	185,618	54,683	22.8%
0845 - SUPPORT AND CARE OF PERSONS	743,198	1,039,305	1,139,846	667,956	713,957	425,889	37.4%
0850 - UTILITIES	20,834	14,820	14,820	46,168	11,000	3,820	25.8%
0873 - SERVICES-ALLOCATION IN	71,031	70,622	70,622	70,544	70,622	-	0.0%
SUBTOTAL	\$ 12,127,519	\$ 12,824,102	\$ 13,271,850	\$ 8,021,635	\$ 9,829,420	\$ 3,442,430	25.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 40,484	\$ -	\$ -	\$ 128,867	\$ 150,000	\$ (150,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	132,515	-	-	-	-	-	N/A
0950 - DEBT SERVICE	459,684	7,173	7,173	9,690	7,173	-	0.0%
SUBTOTAL	\$ 632,683	\$ 7,173	\$ 7,173	\$ 138,557	\$ 157,173	\$ (150,000)	-2091.2%
ALL EXPENDITURES	\$ 80,417,741	\$ 75,246,105	\$ 75,677,384	\$ 72,372,780	\$ 72,335,787	\$ 3,341,597	4.4%
TOTAL USES	\$ 80,417,741	\$ 75,246,105	\$ 75,677,384	\$ 72,372,780	\$ 72,335,787	\$ 3,341,597	4.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS		FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL	OPERATING	\$ 51,017	\$ 24,300	\$ 24,300	\$ 38,956	\$ 30,000	\$ 5,700	23.5%
	FUND TOTAL SOURCES	\$ 51,017	\$ 24,300	\$ 24,300	\$ 38,956	\$ 30,000	\$ 5,700	23.5%
213 COUNTY ATTORNEY RICO	OPERATING	\$ 3,028,273	\$ 2,750,000	\$ 2,750,000	\$ 3,004,976	\$ 2,000,000	\$ (750,000)	-27.3%
	FUND TOTAL SOURCES	\$ 3,028,273	\$ 2,750,000	\$ 2,750,000	\$ 3,004,976	\$ 2,000,000	\$ (750,000)	-27.3%
219 COUNTY ATTORNEY GRANTS	OPERATING	\$ 6,944,569	\$ 7,792,090	\$ 8,223,369	\$ 6,995,879	\$ 7,792,090	\$ (431,279)	-5.2%
	NON-RECURRING	-	-	-	344,440	-	-	N/A
	FUND TOTAL SOURCES	\$ 6,944,569	\$ 7,792,090	\$ 8,223,369	\$ 7,340,319	\$ 7,792,090	\$ (431,279)	-5.2%
220 DIVERSION	OPERATING	\$ 1,111,214	\$ 1,108,810	\$ 1,108,810	\$ 1,618,537	\$ 1,608,810	\$ 500,000	45.1%
	FUND TOTAL SOURCES	\$ 1,111,214	\$ 1,108,810	\$ 1,108,810	\$ 1,618,537	\$ 1,608,810	\$ 500,000	45.1%
221 COUNTY ATTORNEY FILL THE GAP	OPERATING	\$ 1,470,674	\$ 1,964,388	\$ 1,964,388	\$ 1,486,934	\$ 1,400,000	\$ (564,388)	-28.7%
	FUND TOTAL SOURCES	\$ 1,470,674	\$ 1,964,388	\$ 1,964,388	\$ 1,486,934	\$ 1,400,000	\$ (564,388)	-28.7%
266 CHECK ENFORCEMENT PROGRAM	OPERATING	\$ 383,643	\$ 346,000	\$ 346,000	\$ 346,352	\$ 346,000	\$ -	0.0%
	FUND TOTAL SOURCES	\$ 383,643	\$ 346,000	\$ 346,000	\$ 346,352	\$ 346,000	\$ -	0.0%
267 CRIM JUSTICE ENHANCEMENT	OPERATING	\$ 1,940,660	\$ 1,909,746	\$ 1,909,746	\$ 1,457,133	\$ 1,449,400	\$ (460,346)	-24.1%
	FUND TOTAL SOURCES	\$ 1,940,660	\$ 1,909,746	\$ 1,909,746	\$ 1,457,133	\$ 1,449,400	\$ (460,346)	-24.1%
268 VICTIM COMP AND ASSISTANCE	OPERATING	\$ 135,741	\$ 100,000	\$ 100,000	\$ 123,073	\$ 100,000	\$ -	0.0%
	FUND TOTAL SOURCES	\$ 135,741	\$ 100,000	\$ 100,000	\$ 123,073	\$ 100,000	\$ -	0.0%
269 VICTIM COMP RESTITUTION INT	OPERATING	\$ 79,061	\$ 40,000	\$ 40,000	\$ 41,462	\$ 40,000	\$ -	0.0%
	FUND TOTAL SOURCES	\$ 79,061	\$ 40,000	\$ 40,000	\$ 41,462	\$ 40,000	\$ -	0.0%
	DEPARTMENT OPERATING TOTAL SOURCES	\$ 15,144,852	\$ 16,035,334	\$ 16,466,613	\$ 15,113,302	\$ 14,766,300	\$ (1,700,313)	-10.3%
	DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 344,440	\$ -	\$ -	N/A
	DEPARTMENT TOTAL SOURCES	\$ 15,144,852	\$ 16,035,334	\$ 16,466,613	\$ 15,457,742	\$ 14,766,300	\$ (1,700,313)	-10.3%

FUND / FUNCTION CLASS		FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL	OPERATING	\$ 62,783,066	\$ 56,599,487	\$ 56,599,487	\$ 56,080,994	\$ 56,599,487	\$ -	0.0%
	FUND TOTAL USES	\$ 62,783,066	\$ 56,599,487	\$ 56,599,487	\$ 56,080,994	\$ 56,599,487	\$ -	0.0%
213 COUNTY ATTORNEY RICO	OPERATING	\$ 2,644,022	\$ 2,750,000	\$ 2,750,000	\$ 2,618,473	\$ 2,000,000	\$ 750,000	27.3%
	NON-RECURRING	600,768	750,000	750,000	750,000	-	750,000	100.0%
	FUND TOTAL USES	\$ 3,244,790	\$ 3,500,000	\$ 3,500,000	\$ 3,368,473	\$ 2,000,000	\$ 1,500,000	42.9%
219 COUNTY ATTORNEY GRANTS	OPERATING	\$ 7,032,790	\$ 7,792,090	\$ 8,223,369	\$ 7,605,851	\$ 7,792,090	\$ 431,279	5.2%
	FUND TOTAL USES	\$ 7,032,790	\$ 7,792,090	\$ 8,223,369	\$ 7,605,851	\$ 7,792,090	\$ 431,279	5.2%
220 DIVERSION	OPERATING	\$ 840,546	\$ 1,108,810	\$ 1,108,810	\$ 878,692	\$ 1,608,810	\$ (500,000)	-45.1%
	NON-RECURRING	-	1,000,000	1,000,000	558,323	1,000,000	-	0.0%
	FUND TOTAL USES	\$ 840,546	\$ 2,108,810	\$ 2,108,810	\$ 1,437,015	\$ 2,608,810	\$ (500,000)	-23.7%
221 COUNTY ATTORNEY FILL THE GAP	OPERATING	\$ 2,020,086	\$ 1,964,388	\$ 1,964,388	\$ 1,402,622	\$ 1,400,000	\$ 564,388	28.7%
	NON-RECURRING	717,657	-	-	-	-	-	N/A
	FUND TOTAL USES	\$ 2,737,743	\$ 1,964,388	\$ 1,964,388	\$ 1,402,622	\$ 1,400,000	\$ 564,388	28.7%
266 CHECK ENFORCEMENT PROGRAM	OPERATING	\$ 446,873	\$ 431,584	\$ 431,584	\$ 306,059	\$ 346,000	\$ 85,584	19.8%
	FUND TOTAL USES	\$ 446,873	\$ 431,584	\$ 431,584	\$ 306,059	\$ 346,000	\$ 85,584	19.8%
267 CRIM JUSTICE ENHANCEMENT	OPERATING	\$ 2,371,546	\$ 1,909,746	\$ 1,909,746	\$ 1,439,904	\$ 1,449,400	\$ 460,346	24.1%
	NON-RECURRING	956,328	800,000	800,000	714,002	-	800,000	100.0%
	FUND TOTAL USES	\$ 3,327,874	\$ 2,709,746	\$ 2,709,746	\$ 2,153,906	\$ 1,449,400	\$ 1,260,346	46.5%
268 VICTIM COMP AND ASSISTANCE	OPERATING	\$ 182	\$ 100,000	\$ 100,000	\$ 7,420	\$ 100,000	\$ -	0.0%
	FUND TOTAL USES	\$ 182	\$ 100,000	\$ 100,000	\$ 7,420	\$ 100,000	\$ -	0.0%
269 VICTIM COMP RESTITUTION INT	OPERATING	\$ 3,877	\$ 40,000	\$ 40,000	\$ 10,440	\$ 40,000	\$ -	0.0%
	FUND TOTAL USES	\$ 3,877	\$ 40,000	\$ 40,000	\$ 10,440	\$ 40,000	\$ -	0.0%
	DEPARTMENT OPERATING TOTAL USES	\$ 78,142,988	\$ 72,696,105	\$ 73,127,384	\$ 70,350,455	\$ 71,335,787	\$ 1,791,597	2.4%
	DEPARTMENT NON-RECURRING TOTAL USES	\$ 2,274,753	\$ 2,550,000	\$ 2,550,000	\$ 2,022,325	\$ 1,000,000	\$ 1,550,000	60.8%
	DEPARTMENT TOTAL USES	\$ 80,417,741	\$ 75,246,105	\$ 75,677,384	\$ 72,372,780	\$ 72,335,787	\$ 3,341,597	4.4%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	39.50	32.50	32.50	31.50	25.50	(7.00)	-21.5%
FINANCIAL SERVICES	7.00	6.00	6.00	6.00	7.00	1.00	16.7%
HUMAN RESOURCES	7.00	4.00	4.00	4.00	2.00	(2.00)	-50.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	55.50	44.50	44.50	43.50	36.50	(8.00)	-18.0%
COMMUNITY SERVICES							
VICTIM COMPENSATION	7.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
PROGRAM TOTAL	7.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	10.00	11.00	11.00	10.00	10.00	(1.00)	-9.1%
DATA CENTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
DESKTOP SUPPORT	11.00	11.00	11.00	9.00	10.00	(1.00)	-9.1%
HELP DESK SUPPORT	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	32.00	33.00	33.00	30.00	31.00	(2.00)	-6.1%
PROSECUTION							
AUTO THEFT PROSECUTION	27.00	24.00	24.00	23.00	20.00	(4.00)	-16.7%
CHARGING ACTIVITY	118.00	118.50	118.50	112.50	104.00	(14.50)	-12.2%
CHECK ENFORCEMENT	12.60	12.60	12.60	8.00	8.00	(4.60)	-36.5%
COUNTY ATTORNEY INITIATED INV	68.00	64.00	64.00	64.00	59.00	(5.00)	-7.8%
IDENTITY THEFT PROSECUTION	25.00	22.00	22.00	23.00	23.00	1.00	4.5%
METH MAJOR DRUGS PROSECUTION	39.00	34.00	34.00	35.00	33.00	(1.00)	-2.9%
TRIAL	472.00	449.00	449.00	459.00	445.50	(3.50)	-0.8%
VICTIM ASSISTANCE	84.00	81.00	81.00	82.00	77.00	(4.00)	-4.9%
PROGRAM TOTAL	845.60	805.10	805.10	806.50	769.50	(35.60)	-4.4%
DEPARTMENT TOTAL	940.10	889.60	889.60	886.00	843.00	(46.60)	-5.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	2.00	(1.00)	-33.3%
Administrative Staff Supv	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney - Associate	146.00	151.00	151.00	155.00	154.00	3.00	2.0%
Attorney - Senior	61.50	53.00	53.00	50.00	50.00	(3.00)	-5.7%
Attorney - Senior Associate	59.50	59.00	59.00	58.00	56.00	(3.00)	-5.1%
Attorney -Capital Co-Counsel	21.00	20.00	20.00	21.00	20.00	-	0.0%
Attorney -Capital Lead Counsel	18.00	17.00	17.00	18.00	18.00	1.00	5.9%
Attorney Manager	7.00	6.00	6.00	6.00	6.00	-	0.0%
Attorney Supervisor	28.00	26.00	26.00	26.00	25.00	(1.00)	-3.8%
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	6.00	5.00	5.00	5.00	3.00	(2.00)	-40.0%
Data Security Analyst Sr/Ld	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Support Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Intern	3.60	2.60	2.60	2.00	2.00	(0.60)	-23.1%
Internal Auditor	1.00	-	-	-	-	-	N/A
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - MCAO	4.00	5.00	5.00	5.00	4.00	(1.00)	-20.0%
Investigator	43.00	39.00	39.00	39.00	35.00	(4.00)	-10.3%
Investigator - MCAO	2.00	2.00	2.00	2.00	2.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	96.00	93.00	93.00	93.00	89.00	(4.00)	-4.3%
Legal Assistant Supv	5.00	5.00	5.00	5.00	5.00	-	0.0%
Legal Support Specialist	100.00	97.00	97.00	98.00	96.00	(1.00)	-1.0%
Legal Support Supervisor	42.00	42.00	42.00	42.00	37.00	(5.00)	-11.9%
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Media Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	150.50	128.00	128.00	124.00	112.00	(16.00)	-12.5%
Office Assistant Specialized	10.00	9.00	9.00	9.00	7.00	(2.00)	-22.2%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	5.00	-	0.0%
Planner	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Planner - Facilities	-	-	-	1.00	1.00	1.00	N/A
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	4.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Social Worker	56.00	55.00	55.00	55.00	53.00	(2.00)	-3.6%
Social Worker Supervisor	9.00	8.00	8.00	8.00	7.00	(1.00)	-12.5%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Systems/Network Admin-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	940.10	889.60	889.60	886.00	843.00	(46.60)	-5.2%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	794.50	744.00	744.00	743.00	710.00	(34.00)	-4.6%
219 - COUNTY ATTORNEY GRANTS	71.00	71.00	71.00	70.00	65.00	(6.00)	-8.5%
220 - DIVERSION	3.00	3.00	3.00	4.00	6.00	3.00	100.0%
221 - COUNTY ATTORNEY FILL THE GAP	31.00	31.00	31.00	32.00	28.00	(3.00)	-9.7%
266 - CHECK ENFORCEMENT PROGRAM	12.60	12.60	12.60	8.00	8.00	(4.60)	-36.5%
267 - CRIM JUSTICE ENHANCEMENT	28.00	28.00	28.00	29.00	26.00	(2.00)	-7.1%
DEPARTMENT TOTAL	940.10	889.60	889.60	886.00	843.00	(46.60)	-5.2%

Significant Variance Analysis

The majority of FTE changes in FY 2010-11 result from the following position inactivations:

1. Positions vacant since prior to July 1, 2009 (27.1 FTE),
2. Vacant Legal Support Supervisor and Office Assistant positions (10 FTE) (based on high staffing ratios), and
3. Positions vacated through participation in the FY 2010 Post-Employment Health Plan Enhancement Program (9 FTE).

General Adjustments

Adjustments:

General Fund (100)

- Increase Regular Benefits by \$775,632 for employee health and dental premium increases.
- Increase Regular Benefits by \$193,498 for an increase in retirement contribution rates.
- Right-size expenditures for a net decrease of \$92,452 including:
 - Reduce budgeted pay to actual pay (salary slack), (\$99,625),
 - Increase Debt Service for extended computer warranties, \$7,173.
- Reduce vacancy savings to 6%, \$1,440,311.
- Inactivate positions vacant since prior to FY 2009-10 (10.5 FTE), (\$782,246).
- Inactivate vacant Legal Support Specialist (1.0 FTE) and Office Assistant (7.0 FTE) due to high staffing ratios, (\$326,069).
- Inactivate positions vacated through the FY 2009-10 Post-Employment Health Plan Enhancement Program (PEHPEP) (8 FTE), (\$710,295).
- Increase personnel costs allocated to the Diversion Fund (220) as a result of increased diversion fee revenue in that fund, (\$180,031).

County Attorney Grants Fund (219)

- Increase Regular Benefits by \$76,032 for employee health and dental premium increases.
- Increase Regular Benefits by \$18,868 for an increase in retirement contribution rates.
- Eliminate positions vacant since prior to July 1, 2009 (7 FTE), (\$494,710).
- Reduce revenues and expenditures to reflect lower anticipated grant receipts, (\$431,279).
- Increase expenditures for structural balance, \$399,810.

Diversion Fund (220)

- Increase Regular Benefits by \$7,392 for employee health and dental premium increases.
- Increase Regular Benefits by \$1,876 for an increase in retirement contribution rates.
- Eliminate position vacant since prior to July 1, 2009 (1 FTE), (\$52,353).
- Increase revenue from diversion fees to FY 2010 forecasted levels, \$500,000.
- Increase personnel costs allocated from the General Fund (100) as a result of increased diversion fee revenue, \$180,031.

- (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 paperless police report submission process.

County Attorney Fill the Gap Fund (221)

- Increase Regular Benefits by \$33,792 for employee health and dental premium increases.
- Increase Regular Benefits by \$6,438 for an increase in retirement contribution rates.
- Reduce budgeted pay to actual pay (salary slack), (\$10,991).
- Reduce revenue to FY 2010 forecasted levels, (\$564,388).
- Increase personnel savings for structural balance, (\$399,745).

Criminal Justice Enhancement Fund (267)

- Increase Regular Benefits by \$30,624 for employee health and dental premium increases.
- Increase Regular Benefits by \$6,727 for an increase in retirement contribution rates.
- Inactivate positions vacant since prior to FY 2009-10 (2 FTE), (\$119,034).
- Increase personnel savings for structural balance, (\$343,980).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
TBD	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of victim compensation claims completed.	612	584	624	40	6.8%
Demand	Number of victim compensation claims received.	745	928	816	(112)	-12.1%
Efficiency	Cost to process each victim compensation claim completed.	\$ 3,315.57	\$ 4,587.08	\$ 3,354.16	\$ 1,232.93	26.9%
<i>Revenue</i>						
	219 - COUNTY ATTORNEY GRANTS	\$ 1,909,892	\$ 2,358,405	\$ 1,966,894	\$ (391,511)	-16.6%
	268 - VICTIM COMP AND ASSISTANCE	140,465	100,000	100,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	83,568	40,000	40,000	-	0.0%
	TOTAL SOURCES	\$ 2,133,925	\$ 2,498,405	\$ 2,106,894	\$ (391,511)	-15.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 181,307	\$ 180,452	\$ 137,483	\$ 42,969	23.8%
	219 - COUNTY ATTORNEY GRANTS	1,843,765	2,358,405	1,815,510	542,895	23.0%
	268 - VICTIM COMP AND ASSISTANCE	182	100,000	100,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	3,877	40,000	40,000	-	0.0%
	TOTAL USES	\$ 2,029,131	\$ 2,678,857	\$ 2,092,993	\$ 585,864	21.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Rate of conviction	106.1%	97.9%	91.3%	(6.6%)	-6.7%
Percent of vehicle theft prosecutions completed within 90 days of arraignment	1.6%	0.0%	0.0%	0.0%	N/A
Percent of vehicle theft prosecutions completed within 180 days of arraignment	14.5%	21.0%	0.0%	(21.0%)	-100.0%
Percent of adult criminal cases filed within deadlines.	0.0%	0.0%	0.0%	0.0%	N/A
Percent of juvenile cases filed within deadlines.	0.0%	0.0%	N/A	N/A	N/A
Rate of conviction	92.4%	98.7%	151.8%	53.0%	53.7%
Percent of identity theft prosecutions completed within 90 days of arraignment	0.6%	0.0%	0.0%	0.0%	N/A
Percent of identity theft prosecutions completed within 180 days of arraignment	7.5%	0.0%	0.0%	0.0%	N/A
Rate of conviction	198.1%	94.8%	240.9%	146.1%	154.1%
Percent of meth and major drug offenses completed within 90 days of arraignment	0.7%	0.0%	0.0%	0.0%	N/A
Percent of meth and major drug offenses completed within 180 days of arraignment	7.3%	0.0%	0.0%	0.0%	N/A
Percent of adult criminal cases completed within 180 days.	N/A	0.0%	0.0%	0.0%	N/A
Percent of victims satisfied as determined by a satisfaction survey.	90.1%	90.7%	79.8%	(10.9%)	-12.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Rate of conviction	106.1%	97.9%	91.3%	(6.6%)	-6.7%
Result	Percent of vehicle theft prosecutions completed within 90 days of arraignment	1.6%	0.0%	0.0%	0.0%	N/A
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	14.5%	21.0%	0.0%	(21.0%)	-100.0%
Output	Number of vehicle thefts prosecuted	1,113	1,524	920	(604)	-39.6%
Demand	Number of vehicle thefts submitted by law enforcement	1,567	1,752	1,372	(380)	-21.7%
Efficiency	Cost per vehicle theft prosecuted	\$ 1,553.13	\$ 1,101.29	\$ 1,588.64	\$ (487.35)	-44.3%
<i>Revenue</i>						
	219 - COUNTY ATTORNEY GRANTS	\$ 252,323	\$ 238,348	\$ 238,348	\$ -	0.0%
	TOTAL SOURCES	\$ 252,323	\$ 238,348	\$ 238,348	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,476,572	\$ 1,440,020	\$ 1,205,811	\$ 234,209	16.3%
	219 - COUNTY ATTORNEY GRANTS	252,059	238,348	255,742	(17,394)	-7.3%
	TOTAL USES	\$ 1,728,631	\$ 1,678,368	\$ 1,461,553	\$ 216,815	12.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of adult criminal cases filed within deadlines.	0.0%	0.0%	0.0%	0.0%	N/A
Result	Percent of juvenile cases filed within deadlines.	0.0%	0.0%	N/A	N/A	N/A
Output	Number of adult criminal cases filed.	40,824	40,320	38,108	(2,212)	-5.5%
Output	Number of juvenile cases filed.	3,133	12,904	-	(12,904)	-100.0%
Demand	Number of adult criminal cases submitted.	49,111	49,320	47,668	(1,652)	-3.3%
Efficiency	Cost of adult criminal case filed	\$ 208.93	\$ 204.82	\$ 197.83	\$ 6.99	3.4%
<i>Revenue</i>						
	221 - COUNTY ATTORNEY FILL THE GAP	\$ 504,840	\$ 793,600	\$ 456,379	\$ (337,221)	-42.5%
	TOTAL SOURCES	\$ 504,840	\$ 793,600	\$ 456,379	\$ (337,221)	-42.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 7,602,507	\$ 7,062,891	\$ 6,669,994	\$ 392,897	5.6%
	219 - COUNTY ATTORNEY GRANTS	115,571	139,581	141,973	(2,392)	-1.7%
	221 - COUNTY ATTORNEY FILL THE GAP	540,979	748,042	454,446	293,596	39.2%
	267 - CRIM JUSTICE ENHANCEMENT	270,180	307,861	272,350	35,511	11.5%
	TOTAL USES	\$ 8,529,237	\$ 8,258,375	\$ 7,538,763	\$ 719,612	8.7%

Adjustments:

County Attorney Fill the Gap Fund (221)

- Inactivate positions vacant since prior to FY 2009-10 (2 FTE), (\$83,312).
- Inactivate a position (1 FTE) vacated through the FY 2009-10 Post-Employment Health Plan Enhancement Program (PEHPEP), (\$75,881).

Check Enforcement Program 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of checks resolved through collection of restitution	4,293	3,560	6,792	3,232	90.8%
Demand	Number of checks received into the Check Enforcement Program.	6,343	7,340	6,236	(1,104)	-15.0%
Efficiency	Cost per check resolved through collection of restitution	\$ 103.60	\$ 121.18	\$ 50.81	\$ 70.37	58.1%
<i>Revenue</i>						
	266 - CHECK ENFORCEMENT PROGRAM	\$ 379,683	\$ 346,000	\$ 346,000	\$ -	0.0%
	TOTAL SOURCES	\$ 379,683	\$ 346,000	\$ 346,000	\$ -	0.0%
<i>Expenditure</i>						
	266 - CHECK ENFORCEMENT PROGRAM	\$ 444,737	\$ 431,395	\$ 345,100	\$ 86,295	20.0%
	TOTAL USES	\$ 444,737	\$ 431,395	\$ 345,100	\$ 86,295	20.0%

Adjustments:

Check Enforcement Program Fund (266)

- Increase Regular Benefits by \$8,448 for employee health and dental premium increases.
- Increase Regular Benefits by \$936 for an increase in retirement contribution rates.
- Reduce postage/freight/shipping expenditures for structural balance, (\$9,384).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Rate of conviction	92.4%	98.7%	151.8%	53.0%	53.7%
Result	Percent of identity theft prosecutions completed within 90 days of arraignment	0.6%	0.0%	0.0%	0.0%	N/A
Result	Percent of identity theft prosecutions completed within 180 days of arraignment	7.5%	0.0%	0.0%	0.0%	N/A
Output	Number of identity thefts prosecuted	1,797	1,568	1,020	(548)	-34.9%
Demand	Number of identity thefts submitted by law enforcement	3,716	3,264	1,268	(1,996)	-61.2%
Efficiency	Cost per identity theft prosecuted	\$ 895.67	\$ 953.91	\$ 1,535.16	\$ (581.25)	-60.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,609,527	\$ 1,495,735	\$ 1,565,866	\$ (70,131)	-4.7%
	TOTAL USES	\$ 1,609,527	\$ 1,495,735	\$ 1,565,866	\$ (70,131)	-4.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of County Attorney pre-filing initiated investigative inquiries completed.	21,703	22,396	15,224	(7,172)	-32.0%
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested.	19,119	20,848	14,632	(6,216)	-29.8%
Efficiency	Cost per investigative services request completed.	\$ 246.54	\$ 218.27	\$ 304.34	\$ (86.06)	-39.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 5,106,733	\$ 4,617,150	\$ 4,422,651	\$ 194,499	4.2%
	219 - COUNTY ATTORNEY GRANTS	204,176	233,250	180,391	52,859	22.7%
	221 - COUNTY ATTORNEY FILL THE GAP	39,809	38,081	30,220	7,861	20.6%
	TOTAL USES	\$ 5,350,718	\$ 4,888,481	\$ 4,633,262	\$ 255,219	5.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Rate of conviction	198.1%	94.8%	240.9%	146.1%	154.1%
Result	Percent of meth and major drug offenses completed within 90 days of arraignment	0.7%	0.0%	0.0%	0.0%	N/A
Result	Percent of meth and major drug offenses completed within 180 days of arraignment	7.3%	0.0%	0.0%	0.0%	N/A
Output	Number of meth and major drug offenses prosecuted	2,206	3,080	1,212	(1,868)	-60.6%
Demand	Number of meth and major drug offenses submitted by law enforcement	3,384	4,276	1,444	(2,832)	-66.2%
Efficiency	Cost per meth and major drug offense prosecuted	\$ 1,326.99	\$ 968.69	\$ 2,328.16	\$ (1,359.47)	-140.3%
<i>Revenue</i>						
	219 - COUNTY ATTORNEY GRANTS	\$ 1,310,202	\$ 1,992,108	\$ 1,992,108	\$ -	0.0%
	TOTAL SOURCES	\$ 1,310,202	\$ 1,992,108	\$ 1,992,108	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,775,684	\$ 1,316,068	\$ 1,196,032	\$ 120,036	9.1%
	219 - COUNTY ATTORNEY GRANTS	1,151,657	1,667,492	1,625,701	41,791	2.5%
	TOTAL USES	\$ 2,927,341	\$ 2,983,560	\$ 2,821,733	\$ 161,827	5.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of adult criminal cases completed within 180 days.	N/A	0.0%	0.0%	0.0%	N/A
Output	Number of adult criminal cases completed.	37,112	37,196	34,620	(2,576)	-6.9%
Demand	Number of adult criminal cases filed.	40,824	40,320	38,108	(2,212)	-5.5%
Efficiency	Cost per adult criminal case completed.	\$ 1,146.13	\$ 1,072.99	\$ 1,131.49	\$ (58.50)	-5.5%
<i>Revenue</i>						
	100 - GENERAL	\$ 51,017	\$ 24,300	\$ 30,000	\$ 5,700	23.5%
	213 - COUNTY ATTORNEY RICO	3,028,273	2,750,000	2,000,000	(750,000)	-27.3%
	219 - COUNTY ATTORNEY GRANTS	2,629,969	2,603,249	2,568,481	(34,768)	-1.3%
	221 - COUNTY ATTORNEY FILL THE GAP	939,449	1,170,788	943,621	(227,167)	-19.4%
	267 - CRIM JUSTICE ENHANCEMENT	1,938,128	1,909,746	1,449,400	(460,346)	-24.1%
	TOTAL SOURCES	\$ 8,586,836	\$ 8,458,083	\$ 6,991,502	\$ (1,466,581)	-17.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 33,858,911	\$ 30,721,139	\$ 32,599,067	\$ (1,877,928)	-6.1%
	213 - COUNTY ATTORNEY RICO	2,627,329	3,500,000	2,000,000	1,500,000	42.9%
	219 - COUNTY ATTORNEY GRANTS	2,419,958	2,555,034	2,802,954	(247,920)	-9.7%
	221 - COUNTY ATTORNEY FILL THE GAP	1,379,736	1,126,988	762,877	364,111	32.3%
	267 - CRIM JUSTICE ENHANCEMENT	2,249,215	2,007,843	1,007,373	1,000,470	49.8%
	TOTAL USES	\$ 42,535,149	\$ 39,911,004	\$ 39,172,271	\$ 738,733	1.9%

Adjustments:

General Fund (100)

- Increase revenue from fees charged for reproduction of discovery to FY 2010 forecasted levels, \$5,700.
- Reduce expenditures for the Byrne Drug Control Grant match that is no longer required by the grantor, (\$318,348).

County Attorney RICO Fund (213)

- Revenue and expenditure appropriations were removed in Recommended (\$2,750,000) and, after additional documentation was provided regarding use of the funds, were re-established at \$2,000,000 as requested by MCAO in the Adopted budget.

County Attorney Fill the Gap Fund (221)

- Inactivate an Office Assistant position (1 FTE) due to high staffing ratios, (\$35,489).

Criminal Justice Enhancement Fund (267)

- Inactivate an Office Assistant position (1 FTE) due to high staffing ratios, (\$34,683).
- Reduce revenue to FY 2010 forecasted levels, (\$460,346).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of victims satisfied as determined by a satisfaction survey.	90.1%	90.7%	79.8%	(10.9%)	-12.0%
Output	Number of victims receiving services.	6,418	6,800	6,560	(240)	-3.5%
Output	Number of victims participating in satisfaction survey	634	644	732	88	13.7%
Demand	Number of victims entitled to receive victim services.	23,728	23,552	18,800	(4,752)	-20.2%
Efficiency	Cost per victim who received services.	\$ 741.12	\$ 635.71	\$ 674.26	\$ (38.55)	-6.1%
<i>Revenue</i>						
	219 - COUNTY ATTORNEY GRANTS	\$ 756,027	\$ 698,909	\$ 693,909	\$ (5,000)	-0.7%
	TOTAL SOURCES	\$ 756,027	\$ 698,909	\$ 693,909	\$ (5,000)	-0.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,799,725	\$ 3,520,556	\$ 3,511,121	\$ 9,435	0.3%
	219 - COUNTY ATTORNEY GRANTS	853,249	698,909	827,586	(128,677)	-18.4%
	267 - CRIM JUSTICE ENHANCEMENT	103,542	103,380	84,459	18,921	18.3%
	TOTAL USES	\$ 4,756,516	\$ 4,322,845	\$ 4,423,166	\$ (100,321)	-2.3%

Appropriated Budget Reconciliations

General Fund (100)

MARICOPA COUNTY BUDGETING FOR RESULTS FY 2011 BUDGET RECONCILIATION 190 - COUNTY ATTORNEY 100 - GENERAL OPERATING			
		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 56,599,487	\$ 24,300
FY 2010 Revised Budget		\$ 56,599,487	\$ 24,300
FY 2011 Budget Target		\$ 56,599,487	\$ 24,300
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		\$ 969,130	\$ -
Employee Health/Dental Premiums		775,632	-
Retirement Contributions		193,498	-
Base Adjustments		\$ 1,347,859	\$ -
Other Base Adjustments		(92,452)	-
Requested Pay Rates Reduced to Actual Pay Rates	\$ (99,625)		
Rightsize Debt Service for Extended Computer Warranties	7,173		
Personnel Savings		1,440,311	-
Reduce Vacancy Savings to 6%	\$ 1,440,311		
Budget Balancing		\$ (1,818,610)	\$ -
Elimination of Vacant Positions		(1,108,315)	-
PEHPEP FY 10 Adjustments	C-49-10-032-M-00	(710,295)	-
Fees and Other Revenues		\$ -	\$ 5,700
ProgRevenue Volume Inc/Dec		-	5,700
Rightsize Discovery Reproduction Fee Revenue	\$ 5,700		
Grants, Donations and Intergovernmental Agreements			
Grants		\$ (318,348)	\$ -
Grant Match Increase/Decrease		(318,348)	-
Requested Match No Longer Required for Byrne Drug Control Grant	\$ (318,348)		
Reallocations		\$ (180,031)	\$ -
Reallocation Between Funds		(180,031)	-
Allocate Personnel Costs to the Diversion Fund (220) Due to Increased Diversion Fee Revenue	\$ (180,031)		
FY 2011 Adopted Budget		\$ 56,599,487	\$ 30,000
Percent Change from Target Amount		0.0%	23.5%

County Attorney RICO Fund (213)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,750,000	\$ 2,750,000
FY 2010 Revised Budget	\$ 2,750,000	\$ 2,750,000
FY 2011 Budget Target	\$ 2,750,000	\$ 2,750,000
Adjustments:	Agenda Item:	
Base Adjustments		
<i>Elim Approp Pending Audit</i>	\$ (2,750,000)	\$ (2,750,000)
	(2,750,000)	(2,750,000)
FY 2011 Recommended Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	-100.0%	-100.0%
FY 2011 Tentative Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	-100.0%	-100.0%
Adjustments:	Agenda Item:	
Base Adjustments		
<i>Elim Approp Pending Audit</i>	\$ 2,000,000	\$ 2,000,000
<i>Appropriation Based on Additional Documentation</i>	2,000,000	2,000,000
	\$ 2,000,000	
FY 2011 Adopted Budget	\$ 2,000,000	\$ 2,000,000
<i>Percent Change from Target Amount</i>	-27.3%	-27.3%

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,111,141	\$ 2,012,243	\$ 2,012,243	\$ 1,894,624	\$ 1,531,127
Sources:					
Operating	\$ 3,028,273	\$ 2,750,000	\$ 2,750,000	\$ 3,004,976	\$ 2,000,000
Total Sources:	\$ 3,028,273	\$ 2,750,000	\$ 2,750,000	\$ 3,004,976	\$ 2,000,000
Uses:					
Operating	\$ 2,644,022	\$ 2,750,000	\$ 2,750,000	\$ 2,618,473	\$ 2,000,000
Non-Recurring	600,768	750,000	750,000	750,000	-
Total Uses:	\$ 3,244,790	\$ 3,500,000	\$ 3,500,000	\$ 3,368,473	\$ 2,000,000
Structural Balance	\$ 384,251	\$ -	\$ -	\$ 386,503	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,894,624	\$ 1,262,243	\$ 1,262,243	\$ 1,531,127	\$ 1,531,127
Total Ending Spendable Fund Balance	\$ 1,894,624	\$ 1,262,243	\$ 1,262,243	\$ 1,531,127	\$ 1,531,127

County Attorney Grants Fund (219)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 7,792,090	\$ 7,792,090
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 431,279	\$ 431,279
<i>Co Attorney FY 10 Grant Recon</i>	<i>431,279</i>	<i>431,279</i>
Agenda Item:		
<i>C-19-10-025-G-00</i>		
FY 2010 Revised Budget	\$ 8,223,369	\$ 8,223,369
FY 2011 Budget Target	\$ 8,223,369	\$ 8,223,369
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 94,900	\$ -
<i>Employee Health/Dental Premiums</i>	<i>76,032</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>18,868</i>	<i>-</i>
Base Adjustments	\$ 399,810	\$ -
<i>Other Base Adjustments</i>	<i>399,810</i>	<i>-</i>
<i>Structural Balance</i>	<i>\$ 399,810</i>	<i>-</i>
Budget Balancing	\$ (494,710)	\$ -
<i>Elimination of Vacant Positions</i>	<i>(494,710)</i>	<i>-</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (431,279)	\$ (431,279)
<i>Grant Reconciliation</i>	<i>(431,279)</i>	<i>(431,279)</i>
FY 2011 Recommended Budget	\$ 7,792,090	\$ 7,792,090
<i>Percent Change from Target Amount</i>	<i>-5.2%</i>	<i>-5.2%</i>
FY 2011 Tentative Budget	\$ 7,792,090	\$ 7,792,090
<i>Percent Change from Target Amount</i>	<i>-5.2%</i>	<i>-5.2%</i>
FY 2011 Adopted Budget	\$ 7,792,090	\$ 7,792,090
<i>Percent Change from Target Amount</i>	<i>-5.2%</i>	<i>-5.2%</i>

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (108,205)	\$ (61,687)	\$ (61,687)	\$ (19,791)	\$ (285,323)
Sources:					
Operating	\$ 6,944,569	\$ 7,792,090	\$ 8,223,369	\$ 6,995,879	\$ 7,792,090
Non-Recurring	-	-	-	344,440	-
Total Sources:	\$ 6,944,569	\$ 7,792,090	\$ 8,223,369	\$ 7,340,319	\$ 7,792,090
Uses:					
Operating	\$ 7,032,790	\$ 7,792,090	\$ 8,223,369	\$ 7,605,851	\$ 7,792,090
Total Uses:	\$ 7,032,790	\$ 7,792,090	\$ 8,223,369	\$ 7,605,851	\$ 7,792,090
Structural Balance	\$ (88,221)	\$ -	\$ -	\$ (609,972)	\$ -
Accounting Adjustments	\$ 176,635	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(19,791)	(61,687)	(61,687)	(285,323)	(285,323)
Total Ending Spendable Fund Balance	\$ (19,791)	\$ (61,687)	\$ (61,687)	\$ (285,323)	\$ (285,323)

Diversion Fund (220)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,108,810	\$ 1,108,810
FY 2010 Revised Budget	\$ 1,108,810	\$ 1,108,810
FY 2011 Budget Target	\$ 1,108,810	\$ 1,108,810
Adjustments:	Agenda Item:	
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 9,268	\$ -
Employee Health/Dental Premiums	7,392	-
Retirement Contributions	1,876	-
Base Adjustments	\$ 363,054	\$ -
Other Base Adjustments	363,054	-
Rightsize Other Services	\$ 363,054	-
Budget Balancing	\$ (52,353)	\$ -
Elimination of Vacant Positions	(52,353)	-
Fees and Other Revenues	\$ -	\$ 500,000
ProgRevenue Volume Inc/Dec	-	500,000
Additional TASC Diversion Revenue	\$ 500,000	-
Reallocations	\$ 180,031	\$ -
Reallocation Between Funds	180,031	-
Allocate Personnel Costs from the General Fund (100) Due to Increased Diversion Fee Revenue	\$ 180,031	-
FY 2011 Recommended Budget	\$ 1,608,810	\$ 1,608,810
Percent Change from Target Amount	45.1%	45.1%
FY 2011 Tentative Budget	\$ 1,608,810	\$ 1,608,810
Percent Change from Target Amount	45.1%	45.1%
FY 2011 Adopted Budget	\$ 1,608,810	\$ 1,608,810
Percent Change from Target Amount	45.1%	45.1%
Expenditures Revenue		
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 1,000,000	\$ -
FY 2010 Revised Budget	\$ 1,000,000	\$ -
Adjustments:	Agenda Item:	
Non Recurring	\$ (1,000,000)	\$ -
Other Non-Recurring	(1,000,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:	Agenda Item:	
Non Recurring	\$ 1,000,000	\$ -
Other Non-Recurring	1,000,000	-
Paperless Office and Multi-Jurisdictional Warrant Round-Up Projects	\$ 1,000,000	-
FY 2011 Recommended Budget	\$ 1,000,000	\$ -
Percent Change from Target Amount		
FY 2011 Tentative Budget	\$ 1,000,000	\$ -
Percent Change from Target Amount		
FY 2011 Adopted Budget	\$ 1,000,000	\$ -
Percent Change from Target Amount		

Diversion Fund (220) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,173,058	\$ 1,040,642	\$ 1,040,642	\$ 1,443,719	\$ 1,625,241
Sources:					
Operating	\$ 1,111,214	\$ 1,108,810	\$ 1,108,810	\$ 1,618,537	\$ 1,608,810
Total Sources:	\$ 1,111,214	\$ 1,108,810	\$ 1,108,810	\$ 1,618,537	\$ 1,608,810
Uses:					
Operating	\$ 840,546	\$ 1,108,810	\$ 1,108,810	\$ 878,692	\$ 1,608,810
Non-Recurring	-	1,000,000	1,000,000	558,323	1,000,000
Total Uses:	\$ 840,546	\$ 2,108,810	\$ 2,108,810	\$ 1,437,015	\$ 2,608,810
Structural Balance	\$ 270,668	\$ -	\$ -	\$ 739,845	\$ -
Accounting Adjustments	\$ (7)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,443,719	\$ 40,642	\$ 40,642	\$ 1,625,241	\$ 625,241
Total Ending Spendable Fund Balance	\$ 1,443,719	\$ 40,642	\$ 40,642	\$ 1,625,241	\$ 625,241

County Attorney Fill the Gap Fund (221)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,964,388	\$ 1,964,388
FY 2010 Revised Budget	\$ 1,964,388	\$ 1,964,388
FY 2011 Budget Target	\$ 1,964,388	\$ 1,964,388
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 40,230	\$ -
Employee Health/Dental Premiums	33,792	-
Retirement Contributions	6,438	-
Base Adjustments	\$ (410,736)	\$ -
Other Base Adjustments	(10,991)	-
Requested Pay Rates Reduced to Actual Pay Rates	\$ (10,991)	-
Personnel Savings	(399,745)	-
Budget Balancing	\$ (193,882)	\$ -
Elimination of Vacant Positions	(118,001)	-
PEHPEP FY 10 Adjustments	(75,881)	-
C-49-10-032-M-00		
Fees and Other Revenues	\$ -	\$ (564,388)
ProgRevenue Volume Inc/Dec	-	(564,388)
FY 2011 Recommended Budget	\$ 1,400,000	\$ 1,400,000
Percent Change from Target Amount	-28.7%	-28.7%
FY 2011 Tentative Budget	\$ 1,400,000	\$ 1,400,000
Percent Change from Target Amount	-28.7%	-28.7%
FY 2011 Adopted Budget	\$ 1,400,000	\$ 1,400,000
Percent Change from Target Amount	-28.7%	-28.7%

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,267,270	\$ 813	\$ 813	\$ 192	\$ 84,504
Sources:					
Operating	\$ 1,470,674	\$ 1,964,388	\$ 1,964,388	\$ 1,486,934	\$ 1,400,000
Total Sources:	\$ 1,470,674	\$ 1,964,388	\$ 1,964,388	\$ 1,486,934	\$ 1,400,000
Uses:					
Operating	\$ 2,020,086	\$ 1,964,388	\$ 1,964,388	\$ 1,402,622	\$ 1,400,000
Non-Recurring	717,657	-	-	-	-
Total Uses:	\$ 2,737,743	\$ 1,964,388	\$ 1,964,388	\$ 1,402,622	\$ 1,400,000
Structural Balance	\$ (549,412)	\$ -	\$ -	\$ 84,312	\$ -
Accounting Adjustments	\$ (9)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 192	\$ 813	\$ 813	\$ 84,504	\$ 84,504
Total Ending Spendable Fund Balance	\$ 192	\$ 813	\$ 813	\$ 84,504	\$ 84,504

Check Enforcement Fund (266)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 431,584	\$ 346,000
FY 2010 Revised Budget	\$ 431,584	\$ 346,000
Adjustments:	Agenda Item:	
Structural Balance	(85,584)	-
FY 2011 Budget Target	\$ 346,000	\$ 346,000
Adjustments:	Agenda Item:	
Employee Compensation and Benefits	\$ 9,384	\$ -
Employee Retirement and Benefits	8,448	-
Employee Health/Dental Premiums	936	-
Retirement Contributions	(9,384)	-
Base Adjustments	\$ (9,384)	\$ -
Structural Balance	(9,384)	-
FY 2011 Recommended Budget	\$ 346,000	\$ 346,000
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Tentative Budget	\$ 346,000	\$ 346,000
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Adopted Budget	\$ 346,000	\$ 346,000
Percent Change from Target Amount	0.0%	0.0%

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 194,202	\$ 85,584	\$ 85,584	\$ 130,978	\$ 171,271
Sources:					
Operating	\$ 383,643	\$ 346,000	\$ 346,000	\$ 346,352	\$ 346,000
Total Sources:	\$ 383,643	\$ 346,000	\$ 346,000	\$ 346,352	\$ 346,000
Uses:					
Operating	\$ 446,873	\$ 431,584	\$ 431,584	\$ 306,059	\$ 346,000
Total Uses:	\$ 446,873	\$ 431,584	\$ 431,584	\$ 306,059	\$ 346,000
Structural Balance	\$ (63,230)	\$ (85,584)	\$ (85,584)	\$ 40,293	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 130,978	\$ -	\$ -	\$ 171,271	\$ 171,271
Total Ending Spendable Fund Balance	\$ 130,978	\$ -	\$ -	\$ 171,271	\$ 171,271

Criminal Justice Enhancement Fund (267)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,909,746	\$ 1,909,746
FY 2010 Revised Budget	\$ 1,909,746	\$ 1,909,746
FY 2011 Budget Target	\$ 1,909,746	\$ 1,909,746
Adjustments:		
Agenda Item:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 37,351	\$ -
<i>Employee Health/Dental Premiums</i>	30,624	-
<i>Retirement Contributions</i>	6,727	-
Base Adjustments	\$ (343,980)	\$ -
<i>Personnel Savings</i>	(343,980)	-
Budget Balancing	\$ (153,717)	\$ -
<i>Elimination of Vacant Positions</i>	(153,717)	-
Fees and Other Revenues	\$ -	\$ (460,346)
<i>ProgRevenue Volume Inc/Dec</i>	-	(460,346)
FY 2011 Recommended Budget	\$ 1,449,400	\$ 1,449,400
<i>Percent Change from Target Amount</i>	-24.1%	-24.1%
FY 2011 Tentative Budget	\$ 1,449,400	\$ 1,449,400
<i>Percent Change from Target Amount</i>	-24.1%	-24.1%
FY 2011 Adopted Budget	\$ 1,449,400	\$ 1,449,400
<i>Percent Change from Target Amount</i>	-24.1%	-24.1%

Criminal Justice Enhancement Fund (267) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,159,471	\$ 1,071,646	\$ 1,071,646	\$ 772,264	\$ 75,491
Sources:					
Operating	\$ 1,940,660	\$ 1,909,746	\$ 1,909,746	\$ 1,457,133	\$ 1,449,400
Total Sources:	\$ 1,940,660	\$ 1,909,746	\$ 1,909,746	\$ 1,457,133	\$ 1,449,400
Uses:					
Operating	\$ 2,371,546	\$ 1,909,746	\$ 1,909,746	\$ 1,439,904	\$ 1,449,400
Non-Recurring	956,328	800,000	800,000	714,002	-
Total Uses:	\$ 3,327,874	\$ 2,709,746	\$ 2,709,746	\$ 2,153,906	\$ 1,449,400
Structural Balance	\$ (430,886)	\$ -	\$ -	\$ 17,229	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 772,264	\$ 271,646	\$ 271,646	\$ 75,491	\$ 75,491
Total Ending Spendable Fund Balance	\$ 772,264	\$ 271,646	\$ 271,646	\$ 75,491	\$ 75,491

Victim Compensation and Assistance Fund (268)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 100,000	\$ 100,000
FY 2010 Revised Budget	\$ 100,000	\$ 100,000
FY 2011 Budget Target	\$ 100,000	\$ 100,000
FY 2011 Recommended Budget	\$ 100,000	\$ 100,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
FY 2011 Tentative Budget	\$ 100,000	\$ 100,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
FY 2011 Adopted Budget	\$ 100,000	\$ 100,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 664,574	\$ 655,473	\$ 655,473	\$ 800,133	\$ 915,786
Sources:					
Operating	\$ 135,741	\$ 100,000	\$ 100,000	\$ 123,073	\$ 100,000
Total Sources:	\$ 135,741	\$ 100,000	\$ 100,000	\$ 123,073	\$ 100,000
Uses:					
Operating	\$ 182	\$ 100,000	\$ 100,000	\$ 7,420	\$ 100,000
Non-Recurring	-	-	-	-	-
Total Uses:	\$ 182	\$ 100,000	\$ 100,000	\$ 7,420	\$ 100,000
Structural Balance	\$ 135,559	\$ -	\$ -	\$ 115,653	\$ -
Accounting Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 800,133	\$ 655,473	\$ 655,473	\$ 915,786	\$ 915,786
Total Ending Spendable Fund Balance	\$ 800,133	\$ 655,473	\$ 655,473	\$ 915,786	\$ 915,786

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 40,000	\$ 40,000
FY 2010 Revised Budget	\$ 40,000	\$ 40,000
FY 2011 Budget Target	\$ 40,000	\$ 40,000
FY 2011 Recommended Budget	\$ 40,000	\$ 40,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
FY 2011 Tentative Budget	\$ 40,000	\$ 40,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
FY 2011 Adopted Budget	\$ 40,000	\$ 40,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 651,876	\$ 612,938	\$ 612,938	\$ 727,061	\$ 758,083
Sources:					
Operating	\$ 79,061	\$ 40,000	\$ 40,000	\$ 41,462	\$ 40,000
Total Sources:	\$ 79,061	\$ 40,000	\$ 40,000	\$ 41,462	\$ 40,000
Uses:					
Operating	\$ 3,877	\$ 40,000	\$ 40,000	\$ 10,440	\$ 40,000
Total Uses:	\$ 3,877	\$ 40,000	\$ 40,000	\$ 10,440	\$ 40,000
Structural Balance	\$ 75,184	\$ -	\$ -	\$ 31,022	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 727,061	\$ 612,938	\$ 612,938	\$ 758,083	\$ 758,083
Total Ending Spendable Fund Balance	\$ 727,061	\$ 612,938	\$ 612,938	\$ 758,083	\$ 758,083

County Attorney Civil

Analysis by Ryan Wimmer, Management & Budget Supervisor and Lee Ann Bohn, Deputy Budget Director

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
LAAC - LEGAL ADVICE	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
19CL - CIVIL LEGAL SERVICES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
TOTAL PROGRAMS	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
USES							
REAL - REAL PROPERTY CHARACTERISTICS	\$ -	\$ -	\$ -	\$ -	\$ 2,288,753	\$ (2,288,753)	N/A
12PA - PROPERTY ASSESSMENT	\$ -	\$ -	\$ -	\$ -	\$ 2,288,753	\$ (2,288,753)	N/A
LAAC - LEGAL ADVICE	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 1,321,471	\$ 6,418,106	82.9%
19CL - CIVIL LEGAL SERVICES	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 1,321,471	\$ 6,418,106	82.9%
TOTAL PROGRAMS	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 3,610,224	\$ 4,129,353	53.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	\$ 36,377	\$ -	\$ -	\$ 44,168	\$ -	\$ -	N/A
SUBTOTAL	\$ 36,377	\$ -	\$ -	\$ 44,168	\$ -	\$ -	N/A
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ -	\$ 151,054	\$ 151,054	\$ -	\$ -	\$ (151,054)	-100.0%
0636 - INTERNAL SERVICE CHARGES	\$ 3,933,096	\$ 768,067	\$ 768,067	\$ -	\$ -	\$ (768,067)	-100.0%
SUBTOTAL	\$ 3,933,096	\$ 919,121	\$ 919,121	\$ -	\$ -	\$ (919,121)	-100.0%
ALL REVENUES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
TOTAL SOURCES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 4,824,651	\$ 2,057,040	\$ 2,057,040	\$ 3,243,487	\$ 1,599,003	\$ 458,037	22.3%
0705 - TEMPORARY PAY	\$ 10,370	\$ 38,402	\$ 38,402	\$ 20,701	\$ -	\$ 38,402	100.0%
0710 - OVERTIME	\$ -	\$ -	\$ -	\$ 1,092	\$ -	\$ -	N/A
0750 - FRINGE BENEFITS	\$ 1,380,945	\$ 576,275	\$ 576,275	\$ 910,270	\$ 470,367	\$ 105,908	18.4%
0790 - OTHER PERSONNEL SERVICES	\$ 12,199	\$ 4,805	\$ 4,805	\$ 1,538	\$ -	\$ 4,805	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	\$ -	\$ -	\$ -	\$ -	\$ (1,261,214)	\$ 1,261,214	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	\$ 555,409	\$ 222,613	\$ 222,613	\$ 555,409	\$ 1,483,827	\$ (1,261,214)	-566.6%
SUBTOTAL	\$ 6,783,574	\$ 2,899,135	\$ 2,899,135	\$ 4,732,497	\$ 2,291,983	\$ 607,152	20.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 156,159	\$ 66,133	\$ 66,133	\$ 66,577	\$ 62,316	\$ 3,817	5.8%
0803 - FUEL	\$ 291	\$ 385	\$ 385	\$ 1,254	\$ 720	\$ (335)	-87.0%
0804 - NON-CAPITAL EQUIPMENT	\$ -	\$ 8,016	\$ 8,016	\$ -	\$ -	\$ 8,016	100.0%
SUBTOTAL	\$ 156,450	\$ 74,534	\$ 74,534	\$ 67,831	\$ 63,036	\$ 11,498	15.4%
SERVICES							
0810 - LEGAL SERVICES	\$ 3,809,173	\$ 970,394	\$ 4,470,394	\$ 2,123,702	\$ 1,196,849	\$ 3,273,545	73.2%
0812 - OTHER SERVICES	\$ 93,499	\$ 38,477	\$ 264,932	\$ 56,761	\$ 30,888	\$ 234,044	88.3%
0820 - RENT & OPERATING LEASES	\$ 21,130	\$ 6,734	\$ 6,734	\$ 15,103	\$ 15,504	\$ (8,770)	-130.2%
0825 - REPAIRS AND MAINTENANCE	\$ 2,241	\$ 4,008	\$ 4,008	\$ 829	\$ 1,248	\$ 2,760	68.9%
0841 - TRAVEL	\$ 8,053	\$ 6,012	\$ 6,012	\$ 2,591	\$ 2,568	\$ 3,444	57.3%
0842 - EDUCATION AND TRAINING	\$ 8,191	\$ 8,016	\$ 8,016	\$ 210	\$ 1,200	\$ 6,816	85.0%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 13,340	\$ 5,812	\$ 5,812	\$ 7,377	\$ 6,948	\$ (1,136)	-19.5%
SUBTOTAL	\$ 3,955,627	\$ 1,039,453	\$ 4,765,908	\$ 2,206,573	\$ 1,255,205	\$ 3,510,703	73.7%
ALL EXPENDITURES	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 3,610,224	\$ 4,129,353	53.4%
TOTAL USES	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 3,610,224	\$ 4,129,353	53.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
FUND TOTAL SOURCES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 3,969,473	\$ 919,121	\$ 919,121	\$ 44,168	\$ -	\$ (919,121)	-100.0%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 9,957,119	\$ 4,013,122	\$ 4,013,122	\$ 6,855,933	\$ 3,383,769	\$ 629,353	15.7%
NON-RECURRING	\$ 938,532	\$ -	\$ 3,726,455	\$ 150,968	\$ 226,455	\$ 3,500,000	93.9%
FUND TOTAL USES	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 3,610,224	\$ 4,129,353	53.4%
DEPARTMENT OPERATING TOTAL USES	\$ 9,957,119	\$ 4,013,122	\$ 4,013,122	\$ 6,855,933	\$ 3,383,769	\$ 629,353	15.7%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 938,532	\$ -	\$ 3,726,455	\$ 150,968	\$ 226,455	\$ 3,500,000	93.9%
DEPARTMENT TOTAL USES	\$ 10,895,651	\$ 4,013,122	\$ 7,739,577	\$ 7,006,901	\$ 3,610,224	\$ 4,129,353	53.4%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
CIVIL LEGAL SERVICES							
LEGAL ADVICE	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%
PROGRAM TOTAL	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%
DEPARTMENT TOTAL	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Attorney - Associate	1.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Attorney - General Counsel	6.00	7.00	7.00	7.00	4.00	(3.00)	-42.9%
Attorney - Senior	16.00	17.00	17.00	17.00	11.00	(6.00)	-35.3%
Attorney - Senior Associate	9.50	7.50	7.50	7.50	3.50	(4.00)	-53.3%
Attorney Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney Supervisor	1.00	-	-	-	-	-	N/A
Intern	1.50	1.50	1.50	-	-	(1.50)	-100.0%
Legal Assistant	17.00	17.00	17.00	17.00	9.00	(8.00)	-47.1%
Legal Assistant Supv	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Legal Support Specialist	11.00	11.00	11.00	11.00	5.00	(6.00)	-54.5%
Legal Support Supervisor	5.00	5.00	5.00	5.00	3.00	(2.00)	-40.0%
Office Assistant	13.00	13.00	13.00	13.00	6.00	(7.00)	-53.8%
Department Total	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%
DEPARTMENT TOTAL	83.00	83.00	83.00	81.50	43.50	(39.50)	-47.6%

General Adjustments

Target Adjustment:

- Reallocate \$793,286 for civil cases shifted to the General Litigation Department.

Adjustments:

- Increase Regular Benefits by \$84,027 for employee health and dental premium increases.
- Increase Regular Benefits by \$79,906 for an increase in the retirement contribution rate.
- Eliminate budgeted retainer revenue. The budget assumes that the County Attorney Civil Division will only do tax appeals and mental health cases, both of which are General Fund functions and, as such, are not reimbursed.
- Eliminate all vacant positions, reducing the expenditure budget by \$2,632,246.
- Reduce personnel savings to offset position inactivations, increasing the expenditure budget by \$2,632,246.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of clients satisfied with legal advice provided as determined by a customer	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	N/A	N/A	N/A	N/A	N/A
Output	Number of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed	N/A	N/A	N/A	N/A	N/A
Demand	Number of claims, protests, lawsuits, appeals, and requests for legal advice opened.	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per claim, protest, lawsuit, appeal, and response to request for legal advice	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 3,969,473	\$ 919,121	\$ -	\$ (919,121)	-100.0%
	TOTAL SOURCES	\$ 3,969,473	\$ 919,121	\$ -	\$ (919,121)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 10,895,651	\$ 7,739,577	\$ 1,321,471	\$ 6,418,106	82.9%
	TOTAL USES	\$ 10,895,651	\$ 7,739,577	\$ 1,321,471	\$ 6,418,106	82.9%

Activity Narrative: The FY 2010-11 budget includes funding for statutorily mandated legal advice on mental health cases.

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 Statutes.

Activities that comprise this program include:

- Real Property Inspection and Collection Characteristics

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 Adopted	REV VS ADPT VAR.	%
Result	Measures have not yet been defined for this Activity	N/A	N/A	N/A	N/A	N/A
Output	Measures have not yet been defined for this Activity	N/A	N/A	N/A	N/A	N/A
Demand	Measures have not yet been defined for this Activity	N/A	N/A	N/A	N/A	N/A
Efficiency	Measures have not yet been defined for this Activity	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ -	\$ -	\$ -	0%
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ -	0%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 2,288,753	\$ (2,288,753)	0%
	TOTAL USES	\$ -	\$ -	\$ 2,288,753	\$ (2,288,753)	0%

Activity Narrative: The FY 2010-11 budget includes funding for statutorily-mandated property tax appeal representation, including non-recurring funding of \$226,455 for the current surge of cases attributable to the recent decline in housing values.

Adjustments:

- (Non-Recurring) – Increase the non-recurring expenditure budget by \$226,455 for the current surge of property tax appeal cases.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,013,122	\$ 919,121
FY 2010 Revised Budget	\$ 4,013,122	\$ 919,121
Adjustments:		
Reallocations	\$ (793,286)	\$ -
<i>Reallocation Between Depts</i>	<i>(793,286)</i>	<i>-</i>
<i>Reallocate Funding for Civil Cases to General Litigation</i>	<i>\$ (793,286)</i>	
FY 2011 Budget Target	\$ 3,219,836	\$ 919,121
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 163,933	\$ -
<i>Employee Health/Dental Premiums</i>	<i>84,027</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>79,906</i>	<i>-</i>
Base Adjustments	\$ 2,632,246	\$ (919,121)
<i>Internal Service Charges</i>	<i>-</i>	<i>(919,121)</i>
<i>Discontinue Retainer Charges</i>	<i>\$ (919,121)</i>	
<i>Personnel Savings</i>	<i>2,632,246</i>	<i>-</i>
Budget Balancing	\$ (2,632,246)	\$ -
<i>Elimination of Vacant Positions</i>	<i>(2,632,246)</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 3,383,769	\$ -
<i>Percent Change from Target Amount</i>	<i>5.1%</i>	<i>-100.0%</i>
FY 2011 Tentative Budget	\$ 3,383,769	\$ -
<i>Percent Change from Target Amount</i>	<i>5.1%</i>	<i>-100.0%</i>
FY 2011 Adopted Budget	\$ 3,383,769	\$ -
<i>Percent Change from Target Amount</i>	<i>5.1%</i>	<i>-100.0%</i>

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ -	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 3,726,455	\$ -
<i>Non Rec Exp for Tax Appeals</i>	C-19-10-001-2-00	226,455	-
<i>Co Atty Civil Overrun</i>	C-19-10-035-2-00	3,500,000	-
FY 2010 Revised Budget		\$ 3,726,455	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ (3,726,455)	\$ -
<i>Non Rec Exp for Tax Appeals</i>	C-19-10-001-2-00	(226,455)	-
<i>Co Atty Civil Overrun</i>	C-19-10-035-2-00	(3,500,000)	-
FY 2011 Budget Target		\$ -	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 226,455	\$ -
<i>Other Non-Recurring</i>		226,455	-
<i>Funding for Temporary Surge in Tax Appeals Cases</i>	\$ 226,455		
FY 2011 Recommended Budget		\$ 226,455	\$ -
<i>Percent Change from Target Amount</i>			
FY 2011 Tentative Budget		\$ 226,455	\$ -
<i>Percent Change from Target Amount</i>			
FY 2011 Adopted Budget		\$ 226,455	\$ -
<i>Percent Change from Target Amount</i>			

County Manager

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Mission

The mission of the County Manager's Office is to provide leadership and direction to county departments and agencies so that they can deliver quality services countywide.

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 December, 2013, 68% of citizens responding to annual citizen survey will indicate some knowledge of County structure and organization.**

Status: Based on the 2009 Maricopa County Customer Satisfaction Survey results, 67% of those surveyed responded they had some knowledge of the County structure and organization.

- **By December, 2013, 80% of citizens responding to citizen survey are satisfied with Maricopa County government.**

Status: The 2009 Maricopa County Customer Satisfaction Survey indicated that 77% of those surveyed were satisfied or very satisfied with Maricopa County government.

- **By June, 2012, 25% of Maricopa County Boards and Commissions will receive diversity training.**

Status: Changing demographics in Maricopa County are creating an increase in the demand for more diversity and cultural awareness services, which if left unaddressed, could result in an increase in discord and insensitivity between and among the public we serve, and a degradation of services to the public. Training of boards and commissions will address this concern.

- **By June, 2012, 20% of Maricopa County employees will receive diversity training.**

Status: Trainings have been developed and are available to all County employees. The diversity staff will monitor the impact the trainings have towards achieving this goal

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CMSV - COMMUNICATION SERVICES	\$ 903	\$ 600	\$ 600	\$ 375	\$ 600	\$ -	0.0%
20GC - GOVT RELATIONS AND COMM	\$ 903	\$ 600	\$ 600	\$ 375	\$ 600	\$ -	0.0%
ACPR - ADULT CRIME PREVENTION	\$ -	\$ 9,158,935	\$ 9,295,733	\$ 53,494	\$ 320,649	\$ (8,975,084)	-96.6%
JCPR - JUVENILE CRIME PREVENTION	\$ -	\$ -	\$ -	\$ -	\$ 321,531	\$ 321,531	N/A
42CD - CRIME AND DELINQUENCY PREV	\$ -	\$ 9,158,935	\$ 9,295,733	\$ 53,494	\$ 642,180	\$ (8,653,553)	-93.1%
COMM - COMMUTE OPTIONS	\$ 1,115	\$ 500	\$ 500	\$ 619	\$ 500	\$ -	0.0%
71CT - COMMUTE OPTIONS	\$ 1,115	\$ 500	\$ 500	\$ 619	\$ 500	\$ -	0.0%
EVNT - EVENTS CENTER	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
71EV - EVENTS CENTER	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
GGOV - GENERAL GOVERNMENT	\$ 243,001	\$ -	\$ 3,618,646	\$ 12,214,051	\$ 10,000	\$ (3,608,646)	-99.7%
99GV - GENERAL GOVERNMENT	\$ 243,001	\$ -	\$ 3,618,646	\$ 12,214,051	\$ 10,000	\$ (3,608,646)	-99.7%
TOTAL PROGRAMS	\$ 282,519	\$ 9,160,035	\$ 12,915,479	\$ 12,268,539	\$ 653,280	\$ (12,262,199)	-94.9%
USES							
DVTY - DIVERSITY	\$ -	\$ -	\$ -	\$ -	\$ 117,082	\$ (117,082)	N/A
20DV - DIVERSITY	\$ -	\$ -	\$ -	\$ -	\$ 117,082	\$ (117,082)	N/A
CMSV - COMMUNICATION SERVICES	\$ 581,345	\$ 633,161	\$ 633,161	\$ 624,359	\$ 768,430	\$ (135,269)	-21.4%
GOVR - GOVERNMENT RELATIONS	\$ -	\$ -	\$ -	\$ -	\$ 445,519	\$ (445,519)	N/A
20GC - GOVT RELATIONS AND COMM	\$ 581,345	\$ 633,161	\$ 633,161	\$ 624,359	\$ 1,213,949	\$ (580,788)	-91.7%
ACPR - ADULT CRIME PREVENTION	\$ -	\$ 100,000	\$ 236,798	\$ 53,494	\$ 1,730,406	\$ (1,493,608)	-630.8%
JCPR - JUVENILE CRIME PREVENTION	\$ -	\$ -	\$ -	\$ -	\$ 1,704,668	\$ (1,704,668)	N/A
42CD - CRIME AND DELINQUENCY PREV	\$ -	\$ 100,000	\$ 236,798	\$ 53,494	\$ 3,435,074	\$ (3,198,276)	-1350.6%
COMM - COMMUTE OPTIONS	\$ 50,255	\$ 52,073	\$ 52,073	\$ 46,810	\$ 48,058	\$ 4,015	7.7%
71CT - COMMUTE OPTIONS	\$ 50,255	\$ 52,073	\$ 52,073	\$ 46,810	\$ 48,058	\$ 4,015	7.7%
EVNT - EVENTS CENTER	\$ 76,551	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
71EV - EVENTS CENTER	\$ 76,551	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
FSAC - FINANCIAL SERVICES	\$ 39,045	\$ 37,499	\$ 37,499	\$ 39,067	\$ -	\$ 37,499	100.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,818,131	\$ 1,860,107	\$ 1,860,107	\$ 1,790,471	\$ 955,691	\$ 904,416	48.6%
99AS - ADMINISTRATIVE SERVICES	\$ 1,857,176	\$ 1,897,606	\$ 1,897,606	\$ 1,829,538	\$ 955,691	\$ 941,915	49.6%
GGOV - GENERAL GOVERNMENT	\$ 255,525	\$ 9,058,935	\$ 12,677,581	\$ 12,208,705	\$ 10,000	\$ 12,667,581	99.9%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 20,124	\$ 12,507	\$ 12,507	\$ 12,505	\$ 4,318	\$ 8,189	65.5%
99GV - GENERAL GOVERNMENT	\$ 275,649	\$ 9,071,442	\$ 12,690,088	\$ 12,221,210	\$ 14,318	\$ 12,675,770	99.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,288,864	\$ 1,298,201	\$ 1,298,201	\$ 1,156,154	\$ 1,458,226	\$ (160,025)	-12.3%
99IT - INFORMATION TECHNOLOGY	\$ 1,288,864	\$ 1,298,201	\$ 1,298,201	\$ 1,156,154	\$ 1,458,226	\$ (160,025)	-12.3%
TOTAL PROGRAMS	\$ 4,129,840	\$ 13,052,483	\$ 16,807,927	\$ 15,931,565	\$ 7,242,398	\$ 9,565,529	56.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 241,614	\$ 9,158,935	\$ 12,914,379	\$ 12,262,199	\$ 652,180	\$ (12,262,199)	-94.9%
SUBTOTAL	\$ 241,614	\$ 9,158,935	\$ 12,914,379	\$ 12,262,199	\$ 652,180	\$ (12,262,199)	-94.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 1,387	\$ -	\$ -	\$ 5,346	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	39,518	1,100	1,100	994	1,100	-	0.0%
SUBTOTAL	\$ 40,905	\$ 1,100	\$ 1,100	\$ 6,340	\$ 1,100	\$ -	0.0%
ALL REVENUES	\$ 282,519	\$ 9,160,035	\$ 12,915,479	\$ 12,268,539	\$ 653,280	\$ (12,262,199)	-94.9%
TOTAL SOURCES	\$ 282,519	\$ 9,160,035	\$ 12,915,479	\$ 12,268,539	\$ 653,280	\$ (12,262,199)	-94.9%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,176,854	\$ 2,093,670	\$ 2,093,670	\$ 2,278,236	\$ 2,295,558	\$ (201,888)	-9.6%
0705 - TEMPORARY PAY	(14)	-	-	-	-	-	N/A
0710 - OVERTIME	64	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	593,953	603,230	603,230	588,221	660,161	(56,931)	-9.4%
0790 - OTHER PERSONNEL SERVICES	504	-	-	613	780	(780)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(119,113)	-	-	(249,597)	(46,689)	46,689	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	31,158	100,000	112,436	24,000	49,439	62,997	56.0%
SUBTOTAL	\$ 2,683,406	\$ 2,796,900	\$ 2,809,336	\$ 2,641,473	\$ 2,959,249	\$ (149,913)	-5.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 208,602	\$ 391,058	\$ 391,058	\$ 92,673	\$ 63,865	\$ 327,193	83.7%
0803 - FUEL	487	1,500	1,500	1,024	1,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	6,200	6,200	3,469	6,200	-	0.0%
SUBTOTAL	\$ 209,089	\$ 398,758	\$ 398,758	\$ 97,166	\$ 71,565	\$ 327,193	82.1%
SERVICES							
0812 - OTHER SERVICES	\$ 747,273	\$ 430,608	\$ 2,085,780	\$ 1,596,272	\$ 3,870,752	\$ (1,784,972)	-85.6%
0820 - RENT & OPERATING LEASES	3,033	11,952	11,952	145,308	7,320	4,632	38.8%
0825 - REPAIRS AND MAINTENANCE	12,189	27,454	27,454	18,302	27,454	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	20,782	9,058,935	11,146,771	11,146,771	-	11,146,771	100.0%
0839 - INTERNAL SERVICE CHARGES	60,485	56,756	56,756	58,344	57,010	(254)	-0.4%
0841 - TRAVEL	2,566	21,073	21,073	17,480	57,535	(36,462)	-173.0%
0842 - EDUCATION AND TRAINING	2,456	30,795	30,795	19,559	-	30,795	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,020	3,768	3,768	2,330	2,447	1,321	35.1%
SUBTOTAL	\$ 849,804	\$ 9,641,341	\$ 13,384,349	\$ 13,004,366	\$ 4,022,518	\$ 9,361,831	69.9%
CAPITAL							
0950 - DEBT SERVICE	\$ 347,201	\$ 215,484	\$ 215,484	\$ 188,560	\$ 189,066	\$ 26,418	12.3%
SUBTOTAL	\$ 347,201	\$ 215,484	\$ 215,484	\$ 188,560	\$ 189,066	\$ 26,418	12.3%
ALL EXPENDITURES	\$ 4,089,500	\$ 13,052,483	\$ 16,807,927	\$ 15,931,565	\$ 7,242,398	\$ 9,565,529	56.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 40,340	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL OTHER FINANCING USES	\$ 40,340	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
TOTAL USES	\$ 4,129,840	\$ 13,052,483	\$ 16,807,927	\$ 15,931,565	\$ 7,242,398	\$ 9,565,529	56.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 2,018	\$ 1,100	\$ 1,100	\$ 994	\$ 1,100	\$ -	0.0%
FUND TOTAL SOURCES	\$ 2,018	\$ 1,100	\$ 1,100	\$ 994	\$ 1,100	\$ -	0.0%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	\$ 241,614	\$ 9,158,935	\$ 12,914,379	\$ 12,267,545	\$ 652,180	\$ (12,262,199)	-94.9%
FUND TOTAL SOURCES	\$ 241,614	\$ 9,158,935	\$ 12,914,379	\$ 12,267,545	\$ 652,180	\$ (12,262,199)	-94.9%
376 EVENTS CENTER OPERATIONS							
OPERATING	\$ 38,887	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
FUND TOTAL SOURCES	\$ 38,887	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	\$ 40,905	\$ 1,100	\$ 1,100	\$ 994	\$ 1,100	\$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 241,614	\$ 9,158,935	\$ 12,914,379	\$ 12,267,545	\$ 652,180	\$ (12,262,199)	-94.9%
DEPARTMENT TOTAL SOURCES	\$ 282,519	\$ 9,160,035	\$ 12,915,479	\$ 12,268,539	\$ 653,280	\$ (12,262,199)	-94.9%

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 2,295,290	\$ 2,434,692	\$ 2,434,692	\$ 2,350,221	\$ 2,682,434	\$ (247,742)	-10.2%
NON-RECURRING	-	-	-	-	2,448,928	(2,448,928)	N/A
FUND TOTAL USES	\$ 2,295,290	\$ 2,434,692	\$ 2,434,692	\$ 2,350,221	\$ 5,131,362	\$ (2,696,670)	-110.8%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	\$ 234,944	\$ 9,158,935	\$ 12,914,379	\$ 12,262,199	\$ 652,180	\$ 12,262,199	94.9%
FUND TOTAL USES	\$ 234,944	\$ 9,158,935	\$ 12,914,379	\$ 12,262,199	\$ 652,180	\$ 12,262,199	94.9%
255 DETENTION OPERATIONS							
OPERATING	\$ 1,502,474	\$ 1,458,856	\$ 1,458,856	\$ 1,319,145	\$ 1,458,856	\$ -	0.0%
FUND TOTAL USES	\$ 1,502,474	\$ 1,458,856	\$ 1,458,856	\$ 1,319,145	\$ 1,458,856	\$ -	0.0%
376 EVENTS CENTER OPERATIONS							
OPERATING	\$ 36,211	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	60,921	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 97,132	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT OPERATING TOTAL USES	\$ 3,833,975	\$ 3,893,548	\$ 3,893,548	\$ 3,669,366	\$ 4,141,290	\$ (247,742)	-6.4%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 295,865	\$ 9,158,935	\$ 12,914,379	\$ 12,262,199	\$ 3,101,108	\$ 9,813,271	76.0%
DEPARTMENT TOTAL USES	\$ 4,129,840	\$ 13,052,483	\$ 16,807,927	\$ 15,931,565	\$ 7,242,398	\$ 9,565,529	56.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	24.05	17.40	17.40	18.40	9.10	(8.30)	-47.7%
FINANCIAL SERVICES	0.50	0.50	0.50	0.50	-	(0.50)	-100.0%
PROGRAM TOTAL	24.55	17.90	17.90	18.90	9.10	(8.80)	-49.2%
COMMUNICATIONS							
INTERNAL COMMUNICATIONS	0.84	-	-	-	-	-	N/A
MEDIA COMMUNITY RELATIONS	3.06	-	-	-	-	-	N/A
MEDIA PRODUCTION	2.85	-	-	-	-	-	N/A
PROGRAM TOTAL	6.75	-	-	-	-	-	N/A
COMMUTE OPTIONS							
COMMUTE OPTIONS	0.50	0.50	0.50	0.50	0.40	(0.10)	-20.0%
PROGRAM TOTAL	0.50	0.50	0.50	0.50	0.40	(0.10)	-20.0%
CRIME AND DELINQUENCY PREV							
ADULT CRIME PREVENTION	-	-	-	1.00	2.20	2.20	N/A
JUVENILE CRIME PREVENTION	-	-	-	-	1.90	1.90	N/A
PROGRAM TOTAL	-	-	-	1.00	4.10	4.10	N/A
DIVERSITY							
DIVERSITY	-	-	-	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	-	6.00	6.00	7.00	7.20	1.20	20.0%
GOVERNMENT RELATIONS	-	-	-	-	4.00	4.00	N/A
PROGRAM TOTAL	-	6.00	6.00	7.00	11.20	5.20	86.7%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	11.00	3.00	3.00	3.00	4.00	1.00	33.3%
PROGRAM TOTAL	11.00	3.00	3.00	3.00	4.00	1.00	33.3%
DEPARTMENT TOTAL	42.80	27.40	27.40	30.40	29.80	2.40	8.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Admin Svcs Director - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.50	3.00	3.00	3.00	3.00	-	0.0%
Assistant County Manager	0.75	-	-	-	-	-	N/A
BOS Press Secretary	-	-	-	1.00	1.00	1.00	N/A
Business/Systems Analyst	1.00	-	-	-	-	-	N/A
Communications Manager-County	-	-	-	1.00	1.00	1.00	N/A
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Communicatn Officer Supervisor	2.00	2.00	2.00	-	-	(2.00)	-100.0%
Consultant	-	2.00	2.00	2.00	-	(2.00)	-100.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	-	-	-	1.00	1.00	1.00	N/A
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Information Tech	1.00	-	-	-	-	-	N/A
Events Operation Manager	1.00	-	-	-	1.00	1.00	N/A
Executive Assistant	2.80	1.80	1.80	1.00	1.00	(0.80)	-44.4%
Finan/Business Analyst - Dept	1.00	-	-	-	-	-	N/A
Government Relations Liaison	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	-	-	-	1.00	1.00	1.00	N/A
Human Resources Associate	1.00	1.00	1.00	-	-	(1.00)	-100.0%
IS Architect	2.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager - Sr/Ld	2.00	-	-	-	-	-	N/A
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	-	-	-	-	-	N/A
Management Analyst	-	1.00	1.00	-	-	(1.00)	-100.0%
Management Assistant	-	-	-	0.80	0.80	0.80	N/A
Media Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Office Assistant Specialized	-	-	-	1.00	1.00	1.00	N/A
Operations Support Analyst	1.00	-	-	-	-	-	N/A
Operations/Program Manager	1.75	1.60	1.60	2.60	3.00	1.40	87.5%
Program Coordinator	-	-	-	1.00	1.00	1.00	N/A
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	4.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	-	-	-	-	-	N/A
Systems/Network Administrator	1.00	-	-	-	-	-	N/A
Systems/Network Admin-Sr/Ld	1.00	-	-	-	-	-	N/A
Department Total	42.80	27.40	27.40	30.40	29.80	2.40	8.8%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	26.80	23.40	23.40	24.90	24.80	1.40	6.0%
249 - NON DEPARTMENTAL GRANT	-	-	-	1.00	1.00	1.00	N/A
255 - DETENTION OPERATIONS	16.00	4.00	4.00	4.00	4.00	-	0.0%
DEPARTMENT TOTAL	42.80	27.40	27.40	30.40	29.80	2.40	8.8%

General Adjustments

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits in the amount of \$24,428 for employee health and dental premium increases.
- Increase Regular Benefits by \$8,057 for the FY 2010-11 retirement contribution rate increase.
- Increase the level of Personnel Savings to align with historical trend for a budget reduction of (\$38,516).
- Increase supplies by \$10,000 for reallocation of service awards from Workforce Management and Development.

- Increase Personal Services for the reallocation of 1 FTE from the Office of General Counsel for Communications (\$136,105) and 1 FTE from the Office of Enterprise Technology (\$107,668).

Detention Operations Fund (255)

- Increase Regular Benefits in the amount of \$4,175 for employee health and dental premium increases.
- Increase Regular Benefits by \$1,748 for the FY 2010-11 retirement contribution rate increase.
- Right-size Debt Service by \$6,786 to align with debt schedule.
- Decrease Other Services by \$12,709 to align with historical spending.

Non Departmental Grant Fund (249)

- Increase revenue and expenditures associated with carry-forward of a \$10,000 tribal gaming grant for Late Night Basketball.
- Increase Regular Benefits in the amount of \$691 for employee health and dental premium increases.
- Increase Regular Benefits by \$161 for the FY 2010-11 retirement contribution rate increase.
- Increase Personnel Allocation In by \$2,750 for the Single Audit of the JAG grant.
- Increase the level of Personnel Savings by (\$1,441) to right size salary and benefits for the ARRA JAG grant administration.
- Decrease supplies and services by (\$2,161) to maintain structural balance.

Strategic Business Plan Update

The County Manager’s Office went through a facilitated review and update of their strategic business plan which resulted in the delineation of several new Activities. The FY 2010-11 budget aligns with the new Program and Activity structure.

Programs and Activities

Diversity Program

The Purpose of the Diversity Program is to provide diversity training and information to all levels of Maricopa County employees and County Boards and Commissions so they can increase their knowledge and awareness of workplace diversity.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of employees receiving training who respond to post-training survey who indicate	N/A	N/A	83.3%	N/A	N/A

Activities that comprise this program include:

- Diversity

Diversity Activity

The purpose of the Diversity Activity is to provide diversity training and information services to all levels of Maricopa County employees and County Boards and Commissions so they can increase their knowledge and awareness of workplace diversity.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of employees receiving training who respond to post-training survey who indicate that their knowledge and/or skills increased as a result of taking the class	N/A	N/A	83.3%	N/A	N/A
Output	Number of diversity classes for employees provided	N/A	N/A	20	N/A	N/A
Output	Number of diversity classes for Boards and Commissions provided	N/A	N/A	8	N/A	N/A
Output	Number of diversity classes provided	N/A	N/A	28	N/A	N/A
Demand	Number of diversity classes for employees requested	N/A	N/A	20	N/A	N/A
Demand	Number of Boards and Commissions training classes requested	N/A	N/A	8	N/A	N/A
Efficiency	Expenditure per diversity class provided	N/A	N/A	\$ 4,181.50	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 117,082	\$ (117,082)	N/A
	TOTAL USES	\$ -	\$ -	\$ 117,082	\$ (117,082)	N/A

Activity Narrative: Diversity is a new Activity in the County Manager’s Office in FY 2010-11; therefore, no historical data is available for comparison. Expenditures associated with this Activity were previously included in the Executive Management Activity. Expenditures will be increasing over FY 2009-10 levels as staffing will increase from 0.6 FTE to 1 FTE. This increase is offset by reductions in other administrative areas. The increase in staffing will provide the resources needed to carry out the new goals the Department has established related to diversity.

Government Relations and Communications Program

The purpose of the Government Relations and Communications Program is to provide communications and information services to Maricopa County employees, leadership, and the general public so they can be informed of and maximize the positive impact on County finances and operations.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of citizens responding to annual survey who indicate they know about the	N/A	N/A	66.9%	N/A	N/A
Percent of state bills tracked whose outcome is favorable to the County	N/A	N/A	75.0%	N/A	N/A

Activities that comprise this program include:

- Communications Services
- Government Relations

Communications Services

The purpose of the Communication Services Activity is to provide communication services to elected officials, the general public, and county employees so they can increase awareness of and be more informed about services and actions of Maricopa County government.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	N/A	N/A	66.9%	N/A	N/A
Output	Number of video broadcasts produced	N/A	N/A	228	N/A	N/A
Output	Number of print media produced	N/A	N/A	400	N/A	N/A
Demand	Number of video broadcasts requested	N/A	N/A	228	N/A	N/A
Demand	Number of print media requested	N/A	N/A	400	N/A	N/A
Efficiency	Expenditure per print media produced	N/A	N/A	\$ 1,921.08	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 903	\$ 600	\$ 600	\$ -	0.0%
	TOTAL SOURCES	\$ 903	\$ 600	\$ 600	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 581,345	\$ 633,161	\$ 768,430	\$ (135,269)	-21.4%
	TOTAL USES	\$ 581,345	\$ 633,161	\$ 768,430	\$ (135,269)	-21.4%

Activity Narrative: While the Communications Activity is not new, the measures are new for FY 2010-11 and, accordingly, a historical performance comparison is not possible. The increase in expenditures is primarily due to the restatement of a position from the Office of General Counsel.

Government Relations Activity

The purpose of the Government Relations Activity is to provide legislative and consulting services to the Board of Supervisors and County departments so they can maximize the positive impact and minimize the negative impact of federal, state, and tribal government actions affecting County finances and operations.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of state bills tracked whose outcome is favorable to the County	N/A	N/A	75.0%	N/A	N/A
Output	Number of state legislative bills tracked with positive outcomes	N/A	N/A	150	N/A	N/A
Output	Number of state legislative bills tracked	N/A	N/A	1,500	N/A	N/A
Demand	Number of state legislative bills with County impacts tracked	N/A	N/A	200	N/A	N/A
Efficiency	Expenditure per state legislative bill tracked	N/A	N/A	\$ 297.01	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 445,519	\$ (445,519)	N/A
	TOTAL USES	\$ -	\$ -	\$ 445,519	\$ (445,519)	N/A

Activity Narrative: This Activity and the associated measures are new in FY 2010-11. Expenditures for this Activity previously were included in the Executive Management Activity. The measures will be reviewed again in FY 2011-12 to properly align output with demand.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of juveniles enrolled in prevention or intervention programs who have not	N/A	N/A	51.9%	N/A	N/A
Percent of adults enrolled in ex-offender employment programs who have not committed repeat criminal offenses within six months of program enrollment	N/A	N/A	89.7%	N/A	N/A

Activities that comprise this program include:

- Adult Crime Prevention
- Juvenile Crime Prevention

Adult Crime Prevention Activity

The purpose of the Adult Crime Prevention Activity is to provide replicable, best practice ex-offender employment programs to South Mountain adults so they can avoid committing repeat criminal offenses within six months of program enrollment.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of adults enrolled in ex-offender employment programs who have not committed repeat criminal offenses within six months of program enrollment	N/A	N/A	89.7%	N/A	N/A
Output	Number of adults enrolled in the programs at six months	N/A	N/A	145	N/A	N/A
Output	Number of adults placed in employment	N/A	N/A	87	N/A	N/A
Demand	Number of adults eligible/enrolled in ex-offender program	N/A	N/A	145	N/A	N/A
Efficiency	Expenditure per adult enrolled in programs at six months	N/A	N/A	\$ 11,933.83	N/A	N/A
<i>Revenue</i>						
	249 - NON DEPARTMENTAL GRANT	\$ -	\$ 9,295,733	\$ 320,649	\$ (8,975,084)	-96.6%
	TOTAL SOURCES	\$ -	\$ 9,295,733	\$ 320,649	\$ (8,975,084)	-96.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 1,409,757	\$ (1,409,757)	N/A
	249 - NON DEPARTMENTAL GRANT	-	236,798	320,649	(83,851)	-35.4%
	TOTAL USES	\$ -	\$ 236,798	\$ 1,730,406	\$ (1,493,608)	-630.8%

Operating Adjustments:

General Fund (100) Non-Recurring Non-Project

- Reallocate funding from Non-Departmental (470) Crime Prevention to the County Manager's Office in the amount of \$1,224,464.

Non-Departmental Grant Fund (249)

- Increase revenue and expenditures associated with carry-forward from the following grants:
 - \$225,000 from a U.S. Department of Justice grant for the Arizona Meth Project;

- o \$ 24,559 from ARRA JAG grant administration;
- o \$ 68,399 from a JAG grant for crime prevention; and
- o \$ 2,691 from a tribal gaming grant for crime prevention.

Activity Narrative: This Activity and the associated measures are new in FY 2010-11. The FY 2009-10 budget includes revenue in the amount of \$9,158,935 from an American Recovery and Reinvestment Act (ARRA) grant of which only a small portion will be carried forward into FY 2010-11. In FY 2010-11, carry-over funds administered by the County Manager’s Office (CMO) previously budgeted in the Non-Departmental (470) are reallocated to the CMO. These funds support the County’s crime prevention efforts by offering a variety of programs provided by community organizations. In addition, grant funds for the Arizona Meth Project awarded in FY 2009-10 will be carried forward into FY 2010-11.

Juvenile Crime Prevention Activity

The purpose of the Juvenile Crime Prevention Activity is to provide replicable, best practice prevention and intervention programs to South Mountain at-risk and adjudicated youth so they can avoid first-time or repeat criminal offenses.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	Percent of juveniles enrolled in prevention or intervention programs who have not committed first-time or repeat criminal offenses within six months of program enrollment	N/A	N/A	51.9%	N/A	N/A
Output	Number of juveniles enrolled in programs at six months	N/A	N/A	130	N/A	N/A
Output	Number of juveniles enrolled in the programs	N/A	N/A	185	N/A	N/A
Demand	Number of juveniles eligible/enrolled in prevention or intervention program	N/A	N/A	185	N/A	N/A
Efficiency	Expenditure per juvenile enrolled in program	N/A	N/A	\$ 9,214.42	N/A	N/A
<i>Revenue</i>						
	249 - NON DEPARTMENTAL GRANT	\$ -	\$ -	\$ 321,531	\$ 321,531	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 321,531	\$ 321,531	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 1,383,137	\$ (1,383,137)	N/A
	249 - NON DEPARTMENTAL GRANT	-	-	321,531	(321,531)	N/A
	TOTAL USES	\$ -	\$ -	\$ 1,704,668	\$ (1,704,668)	N/A

Operating Adjustments:

General Fund (100) Non-Recurring Non-Project

- Reallocate funding from Non-Departmental (470) Crime Prevention to the County Manager’s Office in the amount of \$1,224,464.

Non-Departmental Grant Fund (249)

- Increase revenue and expenditures associated with carry-forward from the following grants:
 - o \$225,000 from a U.S. Department of Justice grant for the Arizona Meth Project;
 - o \$ 25,441 from ARRA JAG grant administration;
 - o \$ 68,399 from a JAG grant for crime prevention; and
 - o \$ 2,691 from a tribal gaming grant for crime prevention.

Activity Narrative: This Activity and the associated measures are new in FY 2010-11. In FY 2010-11, carry-over funds administered by the County Manager’s Office (CMO) previously budgeted in the Non-Departmental (470) are reallocated to the CMO. These funds support the County’s crime prevention efforts by offering a variety of programs provided by community organizations. In addition, grant funds for the Arizona Meth Project awarded in FY 2009-10 will be carried forward into FY 2010-11.

Commute Options Program

The purpose of the Commute Options program is to provide trip reduction services to Maricopa County employees so they can reduce their single occupancy trips to and from work.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of County employees who use an alternative mode of transportation.	N/A	75.0%	30.0%	(45.0%)	-60.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of County employees who use an alternative mode of transportation.	N/A	75.0%	30.0%	(45.0%)	-60.0%
Output	Number of platinum bus passes provided	N/A	N/A	6,000	N/A	N/A
Output	Number of vanpool subsidy applications approved	N/A	N/A	400	N/A	N/A
Demand	Number of platinum bus passes requested	N/A	N/A	6,000	N/A	N/A
Demand	Number of vanpool subsidy applications received	N/A	N/A	400	N/A	N/A
Efficiency	Expenditure per platinum bus pass provided	N/A	N/A	\$ 8.01	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 1,115	\$ 500	\$ 500	\$ -	0.0%
	TOTAL SOURCES	\$ 1,115	\$ 500	\$ 500	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 50,255	\$ 52,073	\$ 48,058	\$ 4,015	7.7%
	TOTAL USES	\$ 50,255	\$ 52,073	\$ 48,058	\$ 4,015	7.7%

Activity Narrative: While the Commute Options Activity is not new, many of the measures are new for FY 2010-11 and, accordingly, a historical performance comparison is not possible. The FY 2009-10 result was reported as the inverse of the measure. In FY 2009-10, it is anticipated that 25% of County

employees will have used an alternative mode of transportation. In FY 2010-11, the department is striving for 30%.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,434,692	\$ 1,100
FY 2010 Revised Budget	\$ 2,434,692	\$ 1,100
Adjustments:		
Reallocations	\$ 253,773	\$ -
<i>Reallocation Between Depts</i>	<i>253,773</i>	<i>-</i>
<i>Reallocate 1 FTE from the Office of General Counsel for Communications</i>	<i>\$ 136,105</i>	
<i>Reallocate 1 FTE from the Office of Enterprise Technology</i>	<i>107,668</i>	
<i>Reallocate service award program from Workforce Management and Development</i>	<i>10,000</i>	
FY 2011 Budget Target	\$ 2,688,465	\$ 1,100
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 32,485	\$ -
<i>Employee Health/Dental Premiums</i>	<i>24,428</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>8,057</i>	<i>-</i>
Base Adjustments	\$ (38,516)	\$ -
<i>Other Base Adjustments</i>	<i>(38,516)</i>	<i>-</i>
<i>Right-size Personal Services by adjusting Personnel Savings</i>	<i>\$ (38,516)</i>	
FY 2011 Adopted Budget	\$ 2,682,434	\$ 1,100
<i>Percent Change from Target Amount</i>	<i>-0.2%</i>	<i>0.0%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 2,448,928	\$ -
<i>Non Recurring Carry Forward</i>	<i>2,448,928</i>	<i>-</i>
<i>Crime Prevention Funding</i>	<i>\$ 2,448,928</i>	
FY 2011 Adopted Budget	\$ 2,448,928	\$ -
<i>Percent Change from Target Amount</i>		

Non Departmental Grant Fund (249)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 9,158,935	\$ 9,158,935
Adjustments:		
Agenda Item:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 3,755,444	\$ 3,755,444
GRIC Phx Zoo Edventures	C-20-08-062-3-01 70,810	70,810
GRIC AZ Meth Project	C-20-08-068-3-01 100,000	100,000
Gila River Indian Community Walk to Cure Diabetes and Outreach	C-20-09-005-G-00 50,000	50,000
Ak-Chin Veterans Assistance	C-20-09-049-G-00 75,000	75,000
Tohono O'odham PASSAGES Prog	C-20-09-060-G-00 100,000	100,000
Salt River Pima-Maricopa Midnight Basketball	C-20-10-002-G-00 10,000	10,000
Salt River Pima-Maricopa AZ Meth	C-20-10-011-G-00 100,000	100,000
Salt River Pima-Maricopa MCC ACE Prog	C-20-10-013-G-00 25,000	25,000
COPS Methamphetamine	C-20-10-019-G-00 1,000,000	1,000,000
Byrne Justice Assistance Grant	C-42-09-015-3-01 2,224,634	2,224,634
FY 2010 Revised Budget	\$ 12,914,379	\$ 12,914,379
Adjustments:		
Agenda Item:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (12,914,379)	\$ (12,914,379)
GRIC Phx Zoo Edventures	C-20-08-062-3-01 (70,810)	(70,810)
GRIC AZ Meth Project	C-20-08-068-3-01 (100,000)	(100,000)
Gila River Indian Community Walk to Cure Diabetes and Outreach	C-20-09-005-G-00 (50,000)	(50,000)
Ak-Chin Veterans Assistance	C-20-09-049-G-00 (75,000)	(75,000)
Tohono O'odham PASSAGES Prog	C-20-09-060-G-00 (100,000)	(100,000)
Salt River Pima-Maricopa Midnight Basketball	C-20-10-002-G-00 (10,000)	(10,000)
Salt River Pima-Maricopa AZ Meth	C-20-10-011-G-00 (100,000)	(100,000)
Salt River Pima-Maricopa MCC ACE Prog	C-20-10-013-G-00 (25,000)	(25,000)
COPS Methamphetamine	C-20-10-019-G-00 (1,000,000)	(1,000,000)
Byrne Justice Assistance Grant	C-42-09-015-3-01 (2,224,634)	(2,224,634)
Grant Reconciliation	(9,158,935)	(9,158,935)
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 852	\$ -
Employee Health/Dental Premiums	691	-
Retirement Contributions	161	-
Base Adjustments	\$ (852)	\$ -
Other Base Adjustments	(852)	-
Increase expenditures for Single Audit of the JAG grant	\$ 2,750	
Right-size Personal Services	(1,441)	
Right-size supplies and services of grant expenditures	(2,161)	
Non Recurring	\$ 652,180	\$ 652,180
Non Recurring Carry Forward	652,180	652,180
Arizona Meth Project Grant	\$ 450,000	
ARRA JAG Grant	50,000	
JAG Grant	136,798	
Crime Prevention Tribal Gaming Grant	5,382	
Late-Night Basketball Tribal Gaming Grant	10,000	
FY 2011 Adopted Budget	\$ 652,180	\$ 652,180
Percent Change from Target Amount		

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,458,856	\$ -
FY 2010 Revised Budget	\$ 1,458,856	\$ -
FY 2011 Budget Target	\$ 1,458,856	\$ -
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 5,923	\$ -
<i>Employee Health/Dental Premiums</i>	<i>4,175</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,748</i>	<i>-</i>
Base Adjustments	\$ (5,923)	\$ -
<i>Other Base Adjustments</i>	<i>(5,923)</i>	<i>-</i>
<i>Right-Size Other Services</i>	<i>\$ (12,709)</i>	
<i>Right-Size Debt Service</i>	<i>6,786</i>	
FY 2011 Adopted Budget	\$ 1,458,856	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Education Services

Analysis by Angie Flick, Management & Budget Supervisor

Summary

Mission

The mission of the Education Services Agency (formerly known as the Superintendent of Schools Office) 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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
EDSU - SCHOOL DISTRICT SUPPORT	\$ 2,401,629	\$ 3,144,745	\$ 3,528,593	\$ 3,019,624	\$ 4,158,489	\$ 629,896	17.9%
37SC - EDUCATION	\$ 2,401,629	\$ 3,144,745	\$ 3,528,593	\$ 3,019,624	\$ 4,158,489	\$ 629,896	17.9%
FSAC - FINANCIAL SERVICES	\$ -	\$ 50	\$ 50	\$ -	\$ -	\$ (50)	-100.0%
99AS - ADMINISTRATIVE SERVICES	\$ -	\$ 50	\$ 50	\$ -	\$ -	\$ (50)	-100.0%
GGOV - GENERAL GOVERNMENT	\$ 16,626	\$ -	\$ -	\$ 522	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 16,626	\$ -	\$ -	\$ 522	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 2,418,255	\$ 3,144,795	\$ 3,528,643	\$ 3,020,146	\$ 4,158,489	\$ 629,846	17.8%
USES							
EDSU - SCHOOL DISTRICT SUPPORT	\$ 2,906,376	\$ 3,552,401	\$ 4,837,442	\$ 3,771,506	\$ 6,461,533	\$ (1,624,091)	-33.6%
PBIN - PUBLIC INFORMATION SERVICES	121,876	121,986	121,986	136,027	139,001	(17,015)	-13.9%
37SC - EDUCATION	\$ 3,028,252	\$ 3,674,387	\$ 4,959,428	\$ 3,907,533	\$ 6,600,534	\$ (1,641,106)	-33.1%
BDGT - BUDGETING	\$ 21,798	\$ 25,395	\$ 25,395	\$ 23,101	\$ 25,216	\$ 179	0.7%
FSAC - FINANCIAL SERVICES	22,766	23,394	23,394	23,087	23,215	179	0.8%
HRAC - HUMAN RESOURCES	61,870	59,165	59,165	60,263	55,182	3,983	6.7%
ODIR - EXECUTIVE MANAGEMENT	462,164	558,892	558,892	477,866	182,691	376,201	67.3%
PROC - PROCUREMENT	-	1,585	1,585	524	1,585	-	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 568,598	\$ 668,431	\$ 668,431	\$ 584,841	\$ 287,889	\$ 380,542	56.9%
GGOV - GENERAL GOVERNMENT	\$ 359,561	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	7,530	9,786	9,786	3,968	552	9,234	94.4%
99GV - GENERAL GOVERNMENT	\$ 367,091	\$ 9,786	\$ 9,786	\$ 3,968	\$ 552	\$ 9,234	94.4%
TOTAL PROGRAMS	\$ 3,963,941	\$ 4,352,604	\$ 5,637,645	\$ 4,496,342	\$ 6,888,975	\$ (1,251,330)	-22.2%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 545,144	\$ 1,066,266	\$ 1,066,266	\$ 556,121	\$ 1,777,767	\$ 711,501	66.7%
0620 - OTHER INTERGOVERNMENTAL	603,345	945,632	945,632	1,126,402	2,096,740	1,151,108	121.7%
SUBTOTAL	\$ 1,148,489	\$ 2,011,898	\$ 2,011,898	\$ 1,682,523	\$ 3,874,507	\$ 1,862,609	92.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ -	\$ 234,960	\$ 328,828	\$ -	\$ 76,742	\$ (252,086)	-76.7%
0635 - OTHER CHARGES FOR SERVICES	837,422	105,050	105,050	548,753	207,240	102,190	97.3%
SUBTOTAL	\$ 837,422	\$ 340,010	\$ 433,878	\$ 548,753	\$ 283,982	\$ (149,896)	-34.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 14,722	\$ -	\$ -	\$ 16,236	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	417,622	792,887	792,887	482,654	-	(792,887)	-100.0%
SUBTOTAL	\$ 432,344	\$ 792,887	\$ 792,887	\$ 498,890	\$ -	\$ (792,887)	-100.0%
ALL REVENUES	\$ 2,418,255	\$ 3,144,795	\$ 3,238,663	\$ 2,730,166	\$ 4,158,489	\$ 919,826	28.4%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ -	\$ -	\$ 289,980	\$ 289,980	\$ -	\$ (289,980)	-100.0%
ALL OTHER FINANCING SOURCES	\$ -	\$ -	\$ 289,980	\$ 289,980	\$ -	\$ (289,980)	-100.0%
TOTAL SOURCES	\$ 2,418,255	\$ 3,144,795	\$ 3,528,643	\$ 3,020,146	\$ 4,158,489	\$ 629,846	17.8%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,286,322	\$ 1,516,662	\$ 1,888,574	\$ 1,700,765	\$ 2,342,515	\$ (453,941)	-24.0%
0710 - OVERTIME	19,023	16,648	16,648	20,729	14,838	1,810	10.9%
0750 - FRINGE BENEFITS	438,966	520,768	644,538	543,336	817,230	(172,692)	-26.8%
0790 - OTHER PERSONNEL SERVICES	16,520	12,075	12,075	5,289	5,310	6,765	56.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(313,503)	(293,040)	(293,040)	(464,531)	-	(293,040)	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	313,503	293,040	293,040	426,231	-	293,040	100.0%
SUBTOTAL	\$ 1,760,831	\$ 2,066,153	\$ 2,561,835	\$ 2,231,819	\$ 3,179,893	\$ (618,058)	-24.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 158,043	\$ 346,259	\$ 357,234	\$ 200,256	\$ 709,434	\$ (352,200)	-98.6%
0803 - FUEL	2,518	18,928	18,928	7,342	5,100	13,828	73.1%
0804 - NON-CAPITAL EQUIPMENT	2,263	-	30,374	30,629	-	30,374	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(994)	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	994	-	-	162,087	-	-	N/A
SUBTOTAL	\$ 162,824	\$ 365,187	\$ 406,536	\$ 400,314	\$ 714,534	\$ (307,998)	-75.8%
SERVICES							
0812 - OTHER SERVICES	\$ 83,227	\$ 377,405	\$ 997,031	\$ 198,117	\$ 1,693,843	\$ (696,812)	-69.9%
0820 - RENT & OPERATING LEASES	326,240	340,330	340,330	306,292	333,649	6,681	2.0%
0825 - REPAIRS AND MAINTENANCE	359,832	1,000	1,000	358	23,049	(22,049)	-2204.9%
0839 - INTERNAL SERVICE CHARGES	11,073	8,747	8,747	9,753	18,503	(9,756)	-111.5%
0841 - TRAVEL	551,723	848,311	848,311	782,000	685,850	162,461	19.2%
0842 - EDUCATION AND TRAINING	274,650	184,381	248,047	113,596	112,408	135,639	54.7%
0843 - POSTAGE/FREIGHT/SHIPPING	6,567	15,806	15,806	9,022	18,047	(2,241)	-14.2%
0850 - UTILITIES	107,215	131,824	179,736	102,148	102,240	77,496	43.1%
0873 - SERVICES-ALLOCATION IN	-	500	500	168	-	500	100.0%
SUBTOTAL	\$ 1,720,527	\$ 1,908,304	\$ 2,639,508	\$ 1,521,454	\$ 2,987,589	\$ (348,081)	-13.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ 308,000	\$ -	\$ -	N/A
0950 - DEBT SERVICE	28,044	12,960	12,960	17,949	6,959	6,001	46.3%
SUBTOTAL	\$ 28,044	\$ 12,960	\$ 12,960	\$ 325,949	\$ 6,959	\$ 6,001	46.3%
ALL EXPENDITURES	\$ 3,672,226	\$ 4,352,604	\$ 5,620,839	\$ 4,479,536	\$ 6,888,975	\$ (1,268,136)	-22.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 291,715	\$ -	\$ 16,806	\$ 16,806	\$ -	\$ 16,806	100.0%
ALL OTHER FINANCING USES	\$ 291,715	\$ -	\$ 16,806	\$ 16,806	\$ -	\$ 16,806	100.0%
TOTAL USES	\$ 3,963,941	\$ 4,352,604	\$ 5,637,645	\$ 4,496,342	\$ 6,888,975	\$ (1,251,330)	-22.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 555,319	\$ 828,091	\$ 828,091	\$ 559,863	\$ 117,000	\$ (711,091)	-85.9%
NON-RECURRING	-	-	93,868	-	64,742	(29,126)	-31.0%
FUND TOTAL SOURCES	\$ 555,319	\$ 828,091	\$ 921,959	\$ 559,863	\$ 181,742	\$ (740,217)	-80.3%
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 104,204	\$ 104,204	\$ 104,204	\$ 109,952	\$ 104,204	\$ -	0.0%
NON-RECURRING	-	-	273,174	273,174	-	(273,174)	-100.0%
FUND TOTAL SOURCES	\$ 104,204	\$ 104,204	\$ 377,378	\$ 383,126	\$ 104,204	\$ (273,174)	-72.4%
715 SCHOOL GRANT							
OPERATING	\$ 499,605	\$ 962,062	\$ 962,062	\$ 556,936	\$ 2,238,480	\$ 1,276,418	132.7%
NON-RECURRING	-	-	16,806	16,806	-	(16,806)	-100.0%
FUND TOTAL SOURCES	\$ 499,605	\$ 962,062	\$ 978,868	\$ 573,742	\$ 2,238,480	\$ 1,259,612	128.7%
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 417,622	\$ 792,887	\$ 792,887	\$ 482,654	\$ 600,000	\$ (192,887)	-24.3%
FUND TOTAL SOURCES	\$ 417,622	\$ 792,887	\$ 792,887	\$ 482,654	\$ 600,000	\$ (192,887)	-24.3%
782 SCHOOL COMMUNICATION							
OPERATING	\$ 79,100	\$ 102,240	\$ 102,240	\$ 102,711	\$ 102,240	\$ -	0.0%
FUND TOTAL SOURCES	\$ 79,100	\$ 102,240	\$ 102,240	\$ 102,711	\$ 102,240	\$ -	0.0%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ 762,405	\$ 355,311	\$ 355,311	\$ 918,050	\$ 931,823	\$ 576,512	162.3%
FUND TOTAL SOURCES	\$ 762,405	\$ 355,311	\$ 355,311	\$ 918,050	\$ 931,823	\$ 576,512	162.3%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 2,418,255	\$ 3,144,795	\$ 3,144,795	\$ 2,730,166	\$ 4,093,747	\$ 948,952	30.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ -	\$ -	\$ 383,848	\$ 289,980	\$ 64,742	\$ (319,106)	-83.1%
DEPARTMENT TOTAL SOURCES	\$ 2,418,255	\$ 3,144,795	\$ 3,528,643	\$ 3,020,146	\$ 4,158,489	\$ 629,846	17.8%

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,727,261	\$ 2,035,900	\$ 2,035,900	\$ 1,988,081	\$ 2,046,590	\$ (10,690)	-0.5%
NON-RECURRING	-	-	378,054	-	251,791	126,263	33.4%
FUND TOTAL USES	\$ 1,727,261	\$ 2,035,900	\$ 2,413,954	\$ 1,988,081	\$ 2,298,381	\$ 115,573	4.8%
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 83,489	\$ 104,204	\$ 104,204	\$ 104,131	\$ 104,204	\$ -	0.0%
NON-RECURRING	-	-	273,174	324,806	53,000	220,174	80.6%
FUND TOTAL USES	\$ 83,489	\$ 104,204	\$ 377,378	\$ 428,937	\$ 157,204	\$ 220,174	58.3%
715 SCHOOL GRANT							
OPERATING	\$ 595,571	\$ 962,062	\$ 962,062	\$ 465,154	\$ 2,238,480	\$ (1,276,418)	-132.7%
NON-RECURRING	359,561	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 955,132	\$ 962,062	\$ 962,062	\$ 465,154	\$ 2,238,480	\$ (1,276,418)	-132.7%
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 519,468	\$ 792,887	\$ 792,887	\$ 745,712	\$ 600,000	\$ 192,887	24.3%
FUND TOTAL USES	\$ 519,468	\$ 792,887	\$ 792,887	\$ 745,712	\$ 600,000	\$ 192,887	24.3%
782 SCHOOL COMMUNICATION							
OPERATING	\$ 72,379	\$ 102,240	\$ 102,240	\$ 102,148	\$ 102,240	\$ -	0.0%
NON-RECURRING	-	-	47,912	-	-	47,912	100.0%
FUND TOTAL USES	\$ 72,379	\$ 102,240	\$ 150,152	\$ 102,148	\$ 102,240	\$ 47,912	31.9%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ -	\$ 355,311	\$ 355,311	\$ 336,119	\$ 920,335	\$ (565,024)	-159.0%
NON-RECURRING	606,212	-	585,901	430,191	572,335	13,566	2.3%
FUND TOTAL USES	\$ 606,212	\$ 355,311	\$ 941,212	\$ 766,310	\$ 1,492,670	\$ (551,458)	-58.6%
DEPARTMENT OPERATING TOTAL USES	\$ 2,998,168	\$ 4,352,604	\$ 4,352,604	\$ 3,741,345	\$ 6,011,849	\$ (1,659,245)	-38.1%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 965,773	\$ -	\$ 1,285,041	\$ 754,997	\$ 877,126	\$ 407,915	31.7%
DEPARTMENT TOTAL USES	\$ 3,963,941	\$ 4,352,604	\$ 5,637,645	\$ 4,496,342	\$ 6,888,975	\$ (1,251,330)	-22.2%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
BUDGETING	0.25	0.25	0.25	0.25	0.25	-	0.0%
EXECUTIVE MANAGEMENT	2.90	1.90	1.90	2.10	2.10	0.20	10.5%
FINANCIAL SERVICES	0.25	0.25	0.25	0.25	0.25	-	0.0%
HUMAN RESOURCES	0.90	0.90	0.90	0.90	0.90	-	0.0%
PROGRAM TOTAL	4.30	3.30	3.30	3.50	3.50	0.20	6.1%
PUBLIC INFORMATION SERVICES	2.50	1.50	1.50	2.30	2.30	0.80	53.3%
SCHOOL DISTRICT SUPPORT	30.20	30.20	30.20	35.70	40.70	10.50	34.8%
PROGRAM TOTAL	32.70	31.70	31.70	38.00	43.00	11.30	35.6%
DEPARTMENT TOTAL	37.00	35.00	35.00	41.50	46.50	11.50	32.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	5.00	5.00	5.00	8.00	7.00	2.00	40.0%
Admin/Operations Specialist	2.00	4.00	4.00	3.00	2.00	(2.00)	-50.0%
Admin/Operations Supv	-	-	-	1.00	1.00	1.00	N/A
Administrative Assistant	-	-	-	-	2.00	2.00	N/A
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	-	-	-	1.00	-	-	N/A
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	-	-	-	1.00	1.00	N/A
Database Report Writer Analyst	2.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Educator - Detention	-	-	-	-	2.00	2.00	N/A
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	1.00	1.00	1.00	N/A
Financial Manager - County	-	-	-	1.00	1.00	1.00	N/A
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	-	-	-	1.00	1.00	1.00	N/A
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Intern	-	-	-	2.00	2.00	2.00	N/A
IT Operations Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	-	1.00	-	0.0%
Office Assistant	2.00	1.00	1.00	2.00	2.00	1.00	100.0%
Office Assistant Specialized	8.00	8.00	8.00	1.00	1.00	(7.00)	-87.5%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	6.00	7.00	6.00	600.0%
PC/LAN Tech Support	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Program Coordinator	3.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	2.00	2.50	2.50	0.50	25.0%
Department Total	37.00	35.00	35.00	41.50	46.50	11.50	32.9%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	30.00	27.00	27.00	26.00	25.00	(2.00)	-7.4%
669 - SMALL SCHOOL SERVICE	-	-	-	1.00	1.00	1.00	N/A
715 - SCHOOL GRANT	7.00	6.00	6.00	4.00	5.50	(0.50)	-8.3%
795 - EDUCATIONAL SUPPLEMENTAL PROG	-	2.00	2.00	12.00	15.00	13.00	650.0%
DEPARTMENT TOTAL	37.00	35.00	35.00	41.50	46.50	11.50	32.9%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$39,061 increase for health/dental and retirement costs.
 - The Department anticipated most of the increase in their requested budget, the remainder was absorbed through a reduction in overtime.
 - Net zero impact to fund.
- School Grant Fund (715):
 - \$8,453 increase for health/dental and retirement costs.
 - The increase is offset through reduction in supplies and services.
 - Net zero impact to fund.
- Educational Supplemental Program Fund (795):
 - \$20,223 increase for health/dental and retirement costs.

- The increase is absorbed by right-sizing Other Pay and Other Benefits.
- Net zero impact to fund.

Revenue Fund Shift: The Education Services Agency is accepting the forest fees revenue into the Grant Fund rather than the General Fund beginning in FY 2010-11.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of customers who report good/excellent service on annual district	92.6%	90.0%	90.0%	0.0%	0.0%
Percent of customers who report overall good/excellent service on annual small schools district support survey.	60.0%	90.0%	90.0%	0.0%	0.0%
Percent of customers who report overall good/excellent service on the elections satisfaction survey	91.1%	90.0%	95.0%	5.0%	5.6%
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.	N/A	95.0%	93.3%	(1.7%)	-1.8%
Percent of Home School families who report on the annual survey satisfied / very satisfied with the private/Home School information packet	N/A	100.0%	93.3%	(6.7%)	-6.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	N/A	95.0%	93.3%	(1.7%)	-1.8%
Result	Percent of Home School families who report on the annual survey satisfied / very satisfied with the private/Home School information packet	N/A	100.0%	93.3%	(6.7%)	-6.7%
Output	Number of Private/Home School Information packets provided	212	400	250	(150)	-37.5%
Output	Number of school and education related information processed	2,445,730	838,984	2,400,000	1,561,016	186.1%
Demand	Number of inquiries for school and education related information required	2,445,730	838,984	2,400,000	1,561,016	186.1%
Efficiency	Expenditure per inquiry	\$ 0.05	\$ 0.15	\$ 0.06	\$ 0.09	61.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 121,876	\$ 121,986	\$ 139,001	\$ (17,015)	-13.9%
	TOTAL USES	\$ 121,876	\$ 121,986	\$ 139,001	\$ (17,015)	-13.9%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The performance measures for FY 2010-11 reflect the expected performance based on actual data from FY 2008-09 and what is being experienced in FY 2009-10.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers who report good/excellent service on annual district support survey	92.6%	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.	60.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of customers who report overall good/excellent service on the elections satisfaction survey	91.1%	90.0%	95.0%	5.0%	5.6%
Output	Number of school district special elections coordinated	29	35	36	1	2.9%
Output	Number of individuals attending trainings offered by SOS	2,614	1,294	900	(394)	-30.4%
Output	Number of trainings offered by the department	184	92	40	(52)	-56.5%
Demand	Number of school district special elections coordinated	29	54	36	(18)	-33.3%
Efficiency	Expenditure per election coordinated	\$ 100,219.86	\$ 101,497.17	\$ 179,487.03	\$ (77,989.86)	-76.8%
<i>Revenue</i>						
	100 - GENERAL	\$ 555,319	\$ 921,909	\$ 181,742	\$ (740,167)	-80.3%
	669 - SMALL SCHOOL SERVICE	104,204	377,378	104,204	(273,174)	-72.4%
	715 - SCHOOL GRANT	486,568	978,868	2,238,480	1,259,612	128.7%
	780 - SCHOOL TRANSPORTATION	417,622	792,887	600,000	(192,887)	-24.3%
	782 - SCHOOL COMMUNICATION	79,100	102,240	102,240	-	0.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	758,816	355,311	931,823	576,512	162.3%
	TOTAL SOURCES	\$ 2,401,629	\$ 3,528,593	\$ 4,158,489	\$ 629,896	17.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,030,607	\$ 1,616,187	\$ 1,871,039	\$ (254,852)	-15.8%
	669 - SMALL SCHOOL SERVICE	83,489	377,378	157,204	220,174	58.3%
	715 - SCHOOL GRANT	594,221	959,626	2,238,380	(1,278,754)	-133.3%
	780 - SCHOOL TRANSPORTATION	519,468	792,887	600,000	192,887	24.3%
	782 - SCHOOL COMMUNICATION	72,379	150,152	102,240	47,912	31.9%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	606,212	941,212	1,492,670	(551,458)	-58.6%
	TOTAL USES	\$ 2,906,376	\$ 4,837,442	\$ 6,461,533	\$ (1,624,091)	-33.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The primary service provided in this activity is the coordination of special elections. This demand is expected to increase slightly from FY 2008-09 based on the amount of school board turnover experienced in FY 2009-10. The decrease in people attending training is due to the significant funding reductions within school districts state-wide. The Department is concentrating on obtaining grants during FY 2010-11 to further the abilities of schools and school districts to better educate young people.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,035,900	\$ 828,091
FY 2010 Revised Budget	\$ 2,035,900	\$ 828,091
Adjustments:		
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	\$ (4,604)	\$ -
Agenda Item:		
<i>C-49-09-066-2-00</i>	(4,604)	-
FY 2011 Budget Target	\$ 2,031,296	\$ 828,091
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 39,061	\$ -
<i>Employee Health/Dental Premiums</i>	31,392	-
<i>Retirement Contributions</i>	7,669	-
Base Adjustments	\$ (23,767)	\$ -
<i>Other Base Adjustments</i>	(23,767)	-
Fees and Other Revenues	\$ -	\$ (101,550)
<i>ProgRevenue Volume Inc/Dec</i>	-	(101,550)
Reallocations	\$ -	\$ (609,541)
<i>Reallocation Between Funds</i>	-	(609,541)
FY 2011 Adopted Budget	\$ 2,046,590	\$ 117,000
<i>Percent Change from Target Amount</i>	<i>0.8%</i>	<i>-85.9%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ 93,868	\$ 93,868
<i>Reg Sch IGA Jail School</i>	93,868	93,868
Non Recurring	\$ 284,186	\$ -
<i>Small Sch Fund Trans and Exp</i>	284,186	-
Agenda Item:		
<i>C-37-10-080-2-00</i>		
<i>C-37-10-075-2-00</i>		
FY 2010 Revised Budget	\$ 378,054	\$ 93,868
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ (93,868)	\$ (93,868)
<i>Reg Sch IGA Jail School</i>	(93,868)	(93,868)
Non Recurring	\$ (284,186)	\$ -
<i>Small Sch Fund Trans and Exp</i>	(284,186)	-
Agenda Item:		
<i>C-37-10-080-2-00</i>		
<i>C-37-10-075-2-00</i>		
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 187,049	\$ -
<i>Other Non-Recurring</i>	187,049	-
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ 64,742	\$ 64,742
<i>Other IGA</i>	64,742	64,742
FY 2011 Adopted Budget	\$ 251,791	\$ 64,742
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>N/A</i>

Small Schools Fund (669)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 104,204	\$ 104,204
FY 2010 Revised Budget	\$ 104,204	\$ 104,204
FY 2011 Budget Target	\$ 104,204	\$ 104,204
FY 2011 Adopted Budget	\$ 104,204	\$ 104,204
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:	Agenda Item:	
Non Recurring		\$ 273,174
<i>Gen Fund Trans to Small Schools</i>	<i>C-37-10-065-2-00</i>	<i>273,174</i>
<i>Small Sch Fund Trans and Exp</i>	<i>C-37-10-075-2-00</i>	<i>273,174</i>
FY 2010 Revised Budget	\$ 273,174	\$ 273,174
Adjustments:	Agenda Item:	
Non Recurring		\$ (273,174)
<i>Gen Fund Trans to Small Schools</i>	<i>C-37-10-065-2-00</i>	<i>(273,174)</i>
<i>Small Sch Fund Trans and Exp</i>	<i>C-37-10-075-2-00</i>	<i>(273,174)</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring		\$ 53,000
<i>Non Recurring Carry Forward</i>		<i>53,000</i>
FY 2011 Adopted Budget	\$ 53,000	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>N/A</i>

Small Schools Fund (669) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 55,793	\$ 55,793	\$ 20,712	\$ (25,099)
Sources:					
Operating	\$ 104,204	\$ 104,204	\$ 104,204	\$ 109,952	\$ 104,204
Non-Recurring	-	-	273,174	273,174	-
Total Sources:	\$ 104,204	\$ 104,204	\$ 377,378	\$ 383,126	\$ 104,204
Uses:					
Operating	\$ 83,489	\$ 104,204	\$ 104,204	\$ 104,131	\$ 104,204
Non-Recurring	-	-	273,174	324,806	53,000
Total Uses:	\$ 83,489	\$ 104,204	\$ 377,378	\$ 428,937	\$ 157,204
Structural Balance	\$ 20,715	\$ -	\$ -	\$ 5,821	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 20,712	\$ 55,793	\$ 55,793	\$ -	\$ -
Unassigned	-	-	-	(25,099)	(78,099)
Total Ending Spendable Fund Balance	\$ 20,712	\$ 55,793	\$ 55,793	\$ (25,099)	\$ (78,099)

Grant Fund (715)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 962,062	\$ 962,062
FY 2010 Revised Budget	\$ 962,062	\$ 962,062
FY 2011 Budget Target	\$ 962,062	\$ 962,062
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 8,453	\$ -
Employee Health/Dental Premiums	7,848	-
Retirement Contributions	605	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 1,267,965	\$ 666,877
Grant Reconciliation	1,267,965	666,877
Reallocations	\$ -	\$ 609,541
Reallocation Between Funds	-	609,541
FY 2011 Adopted Budget	\$ 2,238,480	\$ 2,238,480
<i>Percent Change from Target Amount</i>	132.7%	132.7%

Grant Fund (715) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (92,302)	\$ (112,113)	\$ (112,113)	\$ (35,272)	\$ 73,316
Sources:					
Operating	\$ 499,605	\$ 962,062	\$ 962,062	\$ 556,936	\$ 2,238,480
Non-Recurring	-	-	16,806	16,806	-
Total Sources:	\$ 499,605	\$ 962,062	\$ 978,868	\$ 573,742	\$ 2,238,480
Uses:					
Operating	\$ 595,571	\$ 962,062	\$ 962,062	\$ 465,154	\$ 2,238,480
Non-Recurring	359,561	-	-	-	-
Total Uses:	\$ 955,132	\$ 962,062	\$ 962,062	\$ 465,154	\$ 2,238,480
Structural Balance	\$ (95,966)	\$ -	\$ -	\$ 91,782	\$ -
Accounting Adjustments	\$ 512,557	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 73,316	\$ 73,316
Unassigned	(35,272)	(112,113)	(95,307)	-	-
Total Ending Spendable Fund Balance	\$ (35,272)	\$ (112,113)	\$ (95,307)	\$ 73,316	\$ 73,316

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 2010 Adopted Budget	\$ 792,887	\$ 792,887
FY 2010 Revised Budget	\$ 792,887	\$ 792,887
FY 2011 Budget Target	\$ 792,887	\$ 792,887
Adjustments:		
Fees and Other Revenues	\$ (192,887)	\$ (192,887)
<i>ProgRevenue Volume Inc/Dec</i>	(192,887)	(192,887)
FY 2011 Adopted Budget	\$ 600,000	\$ 600,000
<i>Percent Change from Target Amount</i>	-24.3%	-24.3%

Transportation Fund (780) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 465,748	\$ 353,200	\$ 353,200	\$ 363,901	\$ 100,843
Sources:					
Operating	\$ 417,622	\$ 792,887	\$ 792,887	\$ 482,654	\$ 600,000
Total Sources:	\$ 417,622	\$ 792,887	\$ 792,887	\$ 482,654	\$ 600,000
Uses:					
Operating	\$ 519,468	\$ 792,887	\$ 792,887	\$ 745,712	\$ 600,000
Total Uses:	\$ 519,468	\$ 792,887	\$ 792,887	\$ 745,712	\$ 600,000
Structural Balance	\$ (101,846)	\$ -	\$ -	\$ (263,058)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 363,901	\$ 353,200	\$ 353,200	\$ 100,843	\$ 100,843
Total Ending Spendable Fund Balance	\$ 363,901	\$ 353,200	\$ 353,200	\$ 100,843	\$ 100,843

Communication Fund (782)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 102,240	\$ 102,240
FY 2010 Revised Budget	\$ 102,240	\$ 102,240
FY 2011 Budget Target	\$ 102,240	\$ 102,240
FY 2011 Adopted Budget	\$ 102,240	\$ 102,240
Percent Change from Target Amount	0.0%	0.0%
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:	Agenda Item:	
Non Recurring		\$ 47,912
Sch Comm Fund Non Recurring	C-37-10-083-2-00	47,912
FY 2010 Revised Budget	\$ 47,912	\$ -
Adjustments:	Agenda Item:	
Non Recurring		\$ (47,912)
Sch Comm Fund Non Recurring	C-37-10-083-2-00	(47,912)
FY 2011 Budget Target	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
Percent Change from Target Amount	N/A	N/A

Communication Fund (782) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 54,481	\$ 42,517	\$ 42,517	\$ 61,202	\$ 61,765
Sources:					
Operating	\$ 79,100	\$ 102,240	\$ 102,240	\$ 102,711	\$ 102,240
Total Sources:	\$ 79,100	\$ 102,240	\$ 102,240	\$ 102,711	\$ 102,240
Uses:					
Operating	\$ 72,379	\$ 102,240	\$ 102,240	\$ 102,148	\$ 102,240
Non-Recurring	-	-	47,912	-	-
Total Uses:	\$ 72,379	\$ 102,240	\$ 150,152	\$ 102,148	\$ 102,240
Structural Balance	\$ 6,721	\$ -	\$ -	\$ 563	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 61,202	\$ 42,517	\$ -	\$ 61,765	\$ 61,765
Unassigned	-	-	(5,395)	-	-
Total Ending Spendable Fund Balance	\$ 61,202	\$ 42,517	\$ (5,395)	\$ 61,765	\$ 61,765

Educational Supplemental Programming (Indirect Cost) Fund (795)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 355,311	\$ 355,311
FY 2010 Revised Budget	\$ 355,311	\$ 355,311
FY 2011 Budget Target	\$ 355,311	\$ 355,311
Adjustments:		
Fees and Other Revenues	\$ 565,024	\$ 576,512
<i>ProgRevenue Volume Inc/Dec</i>	565,024	576,512
FY 2011 Adopted Budget	\$ 920,335	\$ 931,823
<i>Percent Change from Target Amount</i>	159.0%	162.3%

Educational Supplemental Programming (Indirect Cost) Fund (795) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ -	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 585,901	\$ -
<i>Inc Schools Indirect Cost Fund</i>	<i>C-37-10-003-2-00</i>	<i>585,901</i>	<i>-</i>
FY 2010 Revised Budget		\$ 585,901	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ (585,901)	\$ -
<i>Inc Schools Indirect Cost Fund</i>	<i>C-37-10-003-2-00</i>	<i>(585,901)</i>	<i>-</i>
FY 2011 Budget Target		\$ -	\$ -
Adjustments:			
Base Adjustments		\$ 572,335	\$ -
<i>Other Base Adjustments</i>		<i>572,335</i>	<i>-</i>
FY 2011 Adopted Budget		\$ 572,335	\$ -
<i>Percent Change from Target Amount</i>			<i>N/A</i>

County School Indirect Cost (795) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,882,457	\$ 39,594	\$ 39,594	\$ 2,038,650	\$ 2,190,390
Sources:					
Operating	\$ 762,405	\$ 355,311	\$ 355,311	\$ 918,050	\$ 931,823
Total Sources:	\$ 762,405	\$ 355,311	\$ 355,311	\$ 918,050	\$ 931,823
Uses:					
Operating	\$ -	\$ 355,311	\$ 355,311	\$ 336,119	\$ 920,335
Non-Recurring	606,212	-	585,901	430,191	572,335
Total Uses:	\$ 606,212	\$ 355,311	\$ 941,212	\$ 766,310	\$ 1,492,670
Structural Balance	\$ 762,405	\$ -	\$ -	\$ 581,931	\$ 11,488
Ending Spendable Fund Balance:					
Restricted	\$ 2,038,650	\$ 39,594	\$ -	\$ 2,190,390	\$ 1,629,543
Unassigned	-	-	(546,307)	-	-
Total Ending Spendable Fund Balance	\$ 2,038,650	\$ 39,594	\$ (546,307)	\$ 2,190,390	\$ 1,629,543

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

- **By June, 2013, there will be a 5% reduction in negative post-election contacts (indicating satisfaction with access and ability to vote).**

Status: FY 2009-10 will be the base year for future calculations, thus exact data for this new goal will not be ready until June 2010.

- **By June, 2016, 75% of total votes cast will be done by mail.**

Status: The November 2008 Election had 55.1% of total ballots submitted as early ballots (760,219 of 1,380,571). The previous General Election in November 2006 had 49.1% of total ballots submitted as early ballots. The trend is expected to continue, as more voters are turning to early ballots, and the ease of casting their ballot via the early ballot process has become easier.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
ELEC - ELECTION PROCESSING	\$ 2,198,662	\$ 999,203	\$ 5,699,203	\$ 4,872,887	\$ 3,500,603	\$ (2,198,600)	-38.6%
PELP - POST ELECTION PROCESSING	1,084,945	-	-	-	-	-	N/A
21EL - ELECTIONS	\$ 3,283,607	\$ 999,203	\$ 5,699,203	\$ 4,872,887	\$ 3,500,603	\$ (2,198,600)	-38.6%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 17,409	\$ 15,601	\$ 15,601	\$ 9,909	\$ 12,001	\$ (3,600)	-23.1%
VREG - VOTER REGISTRATION	73,507	1,404	1,404	848	604	(800)	-57.0%
21PE - PRE ELECTION PROCESSING	\$ 90,916	\$ 17,005	\$ 17,005	\$ 10,757	\$ 12,605	\$ (4,400)	-25.9%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 55,002	\$ 2,773,844	\$ 4,359,124	\$ 2	\$ (2,773,842)	-100.0%
99AS - ADMINISTRATIVE SERVICES	\$ -	\$ 55,002	\$ 2,773,844	\$ 4,359,124	\$ 2	\$ (2,773,842)	-100.0%
GGOV - GENERAL GOVERNMENT	\$ (3,074)	\$ -	\$ -	\$ 16,804	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ (3,074)	\$ -	\$ -	\$ 16,804	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 3,371,449	\$ 1,071,210	\$ 8,490,052	\$ 9,259,572	\$ 3,513,210	\$ (4,976,842)	-58.6%
USES							
ELEC - ELECTION PROCESSING	\$ 14,052,637	\$ 3,503,760	\$ 8,203,760	\$ 7,956,931	\$ 16,050,220	\$ (7,846,460)	-95.6%
PELP - POST ELECTION PROCESSING	4,578,613	1,256,426	1,256,426	1,705,779	1,321,960	(65,534)	-5.2%
21EL - ELECTIONS	\$ 18,631,250	\$ 4,760,186	\$ 9,460,186	\$ 9,662,710	\$ 17,372,180	\$ (7,911,994)	-83.6%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 129,322	\$ 149,509	\$ 149,509	\$ 132,941	\$ 125,477	\$ 24,032	16.1%
VREG - VOTER REGISTRATION	1,403,610	2,164,164	2,164,164	1,114,070	1,659,337	504,827	23.3%
21PE - PRE ELECTION PROCESSING	\$ 1,532,932	\$ 2,313,673	\$ 2,313,673	\$ 1,247,011	\$ 1,784,814	\$ 528,859	22.9%
BDGT - BUDGETING	\$ 121,703	\$ 122,435	\$ 122,435	\$ 122,075	\$ 119,164	\$ 3,271	2.7%
FSAC - FINANCIAL SERVICES	183,846	152,726	152,726	156,847	153,332	(606)	-0.4%
HRAC - HUMAN RESOURCES	87,636	71,180	71,180	63,734	50,926	20,254	28.5%
ODIR - EXECUTIVE MANAGEMENT	742,534	819,381	3,538,223	736,286	3,478,762	59,461	1.7%
99AS - ADMINISTRATIVE SERVICES	\$ 1,135,719	\$ 1,165,722	\$ 3,884,564	\$ 1,078,942	\$ 3,802,184	\$ 82,380	2.1%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 68,976	\$ 57,240	\$ 57,240	\$ 57,240	\$ 123,142	\$ (65,902)	-115.1%
99GV - GENERAL GOVERNMENT	\$ 68,976	\$ 57,240	\$ 57,240	\$ 57,240	\$ 123,142	\$ (65,902)	-115.1%
TOTAL PROGRAMS	\$ 21,368,877	\$ 8,296,821	\$ 15,715,663	\$ 12,045,903	\$ 23,082,320	\$ (7,366,657)	-46.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ -	\$ 55,000	\$ 2,773,842	\$ 4,359,124	\$ -	\$ (2,773,842)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	3,342,978	993,600	5,693,600	4,865,169	3,497,002	(2,196,598)	-38.6%
SUBTOTAL	\$ 3,342,978	\$ 1,048,600	\$ 8,467,442	\$ 9,224,293	\$ 3,497,002	\$ (4,970,440)	-58.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 6,387	\$ 1,602	\$ 1,602	\$ 3,165	\$ 702	\$ (900)	-56.2%
SUBTOTAL	\$ 6,387	\$ 1,602	\$ 1,602	\$ 3,165	\$ 702	\$ (900)	-56.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 16,882	\$ 15,600	\$ 15,600	\$ 9,880	\$ 12,000	\$ (3,600)	-23.1%
SUBTOTAL	\$ 16,882	\$ 15,600	\$ 15,600	\$ 9,880	\$ 12,000	\$ (3,600)	-23.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ (3,074)	\$ -	\$ -	\$ 16,804	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	8,276	5,408	5,408	5,430	3,506	(1,902)	-35.2%
SUBTOTAL	\$ 5,202	\$ 5,408	\$ 5,408	\$ 22,234	\$ 3,506	\$ (1,902)	-35.2%
ALL REVENUES	\$ 3,371,449	\$ 1,071,210	\$ 8,490,052	\$ 9,259,572	\$ 3,513,210	\$ (4,976,842)	-58.6%
TOTAL SOURCES	\$ 3,371,449	\$ 1,071,210	\$ 8,490,052	\$ 9,259,572	\$ 3,513,210	\$ (4,976,842)	-58.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,429,039	\$ 2,259,770	\$ 2,259,770	\$ 1,697,101	\$ 2,272,614	\$ (12,844)	-0.6%
0705 - TEMPORARY PAY	1,037,069	232,579	232,579	960,049	1,510,905	(1,278,326)	-549.6%
0710 - OVERTIME	729,573	124,259	124,259	98,145	806,334	(682,075)	-548.9%
0750 - FRINGE BENEFITS	1,132,577	841,615	841,615	719,807	955,152	(113,537)	-13.5%
0790 - OTHER PERSONNEL SERVICES	36,158	92,440	92,440	57,241	-	92,440	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(295,000)	295,000	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	295,000	(295,000)	N/A
SUBTOTAL	\$ 5,364,416	\$ 3,550,663	\$ 3,550,663	\$ 3,532,343	\$ 5,545,005	\$ (1,994,342)	-56.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 255,184	\$ 99,184	\$ 849,184	\$ 67,713	\$ 695,228	\$ 153,956	18.1%
0803 - FUEL	23,314	11,300	11,300	11,324	28,000	(16,700)	-147.8%
0804 - NON-CAPITAL EQUIPMENT	-	5,000	1,505,000	8,897	2,125,000	(620,000)	-41.2%
SUBTOTAL	\$ 278,498	\$ 115,484	\$ 2,365,484	\$ 87,934	\$ 2,848,228	\$ (482,744)	-20.4%
SERVICES							
0810 - LEGAL SERVICES	\$ 14,540	\$ 9,000	\$ 9,000	\$ 5,416	\$ 21,000	\$ (12,000)	-133.3%
0812 - OTHER SERVICES	11,117,806	3,513,024	8,213,024	7,277,169	12,721,941	(4,508,917)	-54.9%
0820 - RENT & OPERATING LEASES	276,422	104,275	104,275	123,622	351,450	(247,175)	-237.0%
0825 - REPAIRS AND MAINTENANCE	4,548	16,210	16,210	1,097	4,800	11,410	70.4%
0839 - INTERNAL SERVICE CHARGES	86,902	25,000	25,000	36,512	27,000	(2,000)	-8.0%
0841 - TRAVEL	94,990	26,595	26,595	27,036	102,500	(75,905)	-285.4%
0842 - EDUCATION AND TRAINING	319	21,500	21,500	1,860	10,300	11,200	52.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,122,546	892,570	892,570	919,595	1,432,410	(539,840)	-60.5%
0850 - UTILITIES	3,693	22,500	22,500	33,319	17,686	4,814	21.4%
SUBTOTAL	\$ 12,721,766	\$ 4,630,674	\$ 9,330,674	\$ 8,425,626	\$ 14,689,087	\$ (5,358,413)	-57.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ 468,842	\$ -	\$ -	\$ 468,842	100.0%
0950 - DEBT SERVICE	1,357,715	-	-	-	-	-	N/A
SUBTOTAL	\$ 1,357,715	\$ -	\$ 468,842	\$ -	\$ -	\$ 468,842	100.0%
ALL EXPENDITURES	\$ 19,722,395	\$ 8,296,821	\$ 15,715,663	\$ 12,045,903	\$ 23,082,320	\$ (7,366,657)	-46.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 1,646,482	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL OTHER FINANCING USES	\$ 1,646,482	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
TOTAL USES	\$ 21,368,877	\$ 8,296,821	\$ 15,715,663	\$ 12,045,903	\$ 23,082,320	\$ (7,366,657)	-46.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 3,374,523	\$ 1,016,210	\$ 5,716,210	\$ 4,883,644	\$ 3,513,210	\$ (2,203,000)	-38.5%
FUND TOTAL SOURCES	\$ 3,374,523	\$ 1,016,210	\$ 5,716,210	\$ 4,883,644	\$ 3,513,210	\$ (2,203,000)	-38.5%
248 ELECTIONS GRANT OPERATING	\$ (3,074)	\$ -	\$ -	\$ 4,375,928	\$ -	\$ -	N/A
NON-RECURRING	-	55,000	2,773,842	-	-	(2,773,842)	-100.0%
FUND TOTAL SOURCES	\$ (3,074)	\$ 55,000	\$ 2,773,842	\$ 4,375,928	\$ -	\$ (2,773,842)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 3,371,449	\$ 1,016,210	\$ 5,716,210	\$ 9,259,572	\$ 3,513,210	\$ (2,203,000)	-38.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ -	\$ 55,000	\$ 2,773,842	\$ -	\$ -	\$ (2,773,842)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 3,371,449	\$ 1,071,210	\$ 8,490,052	\$ 9,259,572	\$ 3,513,210	\$ (4,976,842)	-58.6%
100 GENERAL OPERATING	\$ 19,693,484	\$ 8,212,297	\$ 12,912,297	\$ 11,999,999	\$ 20,300,000	\$ (7,387,703)	-57.2%
FUND TOTAL USES	\$ 19,693,484	\$ 8,212,297	\$ 12,912,297	\$ 11,999,999	\$ 20,300,000	\$ (7,387,703)	-57.2%
248 ELECTIONS GRANT OPERATING	\$ 28,911	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	1,646,482	84,524	2,803,366	45,904	2,782,320	21,046	0.8%
FUND TOTAL USES	\$ 1,675,393	\$ 84,524	\$ 2,803,366	\$ 45,904	\$ 2,782,320	\$ 21,046	0.8%
DEPARTMENT OPERATING TOTAL USES	\$ 19,722,395	\$ 8,212,297	\$ 12,912,297	\$ 11,999,999	\$ 20,300,000	\$ (7,387,703)	-57.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 1,646,482	\$ 84,524	\$ 2,803,366	\$ 45,904	\$ 2,782,320	\$ 21,046	0.8%
DEPARTMENT TOTAL USES	\$ 21,368,877	\$ 8,296,821	\$ 15,715,663	\$ 12,045,903	\$ 23,082,320	\$ (7,366,657)	-46.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	8.00	8.00	8.00	8.00	-	0.0%
FINANCIAL SERVICES	2.50	2.50	2.50	2.50	2.00	(0.50)	-20.0%
HUMAN RESOURCES	1.50	1.50	1.50	1.50	1.00	(0.50)	-33.3%
PROGRAM TOTAL	13.00	13.00	13.00	13.00	12.00	(1.00)	-7.7%
ELECTIONS							
ELECTION PROCESSING	21.00	19.00	19.00	19.00	20.00	1.00	5.3%
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	24.00	22.00	22.00	22.00	23.00	1.00	4.5%
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	19.00	17.00	17.00	17.00	17.00	-	0.0%
PROGRAM TOTAL	21.00	19.00	19.00	19.00	19.00	-	0.0%
DEPARTMENT TOTAL	58.00	54.00	54.00	54.00	54.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	4.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	25.00	24.00	24.00	24.00	24.00	-	0.0%
Office Assistant Specialized	7.00	6.00	6.00	6.00	6.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	58.00	54.00	54.00	54.00	54.00	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	58.00	54.00	54.00	54.00	54.00	-	0.0%
DEPARTMENT TOTAL	58.00	54.00	54.00	54.00	54.00	-	0.0%

General Adjustments

Revenue Increase: The County Board of Supervisors approved a fee increase for the Elections Department in order to recover its costs for providing election services to other entities. The fee

increase is effective July 1, 2010 and is expected to generate \$913,210 in additional revenue in FY 2010-11.

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$29,323 for FY 2010-11. The Department anticipated the increase in benefit costs and submitted their budget request \$18,684 under target. Additionally, Other Services is decreasing by \$10,639, allowing the Department to absorb the increase in benefit costs while maintaining adequate resources for temporary agency requirements.

Programs and Activities

Pre-Election Processing Program

The purpose of the Pre-Election Processing Program is to provide voter registration and candidate filing services to eligible citizens who maintain residency in the County so they can readily participate in the electoral process.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Fines levied as a percentage of active political committees	N/A	N/A	19.0%	N/A	N/A
Percentage of all valid registrations processed in time to meet election deadlines	N/A	N/A	100.0%	N/A	N/A

Measures in the Pre-Election Processing Program are newly established in FY 2010-11.

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Voter Registration

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Fines levied as a percentage of active political committees	N/A	N/A	19.0%	N/A	N/A
Output	Number of candidates trained, precinct committeemen processed and filings processed	N/A	N/A	800	N/A	N/A
Output	Number of candidate filings and active committees	N/A	N/A	1,900	N/A	N/A
Demand	Number of candidates running for office, precinct committeemen processed and filings	N/A	N/A	1,500	N/A	N/A
Efficiency	Expenditure per candidate trained	N/A	N/A	\$ 156.85	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 17,409	\$ 15,601	\$ 12,001	\$ (3,600)	-23.1%
	TOTAL SOURCES	\$ 17,409	\$ 15,601	\$ 12,001	\$ (3,600)	-23.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 129,322	\$ 149,509	\$ 125,477	\$ 24,032	16.1%
	TOTAL USES	\$ 129,322	\$ 149,509	\$ 125,477	\$ 24,032	16.1%

Activity Narrative: The Campaign Finance Political Committee report deadlines crossover fiscal years, however the expenses associated with these reports (mailing them out, printing them, etc.) occur primarily in the fiscal year prior to the election. It is handled in this manner to meet the report deadlines.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of all valid registrations processed in time to meet election deadlines	N/A	N/A	100.0%	N/A	N/A
Output	Number of registrations processed	623,375	320,000	415,000	95,000	29.7%
Demand	Number of registrations to be processed	623,375	310,000	415,000	105,000	33.9%
Efficiency	Expenditure per registration processed	\$ 2.03	\$ 6.35	\$ 4.00	\$ 2.35	37.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 73,507	\$ 1,404	\$ 604	\$ (800)	-57.0%
	TOTAL SOURCES	\$ 73,507	\$ 1,404	\$ 604	\$ (800)	-57.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,403,610	\$ 2,164,164	\$ 1,659,337	\$ 504,827	23.3%
	TOTAL USES	\$ 1,403,610	\$ 2,164,164	\$ 1,659,337	\$ 504,827	23.3%

Activity Narrative: Expenditures in FY 2009-10 included significant costs for printing Voter Registration Identification (ID) cards. In FY 2010-11 the Elections Department will not be producing a countywide distribution of ID cards, thus decreasing expenditures. The printing of ID cards is a process that is dictated by statute, and countywide distribution is no longer necessary. Voter information is not forwarded through the U.S. Postal Service; therefore, mail is returned to the Elections Department where address changes (or name changes, etc.) are made through the voting by mail process.

Elections Processing 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Voter Turnout (as percentage of total voters)	N/A	N/A	56.4%	N/A	N/A
Percent of provisional ballots that were valid	N/A	N/A	74.9%	N/A	N/A
Percent of tallies transmitted within timeliness standards	N/A	N/A	74.8%	N/A	N/A

Measures in the Elections Processing Program are newly established in FY 2010-11.

Activities that comprise this program include:

- Elections Processing
- Post-Election Processing

Elections 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Voter Turnout (as percentage of total voters)	N/A	N/A	56.4%	N/A	N/A
Output	Number of voters receiving ballots	N/A	N/A	1,660,000	N/A	N/A
Demand	Number of voters requesting ballots	N/A	N/A	1,975,000	N/A	N/A
Efficiency	Expenditure per voter receiving a ballot	N/A	N/A	\$ 9.67	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 2,198,662	\$ 5,699,203	\$ 3,500,603	\$ (2,198,600)	-38.6%
	TOTAL SOURCES	\$ 2,198,662	\$ 5,699,203	\$ 3,500,603	\$ (2,198,600)	-38.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 12,377,244	\$ 8,174,236	\$ 16,050,220	\$ (7,875,984)	-96.4%
	248 - ELECTIONS GRANT	1,675,393	29,524	-	29,524	100.0%
	TOTAL USES	\$ 14,052,637	\$ 8,203,760	\$ 16,050,220	\$ (7,846,460)	-95.6%

Activity Narrative: Revenues are projected to increase in the Elections Processing Activity based on a fee increase approved by the Board of Supervisors effective July 1, 2010. Revenue and expenditures are also increasing in FY 2010-11 due to the state elections in November.

Post-Election Processing Activity

The purpose of the Post-Election Processing Activity is to provide tabulation and data services to the County, State, and underlying jurisdictions so they can be assured that they are accurately and quickly informed of election 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of provisional ballots that were valid	N/A	N/A	74.9%	N/A	N/A
Result	Percent of tallies transmitted within timeliness standards	N/A	N/A	74.8%	N/A	N/A
Output	Number of provisional ballots processed	N/A	N/A	69,750	N/A	N/A
Output	Number of election tallies transmitted	N/A	N/A	69,875	N/A	N/A
Demand	Number of provisional ballots expected to be submitted	N/A	N/A	93,500	N/A	N/A
Demand	Number of election tallies required to be transmitted	N/A	N/A	251,000	N/A	N/A
Efficiency	Expenditure per provisional ballot processed	N/A	N/A	\$ 18.95	N/A	N/A
Efficiency	Expenditure per election tally transmitted	N/A	N/A	\$ 18.92	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 1,084,945	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 1,084,945	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 4,578,613	\$ 1,256,426	\$ 1,321,960	\$ (65,534)	-5.2%
	TOTAL USES	\$ 4,578,613	\$ 1,256,426	\$ 1,321,960	\$ (65,534)	-5.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand in Post-Election Processing which includes accommodating an increasing voter turnout.

Elections Grant Fund (248)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 84,524	\$ 55,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 2,718,842	\$ 2,718,842
<i>Help America Vote Grant</i>	<i>2,718,842</i>	<i>2,718,842</i>
Agenda Item:		
C-21-09-004-G-00		
FY 2010 Revised Budget	\$ 2,803,366	\$ 2,773,842
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (2,718,842)	\$ (2,718,842)
<i>Help America Vote Grant</i>	<i>(2,718,842)</i>	<i>(2,718,842)</i>
Agenda Item:		
C-21-09-004-G-00		
FY 2011 Budget Target	\$ 84,524	\$ 55,000
Adjustments:		
Base Adjustments	\$ (84,524)	\$ (55,000)
<i>Other Reductions</i>	<i>(84,524)</i>	<i>(55,000)</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 2,782,320	\$ -
<i>Help America Vote Grant</i>	<i>2,782,320</i>	<i>-</i>
Agenda Item:		
C-21-09-004-G-00		
FY 2011 Adopted Budget	\$ 2,782,320	\$ -
<i>Percent Change from Target Amount</i>	<i>3191.8%</i>	<i>-100.0%</i>

Elections Grant Fund (248) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ (31,321)	\$ (31,321)	\$ -	\$ 4,330,024
Sources:					
Operating	\$ (3,074)	\$ -	\$ -	\$ 4,375,928	\$ -
Non-Recurring	-	55,000	2,773,842	-	-
Total Sources:	\$ (3,074)	\$ 55,000	\$ 2,773,842	\$ 4,375,928	\$ -
Uses:					
Operating	\$ 28,911	\$ -	\$ -	\$ -	\$ -
Non-Recurring	1,646,482	84,524	2,803,366	45,904	2,782,320
Total Uses:	\$ 1,675,393	\$ 84,524	\$ 2,803,366	\$ 45,904	\$ 2,782,320
Structural Balance	\$ (31,985)	\$ -	\$ -	\$ 4,375,928	\$ -
Accounting Adjustments	\$ 1,678,467	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 4,330,024	\$ 1,547,704
Unassigned	-	(60,845)	(60,845)	-	-
Total Ending Spendable Fund Balance	\$ -	\$ (60,845)	\$ (60,845)	\$ 4,330,024	\$ 1,547,704

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 December 31, 2014, Emergency Management will be able to communicate to 40% of our residents within 30 minutes as evidenced by a 70% success rate on activating available channels (mediums) through exercise or real event.**

Status: Emergency Management is working with state and local mediums and is evaluating the messaging mediums currently taking the forefront as this technology has increased in number and complexity.

- **By June 30, 2012, Emergency Management will coordinate 60% completion of Emergency Support Functions (ESF) based plans for cities/towns as evidenced by a 65% success rate through exercise or real event activation of those plans.**

Status: Emergency Management has conducted regional partners meetings with the cities and towns and projected the purpose and reason for this goal. Cities and towns are now beginning to request their plan revisions.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
PLAN - PLANNING	\$ 1,286,118	\$ 1,332,467	\$ 1,382,467	\$ 1,454,332	\$ 1,448,910	\$ 66,443	4.8%
15PR - PREPAREDNESS	\$ 1,286,118	\$ 1,332,467	\$ 1,382,467	\$ 1,454,332	\$ 1,448,910	\$ 66,443	4.8%
GGOV - GENERAL GOVERNMENT	\$ 11,400	\$ -	\$ -	\$ 2,700	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 11,400	\$ -	\$ -	\$ 2,700	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 1,297,518	\$ 1,332,467	\$ 1,382,467	\$ 1,457,032	\$ 1,448,910	\$ 66,443	4.8%
USES							
PLAN - PLANNING	\$ 1,427,707	\$ 1,378,944	\$ 1,428,944	\$ 1,264,770	\$ 1,322,296	\$ 106,648	7.5%
15PR - PREPAREDNESS	\$ 1,427,707	\$ 1,378,944	\$ 1,428,944	\$ 1,264,770	\$ 1,322,296	\$ 106,648	7.5%
EMER - EMERGENCY OPERATIONS MGMT	\$ 32,169	\$ 49,775	\$ 49,775	\$ 44,106	\$ 216,395	\$ (166,620)	-334.7%
15RR - RESPONSE AND RECOVERY	\$ 32,169	\$ 49,775	\$ 49,775	\$ 44,106	\$ 216,395	\$ (166,620)	-334.7%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 73,659	\$ 76,632	\$ 76,632	\$ 76,632	\$ 82,799	\$ (6,167)	-8.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 1,044	\$ 997	\$ 997	\$ 988	\$ 1,301	\$ (304)	-30.5%
99GV - GENERAL GOVERNMENT	\$ 74,703	\$ 77,629	\$ 77,629	\$ 77,620	\$ 84,100	\$ (6,471)	-8.3%
TOTAL PROGRAMS	\$ 1,534,579	\$ 1,506,348	\$ 1,556,348	\$ 1,386,496	\$ 1,622,791	\$ (66,443)	-4.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 1,048,794	\$ 1,157,622	\$ 1,207,622	\$ 1,300,896	\$ 1,275,029	\$ 67,407	5.6%
SUBTOTAL	\$ 1,048,794	\$ 1,157,622	\$ 1,207,622	\$ 1,300,896	\$ 1,275,029	\$ 67,407	5.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 237,324	\$ 174,845	\$ 174,845	\$ 153,436	\$ 173,881	\$ (964)	-0.6%
SUBTOTAL	\$ 237,324	\$ 174,845	\$ 174,845	\$ 153,436	\$ 173,881	\$ (964)	-0.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 11,400	\$ -	\$ -	\$ 2,700	\$ -	\$ -	N/A
SUBTOTAL	\$ 11,400	\$ -	\$ -	\$ 2,700	\$ -	\$ -	N/A
ALL REVENUES	\$ 1,297,518	\$ 1,332,467	\$ 1,382,467	\$ 1,457,032	\$ 1,448,910	\$ 66,443	4.8%
TOTAL SOURCES	\$ 1,297,518	\$ 1,332,467	\$ 1,382,467	\$ 1,457,032	\$ 1,448,910	\$ 66,443	4.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 673,936	\$ 666,980	\$ 666,980	\$ 633,563	\$ 635,324	\$ 31,656	4.7%
0710 - OVERTIME	-	-	-	728	8,550	(8,550)	N/A
0750 - FRINGE BENEFITS	203,190	197,939	197,939	203,308	228,236	(30,297)	-15.3%
0790 - OTHER PERSONNEL SERVICES	82,389	8,600	8,600	11,283	11,600	(3,000)	-34.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(15,000)	(29,007)	(29,007)	(37,775)	(29,887)	880	-3.0%
0796 - PERSONNEL SERVICES ALLOC-IN	146,206	176,622	176,622	136,245	211,202	(34,580)	-19.6%
SUBTOTAL	\$ 1,090,721	\$ 1,021,134	\$ 1,021,134	\$ 947,352	\$ 1,065,025	\$ (43,891)	-4.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 18,827	\$ 12,061	\$ 12,061	\$ 11,313	\$ 12,800	\$ (739)	-6.1%
0803 - FUEL	1,620	2,000	2,000	1,560	2,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	27	21,100	21,100	21,926	-	21,100	100.0%
0806 - SUPPLIES-ALLOCATION IN	1,145	515	515	384	410	105	20.4%
SUBTOTAL	\$ 21,619	\$ 35,676	\$ 35,676	\$ 35,183	\$ 15,210	\$ 20,466	57.4%
SERVICES							
0812 - OTHER SERVICES	\$ 278,470	\$ 264,459	\$ 314,459	\$ 234,112	\$ 341,812	\$ (27,353)	-8.7%
0820 - RENT & OPERATING LEASES	-	1,800	1,800	1,050	-	1,800	100.0%
0825 - REPAIRS AND MAINTENANCE	9,066	17,301	17,301	19,607	44,271	(26,970)	-155.9%
0839 - INTERNAL SERVICE CHARGES	21,481	23,999	23,999	19,306	20,800	3,199	13.3%
0841 - TRAVEL	11,425	19,400	19,400	18,455	25,500	(6,100)	-31.4%
0842 - EDUCATION AND TRAINING	5,165	6,700	6,700	4,795	8,609	(1,909)	-28.5%
0843 - POSTAGE/FREIGHT/SHIPPING	426	800	800	651	800	-	0.0%
0850 - UTILITIES	810	600	600	420	600	-	0.0%
0873 - SERVICES-ALLOCATION IN	8,276	5,743	5,743	4,467	4,659	1,084	18.9%
SUBTOTAL	\$ 335,119	\$ 340,802	\$ 390,802	\$ 302,863	\$ 447,051	\$ (56,249)	-14.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 19,500	\$ 19,500	\$ 12,000	\$ -	\$ 19,500	100.0%
0950 - DEBT SERVICE	13,211	12,357	12,357	12,216	12,357	-	0.0%
0956 - CAPITAL-ALLOCATION IN	250	247	247	250	349	(102)	-41.3%
SUBTOTAL	\$ 13,461	\$ 32,104	\$ 32,104	\$ 24,466	\$ 12,706	\$ 19,398	60.4%
ALL EXPENDITURES	\$ 1,460,920	\$ 1,429,716	\$ 1,479,716	\$ 1,309,864	\$ 1,539,992	\$ (60,276)	-4.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 73,659	\$ 76,632	\$ 76,632	\$ 76,632	\$ 82,799	\$ (6,167)	-8.0%
ALL OTHER FINANCING USES	\$ 73,659	\$ 76,632	\$ 76,632	\$ 76,632	\$ 82,799	\$ (6,167)	-8.0%
TOTAL USES	\$ 1,534,579	\$ 1,506,348	\$ 1,556,348	\$ 1,386,496	\$ 1,622,791	\$ (66,443)	-4.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
207 PALO VERDE							
OPERATING	\$ 365,960	\$ 404,459	\$ 404,459	\$ 407,196	\$ 418,829	\$ 14,370	3.6%
FUND TOTAL SOURCES	\$ 365,960	\$ 404,459	\$ 404,459	\$ 407,196	\$ 418,829	\$ 14,370	3.6%
215 EMERGENCY MANAGEMENT							
OPERATING	\$ 869,267	\$ 908,008	\$ 908,008	\$ 979,836	\$ 1,030,081	\$ 122,073	13.4%
NON-RECURRING	62,291	20,000	70,000	70,000	-	(70,000)	-100.0%
FUND TOTAL SOURCES	\$ 931,558	\$ 928,008	\$ 978,008	\$ 1,049,836	\$ 1,030,081	\$ 52,073	5.3%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,235,227	\$ 1,312,467	\$ 1,312,467	\$ 1,387,032	\$ 1,448,910	\$ 136,443	10.4%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 62,291	\$ 20,000	\$ 70,000	\$ 70,000	\$ -	\$ (70,000)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 1,297,518	\$ 1,332,467	\$ 1,382,467	\$ 1,457,032	\$ 1,448,910	\$ 66,443	4.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 203,830	\$ 173,881	\$ 173,881	\$ 169,851	\$ 173,881	\$ -	0.0%
FUND TOTAL USES	\$ 203,830	\$ 173,881	\$ 173,881	\$ 169,851	\$ 173,881	\$ -	0.0%
207 PALO VERDE							
OPERATING	\$ 351,896	\$ 404,459	\$ 404,459	\$ 377,619	\$ 418,829	\$ (14,370)	-3.6%
FUND TOTAL USES	\$ 351,896	\$ 404,459	\$ 404,459	\$ 377,619	\$ 418,829	\$ (14,370)	-3.6%
215 EMERGENCY MANAGEMENT							
OPERATING	\$ 818,415	\$ 908,008	\$ 908,008	\$ 836,526	\$ 1,030,081	\$ (122,073)	-13.4%
NON-RECURRING	160,438	20,000	70,000	2,500	-	70,000	100.0%
FUND TOTAL USES	\$ 978,853	\$ 928,008	\$ 978,008	\$ 839,026	\$ 1,030,081	\$ (52,073)	-5.3%
DEPARTMENT OPERATING TOTAL USES	\$ 1,374,141	\$ 1,486,348	\$ 1,486,348	\$ 1,383,996	\$ 1,622,791	\$ (136,443)	-9.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 160,438	\$ 20,000	\$ 70,000	\$ 2,500	\$ -	\$ 70,000	100.0%
DEPARTMENT TOTAL USES	\$ 1,534,579	\$ 1,506,348	\$ 1,556,348	\$ 1,386,496	\$ 1,622,791	\$ (66,443)	-4.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
150 - EMERGENCY MANAGEMENT							
PREPAREDNESS							
PLANNING	12.88	12.88	12.88	11.93	10.00	(2.88)	-22.3%
PROGRAM TOTAL	12.88	12.88	12.88	11.93	10.00	(2.88)	-22.3%
RESPONSE AND RECOVERY							
EMERGENCY OPERATIONS MGMT	0.63	0.63	0.63	0.58	2.50	1.88	300.0%
PROGRAM TOTAL	0.63	0.63	0.63	0.58	2.50	1.88	300.0%
DEPARTMENT TOTAL	13.50	13.50	13.50	12.50	12.50	(1.00)	-7.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
150 - EMERGENCY MANAGEMENT							
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner	6.50	7.50	7.50	-	-	(7.50)	-100.0%
Planner - Emergency Services	-	-	-	6.50	6.50	6.50	N/A
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	-	-	-	-	-	N/A
Department Total	13.50	13.50	13.50	12.50	12.50	(1.00)	-7.4%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
150 - EMERGENCY MANAGEMENT							
100 - GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 - PALO VERDE	3.00	3.00	3.00	3.00	3.00	-	0.0%
215 - EMERGENCY MANAGEMENT	8.50	8.50	8.50	7.50	7.50	(1.00)	-11.8%
DEPARTMENT TOTAL	13.50	13.50	13.50	12.50	12.50	(1.00)	-7.4%

Significant Variance Analysis

The Department eliminated 1 planner position due to its internal reorganization.

General Adjustments

Revenue: Funding is expected to increase in Palo Verde (207) due to Senate Bill 1316. Emergency Management (215) funds are also expected to increase for FY 2010-11 due to the carryover of the Emergency Management Performance Grant. This is reflected in the increase of expenditures and revenues for both funds.

Personnel: Health Insurance premiums of medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$18,700 for FY 2010-11. Other Services, Travel, and Education are being decreased to accommodate the benefit increase.

Programs and Activities

Preparedness Program

The purpose of the Preparedness Program is to provide plans, exercises, training, and information to communities, organizations, and individuals so they can be able to respond to and survive the effects of disasters.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	N/A	N/A	100.0%	N/A	N/A
Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards	N/A	N/A	100.0%	N/A	N/A
Percent of city/town emergency operations plans reviewed or updated within the fiscal year	N/A	N/A	66.7%	N/A	N/A
Percent of Maricopa County residents who have a 72 hour personal or family preparedness plan to ensure their self sufficiency as measured in the Maricopa County Customer Satisfaction Survey	N/A	N/A	48.0%	N/A	N/A

The Preparedness Program's Planning Activity's measures were revised for FY 2010-11.

Activities that comprise this program include:

- Planning

Planning Activity

The purpose of the Planning Activity is to provide tested emergency plans and guidance to public and private entities so they can be prepared to react in an emergency and minimize loss of life and property.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of city/town emergency operations plans reviewed or updated within the fiscal year	N/A	N/A	66.7%	N/A	N/A
Result	Percent of Maricopa County residents who have a 72 hour personal or family preparedness plan to ensure their self sufficiency as measured in the Maricopa County Customer Satisfaction Survey	N/A	N/A	48.0%	N/A	N/A
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	N/A	N/A	100.0%	N/A	N/A
Result	Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards	N/A	N/A	100.0%	N/A	N/A
Output	Number of County, public and private sector exercises and training sessions supported	N/A	N/A	20	N/A	N/A
Output	Total number of items to be evaluated for Palo Verde Nuclear Generating Satation (PVNGS)	N/A	N/A	13	N/A	N/A
Output	Total number of city/town emergency operations plans (EOP) reviewed or updated with the fiscal year	N/A	N/A	16	N/A	N/A
Output	Total number of plans reviewed	N/A	N/A	48	N/A	N/A
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted	N/A	N/A	3	N/A	N/A
Demand	Total number of city/town exercises and training sessions requested to be conducted, supported or participated in	N/A	N/A	20	N/A	N/A
Demand	Total number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA)	N/A	N/A	3	N/A	N/A
Demand	Total number of plan reviews requested	N/A	N/A	48	N/A	N/A
Efficiency	Average expenditure per plan reviewed	N/A	N/A	\$ 27,547.83	N/A	N/A
<i>Revenue</i>						
	207 - PALO VERDE	\$ 354,560	\$ 404,459	\$ 418,829	\$ 14,370	3.6%
	215 - EMERGENCY MANAGEMENT	931,558	978,008	1,030,081	52,073	5.3%
	TOTAL SOURCES	\$ 1,286,118	\$ 1,382,467	\$ 1,448,910	\$ 66,443	4.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 176,973	\$ 167,077	\$ 133,925	\$ 33,152	19.8%
	207 - PALO VERDE	329,936	374,647	352,564	22,083	5.9%
	215 - EMERGENCY MANAGEMENT	920,798	887,220	835,807	51,413	5.8%
	TOTAL USES	\$ 1,427,707	\$ 1,428,944	\$ 1,322,296	\$ 106,648	7.5%

Activity Narrative: The Planning Activity includes most of the resources and services that previously had been associated with the Training and Exercise Activity and the Public Information Activity. All of the Demands, Outputs, Results and Efficiencies have been revised for FY 2010-11. The FY 2010-11 budget supports the Department in providing 100% of the demanded services.

Response and Recovery Program

The purpose of the Response and Recovery Program is to provide a coordinated disaster response capability to the people of Maricopa County so they can protect their lives and property and allow them to recover from a disaster.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of emergency notifications made within 15 minutes of receipt	97.9%	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 notifications and resources to public and private entities, and residents of Maricopa County so they can obtain the knowledge needed to respond to an actual emergency.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of emergency notifications made within 15 minutes of receipt	97.9%	100.0%	100.0%	0.0%	0.0%
Output	Total number of total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained	365	365	365	-	0.0%
Output	Total number of emergency notifications made within 15 minutes of receipt	192	375	375	-	0.0%
Output	Total number of emergency notifications made	192	375	375	-	0.0%
Demand	Total number of emergency notifications required	196	375	375	-	0.0%
Efficiency	Expenditure per notifications	\$ 167.55	\$ 132.73	\$ 577.05	\$ (444.32)	-334.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 26,713	\$ 6,656	\$ 39,763	\$ (33,107)	-497.4%
	207 - PALO VERDE	847	14,197	44,801	(30,604)	-215.6%
	215 - EMERGENCY MANAGEMENT	4,609	28,922	131,831	(102,909)	-355.8%
	TOTAL USES	\$ 32,169	\$ 49,775	\$ 216,395	\$ (166,620)	-334.7%

Activity Narrative: The FY 2010-11 budget supports the department in meeting 100% of the demand. Expenditures for this Activity have increased by 334.7% due to the changes in the Department's strategic business plan in which some of the services that formally belonged to the Training and Exercise and Public Information Activities now belong to this activity.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 173,881	\$ -
FY 2010 Revised Budget	\$ 173,881	\$ -
FY 2011 Budget Target	\$ 173,881	\$ -
Adjustments:		
Employee Retirement and Benefits	\$ 2,928	\$ -
<i>Employee Health/Dental Premiums</i>	<i>2,520</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>408</i>	<i>-</i>
Base Adjustments	\$ (2,928)	\$ -
<i>Other Base Adjustments</i>	<i>(2,928)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 173,881	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Palo Verde Fund (207)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 404,459	\$ 404,459
FY 2010 Revised Budget	\$ 404,459	\$ 404,459
FY 2011 Budget Target	\$ 404,459	\$ 404,459
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 4,334	\$ -
<i>Employee Health/Dental Premiums</i>	<i>3,780</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>554</i>	<i>-</i>
Base Adjustments	\$ 10,036	\$ 14,370
<i>Other Base Adjustments</i>	<i>10,036</i>	<i>14,370</i>
FY 2011 Adopted Budget	\$ 418,829	\$ 418,829
<i>Percent Change from Target Amount</i>		<i>3.6%</i>

Palo Verde Fund (207) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 367,957	\$ 420,415	\$ 420,415	\$ 382,014	\$ 411,591
Sources:					
Operating	\$ 365,960	\$ 404,459	\$ 404,459	\$ 407,196	\$ 418,829
Total Sources:	\$ 365,960	\$ 404,459	\$ 404,459	\$ 407,196	\$ 418,829
Uses:					
Operating	\$ 351,896	\$ 404,459	\$ 404,459	\$ 377,619	\$ 418,829
Total Uses:	\$ 351,896	\$ 404,459	\$ 404,459	\$ 377,619	\$ 418,829
Structural Balance	\$ 14,064	\$ -	\$ -	\$ 29,577	\$ -
Accounting Adjustments	\$ (7)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 382,014	\$ 420,415	\$ 420,415	\$ 411,591	\$ 411,591
Total Ending Spendable Fund Balance	\$ 382,014	\$ 420,415	\$ 420,415	\$ 411,591	\$ 411,591

Emergency Management Fund (215)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 908,008	\$ 908,008
FY 2010 Revised Budget	\$ 908,008	\$ 908,008
Adjustments:		
Budget Balancing		
PEHPEP FY 09 Adjustments	\$ (47,267)	\$ -
C-49-09-066-2-00	(47,267)	-
Structural Balance	\$ 47,267	\$ -
Structural Balance	47,267	-
FY 2011 Budget Target	\$ 908,008	\$ 908,008
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 11,438	\$ -
Employee Health/Dental Premiums	10,080	-
Retirement Contributions	1,358	-
Base Adjustments	\$ 110,635	\$ 122,073
Other Base Adjustments	110,635	122,073
Additional Grant Funding	\$ 110,635	
FY 2011 Adopted Budget	\$ 1,030,081	\$ 1,030,081
Percent Change from Target Amount	13.4%	13.4%

Emergency Management Fund (215) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 20,000	\$ 20,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants		
<i>BLM Grant Nat Fire Plan</i>	\$ 30,000	\$ 30,000
<i>BLM Grant Nat Fire Plan</i>	30,000	30,000
Intergovernmental Agreements		
<i>Wickenburg RFD Wildfire Plan</i>	\$ 20,000	\$ 20,000
<i>Wickenburg RFD Wildfire Plan</i>	20,000	20,000
	\$ 70,000	\$ 70,000
FY 2010 Revised Budget	\$ 70,000	\$ 70,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants		
<i>BLM Grant Nat Fire Plan</i>	\$ (30,000)	\$ (30,000)
<i>BLM Grant Nat Fire Plan</i>	(30,000)	(30,000)
Intergovernmental Agreements		
<i>Wickenburg RFD Wildfire Plan</i>	\$ (20,000)	\$ (20,000)
<i>Wickenburg RFD Wildfire Plan</i>	(20,000)	(20,000)
	\$ 20,000	\$ 20,000
FY 2011 Budget Target	\$ 20,000	\$ 20,000
Adjustments:		
Base Adjustments	\$ (20,000)	\$ (20,000)
<i>Other Base Adjustments</i>	(20,000)	(20,000)
	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	-100.0%	-100.0%

Emergency Management Fund (215) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (195,971)	\$ (94,233)	\$ (94,233)	\$ (57,851)	\$ 152,959
Sources:					
Operating	\$ 869,267	\$ 908,008	\$ 908,008	\$ 979,836	\$ 1,030,081
Non-Recurring	62,291	20,000	70,000	70,000	-
Total Sources:	\$ 931,558	\$ 928,008	\$ 978,008	\$ 1,049,836	\$ 1,030,081
Uses:					
Operating	\$ 818,415	\$ 908,008	\$ 908,008	\$ 836,526	\$ 1,030,081
Non-Recurring	160,438	20,000	70,000	2,500	-
Total Uses:	\$ 978,853	\$ 928,008	\$ 978,008	\$ 839,026	\$ 1,030,081
Structural Balance	\$ 50,852	\$ -	\$ -	\$ 143,310	\$ -
Accounting Adjustments	\$ 185,415	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 152,959	\$ 152,959
Unassigned	(57,851)	(94,233)	(94,233)	-	-
Total Ending Spendable Fund Balance	\$ (57,851)	\$ (94,233)	\$ (94,233)	\$ 152,959	\$ 152,959

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.

Enterprise Technology

Analysis by Angie Flick, Management & Budget Supervisor

Summary

Mission

The mission of the Office of Enterprise Technology (OET) is to provide secure, cost-efficient, and high-quality technology solutions to County departments so they can best serve our citizens and communities.

Vision

Delivering innovative solutions with accountability.

Strategic Goals

- **By June, 2013, OET will improve customer satisfaction with the timeliness and quality of services as evidenced by an increase in our customer satisfaction score to 98% (based on OET administered customer service surveys) and will improve employee satisfaction as evidenced by an increase in our employee satisfaction score to 85% (based on the County Employee Satisfaction Survey).**

Status: This is a new goal for OET. The Department's current customer service satisfaction for FY 2009-10 is 93.1% through February 2010. The most current employee satisfaction score is 73.25%.

- **By June, 2014, OET will ensure 95% of the OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.**

Status: The Department is gathering information to establish a definitive baseline for this goal.

- **By October, 2016, 75% of IT services will be in compliance with approved IT standards.**

Status: The Department is gathering information to establish a definitive baseline for this goal.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
DTNW - DATA NETWORK	\$ 5,682,033	\$ 4,048,603	\$ 6,048,603	\$ 4,116,250	\$ 4,676,492	\$ (1,372,111)	-22.7%
PLCD - PERSONAL COMMUNICATION DEVICES	2,993,817	2,400,135	2,400,135	2,423,337	2,180,312	(219,823)	-9.2%
RDNW - RADIO NETWORK	4,652,088	3,258,262	3,258,262	2,946,295	3,496,957	238,695	7.3%
RMAC - REMOTE ACCESS	167,064	156,192	156,192	148,186	-	(156,192)	-100.0%
VCST - VOICE SYSTEMS	7,873,071	6,057,477	6,057,477	6,812,893	5,619,222	(438,255)	-7.2%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 21,368,073	\$ 15,920,669	\$ 17,920,669	\$ 16,446,961	\$ 15,972,983	\$ (1,947,686)	-10.9%
GGOV - GENERAL GOVERNMENT	\$ 133,634	\$ -	\$ -	\$ 100,544	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 133,634	\$ -	\$ -	\$ 100,544	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%
USES							
DTNW - DATA NETWORK	\$ 5,679,647	\$ 4,994,511	\$ 10,133,974	\$ 5,005,501	\$ 5,316,137	\$ 4,817,837	47.5%
NWPT - NETWORK PROTECTION	75,241	106,033	106,033	67,503	59,127	46,906	44.2%
PLCD - PERSONAL COMMUNICATION DEVICES	2,890,893	2,000,004	2,000,004	2,266,323	2,000,004	-	0.0%
RDNW - RADIO NETWORK	4,060,992	2,450,743	3,450,743	3,879,626	2,569,676	881,067	25.5%
RMAC - REMOTE ACCESS	1,900	-	-	-	-	-	N/A
VCST - VOICE SYSTEMS	5,919,850	5,400,425	6,394,808	6,439,272	7,836,230	(1,441,422)	-22.5%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 18,628,523	\$ 14,951,716	\$ 22,085,562	\$ 17,658,225	\$ 17,781,174	\$ 4,304,388	19.5%
EPMG - ENTERPRISE MANAGEMENT	\$ 969,121	\$ 455,216	\$ 455,216	\$ 666,384	\$ 495,116	\$ (39,900)	-8.8%
41MG - INFO TECHNOLOGY MANAGEMENT	\$ 969,121	\$ 455,216	\$ 455,216	\$ 666,384	\$ 495,116	\$ (39,900)	-8.8%
BDGT - BUDGETING	\$ 8,731	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
FSAC - FINANCIAL SERVICES	316,180	227,773	227,773	217,755	211,015	16,758	7.4%
HRAC - HUMAN RESOURCES	65,519	60,980	60,980	72,284	61,473	(493)	-0.8%
ODIR - EXECUTIVE MANAGEMENT	1,154,532	1,958,134	1,958,134	1,771,348	1,715,334	242,800	12.4%
99AS - ADMINISTRATIVE SERVICES	\$ 1,544,962	\$ 2,246,887	\$ 2,246,887	\$ 2,061,387	\$ 1,987,822	\$ 259,065	11.5%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 422,470	\$ 343,857	\$ 343,857	\$ 343,857	\$ 460,915	\$ (117,058)	-34.0%
ISFC - INTERNAL SERVICE FUND CHARGES	13,140	7,338	7,338	7,332	19,317	(11,979)	-163.2%
99GV - GENERAL GOVERNMENT	\$ 435,610	\$ 351,195	\$ 351,195	\$ 351,189	\$ 480,232	\$ (129,037)	-36.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 4,378,270	\$ 2,821,726	\$ 2,517,388	\$ 2,507,196	\$ 2,656,710	\$ (139,322)	-5.5%
DACR - DATA CENTER	617,538	540,935	565,067	447,462	646,077	(81,010)	-14.3%
DESK - DESKTOP SUPPORT	973,462	952,608	919,368	778,169	484,666	434,702	47.3%
HDSP - HELP DESK SUPPORT	372,633	329,624	332,507	339,101	201,162	131,345	39.5%
VANS - INFRASTRUCTURE NETWORK SVCS	2,097,164	1,967,219	1,970,729	1,853,393	2,344,649	(373,920)	-19.0%
99IT - INFORMATION TECHNOLOGY	\$ 8,439,067	\$ 6,612,112	\$ 6,305,059	\$ 5,925,321	\$ 6,333,264	\$ (28,205)	-0.4%
TOTAL PROGRAMS	\$ 30,017,283	\$ 24,617,126	\$ 31,443,919	\$ 26,662,506	\$ 27,077,608	\$ 4,366,311	13.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 822,505	\$ 685,264	\$ 685,264	\$ 631,230	\$ 352,760	\$ (332,504)	-48.5%
0636 - INTERNAL SERVICE CHARGES	19,440,465	15,224,405	17,224,405	15,807,896	15,509,223	(1,715,182)	-10.0%
SUBTOTAL	\$ 20,262,970	\$ 15,909,669	\$ 17,909,669	\$ 16,439,126	\$ 15,861,983	\$ (2,047,686)	-11.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 133,634	\$ -	\$ -	\$ 100,544	\$ 100,000	\$ 100,000	N/A
0650 - MISCELLANEOUS REVENUE	1,105,103	11,000	11,000	7,835	11,000	-	0.0%
SUBTOTAL	\$ 1,238,737	\$ 11,000	\$ 11,000	\$ 108,379	\$ 111,000	\$ 100,000	909.1%
ALL REVENUES	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%
TOTAL SOURCES	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 7,502,338	\$ 7,898,790	\$ 7,685,401	\$ 7,425,978	\$ 7,231,079	\$ 454,322	5.9%
0705 - TEMPORARY PAY	3,158	-	-	-	-	-	N/A
0710 - OVERTIME	92,292	70,397	70,397	56,426	51,735	18,662	26.5%
0750 - FRINGE BENEFITS	2,191,555	2,309,938	2,244,472	2,196,795	2,346,911	(102,439)	-4.6%
0790 - OTHER PERSONNEL SERVICES	73,759	17,004	17,004	40,090	8,619	8,385	49.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,586,837)	(2,659,479)	(2,659,479)	(2,451,338)	(2,554,277)	(105,202)	4.0%
0796 - PERSONNEL SERVICES ALLOC-IN	436,515	1,086,319	1,086,319	1,036,823	1,110,751	(24,432)	-2.2%
SUBTOTAL	\$ 8,712,780	\$ 8,722,969	\$ 8,444,114	\$ 8,304,774	\$ 8,194,818	\$ 249,296	3.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 3,131,215	\$ 555,724	\$ 555,724	\$ 1,594,329	\$ 572,517	\$ (16,793)	-3.0%
0803 - FUEL	23,376	33,768	33,768	25,215	33,768	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	230,370	-	-	-	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	(32,549)	(28,873)	(28,873)	(24,190)	(29,078)	205	-0.7%
0806 - SUPPLIES-ALLOCATION IN	-	12,678	12,678	14,953	12,678	-	0.0%
SUBTOTAL	\$ 3,352,412	\$ 573,297	\$ 573,297	\$ 1,610,307	\$ 589,885	\$ (16,588)	-2.9%
SERVICES							
0811 - HEALTH CARE SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 168,575	\$ (168,575)	N/A
0812 - OTHER SERVICES	3,439,333	1,733,378	5,863,229	1,817,701	2,212,462	3,650,767	62.3%
0820 - RENT & OPERATING LEASES	7,024	11,520	11,520	8,963	11,520	-	0.0%
0825 - REPAIRS AND MAINTENANCE	3,379,086	4,045,294	4,017,096	4,733,657	3,890,829	126,267	3.1%
0830 - INTERGOVERNMENTAL PAYMENTS	2,086	8,000	8,000	6,606	8,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	136,030	175,065	3,175,065	150,016	175,365	2,999,700	94.5%
0841 - TRAVEL	10,345	10,464	10,464	14,610	10,464	-	0.0%
0842 - EDUCATION AND TRAINING	60,443	103,041	103,041	77,178	51,396	51,645	50.1%
0843 - POSTAGE/FREIGHT/SHIPPING	7,329	3,456	3,456	5,909	3,050	406	11.7%
0850 - UTILITIES	8,260,415	7,237,709	7,237,709	7,411,571	7,417,024	(179,315)	-2.5%
0872 - SERVICES-ALLOCATION OUT	(190,865)	(839,574)	(839,574)	(501,003)	(531,770)	(307,804)	36.7%
0873 - SERVICES-ALLOCATION IN	22,777	107,834	107,834	147,326	66,093	41,741	38.7%
SUBTOTAL	\$ 15,134,003	\$ 12,596,187	\$ 19,697,840	\$ 13,872,534	\$ 13,483,008	\$ 6,214,832	31.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	N/A
0920 - CAPITAL EQUIPMENT	342,591	-	-	443,329	2,272,139	(2,272,139)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	8,398	74,000	74,000	10,000	91,000	(17,000)	-23.0%
0950 - DEBT SERVICE	2,044,629	2,378,954	2,378,954	1,868,068	2,105,843	273,111	11.5%
0955 - CAPITAL-ALLOCATION OUT	(125,185)	(247,951)	(247,951)	(185,269)	(245,185)	(2,766)	1.1%
0956 - CAPITAL-ALLOCATION IN	125,185	175,813	175,813	144,906	125,185	50,628	28.8%
SUBTOTAL	\$ 2,395,618	\$ 2,380,816	\$ 2,380,816	\$ 2,531,034	\$ 4,348,982	\$ (1,968,166)	-82.7%
ALL EXPENDITURES	\$ 29,594,813	\$ 24,273,269	\$ 31,096,067	\$ 26,318,649	\$ 26,616,693	\$ 4,479,374	14.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 422,470	\$ 343,857	\$ 347,852	\$ 343,857	\$ 460,915	\$ (113,063)	-32.5%
ALL OTHER FINANCING USES	\$ 422,470	\$ 343,857	\$ 347,852	\$ 343,857	\$ 460,915	\$ (113,063)	-32.5%
TOTAL USES	\$ 30,017,283	\$ 24,617,126	\$ 31,443,919	\$ 26,662,506	\$ 27,077,608	\$ 4,366,311	13.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
681 TELECOMMUNICATIONS							
OPERATING	\$ 20,402,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%
NON-RECURRING	1,099,000	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 20,402,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 1,099,000	\$ -	N/A				
DEPARTMENT TOTAL SOURCES	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983	\$ (1,947,686)	-10.9%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 GENERAL							
OPERATING	\$ 10,003,694	\$ 7,614,262	\$ 7,307,209	\$ 6,908,271	\$ 6,892,486	\$ 414,723	5.7%
NON-RECURRING	-	-	-	-	289,000	(289,000)	N/A
FUND TOTAL USES	\$ 10,003,694	\$ 7,614,262	\$ 7,307,209	\$ 6,908,271	\$ 7,181,486	\$ 125,723	1.7%
681 TELECOMMUNICATIONS							
OPERATING	\$ 17,264,809	\$ 15,900,559	\$ 17,900,559	\$ 15,710,707	\$ 15,972,983	\$ 1,927,576	10.8%
NON-RECURRING	2,748,780	1,102,305	6,236,151	4,043,528	3,923,139	2,313,012	37.1%
FUND TOTAL USES	\$ 20,013,589	\$ 17,002,864	\$ 24,136,710	\$ 19,754,235	\$ 19,896,122	\$ 4,240,588	17.6%
DEPARTMENT OPERATING TOTAL USES	\$ 27,268,503	\$ 23,514,821	\$ 25,207,768	\$ 22,618,978	\$ 22,865,469	\$ 2,342,299	9.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 2,748,780	\$ 1,102,305	\$ 6,236,151	\$ 4,043,528	\$ 4,212,139	\$ 2,024,012	32.5%
DEPARTMENT TOTAL USES	\$ 30,017,283	\$ 24,617,126	\$ 31,443,919	\$ 26,662,506	\$ 27,077,608	\$ 4,366,311	13.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
EXECUTIVE MANAGEMENT	7.00	6.00	6.00	6.00	5.00	(1.00)	-16.7%
FINANCIAL SERVICES	5.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	1.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	13.00	14.00	14.00	14.00	13.00	(1.00)	-7.1%
DATA NETWORK	15.00	13.00	13.00	13.00	13.00	-	0.0%
RADIO NETWORK	16.00	16.00	16.00	16.00	16.00	-	0.0%
VOICE SYSTEMS	10.00	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	41.00	37.00	37.00	37.00	37.00	-	0.0%
INFO TECHNOLOGY MANAGEMENT							
ENTERPRISE MANAGEMENT	10.00	7.00	7.00	7.40	6.40	(0.60)	-8.6%
PROGRAM TOTAL	10.00	7.00	7.00	7.40	6.40	(0.60)	-8.6%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	43.00	34.00	34.00	29.00	30.00	(4.00)	-11.8%
DATA CENTER	10.00	7.00	7.00	6.00	7.00	-	0.0%
DESKTOP SUPPORT	14.00	11.00	11.00	10.00	9.00	(2.00)	-18.2%
HELP DESK SUPPORT	6.00	5.00	5.00	5.00	5.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	78.00	61.00	61.00	54.00	55.00	(6.00)	-9.8%
DEPARTMENT TOTAL	142.00	119.00	119.00	112.40	111.40	(7.60)	-6.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	5.00	4.00	4.00	2.00	2.00	(2.00)	-50.0%
Business/Systems Analyst-Sr/Ld	4.00	3.00	3.00	4.00	4.00	1.00	33.3%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Data Security Analyst	1.00	-	-	-	-	-	N/A
Data Security Analyst Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	5.00	4.00	4.00	4.00	4.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Events Operation Manager	-	1.00	1.00	1.00	-	(1.00)	-100.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
HST Analyst	2.00	1.00	1.00	2.00	1.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	1.00	1.00	1.00	-	-	(1.00)	-100.0%
IS Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager - Sr/Ld	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
IT Consultant	7.00	6.00	6.00	5.40	4.40	(1.60)	-26.7%
IT Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	6.00	4.00	4.00	4.00	4.00	-	0.0%
IT Services Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer	2.00	1.00	1.00	1.00	1.00	-	0.0%
Network Engineer - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Operations Support Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	9.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	2.00	2.00	1.00	-	(2.00)	-100.0%
Programmer/Analyst - Sr/Ld	11.00	8.00	8.00	6.00	6.00	(2.00)	-25.0%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	4.00	2.00	2.00	3.00	3.00	1.00	50.0%
Systems/Network Administrator	6.00	4.00	4.00	4.00	5.00	1.00	25.0%
Systems/Network Admin-Sr/Ld	6.00	6.00	6.00	5.00	6.00	-	0.0%
Technical Support Mgr	1.00	-	-	-	-	-	N/A
Telecomm Engineer	5.00	5.00	5.00	5.00	5.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecommunications Tech-Sr/Ld	8.00	7.00	7.00	7.00	7.00	-	0.0%
Web Designer/Developer	3.00	2.00	2.00	2.00	2.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	142.00	119.00	119.00	112.40	111.40	(7.60)	-6.4%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	98.00	79.00	79.00	71.40	71.40	(7.60)	-9.6%
681 - TELECOMMUNICATIONS	44.00	40.00	40.00	40.00	40.00	-	0.0%
DEPARTMENT TOTAL	142.00	119.00	119.00	112.40	111.40	(7.60)	-6.4%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$109,185 for FY 2010-11. Salary adjustments; aligning budgeted hourly rates to current employee level and expected new-hire levels; adjustments to the allocations out to other funds and salary/benefit savings are adjusted decreasing personnel costs by \$190,185. The net effect is zero.

Position Restatement: Effective January 2010, positions were restated to the Treasurer's Office and four positions were added to the Department to make the operations appropriately staffed. The net impact to the Department's General Fund is a decrease of \$621,128 from FY 2009-10 Adopted budget to the FY 2010-11 budget. Additionally one position has been restated to the County Manager's Office effective FY 2010-11.

Infrastructure: \$1,200,000 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 is included in the Non-Recurring/Non-Project Telecommunications Fund.

Technology: \$289,000 for infrastructure to implement OnBase for growth to an enterprise platform for electronic data management and workflow.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of time Downtown Network is connected to host	N/A	100.0%	100.0%	0.0%	0.0%
Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	N/A	95.0%	95.0%	0.0%	0.0%
Percent of time remote access system (RAS) is fully operational during a quarter (24/7)	N/A	99.0%	99.0%	0.0%	0.0%
Percent of time Voice Systems are operational during a quarter 24/7	N/A	99.0%	99.0%	0.0%	0.0%

Activities that comprise this program include:

- Data Network
- Network Protection
- Personal Communication Devices
- Radio Network
- 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of time Downtown Network is connected to host	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of work orders completed	N/A	3,420	2,024	(1,396)	-40.8%
Output	Amount of time in period	N/A	6,264	6,264	-	0.0%
Demand	Number of work and repair orders anticipated	N/A	3,420	2,024	(1,396)	-40.8%
Efficiency	Cost per work order completed	N/A	\$ 2,963.15	\$ 2,626.55	\$ 336.60	11.4%
<i>Revenue</i>						
	681 - TELECOMMUNICATIONS	\$ 5,682,033	\$ 6,048,603	\$ 4,676,492	\$ (1,372,111)	-22.7%
	TOTAL SOURCES	\$ 5,682,033	\$ 6,048,603	\$ 4,676,492	\$ (1,372,111)	-22.7%
<i>Expenditure</i>						
	681 - TELECOMMUNICATIONS	\$ 5,679,647	\$ 10,133,974	\$ 5,316,137	\$ 4,817,837	47.5%
	TOTAL USES	\$ 5,679,647	\$ 10,133,974	\$ 5,316,137	\$ 4,817,837	47.5%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The FY 2010-11 budget includes \$1,200,000 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of network protection products deployed.	N/A	432	516	84	19.4%
Demand	Number of network connected devices needing protection.	N/A	424,356	424,356	-	0.0%
Efficiency	Expenditure per network protection products deployed.	N/A	\$ 245.45	\$ 114.59	\$ 130.86	53.3%
<i>Expenditure</i>						
	681 - TELECOMMUNICATIONS	\$ 75,241	\$ 106,033	\$ 59,127	\$ 46,906	44.2%
	TOTAL USES	\$ 75,241	\$ 106,033	\$ 59,127	\$ 46,906	44.2%

Activity Narrative: The FY 2010-11 budget supports the Department in protecting 100% of the connected devices needing protection. As security threats to the network change and increase, more products are required to mitigate the threats. Additionally, security protocols are being incorporated in systems and products which are utilized in other program areas which results in less expenditures specifically in this activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of cell phones in the County	N/A	4,907	4,907	-	0.0%
Demand	Number of new cell phones anticipated	N/A	80	80	-	0.0%
Efficiency	Expenditure per cell phone	N/A	\$ 407.58	\$ 407.58	-	0.0%
<i>Revenue</i>						
	681 - TELECOMMUNICATIONS	\$ 2,993,817	\$ 2,400,135	\$ 2,180,312	\$ (219,823)	-9.2%
	TOTAL SOURCES	\$ 2,993,817	\$ 2,400,135	\$ 2,180,312	\$ (219,823)	-9.2%
<i>Expenditure</i>						
	681 - TELECOMMUNICATIONS	\$ 2,890,893	\$ 2,000,004	\$ 2,000,004	\$ -	0.0%
	TOTAL USES	\$ 2,890,893	\$ 2,000,004	\$ 2,000,004	\$ -	0.0%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The number of wireless devices is expected to remain the same over last year as the County has not seen growth in the number of employees or an increase to discretionary spending.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	N/A	95.0%	95.0%	0.0%	0.0%
Output	Number of work orders completed	N/A	3,030	3,200	170	5.6%
Demand	Number of work orders anticipated	N/A	3,200	3,200	-	0.0%
Efficiency	Average cost to complete a billable work order	N/A	\$ 1,138.86	\$ 803.02	\$ 335.84	29.5%
<i>Revenue</i>						
	681 - TELECOMMUNICATIONS	\$ 4,652,088	\$ 3,258,262	\$ 3,496,957	\$ 238,695	7.3%
	TOTAL SOURCES	\$ 4,652,088	\$ 3,258,262	\$ 3,496,957	\$ 238,695	7.3%
<i>Expenditure</i>						
	681 - TELECOMMUNICATIONS	\$ 4,060,992	\$ 3,450,743	\$ 2,569,676	\$ 881,067	25.5%
	TOTAL USES	\$ 4,060,992	\$ 3,450,743	\$ 2,569,676	\$ 881,067	25.5%

Activity Narrative: The FY 2010-11 budget supports the operations of the Radio Network Activity. The FY 2010-11 budget includes \$190,000 of one-time funding for a vehicle replacement as well as an upgrade to the software utilized by the Radio Shop for the work order system.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of time Voice Systems are operational during a quarter 24/7	N/A	99.0%	99.0%	0.0%	0.0%
Output	Number of work orders completed	N/A	4,034	4,800	766	19.0%
Output	Amount of time during the quarter	N/A	6,264	6,264	-	0.0%
Demand	Number of work orders anticipated	N/A	4,800	4,800	-	0.0%
Efficiency	Expenditure per port	N/A	\$ 412.44	\$ 135.11	\$ 277.33	67.2%
<i>Revenue</i>						
	681 - TELECOMMUNICATIONS	\$ 7,873,071	\$ 6,057,477	\$ 5,619,222	\$ (438,255)	-7.2%
	TOTAL SOURCES	\$ 7,873,071	\$ 6,057,477	\$ 5,619,222	\$ (438,255)	-7.2%
<i>Expenditure</i>						
	681 - TELECOMMUNICATIONS	\$ 5,919,850	\$ 6,394,808	\$ 7,836,230	\$ (1,441,422)	-22.5%
	TOTAL USES	\$ 5,919,850	\$ 6,394,808	\$ 7,836,230	\$ (1,441,422)	-22.5%

Activity Narrative: The FY 2010-11 budget supports the Department in providing voice/telephone services to the County. The expenditure reduction is related to the expected decrease in demand for services as County government reduces in size, which is directly tied to the revenue the department receives for the services provided.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 7,614,262	\$ -
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ 3,510	\$ -
<i>E-Procurement and Vendor Mgmt</i>	<i>3,510</i>	<i>-</i>
Supplemental Funding		
Mid-Year Adjustments	\$ (310,563)	\$ -
<i>Treasurer Settlement</i>	<i>(310,563)</i>	<i>-</i>
<i>Agenda Item: C-73-10-063-2-00</i>		
FY 2010 Revised Budget	\$ 7,307,209	\$ -
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ 3,510	\$ -
<i>E-Procurement and Vendor Mgmt</i>	<i>3,510</i>	<i>-</i>
Reallocations	\$ (107,668)	\$ -
<i>Reallocation Between Depts</i>	<i>(107,668)</i>	<i>-</i>
Supplemental Funding		
Mid-Year Adjustments	\$ (310,565)	\$ -
<i>Treasurer Settlement</i>	<i>(310,565)</i>	<i>-</i>
<i>Agenda Item: C-06-10-203-S-02</i>		
FY 2011 Budget Target	\$ 6,892,486	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 109,185	\$ -
<i>Employee Health/Dental Premiums</i>	<i>91,476</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>17,709</i>	<i>-</i>
Base Adjustments	\$ (109,185)	\$ -
<i>Other Base Adjustments</i>	<i>(95,573)</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(13,612)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 6,892,486	\$ -
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments	\$ 289,000	\$ -
<i>On Base Enterprise Expansion</i>	<i>289,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 289,000	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	

Telecommunication Fund (681)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 15,900,559	\$ 15,920,669
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ 2,000,000	\$ 2,000,000
<i>FY 10 Ent Tech Year End Adj</i>	<i>2,000,000</i>	<i>2,000,000</i>
Agenda Item:		
<i>C-41-10-017-2-00</i>		
FY 2010 Revised Budget	\$ 17,900,559	\$ 17,920,669
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ (2,000,000)	\$ (2,000,000)
<i>FY 10 Ent Tech Year End Adj</i>	<i>(2,000,000)</i>	<i>(2,000,000)</i>
Agenda Item:		
<i>C-41-10-017-2-00</i>		
FY 2011 Budget Target	\$ 15,900,559	\$ 15,920,669
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 59,898	\$ -
<i>Employee Health/Dental Premiums</i>	<i>58,710</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,188</i>	<i>-</i>
Fees and Other Revenues	\$ 12,526	\$ 52,314
<i>ProgRevenue Volume Inc/Dec</i>	<i>12,526</i>	<i>52,314</i>
FY 2011 Adopted Budget	\$ 15,972,983	\$ 15,972,983
<i>Percent Change from Target Amount</i>	<i>0.5%</i>	<i>0.3%</i>

Telecommunication Fund (681) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 1,102,305	\$ -
Adjustments:		
Information and Communications Technology		
Technology Projects		
<i>Replace Voice Mail System</i>	\$ 4,129,851	\$ -
Agenda Item: <i>C-41-10-005-M-00</i>	4,129,851	-
Non Recurring	\$ 3,995	\$ -
<i>Vehicle Planning to Ent Tech</i>	3,995	-
Agenda Item: <i>C-41-10-018-V-00</i>		
Supplemental Funding		
Mid-Year Adjustments	\$ 1,000,000	\$ -
<i>FY 10 Ent Tech Year End Adj</i>	1,000,000	-
Agenda Item: <i>C-41-10-017-2-00</i>		
FY 2010 Revised Budget	\$ 6,236,151	\$ -
Adjustments:		
Base Adjustments	\$ (1,102,305)	\$ -
<i>Other Base Adjustments</i>	(1,102,305)	-
Information and Communications Technology		
Technology Projects	\$ (4,129,851)	\$ -
<i>Replace Voice Mail System</i>	(4,129,851)	-
Agenda Item: <i>C-41-10-005-M-00</i>		
Non Recurring	\$ (3,995)	\$ -
<i>Vehicle Planning to Ent Tech</i>	(3,995)	-
Agenda Item: <i>C-41-10-018-V-00</i>		
Supplemental Funding		
Mid-Year Adjustments	\$ (1,000,000)	\$ -
<i>FY 10 Ent Tech Year End Adj</i>	(1,000,000)	-
Agenda Item: <i>C-41-10-017-2-00</i>		
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments	\$ 2,723,139	\$ -
<i>Other Base Adjustments</i>	2,723,139	-
<i>Radio and Data Work Order System</i>	\$ 110,000	-
<i>Vehicle Replacements</i>	91,000	-
<i>Telephone System Refresh - County Satellite Offices</i>	169,589	-
<i>Telecom Consulting/Infrastructure</i>	2,352,550	-
Non Recurring	\$ 1,200,000	\$ -
<i>Non Recurring Carry Forward</i>	1,200,000	-
FY 2011 Adopted Budget	\$ 3,923,139	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>

Telecommunication Fund (681) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 6,453,664	\$ 8,616,743	\$ 8,616,743	\$ 7,941,784	\$ 4,735,054
Sources:					
Operating	\$ 20,402,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983
Non-Recurring	1,099,000	-	-	-	-
Total Sources:	\$ 21,501,707	\$ 15,920,669	\$ 17,920,669	\$ 16,547,505	\$ 15,972,983
Uses:					
Operating	\$ 17,264,809	\$ 15,900,559	\$ 17,900,559	\$ 15,710,707	\$ 15,972,983
Non-Recurring	2,748,780	1,102,305	6,236,151	4,043,528	3,923,139
Total Uses:	\$ 20,013,589	\$ 17,002,864	\$ 24,136,710	\$ 19,754,235	\$ 19,896,122
Structural Balance	\$ 3,137,898	\$ 20,110	\$ 20,110	\$ 836,798	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	7,941,784	7,534,548	3,404,697	4,735,054	811,915
Assigned	-	-	(1,003,995)	-	-
Total Ending Spendable Fund Balance	\$ 7,941,784	\$ 7,534,548	\$ 2,400,702	\$ 4,735,054	\$ 811,915

Environmental Services

Analysis by Angie Flick, Management & Budget Supervisor

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: During FY 2008-09, the Department expanded credit card utilization to regional offices in preparation for future wireless online payments. By the end of FY 2014-15, the Department plans to allow customers online payment options and before the end of FY 2009-10 special event electronic terminal payments will be implemented. The new Accela database and permit processing system implementation has been delayed, but is expected to be complete in FY 2010-11 which will facilitate many online customer requests.

- **By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in FY 2007-08 to 129 positive mosquitoes.**

Status: Maricopa County experienced an 18% reduction in the mosquito population in FY 2008-09. The Department has worked hard to eliminate green pools in the valley and the dry year of 2009 assisted in the decreased population. In FY 2008-09, only 112 mosquitoes were positive disease carriers. The wet winter/spring in FY 2009-10 may increase the positive mosquitoes during the summer of 2010.

- **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: In FY 2007-08; 79% of employees were retained for at least one year. In FY 2009-10 the department increased that percentage to 84%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
HCPA - HEALTH CODE PERMITTING	\$ 9,248	\$ 2,400	\$ 2,400	\$ 3,729	\$ 3,000	\$ 600	25.0%
88BP - BUSINESS SERVICES	\$ 9,248	\$ 2,400	\$ 2,400	\$ 3,729	\$ 3,000	\$ 600	25.0%
EHPR - ENV HEALTH PLAN REVIEW	\$ 940,315	\$ 873,630	\$ 873,630	\$ 1,123,123	\$ 898,133	\$ 24,503	2.8%
FSIA - FOOD NON FOOD INSPECTIONS	12,576,689	10,476,194	10,476,194	11,498,679	11,335,895	859,701	8.2%
FSLC - FOOD SERVICE LICENSE	1,527,004	1,491,760	1,491,760	1,525,615	1,532,303	40,543	2.7%
FWBI - ENV RELATED ILLNESS INVESTIG	-	-	-	-	17,280	17,280	N/A
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 15,044,008	\$ 12,841,584	\$ 12,841,584	\$ 14,147,417	\$ 13,783,611	\$ 942,027	7.3%
EHEN - ENV HEALTH ENFORCEMENT	\$ 505,542	\$ 382,248	\$ 382,248	\$ 407,684	\$ 120,000	\$ (262,248)	-68.6%
NPRC - NONPERMIT RELATED COMPLIANCE	-	1,000	1,000	229,112	60,000	59,000	5900.0%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 505,542	\$ 383,248	\$ 383,248	\$ 636,796	\$ 180,000	\$ (203,248)	-63.0%
PUBW - PUBLIC WATER PLAN REVIEW	\$ 709,048	\$ 592,285	\$ 592,285	\$ 345,411	\$ 336,593	\$ (255,692)	-43.2%
SOLW - SOLID WASTE INSPECTION	476,830	477,310	477,310	464,840	474,255	(3,055)	-0.6%
SPCI - SWIMMING POOL INSPECTIONS	821,455	1,299,908	1,299,908	1,559,155	1,589,675	289,767	22.3%
SPPR - SWIM POOL PLAN REV CONST INSP	629,943	421,488	421,488	416,275	421,488	-	0.0%
SSFA - SUBDIV SANITARY FACILITIES	62,758	60,000	60,000	43,338	45,075	(14,925)	-24.9%
SWPA - STORMWATER CONSTRUCTION	-	883,490	883,490	11,000	33,000	(850,490)	-96.3%
WASW - WASTEWATER PLAN REVIEW	1,162,911	994,800	994,800	699,846	704,672	(290,128)	-29.2%
WFIA - PUB WATER FACILITY INSPECTIONS	469,595	321,015	321,015	444,085	452,638	131,623	41.0%
WWFI - WASTEWATER FACILITY INSPECTION	133,340	152,040	152,040	158,000	166,200	14,160	9.3%
88WW - WATER AND WASTE MANAGEMENT	\$ 4,465,880	\$ 5,202,336	\$ 5,202,336	\$ 4,141,950	\$ 4,223,596	\$ (978,740)	-18.8%
ODIR - EXECUTIVE MANAGEMENT	\$ 175,299	\$ 620,379	\$ 620,379	\$ 359,741	\$ 827,002	\$ 206,623	33.3%
99AS - ADMINISTRATIVE SERVICES	\$ 175,299	\$ 620,379	\$ 620,379	\$ 359,741	\$ 827,002	\$ 206,623	33.3%
GGOV - GENERAL GOVERNMENT	\$ (48,706)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ (48,706)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 20,151,271	\$ 19,049,947	\$ 19,049,947	\$ 19,289,633	\$ 19,017,209	\$ (32,738)	-0.2%
USES							
HCPA - HEALTH CODE PERMITTING	\$ 548,957	\$ 606,336	\$ 606,336	\$ 540,162	\$ 611,738	\$ (5,402)	-0.9%
88BP - BUSINESS SERVICES	\$ 548,957	\$ 606,336	\$ 606,336	\$ 540,162	\$ 611,738	\$ (5,402)	-0.9%
EHPR - ENV HEALTH PLAN REVIEW	\$ 634,829	\$ 612,864	\$ 612,864	\$ 720,942	\$ 950,087	\$ (337,223)	-55.0%
FSIA - FOOD NON FOOD INSPECTIONS	8,021,729	7,380,251	7,382,751	7,244,585	10,513,732	(3,130,981)	-42.4%
FSLC - FOOD SERVICE LICENSE	732,381	876,067	876,067	722,699	793,314	82,753	9.4%
FWBI - ENV RELATED ILLNESS INVESTIG	154,715	201,849	201,849	193,285	194,701	7,148	3.5%
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 9,543,654	\$ 9,071,031	\$ 9,073,531	\$ 8,881,511	\$ 12,451,834	\$ (3,378,303)	-37.2%
EHEN - ENV HEALTH ENFORCEMENT	\$ 972,745	\$ 594,021	\$ 594,021	\$ 776,205	\$ 893,329	\$ (299,308)	-50.4%
NPRC - NONPERMIT RELATED COMPLIANCE	-	140,763	140,763	127,022	137,013	3,750	2.7%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 972,745	\$ 734,784	\$ 734,784	\$ 903,227	\$ 1,030,342	\$ (295,558)	-40.2%
VCCM - VECTOR CONTROL COMPLAINT MGMT	\$ 1,007,248	\$ 1,078,796	\$ 1,078,796	\$ 1,099,838	\$ 984,482	\$ 94,314	8.7%
VECT - VECTOR CTRL PUB ED SURV TRTMT	1,519,995	1,518,684	1,518,684	1,277,889	1,609,740	(91,056)	-6.0%
88VC - VECTOR CONTROL	\$ 2,527,243	\$ 2,597,480	\$ 2,597,480	\$ 2,377,727	\$ 2,594,222	\$ 3,258	0.1%
PUBW - PUBLIC WATER PLAN REVIEW	\$ 541,003	\$ 508,970	\$ 508,970	\$ 414,248	\$ 397,584	\$ 111,386	21.9%
SOLW - SOLID WASTE INSPECTION	308,432	298,939	298,939	310,311	344,231	(45,292)	-15.2%
SPCI - SWIMMING POOL INSPECTIONS	470,134	897,040	897,040	920,052	864,380	32,660	3.6%
SPPR - SWIM POOL PLAN REV CONST INSP	293,145	303,740	303,740	255,753	231,689	72,051	23.7%
SSFA - SUBDIV SANITARY FACILITIES	33,222	36,258	36,258	36,266	27,237	9,021	24.9%
SWCC - STORMWATER COUNTY COMPLIANCE	-	-	-	-	13,638	(13,638)	N/A
SWCE - STORMWATER PUBLIC EDUCATION	-	20,000	20,000	13,558	98,359	(78,359)	-391.8%
SWIA - STORMWATER DISCHARGE	55,551	54,366	54,366	74,440	404,336	(349,970)	-643.7%
SWPA - STORMWATER CONSTRUCTION	115,296	935,335	935,335	210,149	144,593	790,742	84.5%
WASW - WASTEWATER PLAN REVIEW	1,570,413	1,083,681	1,083,681	1,090,135	1,191,110	(107,429)	-9.9%
WFIA - PUB WATER FACILITY INSPECTIONS	381,599	425,148	425,148	458,963	441,211	(16,063)	-3.8%
WWFI - WASTEWATER FACILITY INSPECTION	96,182	133,281	133,281	150,722	123,031	10,250	7.7%
88WW - WATER AND WASTE MANAGEMENT	\$ 3,864,977	\$ 4,696,758	\$ 4,696,758	\$ 3,934,597	\$ 4,281,399	\$ 415,359	8.8%
BDGT - BUDGETING	\$ 93,753	\$ 63,874	\$ 63,874	\$ 67,930	\$ 69,515	\$ (5,641)	-8.8%
FSAC - FINANCIAL SERVICES	197,821	162,983	162,983	176,186	142,371	20,612	12.6%
HRAC - HUMAN RESOURCES	234,514	197,459	197,459	166,780	176,219	21,240	10.8%
ODIR - EXECUTIVE MANAGEMENT	1,765,054	2,600,006	2,667,472	2,360,142	2,446,735	220,737	8.3%
PROC - PROCUREMENT	62,869	85,181	85,181	99,173	90,793	(5,612)	-6.6%
99AS - ADMINISTRATIVE SERVICES	\$ 2,354,011	\$ 3,109,503	\$ 3,176,969	\$ 2,870,211	\$ 2,925,633	\$ 251,336	7.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 481,622	\$ 589,349	\$ 589,349	\$ 589,349	\$ 671,987	\$ (82,638)	-14.0%
ISFC - INTERNAL SERVICE FUND CHARGES	608,459	111,180	111,180	586,543	302,240	(191,060)	-171.8%
99GV - GENERAL GOVERNMENT	\$ 1,090,081	\$ 700,529	\$ 700,529	\$ 1,175,892	\$ 974,227	\$ (273,698)	-39.1%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 2,454,867	\$ 2,130,299	\$ 2,130,299	\$ 1,057,633	\$ 2,035,807	\$ 94,492	4.4%
DESK - DESKTOP SUPPORT	120,499	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 2,575,366	\$ 2,130,299	\$ 2,130,299	\$ 1,057,633	\$ 2,035,807	\$ 94,492	4.4%
TOTAL PROGRAMS	\$ 23,477,034	\$ 23,646,720	\$ 23,716,686	\$ 21,740,960	\$ 26,905,202	\$ (3,188,516)	-13.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 13,977,083	\$ 13,330,584	\$ 13,330,584	\$ 13,679,265	\$ 14,018,663	\$ 688,079	5.2%
SUBTOTAL	\$ 13,977,083	\$ 13,330,584	\$ 13,330,584	\$ 13,679,265	\$ 14,018,663	\$ 688,079	5.2%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 675,000	\$ 900,000	\$ 900,000	\$ 990,000	\$ 765,000	\$ (135,000)	-15.0%
SUBTOTAL	\$ 675,000	\$ 900,000	\$ 900,000	\$ 990,000	\$ 765,000	\$ (135,000)	-15.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 5,031,979	\$ 4,433,963	\$ 4,433,963	\$ 4,159,948	\$ 3,983,744	\$ (450,219)	-10.2%
SUBTOTAL	\$ 5,031,979	\$ 4,433,963	\$ 4,433,963	\$ 4,159,948	\$ 3,983,744	\$ (450,219)	-10.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 328,908	\$ 181,000	\$ 181,000	\$ 375,670	\$ 180,000	\$ (1,000)	-0.6%
SUBTOTAL	\$ 328,908	\$ 181,000	\$ 181,000	\$ 375,670	\$ 180,000	\$ (1,000)	-0.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 129,053	\$ 202,000	\$ 202,000	\$ 76,361	\$ 62,002	\$ (139,998)	-69.3%
0650 - MISCELLANEOUS REVENUE	9,248	2,400	2,400	8,389	7,800	5,400	225.0%
SUBTOTAL	\$ 138,301	\$ 204,400	\$ 204,400	\$ 84,750	\$ 69,802	\$ (134,598)	-65.9%
ALL REVENUES	\$ 20,151,271	\$ 19,049,947	\$ 19,049,947	\$ 19,289,633	\$ 19,017,209	\$ (32,738)	-0.2%
TOTAL SOURCES	\$ 20,151,271	\$ 19,049,947	\$ 19,049,947	\$ 19,289,633	\$ 19,017,209	\$ (32,738)	-0.2%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 11,740,274	\$ 12,477,652	\$ 12,477,652	\$ 12,168,610	\$ 12,601,803	\$ (124,151)	-1.0%
0710 - OVERTIME	233,715	175,396	175,396	136,482	173,405	1,991	1.1%
0750 - FRINGE BENEFITS	3,935,325	4,187,199	4,187,199	4,082,784	4,657,993	(470,794)	-11.2%
0790 - OTHER PERSONNEL SERVICES	243,075	235,147	235,147	92,403	66,969	168,178	71.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(450,808)	(820,353)	(820,353)	(690,513)	(766,560)	(53,793)	6.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,357,310	1,685,407	1,685,407	1,462,689	1,820,894	(135,487)	-8.0%
SUBTOTAL	\$ 17,058,891	\$ 17,940,448	\$ 17,940,448	\$ 17,252,455	\$ 18,554,504	\$ (614,056)	-3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 576,274	\$ 728,559	\$ 728,559	\$ 469,539	\$ 1,192,972	\$ (464,413)	-63.7%
0803 - FUEL	228,166	244,418	244,418	228,750	277,218	(32,800)	-13.4%
0804 - NON-CAPITAL EQUIPMENT	345,062	131,800	131,800	83,578	570,000	(438,200)	-332.5%
0805 - SUPPLIES-ALLOCATION OUT	(3,222)	(5,646)	(5,646)	(7,202)	(4,044)	(1,602)	28.4%
0806 - SUPPLIES-ALLOCATION IN	28,263	14,686	14,686	8,956	11,028	3,658	24.9%
SUBTOTAL	\$ 1,174,543	\$ 1,113,817	\$ 1,113,817	\$ 783,621	\$ 2,047,174	\$ (933,357)	-83.8%
SERVICES							
0810 - LEGAL SERVICES	\$ 39,580	\$ 30,500	\$ 30,500	\$ 14,000	\$ 15,000	\$ 15,500	50.8%
0811 - HEALTH CARE SERVICES	-	-	-	1,350	-	-	N/A
0812 - OTHER SERVICES	1,914,209	1,330,386	1,330,386	362,422	1,753,608	(423,222)	-31.8%
0820 - RENT & OPERATING LEASES	921,758	930,919	930,919	1,001,380	1,012,786	(81,867)	-8.8%
0825 - REPAIRS AND MAINTENANCE	16,257	84,930	84,930	68,181	39,602	45,328	53.4%
0839 - INTERNAL SERVICE CHARGES	1,258,831	1,108,603	1,108,603	989,699	813,511	295,092	26.6%
0841 - TRAVEL	99,059	127,166	127,166	79,821	86,968	40,198	31.6%
0842 - EDUCATION AND TRAINING	24,047	26,210	26,210	111,496	83,631	(57,421)	-219.1%
0843 - POSTAGE/FREIGHT/SHIPPING	92,480	105,684	105,684	86,559	95,296	10,388	9.8%
0872 - SERVICES-ALLOCATION OUT	(295,109)	(176,589)	(176,589)	(202,982)	(166,526)	(10,063)	5.7%
0873 - SERVICES-ALLOCATION IN	329,023	197,877	197,877	253,503	249,287	(51,410)	-26.0%
SUBTOTAL	\$ 4,400,135	\$ 3,765,686	\$ 3,765,686	\$ 2,765,429	\$ 3,983,163	\$ (217,477)	-5.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 79,784	\$ -	\$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	48,000	48,000	-	17,687	30,313	63.2%
0950 - DEBT SERVICE	274,563	184,864	184,864	205,670	125,880	58,984	31.9%
0955 - CAPITAL-ALLOCATION OUT	(2,167)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	6,397	4,556	4,556	4,924	4,807	(251)	-5.5%
SUBTOTAL	\$ 278,793	\$ 237,420	\$ 237,420	\$ 290,378	\$ 148,374	\$ 89,046	37.5%
ALL EXPENDITURES	\$ 22,912,362	\$ 23,057,371	\$ 23,057,371	\$ 21,091,883	\$ 24,733,215	\$ (1,675,844)	-7.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 564,672	\$ 589,349	\$ 659,315	\$ 649,077	\$ 2,171,987	\$ (1,512,672)	-229.4%
ALL OTHER FINANCING USES	\$ 564,672	\$ 589,349	\$ 659,315	\$ 649,077	\$ 2,171,987	\$ (1,512,672)	-229.4%
TOTAL USES	\$ 23,477,034	\$ 23,646,720	\$ 23,716,686	\$ 21,740,960	\$ 26,905,202	\$ (3,188,516)	-13.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 700	\$ 1,000	\$ 1,000	\$ 229,112	\$ 60,000	\$ 59,000	5900.0%
FUND TOTAL SOURCES	\$ 700	\$ 1,000	\$ 1,000	\$ 229,112	\$ 60,000	\$ 59,000	5900.0%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	\$ 677,460	\$ 902,000	\$ 902,000	\$ 990,837	\$ 765,000	\$ (137,000)	-15.2%
FUND TOTAL SOURCES	\$ 677,460	\$ 902,000	\$ 902,000	\$ 990,837	\$ 765,000	\$ (137,000)	-15.2%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	\$ 19,473,111	\$ 18,146,947	\$ 18,146,947	\$ 18,069,684	\$ 18,192,209	\$ 45,262	0.2%
FUND TOTAL SOURCES	\$ 19,473,111	\$ 18,146,947	\$ 18,146,947	\$ 18,069,684	\$ 18,192,209	\$ 45,262	0.2%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 20,151,271	\$ 19,049,947	\$ 19,049,947	\$ 19,289,633	\$ 19,017,209	\$ (32,738)	-0.2%
DEPARTMENT TOTAL SOURCES	\$ 20,151,271	\$ 19,049,947	\$ 19,049,947	\$ 19,289,633	\$ 19,017,209	\$ (32,738)	-0.2%

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 3,484,645	\$ 3,350,072	\$ 3,350,072	\$ 3,203,345	\$ 3,790,840	\$ (440,768)	-13.2%
NON-RECURRING	-	70,000	70,000	70,000	88,000	(18,000)	-25.7%
FUND TOTAL USES	\$ 3,484,645	\$ 3,420,072	\$ 3,420,072	\$ 3,273,345	\$ 3,878,840	\$ (458,768)	-13.4%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	\$ 482,795	\$ 902,000	\$ 902,000	\$ 653,789	\$ 765,000	\$ 137,000	15.2%
NON-RECURRING	433,376	-	2,500	2,500	-	2,500	100.0%
FUND TOTAL USES	\$ 916,171	\$ 902,000	\$ 904,500	\$ 656,289	\$ 765,000	\$ 139,500	15.4%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	\$ 17,110,391	\$ 18,053,147	\$ 18,053,147	\$ 17,545,630	\$ 18,143,675	\$ (90,528)	-0.5%
NON-RECURRING	1,965,827	1,271,501	1,338,967	265,696	4,117,687	(2,778,720)	-207.5%
FUND TOTAL USES	\$ 19,076,218	\$ 19,324,648	\$ 19,392,114	\$ 17,811,326	\$ 22,261,362	\$ (2,869,248)	-14.8%
DEPARTMENT OPERATING TOTAL USES	\$ 21,077,831	\$ 22,305,219	\$ 22,305,219	\$ 21,402,764	\$ 22,699,515	\$ (394,296)	-1.8%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 2,399,203	\$ 1,341,501	\$ 1,411,467	\$ 338,196	\$ 4,205,687	\$ (2,794,220)	-198.0%
DEPARTMENT TOTAL USES	\$ 23,477,034	\$ 23,646,720	\$ 23,716,686	\$ 21,740,960	\$ 26,905,202	\$ (3,188,516)	-13.4%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.50	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	5.00	13.00	13.00	16.50	15.50	2.50	19.2%
FINANCIAL SERVICES	3.50	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	3.00	2.00	2.00	3.00	3.00	1.00	50.0%
PROCUREMENT	1.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	14.00	21.00	21.00	25.50	24.50	3.50	16.7%
BUSINESS SERVICES							
HEALTH CODE PERMITTING	10.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	10.00	9.00	9.00	9.00	9.00	-	0.0%
ENVIRONMENTAL ENFORCEMENT							
ENV HEALTH ENFORCEMENT	13.00	9.00	9.00	13.50	13.50	4.50	50.0%
NONPERMIT RELATED COMPLIANCE	-	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	13.00	11.00	11.00	15.50	15.50	4.50	40.9%
ENVIRONMENTAL HEALTH SERVICES							
ENV HEALTH PLAN REVIEW	8.17	8.17	8.17	11.37	13.32	5.15	63.0%
ENV RELATED ILLNESS INVESTIG	2.00	3.00	3.00	3.00	3.00	-	0.0%
FOOD NON FOOD INSPECTIONS	106.23	105.83	105.83	105.43	108.43	2.60	2.5%
FOOD SERVICE LICENSE	13.35	12.00	12.00	11.20	11.25	(0.75)	-6.3%
PROGRAM TOTAL	129.75	129.00	129.00	131.00	136.00	7.00	5.4%
VECTOR CONTROL							
VECTOR CONTROL COMPLAINT MGM	17.13	18.75	18.75	18.00	18.00	(0.75)	-4.0%
VECTOR CTRL PUB ED SURV TRTMNT	22.87	17.25	17.25	17.00	17.00	(0.25)	-1.4%
PROGRAM TOTAL	40.00	36.00	36.00	35.00	35.00	(1.00)	-2.8%

Staffing by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
WATER AND WASTE MANAGEMENT							
PUB WATER FACILITY INSPECTIONS	7.11	5.19	5.19	6.09	6.09	0.90	17.3%
PUBLIC WATER PLAN REVIEW	7.49	6.42	6.42	5.77	5.77	(0.65)	-10.1%
SOLID WASTE INSPECTION	3.80	3.93	3.93	4.28	4.28	0.35	8.9%
STORMWATER CONSTRUCTION	0.50	8.50	8.50	9.00	3.00	(5.50)	-64.7%
STORMWATER DISCHARGE	0.50	3.50	3.50	5.00	6.00	2.50	71.4%
STORMWATER PUBLIC EDUCATION	-	-	-	-	1.00	1.00	N/A
SUBDIV SANITARY FACILITIES	0.70	0.50	0.50	0.50	0.50	-	0.0%
SWIM POOL PLAN REV CONST INSP	2.41	3.75	3.75	3.25	3.25	(0.50)	-13.3%
SWIMMING POOL INSPECTIONS	5.85	11.93	11.93	11.93	11.93	-	0.0%
WASTEWATER FACILITY INSPECTION	0.75	1.30	1.30	1.30	1.30	-	0.0%
WASTEWATER PLAN REVIEW	34.89	13.98	13.98	12.88	12.88	(1.10)	-7.9%
PROGRAM TOTAL	64.00	59.00	59.00	60.00	56.00	(3.00)	-5.1%
DEPARTMENT TOTAL	270.75	265.00	265.00	276.00	276.00	11.00	4.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	7.00	6.00	6.00	6.00	6.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	27.00	25.00	25.00	25.00	25.00	-	0.0%
Collector	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	19.00	18.00	18.00	17.00	18.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Engineering Supervisor	3.00	4.00	4.00	2.00	2.00	(2.00)	-50.0%
Environmental Enforcement Spec	7.00	6.00	6.00	7.00	7.00	1.00	16.7%
Environmental Spclst Supv	16.00	23.00	23.00	26.00	26.00	3.00	13.0%
Environmental Specialist	126.75	117.00	117.00	120.00	120.00	3.00	2.6%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finan/Business Analyst - Dept	1.00	-	-	-	-	-	N/A
Financial Supervisor - Dept	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	-	-	-	-	-	N/A
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	-	-	1.00	1.00	1.00	N/A
Management Analyst	2.00	2.00	2.00	4.00	4.00	2.00	100.0%
Office Assistant	19.00	17.00	17.00	17.00	17.00	-	0.0%
Office Assistant Specialized	8.00	8.00	8.00	7.00	7.00	(1.00)	-12.5%
Operations/Program Manager	2.00	2.00	2.00	4.00	3.00	1.00	50.0%
Operations/Program Supervisor	-	5.00	5.00	7.00	8.00	3.00	60.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Department Total	270.75	265.00	265.00	276.00	276.00	11.00	4.2%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	44.00	42.00	42.00	43.00	44.00	2.00	4.8%
505 - ENVIRONMENTAL SERVICES GRANT	6.00	6.00	6.00	-	-	(6.00)	-100.0%
506 - ENVIRONMTL SVCS ENV HEALTH	220.75	217.00	217.00	233.00	232.00	15.00	6.9%
DEPARTMENT TOTAL	270.75	265.00	265.00	276.00	276.00	11.00	4.2%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$55,376 increase for health/dental and retirement costs.
 - The Department estimated \$54,192 in benefits increase, the remaining \$1,184 was covered through a reduction in overtime.
 - Net zero impact to fund.
- Environmental Health Fees Fund (506):
 - \$295,518 increase for health/dental and retirement costs.
 - The Department estimated \$275,806 in benefits increase.
 - Revenue is sufficient to support the remaining increase in personnel costs.

Vehicles: Fund balance usage is budgeted for the replacement of a vehicle during FY 2010-11 in the Environmental Health Fee Fund.

Revenue: Increase the Environmental Health Fund operating revenue of \$104,262 due to the consistency in demand and revenue throughout FY 2009-10.

Technology: Increase the Environmental Health Fund Non-Recurring/Non-Project budget by \$1,000,000 for Accela technology and implementation. Increase the General Fund Non-Recurring/Non-Project budget by \$70,000 for Vector Control Software. These both carry-over from FY 2009-10. An additional \$18,000 is budgeted in the General Fund Non-Recurring/Non-Project for the installation of GPS and software on the Vector Control foggers.

Property: \$3,000,000 has been budgeted in the Environmental Services Fee Fund Non-Recurring expenditures for the acquisition and preparation of a facility for the Northern Regional Office.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	N/A	95.0%	95.0%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	0.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of environmental permit applications processed	42,936	40,686	40,686	-	0.0%
Output	Number of environmental permit applications processed within 1 day of invoice receipt or initial permit approval	N/A	38,652	38,652	-	0.0%
Demand	Number of environmental permit applications submitted	53,511	40,686	40,686	-	0.0%
Efficiency	Expenditure per environmental permit application processed	\$ 12.79	\$ 14.90	\$ 15.04	\$ (0.13)	-0.9%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 9,248	\$ 2,400	\$ 3,000	\$ 600	25.0%
	TOTAL SOURCES	\$ 9,248	\$ 2,400	\$ 3,000	\$ 600	25.0%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 548,957	\$ 606,336	\$ 611,738	\$ (5,402)	-0.9%
	TOTAL USES	\$ 548,957	\$ 606,336	\$ 611,738	\$ (5,402)	-0.9%

Activity Narrative: The FY 2010-11 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of enforcement actions processed within 7 business days	96.3%	75.0%	75.0%	0.0%	0.0%
Percent of nuisance complaints investigated within 5 business days	82.4%	80.0%	80.0%	0.0%	0.0%
Percent of nuisance complaints resolved within 30 business days	N/A	59.7%	59.7%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of enforcement actions processed within 7 business days	96.3%	75.0%	75.0%	0.0%	0.0%
Output	Number of enforcement actions processed	7,108	10,499	10,499	-	0.0%
Demand	Number of enforcement action requested	8,817	10,499	10,499	-	0.0%
Efficiency	Expenditure per enforcement action processed	\$ 136.85	\$ 56.58	\$ 85.09	\$ (28.51)	-50.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 700	\$ -	\$ -	\$ -	N/A
	505 - ENVIRONMENTAL SERVICES GRANT	176,634	202,248	-	(202,248)	-100.0%
	506 - ENVIRONMENTAL SVCS ENV HEALTH	328,208	180,000	120,000	(60,000)	-33.3%
	TOTAL SOURCES	\$ 505,542	\$ 382,248	\$ 120,000	\$ (262,248)	-68.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 168,950	\$ -	\$ -	\$ -	N/A
	505 - ENVIRONMENTAL SERVICES GRANT	340,945	197,620	-	197,620	100.0%
	506 - ENVIRONMENTAL SVCS ENV HEALTH	462,850	396,401	893,329	(496,928)	-125.4%
	TOTAL USES	\$ 972,745	\$ 594,021	\$ 893,329	\$ (299,308)	-50.4%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand for enforcement actions increased from FY 2008-09 to FY 2009-10 because of vacant homes, the pools at those homes, and an increase in business related permitting issues as businesses struggle with the economy and keeping business profitable. The economy has not changed dramatically in the last year causing the Department to expect flat levels of demand in FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of nuisance complaints investigated within 5 business days	82.4%	80.0%	80.0%	0.0%	0.0%
Result	Percent of nuisance complaints resolved within 30 business days	N/A	59.7%	59.7%	0.0%	0.0%
Output	Number of nuisance complaints investigated	1,486	2,233	2,233	-	0.0%
Demand	Number of nuisance complaints received	1,495	2,233	2,233	-	0.0%
Efficiency	Expenditure per nuisance complaint investigated	N/A	\$ 63.04	\$ 61.36	\$ 1.68	2.7%
<i>Revenue</i>						
	100 - GENERAL	N/A	\$ 1,000	\$ 60,000	\$ 59,000	5900.0%
	TOTAL SOURCES	N/A	\$ 1,000	\$ 60,000	\$ 59,000	5900.0%
<i>Expenditure</i>						
	100 - GENERAL	N/A	\$ 140,763	\$ 137,013	\$ 3,750	2.7%
	TOTAL USES	N/A	\$ 140,763	\$ 137,013	\$ 3,750	2.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services compared to FY 2009-10. 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of environmental health plans reviewed within 30 days	97.7%	96.1%	96.1%	0.0%	0.0%
Percent of environmental health construction permits approved with all construction inspections provided	N/A	75.1%	75.1%	0.0%	0.0%
Percent of comprehensive food inspections with critical violations	46.3%	70.0%	70.0%	0.0%	0.0%
Rate of weighted violations per comprehensive food inspection	768.9%	9.5%	9.5%	0.0%	0.0%
Percent of non-food facility establishments with violations	70.3%	0.0%	0.0%	0.0%	N/A
Rate of violations per comprehensive non-food inspection provided	178.5%	0.0%	0.0%	0.0%	N/A
Percent of the food service employees with a food service license	N/A	85.0%	85.0%	0.0%	0.0%
Percent of environmental illness complaints investigated within 72 hours	14.8%	75.0%	75.0%	0.0%	0.0%
Percent of environmental illness complaint responses initiated within 24 hours	N/A	100.0%	100.0%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of environmental health construction permits approved with all construction inspections provided	N/A	75.1%	75.1%	0.0%	0.0%
Result	Percent of environmental health plans reviewed within 30 days	97.7%	96.1%	96.1%	0.0%	0.0%
Output	Number of environmental health plans reviewed	N/A	1,520	1,520	-	0.0%
Output	Number of environmental health construction permits approved	N/A	1,480	1,480	-	0.0%
Demand	Number of environmental health plan reviews requested	1,354	1,520	1,520	-	0.0%
Efficiency	Expenditure per environmental health plan review	N/A	\$ 403.20	\$ 625.06	\$ (221.86)	-55.0%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 940,315	\$ 873,630	\$ 898,133	\$ 24,503	2.8%
	TOTAL SOURCES	\$ 940,315	\$ 873,630	\$ 898,133	\$ 24,503	2.8%
<i>Expenditure</i>						
	505 - ENVIRONMENTAL SERVICES GRANT	\$ 30,780	\$ 34,185	\$ -	\$ 34,185	100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	604,049	578,679	950,087	(371,408)	-64.2%
	TOTAL USES	\$ 634,829	\$ 612,864	\$ 950,087	\$ (337,223)	-55.0%

Activity Narrative: The FY 2010-11 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 remain constant as the economy has not made a dramatic change in the last year and is not expected to make any drastic changes in FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of environmental illness complaint responses initiated within 24 hours	N/A	100.0%	100.0%	0.0%	0.0%
Result	Percent of environmental illness complaints investigated within 72 hours	14.8%	75.0%	75.0%	0.0%	0.0%
Output	Number of environmental illness complaints investigated	N/A	200	200	-	0.0%
Output	Number of environmental illness complaint responses initiated	750	1,072	1,072	-	0.0%
Demand	Number of environmental illness complaints requiring an investigation	N/A	200	200	-	0.0%
Demand	Number of environmental illness complaints received	858	1,072	1,072	-	0.0%
Efficiency	Expenditure per environmental illness complaint response initiated	\$ 206.29	\$ 188.29	\$ 181.62	\$ 6.67	3.5%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ -	\$ -	\$ 17,280	\$ 17,280	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 17,280	\$ 17,280	N/A
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 154,715	\$ 201,849	\$ 194,701	\$ 7,148	3.5%
	TOTAL USES	\$ 154,715	\$ 201,849	\$ 194,701	\$ 7,148	3.5%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. Demand for services is expected to remain constant based on the number of issues experienced in FY 2009-10.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Rate of weighted violations per comprehensive food inspection	768.9%	9.5%	9.5%	0.0%	0.0%
Result	Percent of non-food facility establishments with violations	70.3%	0.0%	0.0%	0.0%	N/A
Result	Rate of violations per comprehensive non-food inspection provided	178.5%	0.0%	0.0%	0.0%	N/A
Result	Percent of comprehensive food inspections with critical violations	46.3%	70.0%	70.0%	0.0%	0.0%
Output	Number of comprehensive food inspections provided	54,166	55,000	55,000	-	0.0%
Output	Number of training food inspections provided	800	1,800	1,800	-	0.0%
Output	Number of comprehensive and training food inspections provided	54,166	56,800	56,800	-	0.0%
Output	Number of non-food inspections provided	15,687	2,200	2,200	-	0.0%
Output	Number of comprehensive food and non-food inspections, and training food inspections provided	N/A	59,000	59,000	-	0.0%
Demand	Number of comprehensive and training food inspections required	60,163	63,144	63,144	-	0.0%
Demand	Number of non-food inspections required	16,182	2,304	2,304	-	0.0%
Efficiency	Expenditure per food and non-food inspection provided	N/A	\$ 110.79	\$ 163.86	\$ (53.07)	-47.9%
<i>Revenue</i>						
	505 - ENVIRONMENTAL SERVICES GRANT	\$ 500,826	\$ 279,373	\$ -	\$ (279,373)	-100.0%
	506 - ENVIRONMENTAL SVCS ENV HEALTH	12,075,863	10,196,821	11,335,895	1,139,074	11.2%
	TOTAL SOURCES	\$ 12,576,689	\$ 10,476,194	\$ 11,335,895	\$ 859,701	8.2%
<i>Expenditure</i>						
	505 - ENVIRONMENTAL SERVICES GRANT	\$ 544,446	\$ 587,071	\$ 620,882	\$ (33,811)	-5.8%
	506 - ENVIRONMENTAL SVCS ENV HEALTH	7,477,283	6,795,680	9,892,850	(3,097,170)	-45.6%
	TOTAL USES	\$ 8,021,729	\$ 7,382,751	\$ 10,513,732	\$ (3,130,981)	-42.4%

Activity Narrative: The FY 2010-11 budget supports the Department in continuing to meet 90% of the demand, recognizing no growth in the demand for services. The number of facilities requiring an inspection is static and follows the same trend as the economy which is not changing significantly.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of the food service employees with a food service license	N/A	85.0%	85.0%	0.0%	0.0%
Output	Number of food service licenses issued	N/A	110,000	110,000	-	0.0%
Demand	Number of food service employees that are required to have a license	N/A	175,000	175,000	-	0.0%
Demand	Number of food service licenses requested	N/A	110,000	110,000	-	0.0%
Efficiency	Expenditure per food service license issued	N/A	\$ 7.85	\$ 7.10	\$ 0.75	9.6%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,527,004	\$ 1,491,760	\$ 1,532,303	\$ 40,543	2.7%
	TOTAL SOURCES	\$ 1,527,004	\$ 1,491,760	\$ 1,532,303	\$ 40,543	2.7%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 732,381	\$ 876,067	\$ 793,314	\$ 82,753	9.4%
	TOTAL USES	\$ 732,381	\$ 876,067	\$ 793,314	\$ 82,753	9.4%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. As the economy continues to remain flat, the number of employees at restaurants and grocery stores is also not changing. The Department will allow the restaurant association to provide testing for the licensing which will decrease the Department's expenditures in FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of complaints investigated in one business day	2.3%	2.0%	2.0%	0.0%	0.0%
Percent of complaints investigated in five days	27.0%	20.0%	20.0%	0.0%	0.0%
Percent change of West Nile virus positive mosquitoes	N/A	12.2%	12.2%	0.0%	0.0%
Percent of surveillance tests completed within 48 hours	N/A	100.0%	100.0%	0.0%	0.0%
Percent of inspected acres treated for mosquito breeding	N/A	50.1%	50.1%	0.0%	0.0%

Activities that comprise this program include:

- Vector Control Complaint Management
- Vector Control Public Education, Surveillance and Treatment

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of complaints investigated in five days	27.0%	20.0%	20.0%	0.0%	0.0%
Result	Percent of complaints investigated in one business day	2.3%	2.0%	2.0%	0.0%	0.0%
Output	Number of complaints investigated	N/A	23,500	23,500	-	0.0%
Output	Number of complaints resolved	10,359	17,500	17,500	-	0.0%
Demand	Number of complaints received	13,995	17,500	17,500	-	0.0%
Efficiency	Expenditure per resolved complaint	\$ 97.23	\$ 56.17	\$ 50.78	\$ 5.39	9.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,007,248	\$ 1,078,796	\$ 984,482	\$ 94,314	8.7%
	TOTAL USES	\$ 1,007,248	\$ 1,078,796	\$ 984,482	\$ 94,314	8.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to remain consistent as the surge of vacant homes with pools has settled.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent change of West Nile virus positive mosquitoes	N/A	12.2%	12.2%	0.0%	0.0%
Result	Percent of surveillance tests completed within 48 hours	N/A	100.0%	100.0%	0.0%	0.0%
Result	Percent of inspected acres treated for mosquito breeding	N/A	50.1%	50.1%	0.0%	0.0%
Output	Number of surveillance tests completed	N/A	14,500	14,500	-	0.0%
Output	Number of acres surveyed and treated	N/A	388	388	-	0.0%
Output	Number of acres inspected for mosquito breeding	N/A	775	775	-	0.0%
Output	Number of acres treated with adulticide	N/A	225,000	157,500	(67,500)	-30.0%
Demand	Number surveillance tests needed	24,876	14,500	14,500	-	0.0%
Demand	Number of acres to be treated with adulticide	N/A	157,500	157,500	-	0.0%
Efficiency	Expenditure per acre to provide Vector Control Public Education, Surveillance and Treatment Activity services	N/A	\$ 1,987.63	\$ 2,222.31	\$ (234.68)	-11.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,519,995	\$ 1,518,684	\$ 1,609,740	\$ (91,056)	-6.0%
	TOTAL USES	\$ 1,519,995	\$ 1,518,684	\$ 1,609,740	\$ (91,056)	-6.0%

Activity Narrative: The FY 2010-11 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. The expenditure increase is due to chemical cost increases and the one-time purchase of vector software.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of bathing facilities posted closed for compliance violations	N/A	9.0%	9.0%	0.0%	0.0%
Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	80.0%	80.0%	0.0%	0.0%
Percent of bathing facility construction inspections provided within 5 business days of request	N/A	80.0%	80.0%	0.0%	0.0%
Percent of water distribution construction initial plan reviews provided within 30 business days	104.7%	100.0%	100.0%	0.0%	0.0%
Percent of water treatment plant initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected solid waste vehicles and facilities in compliance with the regulations	100.0%	71.5%	71.5%	0.0%	0.0%
Percent of solid waste vehicle and facility inspections provided	N/A	96.4%	96.4%	0.0%	0.0%
Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of stormwater complaint inspections provided within 5 business days	N/A	100.0%	100.0%	0.0%	0.0%
Percentage of initial plan reviews provided within 30 business days	N/A	N/A	N/A	N/A	N/A
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	33.0%	100.0%	100.0%	0.0%	0.0%
Percent of sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility inspections provided within 5 business days	N/A	90.0%	90.0%	0.0%	0.0%
Percent of public water facilities in compliance with Maricopa County Environmental Health Code	557.7%	100.0%	100.0%	0.0%	0.0%
Percent of public water treatment facility operating inspections provided	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of public water facility sanitary surveys provided	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	95.7%	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment plant inspections provided	N/A	100.0%	100.0%	0.0%	0.0%
Percent indicating stormwater awareness	N/A	61.0%	61.0%	0.0%	0.0%
Percent of County employee stormwater	N/A	60.0%	60.0%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of public water treatment facility operating inspections provided	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facility sanitary surveys provided	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facilities in compliance with Maricopa County Environmental Health Code	557.7%	100.0%	100.0%	0.0%	0.0%
Output	Number of public water facility sanitary surveys and public water treatment facility inspections provided	175	194	194	-	0.0%
Output	Number of public water facility sanitary surveys provided	175	64	64	-	0.0%
Output	Number of public water treatment facility operating inspections provided	117	130	130	-	0.0%
Demand	Number of public water treatment facility operating inspections required	117	130	130	-	0.0%
Demand	Number of public water facility sanitary surveys required	200	64	64	-	0.0%
Efficiency	Expenditure per public water facility sanitary survey and public water treatment facility operating inspection	\$ 2,180.57	\$ 2,191.48	\$ 2,274.28	\$ (82.80)	-3.8%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 469,595	\$ 321,015	\$ 452,638	\$ 131,623	41.0%
	TOTAL SOURCES	\$ 469,595	\$ 321,015	\$ 452,638	\$ 131,623	41.0%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 381,599	\$ 425,148	\$ 441,211	\$ (16,063)	-3.8%
	TOTAL USES	\$ 381,599	\$ 425,148	\$ 441,211	\$ (16,063)	-3.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of water treatment plant initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of water distribution construction initial plan reviews provided within 30 business days	104.7%	100.0%	100.0%	0.0%	0.0%
Output	Number of water distribution construction initial plan reviews provided within 30 business days	357	240	240	-	0.0%
Output	Number of water treatment plant construction initial plan reviews provided within 30 business days	72	64	64	-	0.0%
Output	Number of water distribution construction initial plan reviews provided	290	240	240	-	0.0%
Output	Number of water treatment plant construction initial plan reviews provided	73	64	64	-	0.0%
Output	Number of water treatment plant approvals to construct provided	56	64	64	-	0.0%
Output	Number of water distribution approvals to construct provided	357	240	240	-	0.0%
Output	Number of water treatment plant and water distribution system approvals to construct	N/A	304	304	-	0.0%
Demand	Number of water treatment plant construction initial plan reviews requested	N/A	64	64	-	0.0%
Demand	Number of water distribution construction initial plan reviews requested	341	240	240	-	0.0%
Efficiency	Expenditure per approval to construct provided	N/A	\$ 1,674.24	\$ 1,307.84	\$ 366.40	21.9%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 709,048	\$ 592,285	\$ 336,593	\$ (255,692)	-43.2%
	TOTAL SOURCES	\$ 709,048	\$ 592,285	\$ 336,593	\$ (255,692)	-43.2%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 541,003	\$ 508,970	\$ 397,584	\$ 111,386	21.9%
	TOTAL USES	\$ 541,003	\$ 508,970	\$ 397,584	\$ 111,386	21.9%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change in construction and development in Maricopa County.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected solid waste vehicles and facilities in compliance with the regulations	100.0%	71.5%	71.5%	0.0%	0.0%
Result	Percent of solid waste vehicle and facility inspections provided	N/A	96.4%	96.4%	0.0%	0.0%
Output	Number of solid waste vehicle and facility inspections provided	11,304	12,196	12,196	-	0.0%
Output	Number of inspected solid waste vehicle and facilities in compliance with regulations	N/A	8,720	8,720	-	0.0%
Demand	Number of solid waste facility inspections required	12,350	12,651	12,651	-	0.0%
Efficiency	Expenditure per solid waste vehicle or facility inspection provided	\$ 27.29	\$ 24.51	\$ 28.22	\$ (3.71)	-15.2%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 476,830	\$ 477,310	\$ 474,255	\$ (3,055)	-0.6%
	TOTAL SOURCES	\$ 476,830	\$ 477,310	\$ 474,255	\$ (3,055)	-0.6%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 308,432	\$ 298,939	\$ 344,231	\$ (45,292)	-15.2%
	TOTAL USES	\$ 308,432	\$ 298,939	\$ 344,231	\$ (45,292)	-15.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 96.4% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change in construction and development in Maricopa County.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of initial plan reviews provided within 30 business days	N/A	N/A	N/A	N/A	N/A
Output	Number of initial plan reviews provided within 30 business days	N/A	-	-	-	N/A
Output	Number of initial plan reviews provided	N/A	-	-	-	N/A
Demand	Number of initial plan reviews for construction projects required	N/A	1,000	1,000	-	0.0%
Efficiency	Expenditure per plan review provided	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ -	\$ 883,490	\$ 33,000	\$ (850,490)	-96.3%
	TOTAL SOURCES	\$ -	\$ 883,490	\$ 33,000	\$ (850,490)	-96.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 115,296	\$ 51,845	\$ -	\$ 51,845	100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	-	883,490	144,593	738,897	83.6%
	TOTAL USES	\$ 115,296	\$ 935,335	\$ 144,593	\$ 790,742	84.5%

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 were ready to be handled during FY 2009-10, however, the downturn in construction and development in Maricopa County has impacted the demand. So far, no new projects have met the criteria for requiring a stormwater permit. There is no expectation for the demand to change for FY 2010-11; however, when the economy begins to turn around, there will be projects that require permits and the Department will be poised to handle the stormwater permit reviews, so the budgeted vacant positions are not being eliminated at this time.

Stormwater County Compliance Activity

The purpose of the Stormwater County Compliance activity is to provide education, technical assistance and activity reporting services to internal county departments so they can increase awareness of the Federal Clean Water Act.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of County employee stormwater awareness	N/A	60.0%	60.0%	0.0%	0.0%
Output	Number of internal County educational opportunities conducted	N/A	12	12	-	0.0%
Output	Number of County employees aware of stormwater issues	N/A	300	300	-	0.0%
Output	Number of County employees surveyed	N/A	500	500	-	0.0%
Demand	Number of internal County educational opportunities required by the ADEQ permit	N/A	-	-	-	N/A
Efficiency	Expenditure per internal County educational opportunity conducted	N/A	\$ -	\$ 1,136.50	\$ (1,136.50)	N/A
<i>Expenditure</i>						
	100 - GENERAL	N/A	N/A	\$ 13,638	N/A	N/A
	TOTAL USES	N/A	N/A	\$ 13,638	N/A	N/A

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 12 County employee educational opportunities for this activity. The number of internal education opportunities required by the permit is still being negotiated with the State of Arizona.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of stormwater complaint inspections provided within 5 business days	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of stormwater complaint inspections provided within 5 business days	N/A	4	4	-	0.0%
Output	Number of stormwater complaints resolved	N/A	4	4	-	0.0%
Output	Number of stormwater complaint inspections provided	N/A	4	4	-	0.0%
Demand	Number of stormwater complaints reported	N/A	4	4	-	0.0%
Efficiency	Expenditure per stormwater complaint inspection provided	N/A	\$ 13,591.50	\$ 101,084.00	\$ (87,492.50)	-643.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 55,551	\$ 54,366	\$ 404,336	\$ (349,970)	-643.7%
	TOTAL USES	\$ 55,551	\$ 54,366	\$ 404,336	\$ (349,970)	-643.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of demand for this activity. During FY 2009-10, part of the funding for this activity resided in the Non-Departmental

budget. This funding has been moved in FY 2010-11 into the Department's budget accounting for the increase in cost.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent indicating stormwater awareness	N/A	61.0%	61.0%	0.0%	0.0%
Output	Number aware of stormwater issues	N/A	610	610	-	0.0%
Output	Number surveyed	N/A	1,000	1,000	-	0.0%
Output	Number of public educational opportunities conducted	N/A	20	20	-	0.0%
Demand	Number of public educational opportunities required by the ADEQ permit	N/A	-	-	-	N/A
Efficiency	Expenditure per public educational opportunity	N/A	\$ 1,000.00	\$ 4,917.95	\$ (3,917.95)	-391.8%
<i>Expenditure</i>						
	100 - GENERAL	N/A	\$ 20,000	\$ 98,359	\$ (78,359)	-391.8%
	TOTAL USES	N/A	\$ 20,000	\$ 98,359	\$ (78,359)	-391.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 20 public educational opportunities for this 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of subdivision sanitary report approvals provided within 30 business days	50	35	35	-	0.0%
Output	Number of subdivision sanitary report approvals provided	50	35	35	-	0.0%
Demand	Number of subdivision sanitary report approvals requested	40	35	35	-	0.0%
Efficiency	Expenditure per subdivision sanitary report approval provided	\$ 664.44	\$ 1,035.94	\$ 778.20	\$ 257.74	24.9%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 62,758	\$ 60,000	\$ 45,075	\$ (14,925)	-24.9%
	TOTAL SOURCES	\$ 62,758	\$ 60,000	\$ 45,075	\$ (14,925)	-24.9%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 33,222	\$ 36,258	\$ 27,237	\$ 9,021	24.9%
	TOTAL USES	\$ 33,222	\$ 36,258	\$ 27,237	\$ 9,021	24.9%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of bathing facilities posted closed for compliance violations	N/A	9.0%	9.0%	0.0%	0.0%
Output	Number of bathing facility inspections provided	4,156	10,000	10,000	-	0.0%
Output	Number of bathing facility inspections requiring the posting of the bathing place closed	3,390	900	900	-	0.0%
Demand	Number of bathing facility inspections required	4,347	26,900	26,900	-	0.0%
Efficiency	Expenditure per bathing facility inspection provided	\$ 113.12	\$ 89.70	\$ 86.44	\$ 3.27	3.6%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 821,455	\$ 1,299,908	\$ 1,589,675	\$ 289,767	22.3%
	TOTAL SOURCES	\$ 821,455	\$ 1,299,908	\$ 1,589,675	\$ 289,767	22.3%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 470,134	\$ 897,040	\$ 864,380	\$ 32,660	3.6%
	TOTAL USES	\$ 470,134	\$ 897,040	\$ 864,380	\$ 32,660	3.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 37% of the demand. The increase in revenue is consistent with the FY 2009-10 forecast.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of bathing facility construction inspections provided within 5 business days of request	N/A	80.0%	80.0%	0.0%	0.0%
Result	Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of bathing facility construction inspections provided	N/A	2,880	2,880	-	0.0%
Output	Number of bathing facility initial plan reviews provided	1,767	960	960	-	0.0%
Demand	Number of bathing facility initial plan reviews requested	N/A	960	960	-	0.0%
Demand	Number of bathing facility construction inspections requested	2,084	2,880	2,880	-	0.0%
Efficiency	Expenditure per bathing facility initial plan reviews provided	\$ 165.90	\$ 316.40	\$ 241.34	\$ 75.05	23.7%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 629,943	\$ 421,488	\$ 421,488	\$ -	0.0%
	TOTAL SOURCES	\$ 629,943	\$ 421,488	\$ 421,488	\$ -	0.0%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 293,145	\$ 303,740	\$ 231,689	\$ 72,051	23.7%
	TOTAL USES	\$ 293,145	\$ 303,740	\$ 231,689	\$ 72,051	23.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be consistent in FY 2010-11 due to the continued recession but lack of significant change in construction and development in Maricopa County. The Department is shuffling resources within the Water and Wastewater Management Program to balance staff retention and demands for specific services. This reallocation of resource is the cause of the reduction in expenditures.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of wastewater treatment plant inspections provided	N/A	100.0%	100.0%	0.0%	0.0%
Result	Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	95.7%	100.0%	100.0%	0.0%	0.0%
Output	Number of wastewater treatment plant inspections provided	93	51	51	-	0.0%
Output	Number of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	89	51	51	-	0.0%
Demand	Number of wastewater treatment plant inspections required	52	51	51	-	0.0%
Efficiency	Expenditure per wastewater treatment plant inspection	\$ 1,034.22	\$ 2,613.35	\$ 2,412.37	\$ 200.98	7.7%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 133,340	\$ 152,040	\$ 166,200	\$ 14,160	9.3%
	TOTAL SOURCES	\$ 133,340	\$ 152,040	\$ 166,200	\$ 14,160	9.3%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 96,182	\$ 133,281	\$ 123,031	\$ 10,250	7.7%
	TOTAL USES	\$ 96,182	\$ 133,281	\$ 123,031	\$ 10,250	7.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change in construction and development in Maricopa County.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of onsite facility inspections provided within 5 business days	N/A	90.0%	90.0%	0.0%	0.0%
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 wastewater treatment plant and reuse/recharge system initial plan reviews provided within 40 business days	33.0%	100.0%	100.0%	0.0%	0.0%
Output	Number onsite, recharge/wastewater treatment plant and sewer collection initial plan reviews provided	111	120	120	-	0.0%
Output	Number of onsite facility initial plan reviews provided	336	1,596	1,596	-	0.0%
Output	Number of wastewater treatment plant and reuse/recharge system initial plan reviews provided	112	120	120	-	0.0%
Output	Number of sewer collection system construction initial plan reviews provided	274	204	204	-	0.0%
Output	Number of onsite facility inspections provided	N/A	1,445	1,445	-	0.0%
Output	Number of wastewater treatment plant and reuse/recharge system construction authorizations (ATC) provided	N/A	120	120	-	0.0%
Output	Number of sewer collection system construction authorizations (ATC) provided	N/A	204	204	-	0.0%
Output	Number of wastewater initial plan review provided	N/A	1,920	1,920	-	0.0%
Demand	Number of onsite facility inspections requested	N/A	1,445	1,445	-	0.0%
Demand	Number of wastewater treatment plant and reuse/recharge system plan reviews requested	93	120	120	-	0.0%
Demand	Number of sewer collection system construction plan approvals requested	256	204	204	-	0.0%
Demand	Number of onsite plan reviews requested	453	1,445	1,445	-	0.0%
Efficiency	Expenditure per wastewater initial plan review provided	N/A	\$ 564.42	\$ 620.37	\$ (55.95)	-9.9%
<i>Revenue</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,162,911	\$ 994,800	\$ 704,672	\$ (290,128)	-29.2%
	TOTAL SOURCES	\$ 1,162,911	\$ 994,800	\$ 704,672	\$ (290,128)	-29.2%
<i>Expenditure</i>						
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,570,413	\$ 1,083,681	\$ 1,191,110	\$ (107,429)	-9.9%
	TOTAL USES	\$ 1,570,413	\$ 1,083,681	\$ 1,191,110	\$ (107,429)	-9.9%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2010-11 compared to FY 2009-10 due to the continued recession but lack of significant change in construction and development in Maricopa County. The increase in expenditures is due to the increased cost of benefits. The revenue for FY 2010-11 reflects the revenue level experienced in FY 2009-10.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,350,072	\$ 1,000
FY 2010 Revised Budget	\$ 3,350,072	\$ 1,000
Adjustments:		
Base Adjustments	\$ (1,337,261)	\$ -
<i>Other Reductions</i>	<i>(1,337,261)</i>	<i>-</i>
Budget Balancing	\$ (43,822)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(43,822)</i>	<i>-</i>
Reallocations	\$ 1,821,851	\$ -
<i>Reallocation Between Depts</i>	<i>1,821,851</i>	<i>-</i>
FY 2011 Budget Target	\$ 3,790,840	\$ 1,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 55,376	\$ -
<i>Employee Health/Dental Premiums</i>	<i>47,520</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>7,856</i>	<i>-</i>
Base Adjustments	\$ (55,376)	\$ -
<i>Other Base Adjustments</i>	<i>(55,376)</i>	<i>-</i>
Reallocations	\$ -	\$ 59,000
<i>Reallocation Between Funds</i>	<i>-</i>	<i>59,000</i>
FY 2011 Adopted Budget	\$ 3,790,840	\$ 60,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>5900.0%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 70,000	\$ -
FY 2010 Revised Budget	\$ 70,000	\$ -
Adjustments:		
Base Adjustments	\$ (70,000)	\$ -
<i>Other Base Adjustments</i>	<i>(70,000)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments	\$ 18,000	\$ -
<i>Other Base Adjustments</i>	<i>18,000</i>	<i>-</i>
<i>GPS & Software for Vector Vehicles</i>	<i>\$ 18,000</i>	<i>-</i>
Non Recurring	\$ 70,000	\$ -
<i>Non Recurring Carry Forward</i>	<i>70,000</i>	<i>-</i>
<i>Vector Control Software</i>	<i>\$ 70,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 88,000	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>-</i>

Environmental Services Grant Fund (505)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 902,000	\$ 902,000
FY 2010 Revised Budget	\$ 902,000	\$ 902,000
FY 2011 Budget Target	\$ 902,000	\$ 902,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (137,000)	\$ (137,000)
<i>Grant Reconciliation</i>	<i>(137,000)</i>	<i>(137,000)</i>
FY 2011 Adopted Budget	\$ 765,000	\$ 765,000
<i>Percent Change from Target Amount</i>	<i>-15.2%</i>	<i>-15.2%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:	Agenda Item:	
Non Recurring		\$ 2,500
<i>AQ Veh Printers to Env Svcs</i>	<i>C-88-10-004-V-00</i>	<i>2,500</i>
FY 2010 Revised Budget	\$ 2,500	\$ -
Adjustments:	Agenda Item:	
Non Recurring		\$ (2,500)
<i>AQ Veh Printers to Env Svcs</i>	<i>C-88-10-004-V-00</i>	<i>(2,500)</i>
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	

Environmental Services Grant Fund (505) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 312,265	\$ 312,265	\$ -	\$ 334,548
Sources:					
Operating	\$ 677,460	\$ 902,000	\$ 902,000	\$ 990,837	\$ 765,000
Total Sources:	\$ 677,460	\$ 902,000	\$ 902,000	\$ 990,837	\$ 765,000
Uses:					
Operating	\$ 482,795	\$ 902,000	\$ 902,000	\$ 653,789	\$ 765,000
Non-Recurring	433,376	-	2,500	2,500	-
Total Uses:	\$ 916,171	\$ 902,000	\$ 904,500	\$ 656,289	\$ 765,000
Structural Balance	\$ 194,665	\$ -	\$ -	\$ 337,048	\$ -
Accounting Adjustments	\$ 238,711	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 312,265	\$ 309,765	\$ 334,548	\$ 334,548
Total Ending Spendable Fund Balance	\$ -	\$ 312,265	\$ 309,765	\$ 334,548	\$ 334,548

Environmental Services Environmental Health Fund (506)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 18,053,147	\$ 18,146,947
FY 2010 Revised Budget	\$ 18,053,147	\$ 18,146,947
Adjustments:	Agenda Item:	
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	C-49-09-066-2-00	-
	\$ (294,415)	\$ (294,415)
FY 2011 Budget Target	\$ 17,758,732	\$ 18,146,947
Adjustments:	Agenda Item:	
Employee Compensation and Benefits		
Employee Retirement and Benefits		
<i>Employee Health/Dental Premiums</i>		-
<i>Retirement Contributions</i>		-
	\$ 295,518	\$ 246,240
Base Adjustments		-
<i>Other Base Adjustments</i>		-
	\$ (271,205)	\$ 49,278
Budget Balancing		-
<i>PEHPEP FY 10 Adjustments</i>	C-49-10-032-M-00	-
	\$ (4,603)	\$ (4,603)
Fees and Other Revenues		-
<i>ProgRevenue Volume Inc/Dec</i>		104,262
	\$ 365,233	\$ 365,233
Reallocations		-
<i>Reallocation Between Funds</i>		(59,000)
	\$ -	\$ (59,000)
FY 2011 Adopted Budget	\$ 18,143,675	\$ 18,192,209
<i>Percent Change from Target Amount</i>	2.2%	0.2%

Environmental Services Environmental Health Fund (506) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ 1,271,501	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 67,466	\$ -
AQ Veh Printers to Env Svcs	C-88-10-004-V-00	57,228	-
Vehicle Air Qual to Env Svcs 2	C-88-10-015-V-00	10,238	-
FY 2010 Revised Budget		\$ 1,338,967	\$ -
Adjustments:	Agenda Item:		
Base Adjustments		\$ (1,271,501)	\$ -
Other Base Adjustments		(1,271,501)	-
Non Recurring		\$ (67,466)	\$ -
AQ Veh Printers to Env Svcs	C-88-10-004-V-00	(57,228)	-
Vehicle Air Qual to Env Svcs 2	C-88-10-015-V-00	(10,238)	-
FY 2011 Budget Target		\$ -	\$ -
Adjustments:			
Non Recurring		\$ 1,117,687	\$ -
Non Recurring Carry Forward		1,100,000	-
Other Non-Recurring		17,687	-
Accela Contract	\$ 1,100,000		
Vehicle Replacement	17,687		
FY 2011 Recommended Budget		\$ 1,117,687	\$ -
<i>Percent Change from Target Amount</i>			
FY 2011 Tentative Budget		\$ 1,117,687	\$ -
<i>Percent Change from Target Amount</i>			
Adjustments:			
Capital Improvement Program		\$ 1,500,000	\$ -
Transfer to Capital Proj Fund		1,500,000	-
Northern Regional Office Acquisition	\$ 1,500,000		
Non Recurring		\$ 1,500,000	\$ -
Other Non-Recurring		1,500,000	-
Northern Regional Office Preparation	\$ 1,500,000		
FY 2011 Adopted Budget		\$ 4,117,687	\$ -
<i>Percent Change from Target Amount</i>			<i>N/A</i>

Environmental Services Environmental Health Fund (506) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 6,538,413	\$ 4,474,208	\$ 4,474,208	\$ 6,935,347	\$ 7,193,705
Sources:					
Operating	\$ 19,473,111	\$ 18,146,947	\$ 18,146,947	\$ 18,069,684	\$ 18,192,209
Total Sources:	\$ 19,473,111	\$ 18,146,947	\$ 18,146,947	\$ 18,069,684	\$ 18,192,209
Uses:					
Operating	\$ 17,110,391	\$ 18,053,147	\$ 18,053,147	\$ 17,545,630	\$ 18,143,675
Non-Recurring	1,965,827	1,271,501	1,338,967	265,696	4,117,687
Total Uses:	\$ 19,076,218	\$ 19,324,648	\$ 19,392,114	\$ 17,811,326	\$ 22,261,362
Structural Balance	\$ 2,362,720	\$ 93,800	\$ 93,800	\$ 524,054	\$ 48,534
Accounting Adjustments	\$ 41	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ (10,238)	\$ -	\$ -
Committed	6,935,347	3,296,507	3,239,279	7,193,705	3,124,552
Total Ending Spendable Fund Balance	\$ 6,935,347	\$ 3,296,507	\$ 3,229,041	\$ 7,193,705	\$ 3,124,552

Equipment Services

Analysis by Angie Flick, Management & Budget Supervisor

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, 2011, 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 73% in FY 2008-09. The FY 2009-10 compliance rate is 85%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
FPRR - FLEET PROCUREMENT AND REMOVAL	\$ -	\$ 122,060	\$ 122,060	\$ 122,060	\$ 37,868	\$ (84,192)	-69.0%
FUEL - FUEL FOR VEH AND EQUIPMENT	8,316,538	6,523,128	7,933,469	6,919,917	6,557,652	(1,375,817)	-17.3%
HDVR - HEAVY DUTY VEH AND EQUIP	2,283,370	1,927,883	1,927,883	1,910,897	1,904,228	(23,655)	-1.2%
LDVR - LIGHT DUTY VEH AND EQUIP	1,096,025	1,129,553	2,419,212	1,094,028	1,068,504	(1,350,708)	-55.8%
PMVR - PREVENTATIVE MAINTENANCE	913,489	899,828	899,828	877,688	873,984	(25,844)	-2.9%
PRTS - PARTS	3,427,448	3,167,899	3,167,899	3,362,832	3,408,207	240,308	7.6%
RENT - RENTAL POOL	57,410	69,464	69,464	45,654	33,372	(36,092)	-52.0%
74FM - FLEET MANAGEMENT	\$ 16,094,280	\$ 13,839,815	\$ 16,539,815	\$ 14,333,076	\$ 13,883,815	\$ (2,656,000)	-16.1%
GGOV - GENERAL GOVERNMENT	\$ 32,391	\$ 44,000	\$ 44,000	\$ 34,715	\$ 25,424	\$ (18,576)	-42.2%
99GV - GENERAL GOVERNMENT	\$ 32,391	\$ 44,000	\$ 44,000	\$ 34,715	\$ 25,424	\$ (18,576)	-42.2%
TOTAL PROGRAMS	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
FPRR - FLEET PROCUREMENT AND REMOVAL	\$ 179,370	\$ 134,626	\$ 134,626	\$ 61,564	\$ 70,401	\$ 64,225	47.7%
FUEL - FUEL FOR VEH AND EQUIPMENT	7,509,651	5,774,128	7,184,469	6,217,130	6,347,264	837,205	11.7%
HDVR - HEAVY DUTY VEH AND EQUIP	1,287,721	1,440,472	1,440,472	1,335,075	1,702,467	(261,995)	-18.2%
LDVR - LIGHT DUTY VEH AND EQUIP	1,015,977	1,068,284	1,068,284	958,676	1,085,674	(17,390)	-1.6%
PMVR - PREVENTATIVE MAINTENANCE	417,052	412,889	412,889	337,938	304,523	108,366	26.2%
PRTS - PARTS	2,908,606	2,931,777	4,228,211	2,950,815	2,961,426	1,266,785	30.0%
RENT - RENTAL POOL	6,016	8,074	33,997	35,567	16,108	17,889	52.6%
74FM - FLEET MANAGEMENT	\$ 13,324,393	\$ 11,770,250	\$ 14,502,948	\$ 11,896,765	\$ 12,487,863	\$ 2,015,085	13.9%
FSAC - FINANCIAL SERVICES	\$ 146,472	\$ 206,997	\$ 206,997	\$ 232,985	\$ 274,924	\$ (67,927)	-32.8%
HRAC - HUMAN RESOURCES	56,193	53,382	53,382	54,800	53,334	48	0.1%
ODIR - EXECUTIVE MANAGEMENT	558,880	629,724	629,724	570,218	717,349	(87,625)	-13.9%
PROC - PROCUREMENT	64,567	64,678	64,678	(848)	-	64,678	100.0%
99AS - ADMINISTRATIVE SERVICES	\$ 826,112	\$ 954,781	\$ 954,781	\$ 857,155	\$ 1,045,607	\$ (90,826)	-9.5%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 667,146	\$ 608,074	\$ 608,074	\$ 608,074	\$ 532,241	\$ 75,833	12.5%
ISFC - INTERNAL SERVICE FUND CHARGES	74,592	92,201	92,201	92,196	100,872	(8,671)	-9.4%
99GV - GENERAL GOVERNMENT	\$ 741,738	\$ 700,275	\$ 700,275	\$ 700,270	\$ 633,113	\$ 67,162	9.6%
TOTAL PROGRAMS	\$ 14,892,243	\$ 13,425,306	\$ 16,158,004	\$ 13,454,190	\$ 14,166,583	\$ 1,991,421	12.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,504,483	\$ 3,781,115	\$ 5,191,456	\$ 3,311,247	\$ 2,774,520	\$ (2,416,936)	-46.6%
0636 - INTERNAL SERVICE CHARGES	12,578,974	10,055,200	11,344,859	11,017,939	11,105,795	(239,064)	-2.1%
SUBTOTAL	\$ 16,083,457	\$ 13,836,315	\$ 16,536,315	\$ 14,329,186	\$ 13,880,315	\$ (2,656,000)	-16.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 32,391	\$ 44,000	\$ 44,000	\$ 34,715	\$ 25,424	\$ (18,576)	-42.2%
0650 - MISCELLANEOUS REVENUE	10,823	3,500	3,500	3,890	3,500	-	0.0%
SUBTOTAL	\$ 43,214	\$ 47,500	\$ 47,500	\$ 38,605	\$ 28,924	\$ (18,576)	-39.1%
ALL REVENUES	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%
TOTAL SOURCES	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,306,022	\$ 2,317,467	\$ 2,317,467	\$ 2,167,182	\$ 2,242,295	\$ 75,172	3.2%
0710 - OVERTIME	129,116	103,442	103,442	120,444	103,142	300	0.3%
0750 - FRINGE BENEFITS	853,599	857,245	857,245	793,344	900,460	(43,215)	-5.0%
0790 - OTHER PERSONNEL SERVICES	108,457	28,525	28,525	10,490	9,275	19,250	67.5%
0796 - PERSONNEL SERVICES ALLOC-IN	110,215	112,825	112,825	100,709	132,868	(20,043)	-17.8%
SUBTOTAL	\$ 3,507,409	\$ 3,419,504	\$ 3,419,504	\$ 3,192,169	\$ 3,388,040	\$ 31,464	0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 2,586,046	\$ 2,613,472	\$ 3,903,131	\$ 2,537,650	\$ 2,958,138	\$ 944,993	24.2%
0803 - FUEL	7,331,787	5,614,464	7,024,805	6,136,695	5,646,712	1,378,093	19.6%
0804 - NON-CAPITAL EQUIPMENT	21,187	21,275	21,275	1,747	21,823	(548)	-2.6%
0806 - SUPPLIES-ALLOCATION IN	3,477	623	623	346	498	125	20.1%
SUBTOTAL	\$ 9,942,497	\$ 8,249,834	\$ 10,949,834	\$ 8,676,438	\$ 8,627,171	\$ 2,322,663	21.2%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 11,432	\$ -	\$ -	N/A
0812 - OTHER SERVICES	64,269	122,314	122,314	82,021	114,264	8,050	6.6%
0820 - RENT & OPERATING LEASES	11,986	22,570	22,570	16,082	22,570	-	0.0%
0825 - REPAIRS AND MAINTENANCE	474,186	473,530	473,530	428,235	492,815	(19,285)	-4.1%
0839 - INTERNAL SERVICE CHARGES	74,663	89,561	89,561	103,863	99,980	(10,419)	-11.6%
0841 - TRAVEL	2,831	8,872	8,872	2,289	6,256	2,616	29.5%
0842 - EDUCATION AND TRAINING	3,863	12,185	12,185	6,575	13,208	(1,023)	-8.4%
0843 - POSTAGE/FREIGHT/SHIPPING	9,589	9,238	9,238	10,393	9,841	(603)	-6.5%
0845 - SUPPORT AND CARE OF PERSONS	15	-	-	-	-	-	N/A
0850 - UTILITIES	130,968	149,394	149,394	131,678	132,996	16,398	11.0%
0873 - SERVICES-ALLOCATION IN	2,428	7,634	7,634	5,322	6,650	984	12.9%
SUBTOTAL	\$ 774,798	\$ 895,298	\$ 895,298	\$ 797,890	\$ 898,580	\$ (3,282)	-0.4%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ 62,557	\$ (62,557)	N/A
0920 - CAPITAL EQUIPMENT	-	96,665	96,665	-	502,130	(405,465)	-419.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	139,200	139,200	139,200	151,200	(12,000)	-8.6%
0950 - DEBT SERVICE	(3)	16,330	16,330	7,353	4,392	11,938	73.1%
0956 - CAPITAL-ALLOCATION IN	396	401	401	368	272	129	32.2%
SUBTOTAL	\$ 393	\$ 252,596	\$ 252,596	\$ 146,921	\$ 720,551	\$ (467,955)	-185.3%
ALL EXPENDITURES	\$ 14,225,097	\$ 12,817,232	\$ 15,517,232	\$ 12,813,418	\$ 13,634,342	\$ 1,882,890	12.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 667,146	\$ 608,074	\$ 640,772	\$ 640,772	\$ 532,241	\$ 108,531	16.9%
ALL OTHER FINANCING USES	\$ 667,146	\$ 608,074	\$ 640,772	\$ 640,772	\$ 532,241	\$ 108,531	16.9%
TOTAL USES	\$ 14,892,243	\$ 13,425,306	\$ 16,158,004	\$ 13,454,190	\$ 14,166,583	\$ 1,991,421	12.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
654 EQUIPMENT SERVICES							
OPERATING	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%
FUND TOTAL SOURCES	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%
DEPARTMENT TOTAL SOURCES	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239	\$ (2,674,576)	-16.1%
654 EQUIPMENT SERVICES							
OPERATING	\$ 14,892,243	\$ 13,192,006	\$ 15,892,006	\$ 13,279,092	\$ 13,165,326	\$ 2,726,680	17.2%
NON-RECURRING	-	233,300	265,998	175,098	1,001,257	(735,259)	-276.4%
FUND TOTAL USES	\$ 14,892,243	\$ 13,425,306	\$ 16,158,004	\$ 13,454,190	\$ 14,166,583	\$ 1,991,421	12.3%
DEPARTMENT OPERATING TOTAL USES	\$ 14,892,243	\$ 13,192,006	\$ 15,892,006	\$ 13,279,092	\$ 13,165,326	\$ 2,726,680	17.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 233,300	\$ 265,998	\$ 175,098	\$ 1,001,257	\$ (735,259)	-276.4%
DEPARTMENT TOTAL USES	\$ 14,892,243	\$ 13,425,306	\$ 16,158,004	\$ 13,454,190	\$ 14,166,583	\$ 1,991,421	12.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
EXECUTIVE MANAGEMENT	3.20	2.20	2.20	2.20	2.20	-	0.0%
FINANCIAL SERVICES	2.00	3.00	3.00	4.00	4.00	1.00	33.3%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	7.20	6.20	6.20	7.20	7.20	1.00	16.1%
FLEET PROCUREMENT AND REMOVA	2.00	2.00	2.00	1.20	1.20	(0.80)	-40.0%
FUEL FOR VEH AND EQUIPMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
HEAVY DUTY VEH AND EQUIP	15.80	15.80	15.80	18.00	18.00	2.20	13.9%
LIGHT DUTY VEH AND EQUIP	16.10	16.10	16.10	15.75	16.65	0.55	3.4%
PARTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PREVENTATIVE MAINTENANCE	7.90	6.90	6.90	6.70	4.80	(2.10)	-30.4%
RENTAL POOL	-	-	-	0.15	0.15	0.15	N/A
PROGRAM TOTAL	46.80	45.80	45.80	46.80	45.80	-	0.0%
DEPARTMENT TOTAL	54.00	52.00	52.00	54.00	53.00	1.00	1.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	-	-	-	1.00	1.00	1.00	N/A
Grant-Contract Administrator	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Inventory Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Mechanic - Automotive	13.00	14.00	14.00	14.00	15.00	1.00	7.1%
Mechanic - Heavy Equipment	11.00	13.00	13.00	14.00	14.00	1.00	7.7%
Mechanic Lead	3.00	-	-	-	-	-	N/A
Mechanic Supervisor	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	8.00	7.00	7.00	7.00	5.00	(2.00)	-28.6%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	54.00	52.00	52.00	54.00	53.00	1.00	1.9%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
654 - EQUIPMENT SERVICES	54.00	52.00	52.00	55.00	53.00	1.00	1.9%
DEPARTMENT TOTAL	54.00	52.00	52.00	54.00	53.00	1.00	1.9%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$73,511 for FY 2010-11. Salary and benefit savings for the Department are being right-sized, decreasing personnel costs by \$73,511, resulting in a net zero impact to personnel costs.

Technology: Increase Non-Recurring/Non-Project by \$369,000 for upgrading the fuel key system which will provide for more accurate fuel and vehicle information collection. This is full implementation to the County's on-road fleet following a pilot program which will be completed at the end of FY2009-10.

Vehicle Replacements: Funding of \$151,200 for the replacement of two vehicles is included in the Non-Recurring/Non-Project budget.

Stormwater Compliance: Funding of \$28,500 for the required one-time work to obtain compliance with Stormwater regulations is included in the Non-Recurring/Non-Project budget.

Capital Improvements: Increase Non-Recurring/Non-Project by \$390,000 for the replacement of fuel dispensers at all four underground storage fueling stations and to improve the Durango Car/Truck wash.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of total vehicles due or overdue for Replacement	10.1%	22.3%	24.7%	2.4%	10.7%
Percent of Hybrid and Alt Fuel vehicles in the on-road fleet	38.2%	40.9%	41.0%	0.1%	0.2%
Percent of fuel purchased that was sold	104.0%	100.0%	101.2%	1.2%	1.2%
Percent of light duty vehicles presented for repair	38.6%	479.9%	36.9%	(443.0%)	-92.3%
Percent of technicians producing at or above targeted maintenance & repair hours	71.6%	72.6%	71.7%	(1.0%)	-1.3%
Percent of Vehicle Equivalentents repaired or PM'd	100.8%	1227.3%	95.4%	(1131.8%)	-92.2%
Percent of vehicles presented for PM	80.4%	76.8%	100.0%	23.2%	30.3%
Percent of PMA services completed within 10% of Cycle Length.	86.6%	73.6%	105.3%	31.7%	43.0%
Percent of parts issued from stock	61.5%	60.0%	100.0%	40.0%	66.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of total vehicles due or overdue for Replacement	10.1%	22.3%	24.7%	2.4%	10.7%
Result	Percent of Hybrid and Alt Fuel vehicles in the on-road fleet	38.2%	40.9%	41.0%	0.1%	0.2%
Output	Number of vehicles replaced	131	689	690	1	0.1%
Output	Number of Hybrid and Alt Fuel vehicles in the on-road fleet	736	790	786	(4)	-0.5%
Demand	Number of vehicles due or overdue for replacement	1,022	189	583	394	208.5%
Demand	Number of vehicles in the on-road fleet	1,927	1,930	1,931	1	0.0%
Efficiency	Expenditure per vehicle replaced	\$ 1,369.24	\$ 195.39	\$ 102.03	\$ 93.36	47.8%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ -	\$ 122,060	\$ 37,868	\$ (84,192)	-69.0%
	TOTAL SOURCES	\$ -	\$ 122,060	\$ 37,868	\$ (84,192)	-69.0%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 179,370	\$ 134,626	\$ 70,401	\$ 64,225	47.7%
	TOTAL USES	\$ 179,370	\$ 134,626	\$ 70,401	\$ 64,225	47.7%

Activity Narrative: The FY 2010-11 budget supports the Department in continuing to provide analysis and procurement services to replace critical vehicles as needed. The decrease in expenditures is due to the mechanics playing a larger role in the analysis of whether a vehicle needs to be replaced. The mechanics, which are part of the resources for Heavy and Light Duty Vehicle Equipment and Repair activities, perform evaluations as vehicles are brought in for service. The cost of staff to procure replacement 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of fuel purchased that was sold	104.0%	100.0%	101.2%	1.2%	1.2%
Output	Number of gallons of fuel sold	3,152,770	3,000,000	2,957,089	(42,911)	-1.4%
Demand	Number of gallons of fuel purchased	3,030,619	3,000,000	2,920,623	(79,377)	-2.6%
Efficiency	Average cost to ESD per gallon of fuel purchased	\$ 2.48	\$ 2.39	\$ 2.17	\$ 0.22	9.3%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 8,316,538	\$ 7,933,469	\$ 6,557,652	\$ (1,375,817)	-17.3%
	TOTAL SOURCES	\$ 8,316,538	\$ 7,933,469	\$ 6,557,652	\$ (1,375,817)	-17.3%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 7,509,651	\$ 7,184,469	\$ 6,347,264	\$ 837,205	11.7%
	TOTAL USES	\$ 7,509,651	\$ 7,184,469	\$ 6,347,264	\$ 837,205	11.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. Fuel usage is expected to decrease along with the reduction of the County Fleet, as well as the use from other governmental entities that purchase fuel from the County's fueling stations. The result is more than 100% due to the Public Works Transportation Division occasionally returning fuel to County reserves which allows the resources to be resold to other users. The expenditure increase is due to one-time expenditures for the replacement of fuel dispensers and the full implementation of the fuel information/tracking system which will increase safety and the reliability of data collected during fuel transactions.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of work orders completed	8,792	8,610	8,637	27	0.3%
Demand	Number of heavy duty vehicles in fleet	907	900	893	(7)	-0.8%
Demand	Number of heavy duty vehicles presented for repair.	5,091	5,115	5,174	59	1.2%
Efficiency	Expenditure per work order completed	\$ 146.47	\$ 167.30	\$ 197.11	\$ (29.81)	-17.8%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 2,283,370	\$ 1,927,883	\$ 1,904,228	\$ (23,655)	-1.2%
	TOTAL SOURCES	\$ 2,283,370	\$ 1,927,883	\$ 1,904,228	\$ (23,655)	-1.2%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 1,287,721	\$ 1,440,472	\$ 1,702,467	\$ (261,995)	-18.2%
	TOTAL USES	\$ 1,287,721	\$ 1,440,472	\$ 1,702,467	\$ (261,995)	-18.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand. Each vehicle presented may have multiple work orders. The number of vehicles requiring repairs is expected to increase slightly. The increase in costs is due to the one time expenditure on the Durango Truck Wash and a replacement field truck which are directly related to the care of Heavy Duty Vehicles and Equipment in the County's fleet.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of technicians producing at or above targeted maintenance & repair hours	71.6%	72.6%	71.7%	(1.0%)	-1.3%
Output	Number of average maintenance & repair hours charged per FTE technician	399	400	433	33	8.1%
Output	Number of Light Duty repair work orders	10,900	11,020	10,786	(234)	-2.1%
Demand	Number of vehicles presented for repair	7,569	7,870	7,704	(166)	-2.1%
Efficiency	Average cost of light duty repair per repair work order	\$ 19.24	\$ 19.78	\$ 21.65	\$ (1.87)	-9.4%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 1,096,025	\$ 2,419,212	\$ 1,068,504	\$ (1,350,708)	-55.8%
	TOTAL SOURCES	\$ 1,096,025	\$ 2,419,212	\$ 1,068,504	\$ (1,350,708)	-55.8%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 1,015,977	\$ 1,068,284	\$ 1,085,674	\$ (17,390)	-1.6%
	TOTAL USES	\$ 1,015,977	\$ 1,068,284	\$ 1,085,674	\$ (17,390)	-1.6%

Activity Narrative: The FY 2010-11 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 slight increase in expenditures is due to planned purchases of diagnostic equipment and specialized tools replacements directly related to the care of Light Duty Vehicles and Equipment.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of parts issued from stock	61.5%	60.0%	100.0%	40.0%	66.7%
Output	Number of parts issued - stock and nonstock	220,213	211,900	218,500	6,600	3.1%
Demand	Number of parts requested - stock and non-stock	220,213	211,900	218,500	6,600	3.1%
Efficiency	Expenditure per part issued - stock and nonstock	\$ 13.21	\$ 19.95	\$ 13.55	\$ 6.40	32.1%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 3,427,448	\$ 3,167,899	\$ 3,408,207	\$ 240,308	7.6%
	TOTAL SOURCES	\$ 3,427,448	\$ 3,167,899	\$ 3,408,207	\$ 240,308	7.6%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 2,908,606	\$ 4,228,211	\$ 2,961,426	\$ 1,266,785	30.0%
	TOTAL USES	\$ 2,908,606	\$ 4,228,211	\$ 2,961,426	\$ 1,266,785	30.0%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand of providing parts as needed to repair and maintain equipment. The Department is changing the way vehicle replacements are ordered which is necessitating the need to purchase more parts. Historically, the Department purchased vehicles with add-on parts in the original purchase. This made the vehicles ready to move into the fleet, but limited the use of vehicles in stock. Now the Department is purchasing vehicles in a basic model with few options and purchasing the add-on components required when the vehicle's use is determined and is ready to be deployed in the fleet. This shift is increasing the number and cost of parts ordered, but provides more flexibility for utilizing vehicles as replacements.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of vehicles presented for PM	80.4%	76.8%	100.0%	23.2%	30.3%
Result	Percent of PMA services completed within 10% of Cycle Length.	86.6%	73.6%	105.3%	31.7%	43.0%
Output	Number of work orders completed	8,373	8,110	8,002	(108)	-1.3%
Output	Number of PMA services performed.	6,238	6,125	5,847	(278)	-4.5%
Demand	Number of vehicles presented for PM.	7,993	4,500	7,553	3,053	67.8%
Efficiency	Expenditure per PMA service performed	\$ 66.86	\$ 67.41	\$ 52.08	\$ 15.33	22.7%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 913,489	\$ 899,828	\$ 873,984	\$ (25,844)	-2.9%
	TOTAL SOURCES	\$ 913,489	\$ 899,828	\$ 873,984	\$ (25,844)	-2.9%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 417,052	\$ 412,889	\$ 304,523	\$ 108,366	26.2%
	TOTAL USES	\$ 417,052	\$ 412,889	\$ 304,523	\$ 108,366	26.2%

Activity Narrative: The FY 2010-11 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of miles	39,596	43,400	31,055	(12,345)	-28.4%
Output	Number of rental request met	888	940	629	(311)	-33.1%
Demand	Number of rental requests received	962	1,065	629	(436)	-40.9%
Efficiency	Operating cost* (to ESD) per mile (*repairs, maintenance & fuel)	\$ 0.15	\$ 0.78	\$ 0.52	\$ 0.26	33.8%
<i>Revenue</i>						
	654 - EQUIPMENT SERVICES	\$ 57,410	\$ 69,464	\$ 33,372	\$ (36,092)	-52.0%
	TOTAL SOURCES	\$ 57,410	\$ 69,464	\$ 33,372	\$ (36,092)	-52.0%
<i>Expenditure</i>						
	654 - EQUIPMENT SERVICES	\$ 6,016	\$ 33,997	\$ 16,108	\$ 17,889	52.6%
	TOTAL USES	\$ 6,016	\$ 33,997	\$ 16,108	\$ 17,889	52.6%

Activity Narrative: The FY 2010-11 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 as well as part of one FTE's time to check vehicles in and out. The FY 2009-10 budget did not include any personnel costs.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 13,192,006	\$ 13,883,815
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ 2,700,000	\$ 2,700,000
<i>FY 10 Equip Svcs Year End Adj</i>	<i>2,700,000</i>	<i>2,700,000</i>
Agenda Item:		
<i>C-74-10-011-2-00</i>		
FY 2010 Revised Budget	\$ 15,892,006	\$ 16,583,815
Adjustments:		
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	\$ (26,680)	\$ -
<i>(26,680)</i>		
Supplemental Funding		
Mid-Year Adjustments	\$ (2,700,000)	\$ (2,700,000)
<i>FY 10 Equip Svcs Year End Adj</i>	<i>(2,700,000)</i>	<i>(2,700,000)</i>
Agenda Item:		
<i>C-49-09-066-2-00</i>		
<i>C-74-10-011-2-00</i>		
FY 2011 Budget Target	\$ 13,165,326	\$ 13,883,815
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 73,511	\$ -
<i>Employee Health/Dental Premiums</i>	<i>62,964</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>10,547</i>	<i>-</i>
Base Adjustments	\$ (73,511)	\$ 25,424
<i>Other Base Adjustments</i>	<i>-</i>	<i>25,424</i>
<i>Personnel Savings</i>	<i>(73,511)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 13,165,326	\$ 13,909,239
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.2%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 233,300	\$ -
Adjustments:		
Non Recurring		
<i>Vehicles AQ PDS to Equip Svcs</i>	\$ 32,698	\$ -
Agenda Item:		
<i>C-74-10-008-V-00</i>	<i>32,698</i>	<i>-</i>
FY 2010 Revised Budget	\$ 265,998	\$ -
Adjustments:		
Base Adjustments		
<i>Other Base Adjustments</i>	\$ (233,300)	\$ -
<i>(233,300)</i>		
Non Recurring		
<i>Vehicles AQ PDS to Equip Svcs</i>	\$ (32,698)	\$ -
Agenda Item:		
<i>C-74-10-008-V-00</i>	<i>(32,698)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments		
<i>Other Base Adjustments</i>	\$ 938,700	\$ -
<i>938,700</i>		
<i>Upgrade Fuel Key System</i>	<i>\$ 369,000</i>	<i>-</i>
<i>Replace Two Vehicles</i>	<i>151,200</i>	<i>-</i>
<i>Stormwater Compliance</i>	<i>28,500</i>	<i>-</i>
<i>Four Underground Storage Fuel Dispensers and Durango Car/Truck Wash</i>	<i>390,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 938,700	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>-</i>

Equipment Services Fund (654) (continued)

	Expenditures	Revenue
CAPITAL IMPROVEMENTS		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Capital Improvement Program	\$ 62,557	\$ -
<i>Capital Improvement Prog Adj</i>	62,557	-
FY 2011 Adopted Budget	\$ 62,557	\$ -
<i>Percent Change from Target Amount</i>		N/A

Equipment Services Fund (654) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 656,612	\$ 1,399,055	\$ 1,399,055	\$ 1,891,030	\$ 2,804,631
Sources:					
Operating	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239
Total Sources:	\$ 16,126,671	\$ 13,883,815	\$ 16,583,815	\$ 14,367,791	\$ 13,909,239
Uses:					
Operating	\$ 14,892,243	\$ 13,192,006	\$ 15,892,006	\$ 13,279,092	\$ 13,165,326
Non-Recurring	-	233,300	265,998	175,098	1,001,257
Total Uses:	\$ 14,892,243	\$ 13,425,306	\$ 16,158,004	\$ 13,454,190	\$ 14,166,583
Structural Balance	\$ 1,234,428	\$ 691,809	\$ 691,809	\$ 1,088,699	\$ 743,913
Accounting Adjustments	\$ (10)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	1,891,030	1,857,564	1,824,866	2,804,631	2,547,287
Total Ending Spendable Fund Balance	\$ 1,891,030	\$ 1,857,564	\$ 1,824,866	\$ 2,804,631	\$ 2,547,287

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CLCT - COLLECTIONS	\$ 73,594	\$ 34,800	\$ 34,800	\$ 75,679	\$ 69,000	\$ 34,200	98.3%
18CL - COLLECTIONS	\$ 73,594	\$ 34,800	\$ 34,800	\$ 75,679	\$ 69,000	\$ 34,200	98.3%
RLST - REAL ESTATE MANAGEMENT	\$ 893,061	\$ 777,288	\$ 777,288	\$ 864,676	\$ 805,647	\$ 28,359	3.6%
18RE - REAL ESTATE	\$ 893,061	\$ 777,288	\$ 777,288	\$ 864,676	\$ 805,647	\$ 28,359	3.6%
FSAC - FINANCIAL SERVICES	\$ 209,812	\$ 245,111	\$ 245,111	\$ 223,590	\$ -	\$ (245,111)	-100.0%
99AS - ADMINISTRATIVE SERVICES	\$ 209,812	\$ 245,111	\$ 245,111	\$ 223,590	\$ -	\$ (245,111)	-100.0%
TOTAL PROGRAMS	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	\$ (182,552)	-17.3%
USES							
CLCT - COLLECTIONS	\$ 205,115	\$ 160,223	\$ 160,223	\$ 147,221	\$ 163,103	\$ (2,880)	-1.8%
18CL - COLLECTIONS	\$ 205,115	\$ 160,223	\$ 160,223	\$ 147,221	\$ 163,103	\$ (2,880)	-1.8%
RLST - REAL ESTATE MANAGEMENT	\$ 333,286	\$ 300,850	\$ 300,850	\$ 312,759	\$ 319,740	\$ (18,890)	-6.3%
18RE - REAL ESTATE	\$ 333,286	\$ 300,850	\$ 300,850	\$ 312,759	\$ 319,740	\$ (18,890)	-6.3%
FSAC - FINANCIAL SERVICES	\$ 3,136,101	\$ 2,818,776	\$ 2,899,706	\$ 2,840,765	\$ 2,759,137	\$ 140,569	4.8%
99AS - ADMINISTRATIVE SERVICES	\$ 3,136,101	\$ 2,818,776	\$ 2,899,706	\$ 2,840,765	\$ 2,759,137	\$ 140,569	4.8%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 1,464	\$ 2,724	\$ 2,724	\$ 2,724	\$ 6,224	\$ (3,500)	-128.5%
99GV - GENERAL GOVERNMENT	\$ 1,464	\$ 2,724	\$ 2,724	\$ 2,724	\$ 6,224	\$ (3,500)	-128.5%
TOTAL PROGRAMS	\$ 3,675,966	\$ 3,282,573	\$ 3,363,503	\$ 3,303,469	\$ 3,248,204	\$ 115,299	3.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 209,812	\$ 245,111	\$ 245,111	\$ 223,590	\$ -	(\$ 245,111)	-100.0%
0635 - OTHER CHARGES FOR SERVICES	73,594	34,800	34,800	75,679	69,000	34,200	98.3%
SUBTOTAL	\$ 283,406	\$ 279,911	\$ 279,911	\$ 299,269	\$ 69,000	(\$ 210,911)	-75.3%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	\$ 893,061	\$ 777,288	\$ 777,288	\$ 864,676	\$ 805,647	\$ 28,359	3.6%
SUBTOTAL	\$ 893,061	\$ 777,288	\$ 777,288	\$ 864,676	\$ 805,647	\$ 28,359	3.6%
ALL REVENUES	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
TOTAL SOURCES	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,679,005	\$ 2,420,757	\$ 2,420,757	\$ 2,419,507	\$ 2,622,102	(\$ 201,345)	-8.3%
0705 - TEMPORARY PAY	13,938	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	805,417	711,577	711,577	734,033	856,985	(145,408)	-20.4%
0790 - OTHER PERSONNEL SERVICES	4,510	-	-	3,289	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(15,408)	(25,422)	(25,422)	(60,395)	(387,522)	362,100	-1424.4%
SUBTOTAL	\$ 3,487,462	\$ 3,106,912	\$ 3,106,912	\$ 3,096,434	\$ 3,091,565	\$ 15,347	0.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 22,578	\$ 30,500	\$ 68,930	\$ 55,171	\$ 29,248	\$ 39,682	57.6%
0803 - FUEL	275	480	480	565	600	(120)	-25.0%
0805 - SUPPLIES-ALLOCATION OUT	(432)	-	-	(432)	-	-	N/A
SUBTOTAL	\$ 22,421	\$ 30,980	\$ 69,410	\$ 55,304	\$ 29,848	\$ 39,562	57.0%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ 800	\$ 800	\$ (600)	\$ 1,000	(\$ 200)	-25.0%
0812 - OTHER SERVICES	25,011	19,820	62,320	62,662	20,498	41,822	67.1%
0820 - RENT & OPERATING LEASES	10,600	9,000	9,000	6,624	9,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	16,454	11,000	11,000	12,240	13,500	(2,500)	-22.7%
0830 - INTERGOVERNMENTAL PAYMENTS	4,500	4,500	4,500	3,600	4,500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	5,375	10,700	10,700	9,873	10,200	500	4.7%
0841 - TRAVEL	1,815	-	-	5,047	5,000	(5,000)	N/A
0842 - EDUCATION AND TRAINING	2,728	1,876	1,876	5,399	4,400	(2,524)	-134.5%
0843 - POSTAGE/FREIGHT/SHIPPING	35,388	48,792	48,792	32,003	37,600	11,192	22.9%
0850 - UTILITIES	1,581	-	-	1,243	1,920	(1,920)	N/A
0872 - SERVICES-ALLOCATION OUT	-	(643)	(643)	(216)	(4,110)	3,467	-539.2%
SUBTOTAL	\$ 103,452	\$ 105,845	\$ 148,345	\$ 137,875	\$ 103,508	\$ 44,837	30.2%
CAPITAL							
0950 - DEBT SERVICE	\$ 62,871	\$ 39,191	\$ 39,191	\$ 14,061	\$ 23,638	\$ 15,553	39.7%
0955 - CAPITAL-ALLOCATION OUT	(240)	(355)	(355)	(205)	(355)	-	0.0%
SUBTOTAL	\$ 62,631	\$ 38,836	\$ 38,836	\$ 13,856	\$ 23,283	\$ 15,553	40.0%
ALL EXPENDITURES	\$ 3,675,966	\$ 3,282,573	\$ 3,363,503	\$ 3,303,469	\$ 3,248,204	\$ 115,299	3.4%
TOTAL USES	\$ 3,675,966	\$ 3,282,573	\$ 3,363,503	\$ 3,303,469	\$ 3,248,204	\$ 115,299	3.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
FUND TOTAL SOURCES	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
DEPARTMENT TOTAL SOURCES	\$ 1,176,467	\$ 1,057,199	\$ 1,057,199	\$ 1,163,945	\$ 874,647	(\$ 182,552)	-17.3%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 3,675,966	\$ 3,282,573	\$ 3,282,573	\$ 3,230,539	\$ 3,248,204	\$ 34,369	1.0%
NON-RECURRING	-	-	80,930	72,930	-	80,930	100.0%
FUND TOTAL USES	\$ 3,675,966	\$ 3,282,573	\$ 3,363,503	\$ 3,303,469	\$ 3,248,204	\$ 115,299	3.4%
DEPARTMENT OPERATING TOTAL USES	\$ 3,675,966	\$ 3,282,573	\$ 3,282,573	\$ 3,230,539	\$ 3,248,204	\$ 34,369	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ -	\$ 80,930	\$ 72,930	\$ -	\$ 80,930	100.0%
DEPARTMENT TOTAL USES	\$ 3,675,966	\$ 3,282,573	\$ 3,363,503	\$ 3,303,469	\$ 3,248,204	\$ 115,299	3.4%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
FINANCIAL SERVICES	41.00	34.29	34.29	34.48	36.00	1.71	5.0%
PROGRAM TOTAL	41.00	34.29	34.29	34.48	36.00	1.71	5.0%
COLLECTIONS							
COLLECTIONS	5.00	2.50	2.50	2.50	2.00	(0.50)	-20.0%
PROGRAM TOTAL	5.00	2.50	2.50	2.50	2.00	(0.50)	-20.0%
REAL ESTATE							
REAL ESTATE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	49.00	39.79	39.79	39.98	41.00	1.21	3.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	8.00	6.00	6.00	6.00	6.00	-	0.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Assistant County Manager	1.00	-	-	-	-	-	N/A
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	2.00	1.50	1.50	1.50	1.00	(0.50)	-33.3%
Consultant	-	0.29	0.29	0.48	1.00	0.71	244.8%
Deputy Director - Budget	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	-	-	-	-	1.00	1.00	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	15.00	13.00	13.00	13.00	13.00	-	0.0%
Financial Manager - County	2.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Financial Supervisor - County	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
Justice System Clerk	2.00	-	-	-	-	-	N/A
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	49.00	39.79	39.79	39.98	41.00	1.21	3.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	49.00	39.79	39.79	39.98	41.00	1.21	3.0%
DEPARTMENT TOTAL	49.00	39.79	39.79	39.98	41.00	1.21	3.0%

Significant Variance Analysis

There is no significant FTE variance by activity or in the department as a whole.

General Adjustments

Operating Adjustments:

- Increase revenues and expenditures to accurately reflect the costs associated with the Industrial Development Authority (IDA).
- Decrease revenues and expenditures \$391,987 for the allocation out of the IDA to Non-departmental.
- Increase Regular Benefits by \$11,325 for the FY 2010-11 retirement contribution rate increase.
- Increase Regular Benefits in the amount of \$55,635 for employee health and dental premium increases.

- Decrease Personnel Savings from 3.6% to 1.1% for an increase to Personal Services of \$93,304.
- Decrease expenditures \$31,109 to right-size Personal Services.
- Decrease expenditures \$15,553 to right-size Debt Service (950).
- Increase Personal Services \$95,143 for the addition of a Financial Supervisor to manage grant and audit issues.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	0.0%	0.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of collectable accounts internal to CCU	5,894	1,832	10,241	8,409	459.0%
Output	Number of accounts sent to Private Collections	7,230	10,540	11,480	940	8.9%
Output	Total number of accounts at County Collections Unit	N/A	289,570	314,524	24,954	8.6%
Demand	Number of accounts to County Collections Unit per Fiscal Year	14,463	6,636	6,000	(636)	-9.6%
Efficiency	Cost per collectible accounts internal to CCU	\$ 11.60	\$ 87.46	\$ 15.93	\$ 71.53	81.8%
<i>Revenue</i>						
	100 - GENERAL	\$ 73,594	\$ 34,800	\$ 69,000	\$ 34,200	98.3%
	TOTAL SOURCES	\$ 73,594	\$ 34,800	\$ 69,000	\$ 34,200	98.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 205,115	\$ 160,223	\$ 163,103	\$ (2,880)	-1.8%
	TOTAL USES	\$ 205,115	\$ 160,223	\$ 163,103	\$ (2,880)	-1.8%

Operating Adjustments:

- Increase revenue by \$34,200 to accurately reflect the historical performance of the department.

Activity Narrative: The FY 2010-11 Adopted budget increases expenditures slightly over FY 2009-10 Revised. This is due to the increase in benefits. The Collections Unit will experience a slightly decreased demand, but will produce a higher output, resulting in increased efficiency. The Unit has also seen a higher collections rate than expected during FY 2009-10; therefore, revenue has adjusted upward accordingly.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of customers satisfied with the real estate services received.	100.0%	82.8%	100.0%	17.2%	20.8%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers satisfied with the real estate services received	100.0%	82.8%	100.0%	17.2%	20.8%
Output	Number of real estate actions completed	120	100	120	20	20.0%
Output	Total number of survey responses	29	29	30	1	3.4%
Demand	Number of real estate actions requested	120	120	120	-	0.0%
Efficiency	Total activity expenditure per real estate action completed	\$ 2,777.38	\$ 3,008.50	\$ 2,664.50	\$ 344.00	11.4%
Revenue						
	100 - GENERAL	\$ 893,061	\$ 777,288	\$ 805,647	\$ 28,359	3.6%
	TOTAL SOURCES	\$ 893,061	\$ 777,288	\$ 805,647	\$ 28,359	3.6%
Expenditure						
	100 - GENERAL	\$ 333,286	\$ 300,850	\$ 319,740	\$ (18,890)	-6.3%
	TOTAL USES	\$ 333,286	\$ 300,850	\$ 319,740	\$ (18,890)	-6.3%

Operating Adjustments:

- Increase revenue by \$28,359 to reflect an increase in leases.

Activity Narrative: Real Estate has increased revenue due to new leases of County property. Output will increase over FY 2009-10 levels. The department will be able to meet their increased demand in FY 2010-11 while increasing efficiency. The increase to expenditures is due to a \$16,182 increase in Personal Services (Benefits increase and Personnel Savings reduction), a \$2,020 increase in supplies and a \$688 increase in services.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,282,573	\$ 1,057,199
FY 2010 Revised Budget	\$ 3,282,573	\$ 1,057,199
FY 2011 Budget Target	\$ 3,282,573	\$ 1,057,199
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 66,960	\$ -
Employee Health/Dental Premiums	55,635	-
Retirement Contributions	11,325	-
Base Adjustments	\$ 141,785	\$ -
Other Base Adjustments	64,034	-
Right-size Personal Services		\$ (31,109)
Add Financial Supervisor Position		95,143
Debt Service		(15,553)
Personnel Savings		93,304
Fees and Other Revenues	\$ -	\$ 62,559
ProgRevenue Volume Inc/Dec		-
Increase Collections revenue based on current trend	\$ 34,200	62,559
Increase Real Estate revenue based on leases	28,359	
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ 148,873	\$ 146,876
Other IGA	148,873	146,876
Reallocations	\$ (391,987)	\$ (391,987)
Reallocation Between Depts		(391,987)
Reallocate IDA to Non Departmental	\$ (391,987)	(391,987)
FY 2011 Adopted Budget	\$ 3,248,204	\$ 874,647
Percent Change from Target Amount	-1.0%	-17.3%

General Counsel

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Office of General Counsel is to provide outstanding and fiscally responsible legal representation to Maricopa County, its officers, and employees so they can serve, protect, and advance the interests of the citizens of Maricopa County.

Strategic Goals

- **By June, 2015, 75% of total dollars will be spent on in-house counsel.**

Status: The department is forecasted to spend 63% of its Litigation Program dollars on in-house counsel. However, actual in house expenditures may come in significantly higher as case assignment processes are refined and more staff are added to the department.

- **By June, 2015, 80% of legal representation will be done in-house.**

Status: Currently, 54% of cases are kept in-house. This number is expected to increase as the department hires more attorneys and establishes case assignment procedures.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CVLD - CIVIL LITIGATION DEFENSE	\$ -	\$ 2,561,910	\$ 2,561,910	\$ -	\$ -	(2,561,910)	-100.0%
CVLP - CIVIL LITIGATION PROSECUTION	-	452,112	452,112	-	-	(452,112)	-100.0%
33CL - CIVIL LITIGATION	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
TOTAL PROGRAMS	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
USES							
CVLD - CIVIL LITIGATION DEFENSE	\$ -	\$ 4,300,513	\$ 4,282,404	\$ 3,559,604	\$ 4,848,653	(566,249)	-13.2%
CVLP - CIVIL LITIGATION PROSECUTION	-	757,710	788,467	728,804	849,763	(61,296)	-7.8%
33CL - CIVIL LITIGATION	\$ -	\$ 5,058,223	\$ 5,070,871	\$ 4,288,408	\$ 5,698,416	(627,545)	-12.4%
HRAC - HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 26,000	(26,000)	N/A
ODIR - EXECUTIVE MANAGEMENT	294,562	147,594	134,946	245,321	154,826	(19,880)	-14.7%
99AS - ADMINISTRATIVE SERVICES	\$ 294,562	\$ 147,594	\$ 134,946	\$ 245,321	\$ 180,826	(45,880)	-34.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ -	\$ -	\$ -	\$ -	\$ 691	(691)	N/A
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 691	(691)	N/A
TOTAL PROGRAMS	\$ 294,562	\$ 5,205,817	\$ 5,205,817	\$ 4,533,729	\$ 5,879,933	(674,116)	-12.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ -	\$ 287,436	\$ 287,436	\$ -	\$ -	(287,436)	-100.0%
0636 - INTERNAL SERVICE CHARGES	-	2,726,586	2,726,586	-	-	(2,726,586)	-100.0%
SUBTOTAL	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
ALL REVENUES	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
TOTAL SOURCES	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 81,029	\$ 2,571,498	\$ 1,817,735	\$ 1,910,177	\$ 2,635,262	(817,527)	-45.0%
0710 - OVERTIME	-	-	-	479	-	-	N/A
0750 - FRINGE BENEFITS	18,995	672,046	493,559	529,430	788,680	(295,121)	-59.8%
0790 - OTHER PERSONNEL SERVICES	-	285,630	285,630	262,814	26,000	259,630	90.9%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	51,776	-	-	N/A
SUBTOTAL	\$ 100,024	\$ 3,529,174	\$ 2,596,924	\$ 2,754,676	\$ 3,449,942	(853,018)	-32.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 2,078	\$ 101,203	\$ 114,527	\$ 84,274	\$ 101,792	12,735	11.1%
0804 - NON-CAPITAL EQUIPMENT	-	10,000	10,000	8,763	54,400	(44,400)	-444.0%
SUBTOTAL	\$ 2,078	\$ 111,203	\$ 124,527	\$ 93,037	\$ 156,192	(31,665)	-25.4%
SERVICES							
0810 - LEGAL SERVICES	\$ 191,464	\$ 1,385,896	\$ 2,244,383	\$ 1,489,117	\$ 2,198,573	45,810	2.0%
0812 - OTHER SERVICES	-	141,763	141,763	147,098	1,763	140,000	98.8%
0820 - RENT & OPERATING LEASES	-	21,471	26,271	8,759	10,275	15,996	60.9%
0825 - REPAIRS AND MAINTENANCE	-	1,757	32,481	10,828	7,625	24,856	76.5%
0839 - INTERNAL SERVICE CHARGES	996	120	1,000	9,430	5,662	(4,662)	-466.2%
0841 - TRAVEL	-	-	-	2,594	-	-	N/A
0842 - EDUCATION AND TRAINING	-	7,317	31,352	12,460	36,000	(4,648)	-14.8%
0843 - POSTAGE/FREIGHT/SHIPPING	-	6,649	6,649	3,690	6,649	-	0.0%
SUBTOTAL	\$ 192,460	\$ 1,564,973	\$ 2,483,899	\$ 1,683,976	\$ 2,266,547	217,352	8.8%
CAPITAL							
0950 - DEBT SERVICE	\$ -	\$ 467	\$ 467	\$ 2,040	\$ 7,252	(6,785)	-1452.9%
SUBTOTAL	\$ -	\$ 467	\$ 467	\$ 2,040	\$ 7,252	(6,785)	-1452.9%
ALL EXPENDITURES	\$ 294,562	\$ 5,205,817	\$ 5,205,817	\$ 4,533,729	\$ 5,879,933	(674,116)	-12.9%
TOTAL USES	\$ 294,562	\$ 5,205,817	\$ 5,205,817	\$ 4,533,729	\$ 5,879,933	(674,116)	-12.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
FUND TOTAL SOURCES	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ -	\$ 3,014,022	\$ 3,014,022	\$ -	\$ -	(3,014,022)	-100.0%
100 GENERAL							
OPERATING	\$ 294,562	\$ 5,041,817	\$ 5,041,817	\$ 4,369,729	\$ 5,835,533	(793,716)	-15.7%
NON-RECURRING	-	164,000	164,000	164,000	44,400	119,600	72.9%
FUND TOTAL USES	\$ 294,562	\$ 5,205,817	\$ 5,205,817	\$ 4,533,729	\$ 5,879,933	(674,116)	-12.9%
DEPARTMENT OPERATING TOTAL USES	\$ 294,562	\$ 5,041,817	\$ 5,041,817	\$ 4,369,729	\$ 5,835,533	(793,716)	-15.7%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 164,000	\$ 164,000	\$ 164,000	\$ 44,400	\$ 119,600	72.9%
DEPARTMENT TOTAL USES	\$ 294,562	\$ 5,205,817	\$ 5,205,817	\$ 4,533,729	\$ 5,879,933	(674,116)	-12.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	1.30	1.30	1.30	1.30	-	0.0%
PROGRAM TOTAL	-	1.30	1.30	1.30	1.30	-	0.0%
CIVIL LITIGATION							
CIVIL LITIGATION DEFENSE	-	2.30	2.30	25.25	29.50	27.20	1182.6%
CIVIL LITIGATION PROSECUTION	-	0.40	0.40	4.45	5.20	4.80	1200.0%
PROGRAM TOTAL	-	2.70	2.70	29.70	34.70	32.00	1185.2%
DEPARTMENT TOTAL	-	4.00	4.00	31.00	36.00	32.00	800.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Administrative Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	-	-	-	1.00	1.00	1.00	N/A
Attorney - Senior	-	1.00	1.00	3.00	3.00	2.00	200.0%
Attorney - Senior Associate	-	-	-	2.00	2.00	2.00	N/A
Attorney - Senior Counsel	-	-	-	10.00	12.00	12.00	N/A
Director - Litigation	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	-	1.00	1.00	4.00	6.00	5.00	500.0%
Legal Assistant Supv	-	-	-	1.00	1.00	1.00	N/A
Legal Support Specialist	-	-	-	5.00	5.00	5.00	N/A
Office Assistant Specialized	-	-	-	3.00	4.00	4.00	N/A
Department Total	-	4.00	4.00	31.00	36.00	32.00	800.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	-	4.00	4.00	33.00	36.00	32.00	800.0%
DEPARTMENT TOTAL	-	4.00	4.00	31.00	36.00	32.00	800.0%

Significant Variance Analysis

The increase in staff from 4FTE to 36FTE fully staffs the department allowing for an increased caseload to be brought internal to the County thus reducing costs.

General Adjustments

Operating Adjustments:

- Increase Regular Benefits in the amount of \$32,760 for employee health and dental premium increases.
- Increase Regular Benefits by \$9,711 for the FY 2010-11 retirement contribution rate increase.
- Decrease Other Services (812) by \$42,471 to absorb increases in Fixed and Variable benefits.
- Increase Personnel Savings from 0% to 3% for a net budget reduction of \$89,997.
- Increase expenditures by \$883,713 from reallocations. \$793,286 is reallocated from the County Attorney Civil to support the advice function, allowing the department to hire new attorneys and needed support staff. \$135,105 is reallocated to the County Manager's Office for 1 FTE in Communications. \$225,532 is reallocated from Non Departmental for 2 FTE attorneys.

Programs and Activities

Civil Litigation Program

The purpose of the Civil Litigation Program is to provide representation and advocacy services to the elected officials, County management and employees of Maricopa County so they can experience cost-effective, high-quality dispute resolution.

Mandates: Administratively mandated

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of defense cases that remain in house	N/A	N/A	89.0%	N/A	N/A
Percent of expenditures spent on outside counsel	N/A	N/A	38.9%	N/A	N/A
Percent of defense expenditures spent on outside counsel	N/A	N/A	38.9%	N/A	N/A
Percent of plaintiff expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Percent of plaintiff cases that remain in house	N/A	N/A	44.3%	N/A	N/A

Activities that comprise this program include:

- Civil Litigation Defense
- Civil Litigation Plaintiff

Civil Litigation Defense Activity

The purpose of the Civil Litigation Defense Activity is to provide legal representation and advocacy services to elected officials, County management and employees when a suit is brought against them so they can experience cost-effective, high-quality dispute resolution.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
					VAR	%
Result	Percent of defense cases that remain in house	N/A	N/A	89.0%	N/A	N/A
Result	Percent of expenditures spent on outside counsel	N/A	N/A	38.9%	N/A	N/A
Result	Percent of defense expenditures spent on outside counsel	N/A	N/A	38.9%	N/A	N/A
Output	Total number of defense cases closed	N/A	N/A	20	N/A	N/A
Demand	Total new defense cases assigned	N/A	N/A	136	N/A	N/A
Efficiency	Expenditures per defense case closed	N/A	N/A	\$ 242,432.65	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 2,561,910	\$ -	\$ (2,561,910)	-100.0%
	TOTAL SOURCES	\$ -	\$ 2,561,910	\$ -	\$ (2,561,910)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 4,282,404	\$ 4,848,653	\$ (566,249)	-13.2%
	TOTAL USES	\$ -	\$ 4,282,404	\$ 4,848,653	\$ (566,249)	-13.2%

Non Recurring Adjustments:

- Increase Non-Recurring Non-Project expenditures by \$44,400 to carry over start up money for the purchase of software.

Activity Narrative: The department’s focus for the first several months of the fiscal year was on hiring staff and transitioning cases and clients from the County Attorney-Civil Division. Due to this, an analysis with a full year’s worth of actuals is not possible. Demand and output are expected to remain at levels similar to FY 2009-10 forecasted levels. It is expected that the number of cases remaining in house will increase. Revenue has been eliminated as charges will be recovered using the CSCA rather than internal service charge

Civil Litigation Plaintiff Activity

The purpose of the Civil Litigation Plaintiff Activity is to provide legal representation and advocacy services to elected officials, officers and employees when bringing a suit against another so they can experience cost-effective, high-quality dispute resolution.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of plaintiff expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Result	Percent of plaintiff cases that remain in house	N/A	N/A	44.3%	N/A	N/A
Output	Total number of plaintiff cases closed	N/A	N/A	80	N/A	N/A
Demand	Total new plaintiff cases assigned	N/A	N/A	672	N/A	N/A
Efficiency	Expenditures per plaintiff case closed	N/A	N/A	\$ 10,622.04	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 452,112	\$ -	\$ (452,112)	-100.0%
	TOTAL SOURCES	\$ -	\$ 452,112	\$ -	\$ (452,112)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 788,467	\$ 849,763	\$ (61,296)	-7.8%
	TOTAL USES	\$ -	\$ 788,467	\$ 849,763	\$ (61,296)	-7.8%

Activity Narrative: The department’s focus for the first several months of the fiscal year was on hiring staff and transitioning cases and clients from the County Attorney-Civil Division. Due to this, an analysis with a full year’s worth of actuals is not possible. Demand and output are expected to remain at levels similar to FY 2009-10 forecasted levels. It is expected that the number of cases remaining in house will increase. Revenue has been eliminated as charges will be recovered using the CSCA rather than internal service charge.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 5,041,817	\$ 3,014,022
FY 2010 Revised Budget		
Adjustments:		
Reallocations	\$ 883,713	\$ -
<i>Reallocation Between Depts</i>	883,713	-
<i>Reallocation from County Attorney Civil to support advice</i>	\$ 793,286	-
<i>Reallocation of 1 FTE to County Manager for Communications</i>	(135,105)	-
<i>Reallocation of 2 FTE attorneys from Non Departmental</i>	225,532	-
FY 2011 Budget Target	\$ 5,925,530	\$ 3,014,022
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 42,471	\$ -
<i>Employee Health/Dental Premiums</i>	32,760	-
<i>Retirement Contributions</i>	9,711	-
Base Adjustments	\$ (132,468)	\$ -
<i>Other Base Adjustments</i>	(42,471)	-
<i>Right size Other Services</i>	\$ (42,471)	-
<i>Personnel Savings</i>	(89,997)	-
Fees and Other Revenues	\$ -	\$ (3,014,022)
<i>ProgRevenue Volume Inc/Dec</i>	-	(3,014,022)
<i>Eliminate Revenue to be Recovered Through CSCA</i>	\$ (3,014,022)	-
FY 2011 Adopted Budget	\$ 5,835,533	\$ -
<i>Percent Change from Target Amount</i>	-1.5%	-100.0%
Expenditures		
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 164,000	\$ -
FY 2010 Revised Budget		
Adjustments:		
Non Recurring	\$ (164,000)	\$ -
<i>Other Non-Recurring</i>	(164,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 44,400	\$ -
<i>Non Recurring Carry Forward</i>	44,400	-
<i>Funding for Software</i>	\$ 44,400	-
FY 2011 Adopted Budget	\$ 44,400	\$ -
<i>Percent Change from Target Amount</i>		

Health Care Programs

Analysis by Lauren Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Health Care Programs is to provide indigent and inmate health-related risk management services for Maricopa County Administration so they can control and reduce health care financial liability.

Vision

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

Strategic Goals:

The department will need to update their goals in the coming year.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CRLT - COUNTY RESIDUAL LONG TERM CARE	\$ 6,896	\$ 7,200	\$ 7,200	\$ 6,984	\$ 7,200	-	0.0%
39LT - INDIGENT LONG TERM CARE	\$ 6,896	\$ 7,200	\$ 7,200	\$ 6,984	\$ 7,200	-	0.0%
SHAC - SERVICES FOR PEOPLE WITH HIV A	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
86CM - HIV HCV SERVICES	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
GGOV - GENERAL GOVERNMENT	\$ 9,051	\$ -	\$ -	\$ 20,217	\$ -	-	N/A
99GV - GENERAL GOVERNMENT	\$ 9,051	\$ -	\$ -	\$ 20,217	\$ -	-	N/A
TOTAL PROGRAMS	\$ 6,705,599	\$ 5,933,909	\$ 7,623,156	\$ 5,475,689	\$ 6,658,936	\$ (964,220)	-12.6%
USES							
LITG - LITIGATION SUPPORT	\$ 517,412	\$ 2,380,453	\$ 2,380,453	\$ 362,669	\$ 2,308,047	\$ 72,406	3.0%
39HC - INDIGENT HEALTH CARE	\$ 517,412	\$ 2,380,453	\$ 2,380,453	\$ 362,669	\$ 2,308,047	\$ 72,406	3.0%
CRLT - COUNTY RESIDUAL LONG TERM CARE	\$ 183,013	\$ 307,200	\$ 307,200	\$ 197,284	\$ 307,200	-	0.0%
39LT - INDIGENT LONG TERM CARE	\$ 183,013	\$ 307,200	\$ 307,200	\$ 197,284	\$ 307,200	-	0.0%
AHCS - AHCCCS CONTRIBUTION	\$ 21,552,700	\$ 21,035,400	\$ 21,035,400	\$ 16,764,281	\$ 20,761,900	\$ 273,500	1.3%
ALTC - ALTCS CONTRIBUTION	160,744,800	164,638,800	164,638,800	87,407,806	138,339,400	26,299,400	16.0%
GEMH - GEN MENTAL HEALTH	4,856,579	4,856,577	4,856,577	4,856,577	4,856,577	-	0.0%
SARN - ARNOLD V SARN	35,813,602	37,606,830	37,606,830	37,606,830	39,483,497	(1,876,667)	-5.0%
SVPC - SVP COMMITMENT PAYMENTS	-	-	1,500,000	2,000,000	3,000,000	(1,500,000)	-100.0%
39MP - STATE MANDATED PAYMENTS	\$ 222,967,681	\$ 228,137,607	\$ 229,637,607	\$ 148,635,494	\$ 206,441,374	\$ 23,196,233	10.1%
RETR - RESIDENCY TRAINING	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	-	0.0%
60ME - MEDICAL EDUCATION	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	\$ 3,547,896	-	0.0%
MEHO - MENTAL HEALTH ORDERS	\$ 48,489	\$ 53,000	\$ 53,000	\$ 55,000	\$ 53,000	-	0.0%
MEHT - MENTAL HEALTH TESTIMONY	979,848	2,223,848	2,223,848	2,019,578	2,227,151	(3,303)	-0.1%
80TD - TRIAL DELIVERY	\$ 1,028,337	\$ 2,276,848	\$ 2,276,848	\$ 2,074,578	\$ 2,280,151	(3,303)	-0.1%
SHAC - SERVICES FOR PEOPLE WITH HIV A	\$ 7,612,223	\$ 5,926,709	\$ 7,615,956	\$ 5,434,447	\$ 6,651,736	\$ 964,220	12.7%
86CM - HIV HCV SERVICES	\$ 7,612,223	\$ 5,926,709	\$ 7,615,956	\$ 5,434,447	\$ 6,651,736	\$ 964,220	12.7%
TBTE - TB TESTING AMD TREATMENT	\$ 128,328	\$ 500,000	\$ 500,000	\$ 350,000	\$ 500,000	-	0.0%
86ID - INFECTIOUS DISEASE CONTROL	\$ 128,328	\$ 500,000	\$ 500,000	\$ 350,000	\$ 500,000	-	0.0%
FSAC - FINANCIAL SERVICES	\$ 191,500	\$ 191,153	\$ 191,153	\$ 191,153	\$ 263,756	\$ (72,603)	-38.0%
99AS - ADMINISTRATIVE SERVICES	\$ 191,500	\$ 191,153	\$ 191,153	\$ 191,153	\$ 263,756	\$ (72,603)	-38.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 3,000	\$ -	\$ -	\$ -	\$ -	-	N/A
99GV - GENERAL GOVERNMENT	\$ 3,000	\$ -	\$ -	\$ -	\$ -	-	N/A
TOTAL PROGRAMS	\$ 236,179,390	\$ 243,267,866	\$ 246,457,113	\$ 160,793,521	\$ 222,300,160	\$ 24,156,953	9.8%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
SUBTOTAL	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
CHARGES FOR SERVICE							
0638 - PATIENT SERVICES REVENUE	\$ 15,947	\$ 7,200	\$ 7,200	\$ 27,201	\$ 7,200	\$ -	0.0%
SUBTOTAL	\$ 15,947	\$ 7,200	\$ 7,200	\$ 27,201	\$ 7,200	\$ -	0.0%
ALL REVENUES	\$ 6,705,599	\$ 5,933,909	\$ 7,623,156	\$ 5,475,689	\$ 6,658,936	\$ (964,220)	-12.6%
TOTAL SOURCES	\$ 6,705,599	\$ 5,933,909	\$ 7,623,156	\$ 5,475,689	\$ 6,658,936	\$ (964,220)	-12.6%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 396,902	\$ 408,892	\$ 408,892	\$ 237,623	\$ 413,214	\$ (4,322)	-1.1%
0705 - TEMPORARY PAY	5,782	-	-	12,698	52,200	(52,200)	N/A
0710 - OVERTIME	4,418	-	-	196	-	-	N/A
0750 - FRINGE BENEFITS	90,315	130,728	130,728	73,443	161,627	(30,899)	-23.6%
0790 - OTHER PERSONNEL SERVICES	1,250	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(19,936)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	133,032	106,758	106,758	65,347	178,066	(71,308)	-66.8%
SUBTOTAL	\$ 611,763	\$ 646,378	\$ 646,378	\$ 389,307	\$ 805,107	\$ (158,729)	-24.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 12,823	\$ 15,440	\$ 15,440	\$ 9,690	\$ 18,904	\$ (3,464)	-22.4%
0802 - MEDICAL SUPPLIES	-	476	476	156	-	476	100.0%
0804 - NON-CAPITAL EQUIPMENT	-	6,000	6,000	2,000	-	6,000	100.0%
0806 - SUPPLIES-ALLOCATION IN	742	-	-	-	-	-	N/A
SUBTOTAL	\$ 13,565	\$ 21,916	\$ 21,916	\$ 11,846	\$ 18,904	\$ 3,012	13.7%
SERVICES							
0810 - LEGAL SERVICES	\$ 253,297	\$ 3,916,296	\$ 3,916,296	\$ 1,758,691	\$ 2,840,051	\$ 1,076,245	27.5%
0811 - HEALTH CARE SERVICES	968,900	1,078,057	1,078,057	2,909,532	500,000	578,057	53.6%
0812 - OTHER SERVICES	6,249,551	5,344,544	7,033,791	5,074,452	5,868,520	1,165,271	16.6%
0820 - RENT & OPERATING LEASES	1,286	-	-	-	1,550	(1,550)	N/A
0825 - REPAIRS AND MAINTENANCE	4,490	11,568	11,568	11,568	34,148	(22,580)	-195.2%
0830 - INTERGOVERNMENTAL PAYMENTS	226,751,197	231,926,543	233,426,543	150,426,430	210,230,310	23,196,233	9.9%
0839 - INTERNAL SERVICE CHARGES	616,809	4,650	4,650	2,713	1,660,071	(1,655,421)	-35600.5%
0841 - TRAVEL	6,141	4,261	4,261	5,185	18,804	(14,543)	-341.3%
0842 - EDUCATION AND TRAINING	895	2,400	2,400	2,320	5,495	(3,095)	-129.0%
0843 - POSTAGE/FREIGHT/SHIPPING	557	750	750	351	-	750	100.0%
0845 - SUPPORT AND CARE OF PERSONS	183,013	307,200	307,200	197,284	307,200	-	0.0%
0850 - UTILITIES	-	-	-	(1)	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(86)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	504,414	-	-	-	-	-	N/A
SUBTOTAL	\$ 235,540,464	\$ 242,596,269	\$ 245,785,516	\$ 160,388,525	\$ 221,466,149	\$ 24,319,367	9.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ (10,000)	N/A
0950 - DEBT SERVICE	13,443	3,303	3,303	3,843	-	3,303	100.0%
0956 - CAPITAL-ALLOCATION IN	155	-	-	-	-	-	N/A
SUBTOTAL	\$ 13,598	\$ 3,303	\$ 3,303	\$ 3,843	\$ 10,000	\$ (6,697)	-202.8%
ALL EXPENDITURES	\$ 236,179,390	\$ 243,267,866	\$ 246,457,113	\$ 160,793,521	\$ 222,300,160	\$ 24,156,953	9.8%
TOTAL USES	\$ 236,179,390	\$ 243,267,866	\$ 246,457,113	\$ 160,793,521	\$ 222,300,160	\$ 24,156,953	9.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 15,947	\$ 7,200	\$ 7,200	\$ 27,201	\$ 7,200	\$ -	0.0%
FUND TOTAL SOURCES	\$ 15,947	\$ 7,200	\$ 7,200	\$ 27,201	\$ 7,200	\$ -	0.0%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
FUND TOTAL SOURCES	\$ 6,689,652	\$ 5,926,709	\$ 7,615,956	\$ 5,448,488	\$ 6,651,736	\$ (964,220)	-12.7%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 6,705,599	\$ 5,933,909	\$ 7,623,156	\$ 5,475,689	\$ 6,658,936	\$ (964,220)	-12.6%
DEPARTMENT TOTAL SOURCES	\$ 6,705,599	\$ 5,933,909	\$ 7,623,156	\$ 5,475,689	\$ 6,658,936	\$ (964,220)	-12.6%

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 228,564,167	\$ 237,341,157	\$ 238,841,157	\$ 236,861,187	\$ 242,044,524	\$ (3,203,367)	-1.3%
NON-RECURRING	-	-	-	(81,502,113)	(26,396,100)	26,396,100	N/A
FUND TOTAL USES	\$ 228,564,167	\$ 237,341,157	\$ 238,841,157	\$ 155,359,074	\$ 215,648,424	\$ 23,192,733	9.7%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 7,615,223	\$ 5,926,709	\$ 7,615,956	\$ 5,434,447	\$ 6,651,736	\$ 964,220	12.7%
FUND TOTAL USES	\$ 7,615,223	\$ 5,926,709	\$ 7,615,956	\$ 5,434,447	\$ 6,651,736	\$ 964,220	12.7%
DEPARTMENT OPERATING TOTAL USES	\$ 236,179,390	\$ 243,267,866	\$ 246,457,113	\$ 242,295,634	\$ 248,696,260	\$ (2,239,147)	-0.9%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ -	\$ -	\$ (81,502,113)	\$ (26,396,100)	\$ 26,396,100	N/A
DEPARTMENT TOTAL USES	\$ 236,179,390	\$ 243,267,866	\$ 246,457,113	\$ 160,793,521	\$ 222,300,160	\$ 24,156,953	9.8%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
HIV HCV SERVICES							
SERVICES FOR PEOPLE WITH HIV A	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	9.00	9.00	9.00	9.00	9.00	-	0.0%
DEPARTMENT TOTAL	9.00	9.00	9.00	9.00	9.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Admin/Operations Specialist	2.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Finan/Business Analyst - Dept	-	-	-	1.00	1.00	1.00	N/A
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Assistant	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Office Assistant Specialized	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
Trainer	-	-	-	1.00	1.00	1.00	N/A
Department Total	9.00	9.00	9.00	9.00	9.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
532 - PUBLIC HEALTH GRANTS	9.00	9.00	9.00	9.00	9.00	-	0.0%
DEPARTMENT TOTAL	9.00	9.00	9.00	9.00	9.00	-	0.0%

Programs and Activities

State Mandated Payments Program

The purpose of the State Mandated Payments is to provide funds to the State for programs so that they can ensure that their court-ordered obligations are met.

- Arizona Long Term Care System Contribution - Maricopa County is required to contribute financial support to the State longer care program, as set forth by the State Legislature, based on the Federal match required for the program.
- AHCCCS Acute Care Contribution - Maricopa County is required to contribute financial Support to the State AHCCCS program to satisfy the Federal Medicaid matching requirement.
- Arnold v Sarn – as part of the 1989 Arizona Supreme Court ruling in Arnold v Sarn Maricopa county is responsible for paying one-fourth of the plaintiff's fees and one-third of the Court Monitor's fees per 11-297 to Arizona Department of Health Services
- General Mental Health – Counties are required by State law to maintain the same level of behavioral health services for indigents that were in place prior the 1981 inception of the AHCCCS program.
- Sexually Violent Persons Commitment Payments – This is a state-mandated payment to the Arizona State Hospital for housing sexually persons as a result of court orders.

Mandates: A.R.S. § 11-297, A.R.S. § 11-293, A.R.S. § 11-292, A.R.S. § 11-0291.01, 1989 Arizona Supreme Court Ruling, Arnold v Sarn

Trial Delivery Program

The purpose of the Trial Delivery is to provide for services related to Court ordered involuntary commitment proceedings.

- Mental Health Testimony – To provide payment services for psychiatric evaluations on persons to determine if they are mentally competent to stand trial.
- Mental Health Orders – To provide payment services for the cost of processing Superior Court mental health detention orders.

Mandates: A.R.S. § 36-545.04

Medical Education Program

The purpose of the Medical Education program is to comply with the 1993 Court Monitors decision the County must continue to fund the psychiatric residency program at the same level as FY93.

- Residential Training – To provide payment services to the Special Health Care district for residency psychiatric education.

Mandates: 1989 Arizona Supreme Court Ruling, Arnold v Sarn; Court Order; Monitor's decision re: mediation, August 31, 1993.

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.

- Tuberculosis Treatment – To provide payment services for indigent individuals under quarantine with Tuberculosis.

Mandates: A.R.S. § 11-302, A.R.S. § 36-717

Indigent Long Term Care Program

The purpose of the County Residual Long Term Care Activity is to provide member claims review and to provide long term care services to clients who did not meet ALTCS standards at the time of its

adoption so they can ensure appropriate payments are made to fulfill the County's mandated obligations

- County Residual Long Term Care – To provide payment services for the support and care of indigent individuals.

Mandates: A.R.S. § 11-293, A.R.S. § 11-293.01

Indigent Health Care Program

The purpose of the Indigent Health Care is to provide disputed claims processing, resolution and litigation support for Maricopa County Administration so they can manage and limit pre-AHCCCS financial liability.

- Litigation Support – To provide documents and technical expertise to litigation counsel so they can effectively defend the financial interest of Maricopa County Administration.

Mandates: A.R.S. § 11-297, uncodified sections of SB 1577

HIV/HCV Services Program

The purpose of HIV/HCV Services Program is to provide planning, procurement, execution, and monitoring of medical, health, and support service agreements to people living with HIV/AIDS and HCV so that morbidity and mortality will be reduced and overall quality of life will be improved.

Activities that comprise this program include:

- Services for people with HIV

Services for People with HIV Activity

The purpose of Services for People with HIV/AIDS (Ryan White Title I) Activity is to provide medical, health and support services to people living with HIV in the Phoenix Eligible Metropolitan Area (EMA) so that they can lead healthier, longer, and more productive lives.

Mandates: Technically not a mandated service, but US Public Laws 101-381, 104-146, and 106-245 provide emergency assistance to eligible EMAs. Only the local health department may apply, receive, and administer funds.

Operating Adjustments:

- Increase Regular Benefits in the amount of \$11,020 for employee health and dental premium increases.
- Increase Regular Benefits by \$1,858 for the FY 2010-11 retirement contribution rate increase.
- Increase grant expenditures and revenues by \$725,027 due to anticipated grant revenue for FY 2009-10 and FY 2010-11.
- Right size other services by \$15,811 to maintain structural balance.
- Increase grant expenditures by \$2,933 for required Single Audit.

Appropriated Budget Reconciliations

Public Health Grant Fund (532)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 5,926,709	\$ 5,926,709
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 1,689,247	\$ 1,689,247
<i>Ryan White Grant FY 2011</i>	<i>1,689,247</i>	<i>1,689,247</i>
Agenda Item:		
<i>C-31-10-005-G-01</i>		
FY 2010 Revised Budget	\$ 7,615,956	\$ 7,615,956
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (1,689,247)	\$ (1,689,247)
<i>Ryan White Grant FY 2011</i>	<i>(1,689,247)</i>	<i>(1,689,247)</i>
Agenda Item:		
<i>C-31-10-005-G-01</i>		
FY 2011 Budget Target	\$ 5,926,709	\$ 5,926,709
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 12,878	\$ -
<i>Employee Health/Dental Premiums</i>	<i>11,020</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,858</i>	<i>-</i>
Base Adjustments	\$ (12,878)	\$ -
<i>Other Base Adjustments</i>	<i>(12,878)</i>	<i>-</i>
<i>Right size Other Services</i>	<i>\$ (15,811)</i>	
<i>Increase Grant Expenditures for Single Audit</i>	<i>2,933</i>	
Grants	\$ 725,027	\$ 725,027
<i>Grant Reconciliation</i>	<i>725,027</i>	<i>725,027</i>
FY 2011 Adopted Budget	\$ 6,651,736	\$ 6,651,736
<i>Percent Change from Target Amount</i>	<i>12.2%</i>	<i>12.2%</i>

Human Services

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Mission

The mission of the Human Services Department is to provide education, employment, shelter, and basic needs services to individuals, families, and communities so that they can enhance their opportunities for physical, social and economic well being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

Strategic Goals

- **By January, 2013, 55% of the Department of Human Services' customers will be receiving services from other organizations and programs enabling them to move towards self-sufficiency as measured by the Customer Satisfaction Survey.**

Status: The 2009 Customer Satisfaction Survey indicates that 49% of all Human Service Department customers are receiving services from other social service organizations.

- **By January, 2014, 90% of performance standards will be met as measured by program performance indicators. The standards address measures relative to quality and quantity of services to customers.**

Status: In 2009, the Human Service Department met 76.36% of performance standards as measured by a total of 55 program performance indicators. The standards address measures relative to quality and quantity of services to customers in all divisions. The most recent results are as follows:

Workforce Development:	100% of 15 indicators
Community Development:	100% of 2 indicators
Education:	66% of 15 indicators
Community Services:	65% of 23 indicators

- **By January, 2014, 92% of customers will be satisfied as measured by the Customer Satisfaction Survey.**

Status: For 2009, the Human Services Department Customer Satisfaction was as follows:

Senior Adult Independent Living Program:	94%
Community Service Program:	90%
Head Start Program:	97%
Workforce Development Program	88%

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CDBG - CDBG ADMIN AND PROJECTS	\$ 2,351,507	\$ 4,673,355	\$ 4,673,355	\$ 2,271,073	\$ 4,566,575	\$ (106,780)	-2.3%
17CD - COMMUNITY DEV BLOCK GRANT	\$ 2,351,507	\$ 4,673,355	\$ 4,673,355	\$ 2,271,073	\$ 4,566,575	\$ (106,780)	-2.3%
HMAD - HOME ADMIN AND PROJECTS	\$ 4,558,194	\$ 8,160,552	\$ 8,160,552	\$ 4,593,104	\$ 6,555,453	\$ (1,605,099)	-19.7%
17HM - HOME	\$ 4,558,194	\$ 8,160,552	\$ 8,160,552	\$ 4,593,104	\$ 6,555,453	\$ (1,605,099)	-19.7%
COAA - COMMUNITY ACTION AGENCY	\$ 667,699	\$ 1,955,597	\$ 2,703,658	\$ 2,559,496	\$ 1,759,350	\$ (944,308)	-34.9%
FAST - FINANCIAL ASSISTANCE	6,029,524	6,460,914	11,247,636	9,414,894	2,048,997	(9,198,639)	-81.8%
WTHR - WEATHERIZATION	-	-	-	-	7,713,323	7,713,323	N/A
22CS - COMMUNITY SERVICES	\$ 6,697,223	\$ 8,416,511	\$ 13,951,294	\$ 11,974,390	\$ 11,521,670	\$ (2,429,624)	-17.4%
CDEV - CHILD DEVELOPMENT AND EDUC	\$ 18,169,097	\$ 16,343,572	\$ 20,674,511	\$ 18,389,728	\$ 19,306,951	\$ (1,367,560)	-6.6%
CHLT - CHILD HEALTH SERVICES	260,742	349,261	350,261	257,001	50,000	(300,261)	-85.7%
FAMI - FAMILY PARTNERSHIPS	1,442,423	1,443,513	1,547,793	1,268,313	1,644,665	96,872	6.3%
22ED - CHILD DEVELOPMENT EDUCATION	\$ 19,872,262	\$ 18,136,346	\$ 22,572,565	\$ 19,915,042	\$ 21,001,616	\$ (1,570,949)	-7.0%
NBHD - NEIGHBORHOOD STABILIZATION	\$ 79,643	\$ 10,306,366	\$ 10,306,366	\$ 6,016,005	\$ 5,802,566	\$ (4,503,800)	-43.7%
22NS - NEIGHBORHOOD STABILIZATION	\$ 79,643	\$ 10,306,366	\$ 10,306,366	\$ 6,016,005	\$ 5,802,566	\$ (4,503,800)	-43.7%
ERLT - EMPLOYMENT RELATED TRANSP	\$ 1,845,124	\$ 138,172	\$ 449,463	\$ 864,472	\$ -	\$ (449,463)	-100.0%
SNTT - SPECIAL NEEDS TRANSP TRIPS	1,536,350	-	-	555,013	688,265	688,265	N/A
22TS - SPECIAL TRANSPORTATION SERVICE	\$ 3,381,474	\$ 138,172	\$ 449,463	\$ 1,419,485	\$ 688,265	\$ 238,802	53.1%
SEEK - JOB SEEKER SERVICES	\$ 5,719,891	\$ 5,694,337	\$ 10,836,427	\$ 8,454,466	\$ 9,424,128	\$ (1,412,299)	-13.0%
YOUT - YOUTH SERVICES	1,945,118	2,443,431	4,736,393	4,489,630	2,894,704	(1,841,689)	-38.9%
22WD - WORKFORCE DEVELOPMENT	\$ 7,665,009	\$ 8,137,768	\$ 15,572,820	\$ 12,944,096	\$ 12,318,832	\$ (3,253,988)	-20.9%
SAIL - SR ADULT INDEPENDENT LIVING	\$ 1,220,456	\$ 1,506,614	\$ 1,249,252	\$ 1,249,252	\$ 1,104,459	\$ (144,793)	-11.6%
39SA - SR ADULT INDEPENDENT LIVING	\$ 1,220,456	\$ 1,506,614	\$ 1,249,252	\$ 1,249,252	\$ 1,104,459	\$ (144,793)	-11.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 876,665	\$ 2,908,550	\$ 3,529,043	\$ 2,797,933	\$ 3,143,420	\$ (385,623)	-10.9%
99AS - ADMINISTRATIVE SERVICES	\$ 876,665	\$ 2,908,550	\$ 3,529,043	\$ 2,797,933	\$ 3,143,420	\$ (385,623)	-10.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ 60,609	\$ 60,609	\$ 60,609	\$ 47,371	\$ (13,238)	-21.8%
GGOV - GENERAL GOVERNMENT	1	-	-	-	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	1,731	1,731	1,730	8,505	6,774	391.3%
99GV - GENERAL GOVERNMENT	\$ 1	\$ 62,340	\$ 62,340	\$ 62,339	\$ 55,876	\$ (6,464)	-10.4%
EHSN - EMERGENCY SHELTER NIGHTS	\$ 86,813	\$ 81,000	\$ 981,303	\$ 981,303	\$ 402,101	\$ (579,202)	-59.0%
HOME - HOMELESS ASSISTANCE	\$ 86,813	\$ 81,000	\$ 981,303	\$ 981,303	\$ 402,101	\$ (579,202)	-59.0%
TOTAL PROGRAMS	\$ 46,789,247	\$ 62,527,574	\$ 81,508,353	\$ 64,224,022	\$ 67,160,833	\$ (14,347,520)	-17.6%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
CDBG - CDBG ADMIN AND PROJECTS	\$ 2,027,032	\$ 4,673,355	\$ 4,673,355	\$ 2,271,073	\$ 4,566,575	\$ 106,780	2.3%
17CD - COMMUNITY DEV BLOCK GRANT	\$ 2,027,032	\$ 4,673,355	\$ 4,673,355	\$ 2,271,073	\$ 4,566,575	\$ 106,780	2.3%
HMAD - HOME ADMIN AND PROJECTS	\$ 4,241,500	\$ 8,160,552	\$ 8,160,552	\$ 4,593,104	\$ 6,555,453	\$ 1,605,099	19.7%
17HM - HOME	\$ 4,241,500	\$ 8,160,552	\$ 8,160,552	\$ 4,593,104	\$ 6,555,453	\$ 1,605,099	19.7%
COAA - COMMUNITY ACTION AGENCY	\$ 2,213,439	\$ 2,267,765	\$ 3,015,826	\$ 2,871,664	\$ 2,070,433	\$ 945,393	31.3%
FAST - FINANCIAL ASSISTANCE	5,217,605	6,460,914	11,247,636	9,414,894	2,048,997	9,198,639	81.8%
WTHR - WEATHERIZATION	-	-	-	-	7,713,323	(7,713,323)	N/A
22CS - COMMUNITY SERVICES	\$ 7,431,044	\$ 8,728,679	\$ 14,263,462	\$ 12,286,558	\$ 11,832,753	\$ 2,430,709	17.0%
CDEV - CHILD DEVELOPMENT AND EDUC	\$ 17,805,900	\$ 16,343,572	\$ 20,674,511	\$ 18,389,728	\$ 19,306,951	\$ 1,367,560	6.6%
CHLT - CHILD HEALTH SERVICES	306,805	349,261	350,261	257,001	50,000	300,261	85.7%
FAMI - FAMILY PARTNERSHIPS	1,491,501	1,443,513	1,547,793	1,268,313	1,644,665	(96,872)	-6.3%
22ED - CHILD DEVELOPMENT EDUCATION	\$ 19,604,206	\$ 18,136,346	\$ 22,572,565	\$ 19,915,042	\$ 21,001,616	\$ 1,570,949	7.0%
NBHD - NEIGHBORHOOD STABILIZATION	\$ 117,538	\$ 10,306,366	\$ 10,306,366	\$ 6,016,005	\$ 5,802,566	\$ 4,503,800	43.7%
22NS - NEIGHBORHOOD STABILIZATION	\$ 117,538	\$ 10,306,366	\$ 10,306,366	\$ 6,016,005	\$ 5,802,566	\$ 4,503,800	43.7%
ERLT - EMPLOYMENT RELATED TRANSP	\$ 1,405,105	\$ 138,172	\$ 449,463	\$ 864,472	\$ -	\$ 449,463	100.0%
SNNT - SPECIAL NEEDS TRANSP TRIPS	651,477	-	-	555,013	688,265	(688,265)	N/A
22TS - SPECIAL TRANSPORTATION SERVICE	\$ 2,056,582	\$ 138,172	\$ 449,463	\$ 1,419,485	\$ 688,265	\$ (238,802)	-53.1%
SEEK - JOB SEEKER SERVICES	\$ 6,255,129	\$ 5,694,337	\$ 10,836,427	\$ 8,454,466	\$ 9,424,128	\$ 1,412,299	13.0%
YOUT - YOUTH SERVICES	2,791,064	2,443,431	4,736,393	4,489,630	2,894,704	1,841,689	38.9%
22WD - WORKFORCE DEVELOPMENT	\$ 9,046,193	\$ 8,137,768	\$ 15,572,820	\$ 12,944,096	\$ 12,318,832	\$ 3,253,988	20.9%
SAIL - SR ADULT INDEPENDENT LIVING	\$ 2,427,139	\$ 2,578,083	\$ 2,320,721	\$ 2,320,721	\$ 2,303,203	\$ 17,518	0.8%
39SA - SR ADULT INDEPENDENT LIVING	\$ 2,427,139	\$ 2,578,083	\$ 2,320,721	\$ 2,320,721	\$ 2,303,203	\$ 17,518	0.8%
FSAC - FINANCIAL SERVICES	\$ 261,968	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
HRAC - HUMAN RESOURCES	223,841	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	(2,499,009)	3,035,825	3,770,445	2,925,208	3,144,505	625,940	16.6%
PROC - PROCUREMENT	26,317	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	\$ (1,986,883)	\$ 3,035,825	\$ 3,770,445	\$ 2,925,208	\$ 3,144,505	\$ 625,940	16.6%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,131,458	\$ 60,609	\$ (53,518)	\$ 60,609	\$ 47,371	\$ (100,889)	188.5%
ISFC - INTERNAL SERVICE FUND CHARGES	139,082	1,731	1,731	1,730	8,505	(6,774)	-391.3%
99GV - GENERAL GOVERNMENT	\$ 1,270,540	\$ 62,340	\$ (51,787)	\$ 62,339	\$ 55,876	\$ (107,663)	207.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 95,537	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DACR - DATA CENTER	125,259	-	-	-	-	-	N/A
DESK - DESKTOP SUPPORT	325,399	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 546,195	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
EHSN - EMERGENCY SHELTER NIGHTS	\$ 256,002	\$ 443,401	\$ 1,343,704	\$ 1,343,704	\$ 591,562	\$ 752,142	56.0%
HLDS - HOMELESS LOW DEMAND SHELTER	440,298	368,297	368,297	368,297	363,237	5,060	1.4%
HWDR - HOMELESS WEEKEND DAY RESOURCE	-	72,000	72,000	72,000	-	72,000	100.0%
HOME - HOMELESS ASSISTANCE	\$ 696,300	\$ 883,698	\$ 1,784,001	\$ 1,784,001	\$ 954,799	\$ 829,202	46.5%
TOTAL PROGRAMS	\$ 47,477,386	\$ 64,841,184	\$ 83,821,963	\$ 66,537,632	\$ 69,224,443	\$ 14,597,520	17.4%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 46,452,815	\$ 62,527,574	\$ 81,508,353	\$ 64,222,499	\$ 67,160,833	\$ (14,347,520)	-17.6%
SUBTOTAL	\$ 46,452,815	\$ 62,527,574	\$ 81,508,353	\$ 64,222,499	\$ 67,160,833	\$ (14,347,520)	-17.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	336,431	-	-	1,523	-	-	N/A
SUBTOTAL	\$ 336,432	\$ -	\$ -	\$ 1,523	\$ -	\$ -	N/A
ALL REVENUES	\$ 46,789,247	\$ 62,527,574	\$ 81,508,353	\$ 64,224,022	\$ 67,160,833	\$ (14,347,520)	-17.6%
TOTAL SOURCES	\$ 46,789,247	\$ 62,527,574	\$ 81,508,353	\$ 64,224,022	\$ 67,160,833	\$ (14,347,520)	-17.6%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 12,628,087	\$ 12,539,703	\$ 16,506,601	\$ 12,748,247	\$ 14,212,155	\$ 2,294,446	13.9%
0705 - TEMPORARY PAY	37,570	86,768	86,768	18,919	-	86,768	100.0%
0710 - OVERTIME	13,138	-	-	11,997	-	-	N/A
0750 - FRINGE BENEFITS	4,893,633	4,844,425	5,003,456	4,730,261	5,653,307	(649,851)	-13.0%
0790 - OTHER PERSONNEL SERVICES	177,948	96,427	96,427	136,267	156,037	(59,610)	-61.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,799,049)	(4,057,285)	(4,939,572)	(4,190,607)	(4,935,893)	(3,679)	0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	4,798,857	4,057,285	4,939,572	4,171,867	4,944,560	(4,988)	-0.1%
SUBTOTAL	\$ 17,750,184	\$ 17,567,323	\$ 21,693,252	\$ 17,626,951	\$ 20,030,166	\$ 1,663,086	7.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 1,063,863	\$ 960,581	\$ 1,636,572	\$ 1,003,937	\$ 1,221,594	\$ 414,978	25.4%
0802 - MEDICAL SUPPLIES	8,023	2,000	2,000	11,726	-	2,000	100.0%
0803 - FUEL	172,119	23,000	23,000	18,580	22,699	301	1.3%
0804 - NON-CAPITAL EQUIPMENT	119,843	2,280	16,280	106,709	47,500	(31,220)	-191.8%
0805 - SUPPLIES-ALLOCATION OUT	(96,020)	(72,128)	(72,128)	(71,794)	(149,400)	77,272	-107.1%
0806 - SUPPLIES-ALLOCATION IN	96,020	72,128	72,128	71,794	149,400	(77,272)	-107.1%
SUBTOTAL	\$ 1,363,848	\$ 987,861	\$ 1,677,852	\$ 1,140,952	\$ 1,291,793	\$ 386,059	23.0%
SERVICES							
0810 - LEGAL SERVICES	\$ 15,181	\$ 5,000	\$ 5,000	\$ 22,344	\$ 10,000	\$ (5,000)	-100.0%
0811 - HEALTH CARE SERVICES	34,058	52,500	56,163	101,231	62,423	(6,260)	-11.1%
0812 - OTHER SERVICES	17,882,799	18,198,153	30,223,983	28,709,246	24,465,292	5,758,691	19.1%
0820 - RENT & OPERATING LEASES	1,286,396	1,606,866	1,680,207	1,650,716	1,512,772	167,435	10.0%
0825 - REPAIRS AND MAINTENANCE	109,697	184,400	775,316	317,322	164,277	611,039	78.8%
0830 - INTERGOVERNMENTAL PAYMENTS	6,437,915	23,637,545	24,491,517	13,685,164	18,572,279	5,919,238	24.2%
0839 - INTERNAL SERVICE CHARGES	786,773	506,358	630,918	601,143	694,138	(63,220)	-10.0%
0841 - TRAVEL	173,047	224,129	313,696	245,980	248,906	64,790	20.7%
0842 - EDUCATION AND TRAINING	80,271	94,633	276,061	367,895	127,624	148,437	53.8%
0843 - POSTAGE/FREIGHT/SHIPPING	20,262	19,465	(88,212)	14,252	23,792	(112,004)	127.0%
0845 - SUPPORT AND CARE OF PERSONS	29,954	42,327	300,788	44,035	-	300,788	100.0%
0850 - UTILITIES	21,051	163,000	163,425	175,566	129,000	34,425	21.1%
0872 - SERVICES-ALLOCATION OUT	(13,630)	(3,705,295)	(3,705,295)	(3,198,786)	(3,188,014)	(517,281)	14.0%
0873 - SERVICES-ALLOCATION IN	19,630	3,705,296	3,705,296	3,198,786	3,188,014	517,282	14.0%
SUBTOTAL	\$ 26,883,404	\$ 44,734,377	\$ 58,828,863	\$ 45,934,894	\$ 46,010,503	\$ 12,818,360	21.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ (8,000)	N/A
0920 - CAPITAL EQUIPMENT	94,719	32,000	130,000	244,381	-	130,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	3,752	-	-	N/A
0950 - DEBT SERVICE	253,773	273,184	359,684	340,264	544,860	(185,176)	-51.5%
0955 - CAPITAL-ALLOCATION OUT	-	(176,754)	(176,754)	(152,114)	(150,278)	(26,476)	15.0%
0956 - CAPITAL-ALLOCATION IN	-	176,755	176,755	152,114	150,278	26,477	15.0%
SUBTOTAL	\$ 348,492	\$ 305,185	\$ 489,685	\$ 588,397	\$ 552,860	\$ (63,175)	-12.9%
ALL EXPENDITURES	\$ 46,345,928	\$ 63,594,746	\$ 82,689,652	\$ 65,291,194	\$ 67,885,322	\$ 14,804,330	17.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 1,131,458	\$ 1,246,438	\$ 1,132,311	\$ 1,246,438	\$ 1,339,121	\$ (206,810)	-18.3%
ALL OTHER FINANCING USES	\$ 1,131,458	\$ 1,246,438	\$ 1,132,311	\$ 1,246,438	\$ 1,339,121	\$ (206,810)	-18.3%
TOTAL USES	\$ 47,477,386	\$ 64,841,184	\$ 83,821,963	\$ 66,537,632	\$ 69,224,443	\$ 14,597,520	17.4%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
217 CDBG HOUSING TRUST							
OPERATING	\$ 6,989,345	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470	\$ (6,222,143)	-26.8%
FUND TOTAL SOURCES	\$ 6,989,345	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470	\$ (6,222,143)	-26.8%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 39,799,902	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363	\$ (8,125,377)	-13.9%
FUND TOTAL SOURCES	\$ 39,799,902	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363	\$ (8,125,377)	-13.9%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 46,789,247	\$ 62,527,574	\$ 81,508,353	\$ 64,224,022	\$ 67,160,833	\$ (14,347,520)	-17.6%
DEPARTMENT TOTAL SOURCES	\$ 46,789,247	\$ 62,527,574	\$ 81,508,353	\$ 64,224,022	\$ 67,160,833	\$ (14,347,520)	-17.6%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 2,277,615	\$ 2,063,610	\$ 2,063,610	\$ 2,063,610	\$ 2,063,610	\$ -	0.0%
NON-RECURRING	-	250,000	250,000	250,000	-	250,000	100.0%
FUND TOTAL USES	\$ 2,277,615	\$ 2,313,610	\$ 2,313,610	\$ 2,313,610	\$ 2,063,610	\$ 250,000	10.8%
217 CDBG HOUSING TRUST							
OPERATING	\$ 6,427,702	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470	\$ 6,222,143	26.8%
FUND TOTAL USES	\$ 6,427,702	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470	\$ 6,222,143	26.8%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 38,772,069	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363	\$ 8,125,377	13.9%
FUND TOTAL USES	\$ 38,772,069	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363	\$ 8,125,377	13.9%
DEPARTMENT OPERATING TOTAL USES	\$ 47,477,386	\$ 64,591,184	\$ 83,571,963	\$ 66,287,632	\$ 69,224,443	\$ 14,347,520	17.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 250,000	100.0%
DEPARTMENT TOTAL USES	\$ 47,477,386	\$ 64,841,184	\$ 83,821,963	\$ 66,537,632	\$ 69,224,443	\$ 14,597,520	17.4%

Staffing by Program/Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
FINANCIAL SERVICES	5.00	4.00	4.00	7.00	7.00	3.00	75.0%
HUMAN RESOURCES	4.00	3.00	3.00	4.00	3.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	13.00	12.00	12.00	15.00	14.00	2.00	16.7%
CHILD DEVELOPMENT EDUCATION							
CHILD DEVELOPMENT AND EDUC	204.00	165.00	165.00	210.00	213.00	48.00	29.1%
CHILD HEALTH SERVICES	6.00	5.00	5.00	4.00	-	(5.00)	-100.0%
FAMILY PARTNERSHIPS	26.00	22.00	22.00	27.00	27.00	5.00	22.7%
PROGRAM TOTAL	236.00	192.00	192.00	241.00	240.00	48.00	25.0%
COMMUNITY DEV BLOCK GRANT							
CDBG ADMIN AND PROJECTS	7.00	7.00	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	7.00	7.00	7.00	7.00	7.00	-	0.0%
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	8.50	9.00	9.00	16.00	9.00	-	0.0%
WEATHERIZATION	-	-	-	-	7.00	7.00	N/A
PROGRAM TOTAL	8.50	9.00	9.00	16.00	16.00	7.00	77.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.18	1.18	1.18	0.85	0.85	(0.33)	-28.0%
DATA CENTER	1.38	1.38	1.38	1.05	1.05	(0.33)	-23.9%
DESKTOP SUPPORT	2.44	4.44	4.44	4.10	4.10	(0.34)	-7.7%
PROGRAM TOTAL	5.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
SPECIAL TRANSPORTATION SERVICE							
EMPLOYMENT RELATED TRANSP	19.15	1.00	1.00	1.00	-	(1.00)	-100.0%
SPECIAL NEEDS TRANSP TRIPS	31.85	-	-	-	-	-	N/A
PROGRAM TOTAL	51.00	1.00	1.00	1.00	-	(1.00)	-100.0%
SR ADULT INDEPENDENT LIVING							
SR ADULT INDEPENDENT LIVING	40.50	36.00	36.00	36.00	34.00	(2.00)	-5.6%
PROGRAM TOTAL	40.50	36.00	36.00	36.00	34.00	(2.00)	-5.6%
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	77.00	72.50	72.50	73.15	73.15	0.65	0.9%
YOUTH SERVICES	4.00	5.50	5.50	6.85	6.85	1.35	24.5%
PROGRAM TOTAL	81.00	78.00	78.00	80.00	80.00	2.00	2.6%
DEPARTMENT TOTAL	442.00	342.00	342.00	402.00	397.00	55.00	16.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	5.00	6.00	6.00	7.00	7.00	1.00	16.7%
Accounting Specialist	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Admin/Operations Specialist	14.00	13.00	13.00	14.00	13.00	-	0.0%
Administrative Manager	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Administrative Specialist	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	16.00	17.00	17.00	20.00	20.00	3.00	17.6%
Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Community Svcs Specialist	26.00	-	-	-	-	-	N/A
Deputy Director	-	-	-	1.00	1.00	1.00	N/A
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Community Dev	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	6.00	-	-	-	-	-	N/A
Educator	42.00	42.00	42.00	47.00	48.00	6.00	14.3%
Educator Assistant	56.00	27.00	27.00	44.00	44.00	17.00	63.0%
Educator Bachelor's	31.00	29.00	29.00	38.00	37.00	8.00	27.6%
Educator Coordinator	36.00	32.00	32.00	35.00	35.00	3.00	9.4%
Executive Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	44.00	2.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Admin Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	7.00	7.00	7.00	8.00	7.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	-	-	-	1.00	-	-	N/A
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	1.00	-	-	(1.00)	-100.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	20.00	19.00	19.00	19.00	19.00	-	0.0%
Office Assistant Specialized	14.00	27.00	27.00	37.00	37.00	10.00	37.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	5.00	5.00	5.00	7.00	7.00	2.00	40.0%
PC/LAN Tech Support	1.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	13.00	13.00	13.00	15.00	15.00	2.00	15.4%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Project Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Social Worker	37.00	32.00	32.00	32.00	30.00	(2.00)	-6.3%
Social Worker Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	5.00	5.00	5.00	5.00	5.00	-	0.0%
Workforce Development Spec	24.00	23.00	23.00	27.00	27.00	4.00	17.4%
Department Total	442.00	342.00	342.00	402.00	397.00	55.00	16.1%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
220 - HUMAN SERVICES							
217 - CDBG HOUSING TRUST	7.00	7.00	7.00	7.00	7.00	-	0.0%
222 - HUMAN SERVICES GRANTS	435.00	335.00	335.00	392.00	390.00	55.00	16.4%
DEPARTMENT TOTAL	442.00	342.00	342.00	402.00	397.00	55.00	16.1%

Significant Variance Analysis

Staffing changes are associated with the various ARRA grants received during FY 2009-10, some of which will continue into FY 2010-11.

General Adjustments

Operating Adjustments:

Human Services Grant Fund (222)

- Increase Regular Benefits in the amount of \$399,840 for employee health and dental premium increases.
- Increase Regular Benefits by \$68,686 for the FY 2010-11 retirement contribution rate increase.
- Reduce revenue and expenditures to the level of anticipated FY 2010-11 grant awards and carry-forward.

CDBG Housing Trust Fund (217)

- Increase Regular Benefits in the amount of \$7,140 for employee health and dental premium increases.
- Increase Regular Benefits by \$1,968 for the FY 2010-11 retirement contribution rate increase.
- Reduce revenue and expenditures to the level of anticipated FY 2010-11 grant awards and carry-forward.

Strategic Business Plan Update

The Human Services Department participated in a facilitated strategic business plan review and update, the results of which are included in the FY 2010-11 budget. One new Activity was added to address new funding received under the American Recovery and Reinvestment Act (ARRA). Measures were enhanced for several activities.

Programs and Activities

Community Development Block Grant Program

The purpose of the Community Development Block Grant Program is to provide community improvements and affordable housing opportunities to Urban County communities, Consortium members, and nonprofit agencies so they can empower low, moderate, and middle income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percentage of total expenditures related to CDBG projects	93.0%	93.1%	100.0%	6.9%	7.5%
Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A

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 fiscal, financial, and compliance services to Urban County communities and non-profits so they can make infrastructure improvements and meet community development needs in a timely manner.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of total expenditures related to CDBG projects	93.0%	93.1%	100.0%	6.9%	7.5%
Result	Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A
Output	Number of accurate billings processed	N/A	N/A	24	N/A	N/A
Demand	Number of accurate billings received	N/A	N/A	24	N/A	N/A
Efficiency	Cost per accurate billing processed	N/A	N/A	\$ 190,273.96	N/A	N/A
<i>Revenue</i>						
	217 - CDBG HOUSING TRUST	\$ 2,351,507	\$ 4,673,355	\$ 4,566,575	\$ (106,780)	-2.3%
	TOTAL SOURCES	\$ 2,351,507	\$ 4,673,355	\$ 4,566,575	\$ (106,780)	-2.3%
<i>Expenditure</i>						
	217 - CDBG HOUSING TRUST	\$ 2,027,032	\$ 4,673,355	\$ 4,566,575	\$ 106,780	2.3%
	TOTAL USES	\$ 2,027,032	\$ 4,673,355	\$ 4,566,575	\$ 106,780	2.3%

Activity Narrative: Most measure are new in FY 2010-11 and therefore, no historical comparison is possible. Grant funding will be decreasing as the carry-forward of prior year funding is spent down.

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 they can ensure suitable housing for low and moderate income residents is preserved and expanded.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of total expenditures related to HOME projects	95.9%	96.6%	96.1%	(0.5%)	-0.5%
Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A

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 fiscal, financial, and compliance services to Consortium members and Urban County communities so they can provide safe, decent, sanitary and affordable houses for low-income residents.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of total expenditures related to HOME projects	95.9%	96.6%	96.1%	(0.5%)	-0.5%
Result	Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A
Output	Number of accurate billings processed	N/A	N/A	48	N/A	N/A
Demand	Number of accurate billings received	N/A	N/A	48	N/A	N/A
Efficiency	Cost per accurate billings processed	N/A	N/A	\$ 136,571.94	N/A	N/A
<i>Revenue</i>						
	217 - CDBG HOUSING TRUST	\$ 4,558,194	\$ 8,160,552	\$ 6,555,453	\$ (1,605,099)	-19.7%
	TOTAL SOURCES	\$ 4,558,194	\$ 8,160,552	\$ 6,555,453	\$ (1,605,099)	-19.7%
<i>Expenditure</i>						
	217 - CDBG HOUSING TRUST	\$ 4,241,500	\$ 8,160,552	\$ 6,555,453	\$ 1,605,099	19.7%
	TOTAL USES	\$ 4,241,500	\$ 8,160,552	\$ 6,555,453	\$ 1,605,099	19.7%

Activity Narrative: Most measure are new in FY 2010-11 and therefore, no historical comparison is possible. Grant funding will be decreasing as the carry forward of prior year funding is spent down.

Community Services Program

The purpose of Community Services Program is to provide administrative coordination of community services to a network of neighborhood based organizations so that they can provide social and economic assistance to low income and below poverty families.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of subcontractor agency participants who rate training as satisfactory or higher	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of satisfied customers	N/A	N/A	92.0%	N/A	N/A
Percent of homes that meet energy-efficient standards after being weatherized	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance
- Weatherization

Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide management and coordination services to municipalities and community based organizations so they can improve delivery of human services.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of subcontractor agency participants who rate training as satisfactory or higher	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of all contracts managed	26	25	30	5	20.0%
Demand	Number of all contracts required	26	25	30	5	20.0%
Efficiency	Cost per contract managed	\$ 85,132.27	\$ 120,633.04	\$ 69,014.43	\$ 51,618.61	42.8%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 667,699	\$ 2,703,658	\$ 1,759,350	\$ (944,308)	-34.9%
	TOTAL SOURCES	\$ 667,699	\$ 2,703,658	\$ 1,759,350	\$ (944,308)	-34.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 403,285	\$ 312,168	\$ 311,083	\$ 1,085	0.3%
	222 - HUMAN SERVICES GRANTS	1,810,154	2,703,658	1,759,350	944,308	34.9%
	TOTAL USES	\$ 2,213,439	\$ 3,015,826	\$ 2,070,433	\$ 945,393	31.3%

Activity Narrative: In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which are anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget.

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 meet their basic needs.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of satisfied customers	N/A	N/A	92.0%	N/A	N/A
Output	Number of households who receive services	14,227	12,000	15,000	3,000	25.0%
Demand	Number of households eligible to request service based on U.S. Census Bureau statistics of persons at or below poverty level	N/A	N/A	287,220	N/A	N/A
Efficiency	Average cost per household	\$ 366.74	\$ 937.30	\$ 136.60	\$ 800.70	85.4%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 6,029,524	\$ 11,247,636	\$ 2,048,997	\$ (9,198,639)	-81.8%
	TOTAL SOURCES	\$ 6,029,524	\$ 11,247,636	\$ 2,048,997	\$ (9,198,639)	-81.8%
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ 5,217,605	\$ 11,247,636	\$ 2,048,997	\$ 9,198,639	81.8%
	TOTAL USES	\$ 5,217,605	\$ 11,247,636	\$ 2,048,997	\$ 9,198,639	81.8%

Activity Narrative: In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which are anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget. Most of the funding budgeted in this Activity in FY 2009-10 will be carried forward but included in the newly established Weatherization Activity discussed below.

Weatherization Activity

The purpose of the Weatherization Activity is to provide weatherization services to low income residents so they can get more energy efficient homes.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of homes that meet energy-efficient standards after being weatherized	N/A	N/A	100.0%	N/A	N/A
Output	Number of homes that receive weatherization service	N/A	N/A	950	N/A	N/A
Demand	Number of homes referred for weatherization services	N/A	N/A	950	N/A	N/A
Efficiency	Cost of total activity expenditure per household	N/A	N/A	\$ 8,119.29	N/A	N/A
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ -	\$ -	\$ 7,713,323	\$ 7,713,323	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 7,713,323	\$ 7,713,323	N/A
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ -	\$ -	\$ 7,713,323	\$ (7,713,323)	N/A
	TOTAL USES	\$ -	\$ -	\$ 7,713,323	\$ (7,713,323)	N/A

Activity Narrative: This is a new Activity in FY 2009-10. Substantial funding was received for Weatherization through ARRA grants in FY 2009-10, most of which is carried forward into FY 2010-11.

Child Development and Education Program

The purpose of the Child Development and Education Program is to provide education to low-income children 0-5 so they can achieve school readiness.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of 4-5 year old children who completed a beginning and end of year assessment who make 1-step, 2-step, or 3-step gains in language skills	N/A	N/A	60.0%	N/A	N/A
Percent of children who are up-to-date on an age-appropriate schedule of well child exams	83.0%	85.0%	87.0%	2.0%	2.3%
Percent of families receiving services outside of the program	55.0%	55.0%	58.0%	3.0%	5.4%

Activities that comprise this program include:

- Child Development and Education
- Child Health Services
- Family and Community Partnerships

Child Development and Education Activity

The purpose of the Child Development and Education Activity is to provide early childhood development services to low income children 0-5 so they can achieve school readiness.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of 4-5 year old children who completed a beginning and end of year assessment who make 1-step, 2-step, or 3-step gains in language skills	N/A	N/A	60.0%	N/A	N/A
Output	Number of children enrolled in the program completing the assessment	10,250	12,120	12,120	-	0.0%
Demand	The number of children who have applied for the program	28,722	28,722	28,722	-	0.0%
Efficiency	Cost per child enrolled in the program	\$ 1,737.16	\$ 1,705.82	\$ 1,592.98	\$ 112.84	6.6%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 18,169,097	\$ 20,674,511	\$ 19,306,951	\$ (1,367,560)	-6.6%
	TOTAL SOURCES	\$ 18,169,097	\$ 20,674,511	\$ 19,306,951	\$ (1,367,560)	-6.6%
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ 17,805,900	\$ 20,674,511	\$ 19,306,951	\$ 1,367,560	6.6%
	TOTAL USES	\$ 17,805,900	\$ 20,674,511	\$ 19,306,951	\$ 1,367,560	6.6%

Activity Narrative: In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which are anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget. The funding allowed the program to serve more children than in FY 2008-09 and also allowed for an improved staffing model with a enhanced teacher-to-child ratio.

Child Health Services Activity

The purpose of the Child Health Services Activity is to provide financial assistance to children in the program so they can receive basic health services.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of children who are up-to-date on an age-appropriate schedule of well child exams	83.0%	85.0%	87.0%	2.0%	2.3%
Output	Number of children receiving financial assistance from the program for health care	78	75	75	-	0.0%
Demand	Number of children enrolled in the program	2,918	3,155	3,155	-	0.0%
Efficiency	Average cost per child who received financial assistance from the program for health care	\$ 3,933.40	\$ 4,670.15	\$ 666.67	\$ 4,003.48	85.7%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 260,742	\$ 350,261	\$ 50,000	\$ (300,261)	-85.7%
	TOTAL SOURCES	\$ 260,742	\$ 350,261	\$ 50,000	\$ (300,261)	-85.7%
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ 306,805	\$ 350,261	\$ 50,000	\$ 300,261	85.7%
	TOTAL USES	\$ 306,805	\$ 350,261	\$ 50,000	\$ 300,261	85.7%

Activity Narrative: In FY 2009-10 and prior, expenditures associated with the assessment and referral for health services was included in this Activity. The Activity purpose changed slightly in FY 2010-11 and based on the revision, only expenditures supporting the delivery of the health services is included. The costs for assessment and referral were moved to the Child Development and Education Activity in this Program.

Family and Community Partnerships Activity

The purpose of the Family and Community Partnerships Activity is to provide support to parents in the program so they can identify and meet their own goals for basic needs, personal growth, and nurturing the development of their children.

Mandates: This is a non-mandated Activity.

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of families receiving services outside of the program	55.0%	55.0%	58.0%	3.0%	5.4%
Number of families referred outside of the program for one or more service	1,464	2,311	2,311	-	0.0%
Number of families with children enrolled in the program	2,768	3,000	3,000	-	0.0%
Average cost per family referred for one or more service	\$ 985.26	\$ 669.75	\$ 711.67	\$ (41.92)	-6.3%
222 - HUMAN SERVICES GRANTS					
	\$ 1,442,423	\$ 1,547,793	\$ 1,644,665	\$ 96,872	6.3%
TOTAL SOURCES	\$ 1,442,423	\$ 1,547,793	\$ 1,644,665	\$ 96,872	6.3%
222 - HUMAN SERVICES GRANTS					
	\$ 1,491,501	\$ 1,547,793	\$ 1,644,665	\$ (96,872)	-6.3%
TOTAL USES	\$ 1,491,501	\$ 1,547,793	\$ 1,644,665	\$ (96,872)	-6.3%

Activity Narrative: Expenditure are increasing due to increases in benefits cost.

Neighborhood Stabilization Program

The purpose of the Neighborhood Stabilization program is to provide planning, reporting, monitoring and related services 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percentage of total expenditures related to NSP projects	N/A	99.0%	94.7%	(4.3%)	-4.4%
Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A
Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Neighborhood Stabilization

Neighborhood Stabilization Activity

The purpose of the Neighborhood Stabilization activity is to provide fiscal, financial, and compliance services to Urban County communities through non-profits so they can stabilize communities that have suffered from foreclosures and abandonment in a timely manner.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of total expenditures related to NSP projects	N/A	99.0%	94.7%	(4.3%)	-4.4%
Result	Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A
Result	Percent of accurate billings processed within 10 business days	N/A	N/A	100.0%	N/A	N/A
Output	Number of accurate billings processed	N/A	N/A	200	N/A	N/A
Demand	Number of accurate billings received	N/A	N/A	200	N/A	N/A
Efficiency	Cost per accurate billing processed	N/A	N/A	\$ 29,012.83	N/A	N/A
<i>Revenue</i>						
	217 - CDBG HOUSING TRUST	\$ 79,643	\$ 10,306,366	\$ 5,802,566	\$ (4,503,800)	-43.7%
	TOTAL SOURCES	\$ 79,643	\$ 10,306,366	\$ 5,802,566	\$ (4,503,800)	-43.7%
<i>Expenditure</i>						
	217 - CDBG HOUSING TRUST	\$ 117,538	\$ 10,306,366	\$ 5,802,566	\$ 4,503,800	43.7%
	TOTAL USES	\$ 117,538	\$ 10,306,366	\$ 5,802,566	\$ 4,503,800	43.7%

Activity Narrative: Most measures for this Activity are new in FY 2010-11. The key result will not be able to be measured until several years into the program. Grant funding will be decreasing as the carry-forward of prior year funding is spent down.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of on time arrivals for trips requested	N/A	N/A	14.1%	N/A	N/A

Activities that comprise this program include:

- Special Needs Transportation Trips

Special Needs Transportation Trips Activity

The purpose of the Special Needs Transportation Trips Activity is to provide transportation for eligible individuals who live in County islands so they can improve mobility and quality of life.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of on time arrivals for trips requested	N/A	N/A	90.0%	N/A	N/A
Output	Number of trips completed	42,281	N/A	22,942	N/A	N/A
Demand	Number of trips requested	42,281	N/A	25,491	N/A	N/A
Efficiency	Cost per trip provided	\$ 15.41	N/A	\$ 30.00	N/A	N/A
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 1,536,350	\$ -	\$ 688,265	\$ 688,265	N/A
	TOTAL SOURCES	\$ 1,536,350	\$ -	\$ 688,265	\$ 688,265	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 282,000	\$ -	\$ -	\$ -	N/A
	222 - HUMAN SERVICES GRANTS	369,477	-	688,265	(688,265)	N/A
	TOTAL USES	\$ 651,477	\$ -	\$ 688,265	\$ (688,265)	N/A

Activity Narrative: When developing the FY 2009-10 budget, it was anticipated that this and other transportation related Activities would no longer offer services as funding would not be available. A portion of the funding has continued and therefore, the FY 2010-11 reinstates these services.

Workforce Development Program

The purpose of the Workforce Development Program is to provide quality career guidance, career development, work skills and technical training along with other resources to job seekers youth, the incumbent workforce so they can gain the competitive edge through employment opportunities.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of customers who entered employment	N/A	N/A	62.3%	N/A	N/A
Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Job Seeker Services
- Youth Services

Job Seeker Services Activity

The purpose of the Job Seeker Services Activity is to provide employment and training related services to the unemployed and underemployed individuals residing in Maricopa County so they can obtain and/or retain unsubsidized employment leading to self-sufficiency.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers who entered employment	N/A	N/A	62.3%	N/A	N/A
Output	Number of customers receiving services	3,704	3,500	3,500	-	0.0%
Demand	Number of customers who visit the One Stop Centers	137,881	150,000	150,000	-	0.0%
Efficiency	Cost per customer served	\$ 1,688.75	\$ 3,096.12	\$ 2,692.61	\$ 403.51	13.0%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 5,719,891	\$ 10,836,427	\$ 9,424,128	\$ (1,412,299)	-13.0%
	TOTAL SOURCES	\$ 5,719,891	\$ 10,836,427	\$ 9,424,128	\$ (1,412,299)	-13.0%
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ 6,255,129	\$ 10,836,427	\$ 9,424,128	\$ 1,412,299	13.0%
	TOTAL USES	\$ 6,255,129	\$ 10,836,427	\$ 9,424,128	\$ 1,412,299	13.0%

Activity Narrative: In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which are anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget.

Youth Services Activity

The purpose of the Youth Services Activity is to provide case management services to eligible youth age 14-21 so they can become economically self-sufficient.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	N/A	N/A	100.0%	N/A	N/A
Output	Number of youth case managed	N/A	N/A	448	N/A	N/A
Demand	Number of youth requesting services	N/A	N/A	3,500	N/A	N/A
Efficiency	Cost per youth cases managed	N/A	N/A	\$ 6,461.39	N/A	N/A
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 1,945,118	\$ 4,736,393	\$ 2,894,704	\$ (1,841,689)	-38.9%
	TOTAL SOURCES	\$ 1,945,118	\$ 4,736,393	\$ 2,894,704	\$ (1,841,689)	-38.9%
<i>Expenditure</i>						
	222 - HUMAN SERVICES GRANTS	\$ 2,791,064	\$ 4,736,393	\$ 2,894,704	\$ 1,841,689	38.9%
	TOTAL USES	\$ 2,791,064	\$ 4,736,393	\$ 2,894,704	\$ 1,841,689	38.9%

Activity Narrative: As part of its strategic plan update, the Department revised the measures for this Activity to be more reflective of the services and results the customer received. In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which is anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of eligible persons provided case management services	21.0%	5.8%	5.8%	0.0%	0.0%

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.) case management services to elderly and disabled individuals so they can live self-sufficiently at home.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of eligible persons provided case management services	21.0%	5.8%	5.8%	0.0%	0.0%
Output	Number of people who receive services	4,525	5,000	5,000	-	0.0%
Demand	Number of eligible persons in Maricopa County	536	85,865	85,865	-	0.0%
Efficiency	Cost per person receiving service	\$ 536.38	\$ 464.14	\$ 460.64	\$ 3.50	0.8%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 1,220,456	\$ 1,249,252	\$ 1,104,459	\$ (144,793)	-11.6%
	TOTAL SOURCES	\$ 1,220,456	\$ 1,249,252	\$ 1,104,459	\$ (144,793)	-11.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 977,032	\$ 1,071,469	\$ 1,198,744	\$ (127,275)	-11.9%
	222 - HUMAN SERVICES GRANTS	1,450,107	1,249,252	1,104,459	144,793	11.6%
	TOTAL USES	\$ 2,427,139	\$ 2,320,721	\$ 2,303,203	\$ 17,518	0.8%

Activity Narrative: The grant funding is declining due to budget reductions occurring at other governmental entities.

Homeless Assistance Program

The purpose of the Homeless Assistance Program is to provide emergency shelter services to homeless men, women, and children so they can sustain their health and safety.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of shelter nights provided	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of shelter nights provided to men only	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Homeless Low Demand Shelter
- Emergency Shelter Nights

Homeless Low Demand Shelter Activity

The purpose of the Homeless Low Demand Shelter Activity is to provide safe refuge to men only so they can increase health and safety.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of shelter nights provided to men only	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of shelter nights provided	107,455	104,000	104,000	-	0.0%
Demand	Number of shelter nights requested	107,455	104,000	104,000	-	0.0%
Efficiency	Cost per shelter night provided	\$ 4.10	\$ 3.54	\$ 3.49	\$ 0.05	1.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 440,298	\$ 368,297	\$ 363,237	\$ 5,060	1.4%
	TOTAL USES	\$ 440,298	\$ 368,297	\$ 363,237	\$ 5,060	1.4%

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 they can increase health and safety.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of shelter nights provided	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of shelter nights provided	204,691	208,000	208,000	-	0.0%
Demand	Number of shelter nights requested	204,691	208,000	208,000	-	0.0%
Efficiency	Cost per emergency shelter night	\$ 1.25	\$ 6.46	\$ 2.84	\$ 3.62	56.0%
<i>Revenue</i>						
	222 - HUMAN SERVICES GRANTS	\$ 86,813	\$ 981,303	\$ 402,101	\$ (579,202)	-59.0%
	TOTAL SOURCES	\$ 86,813	\$ 981,303	\$ 402,101	\$ (579,202)	-59.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 175,000	\$ 362,401	\$ 189,461	\$ 172,940	47.7%
	222 - HUMAN SERVICES GRANTS	81,002	981,303	402,101	579,202	59.0%
	TOTAL USES	\$ 256,002	\$ 1,343,704	\$ 591,562	\$ 752,142	56.0%

Activity Narrative: In FY 2009-10, the County provided one-time funding for this Activity which is not repeated. This reduction is mitigated to a degree by the reallocation of funding from an Activity that has been inactivated during the strategic plan update process. In FY 2009-10, the Department received substantial funding for this Activity from American Recovery and Reinvestment Act (ARRA) grants which is anticipated to be one-time and only the carry-forward is included in the FY 2010-11 budget.

Human Services Grant Fund (222) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (3,991,262)	\$ (4,212,162)	\$ (4,212,162)	\$ (1,524,217)	\$ (1,524,217)
Sources:					
Operating	\$ 39,799,902	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363
Total Sources:	\$ 39,799,902	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363
Uses:					
Operating	\$ 38,772,069	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363
Total Uses:	\$ 38,772,069	\$ 39,324,961	\$ 58,305,740	\$ 51,281,501	\$ 50,180,363
Structural Balance	\$ 1,027,833	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1,439,212	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(1,524,217)	(4,212,162)	(4,212,162)	(1,524,217)	(1,524,217)
Total Ending Spendable Fund Balance	\$ (1,524,217)	\$ (4,212,162)	\$ (4,212,162)	\$ (1,524,217)	\$ (1,524,217)

CDBG Housing Trust Fund (217)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 23,202,613	\$ 23,202,613
FY 2010 Revised Budget	\$ 23,202,613	\$ 23,202,613
FY 2011 Budget Target	\$ 23,202,613	\$ 23,202,613
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 9,108	\$ -
Employee Health/Dental Premiums	7,140	-
Retirement Contributions	1,968	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (6,231,251)	\$ (6,222,143)
Grant Reconciliation	(6,231,251)	(6,222,143)
FY 2011 Adopted Budget	\$ 16,980,470	\$ 16,980,470
Percent Change from Target Amount	-26.8%	-26.8%

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 483,503	\$ 483,503	\$ -	\$ -
Sources:					
Operating	\$ 6,989,345	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470
Total Sources:	\$ 6,989,345	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470
Uses:					
Operating	\$ 6,427,702	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470
Total Uses:	\$ 6,427,702	\$ 23,202,613	\$ 23,202,613	\$ 12,942,521	\$ 16,980,470
Structural Balance	\$ 561,643	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (561,643)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 483,503	\$ 483,503	\$ -	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ 483,503	\$ 483,503	\$ -	\$ -

Internal Audit

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Mission

The mission of the Internal Audit Department is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Vision

To promote the effective, efficient, economical, and ethical use of public resources.

Strategic Goals

- **By September, 2014, 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. FY09 results: 100%.**

Status: Based on the surveys from the first half of FY 2009-10, Internal Audit estimates that they will achieve a 100% satisfaction rating. It is anticipated they will also achieve a 100% rating in FY 2010-11.

- **By September, 2015, 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 accountable to its citizens. FY09 results: 100%.**

Status: Internal Audit estimates that 100% of the audit plan will be completed in both FY 2009-10 and FY 2010-11.

- **By September, 2016, 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. FY09 results: 97.8%.**

Status: Internal Audit estimates that 90% of its recommendations will be implemented within three years of being reported to the Board of Supervisors in FY 2009-10 and in FY 2010-11.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
AUDT - AUDIT SERVICES	\$ 1,555,640	\$ 1,315,724	\$ 1,315,724	\$ 1,305,016	\$ 1,335,276	\$ (19,552)	-1.5%
23AS - INTERNAL AUDIT SERVICES	\$ 1,555,640	\$ 1,315,724	\$ 1,315,724	\$ 1,305,016	\$ 1,335,276	\$ (19,552)	-1.5%
BDGT - BUDGETING	\$ 10,605	\$ 23,948	\$ 23,948	\$ 12,647	\$ 12,256	\$ 11,692	48.8%
FSAC - FINANCIAL SERVICES	2,027	10,755	10,755	5,417	2,781	7,974	74.1%
HRAC - HUMAN RESOURCES	10,112	13,448	13,448	9,483	5,559	7,889	58.7%
ODIR - EXECUTIVE MANAGEMENT	231,724	178,364	178,364	200,095	213,222	(34,858)	-19.5%
PROC - PROCUREMENT	2,324	10,755	10,755	5,433	2,781	7,974	74.1%
99AS - ADMINISTRATIVE SERVICES	\$ 256,792	\$ 237,270	\$ 237,270	\$ 233,075	\$ 236,599	\$ 671	0.3%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 768	\$ 500	\$ 500	\$ 444	\$ 479	\$ 21	4.2%
99GV - GENERAL GOVERNMENT	\$ 768	\$ 500	\$ 500	\$ 444	\$ 479	\$ 21	4.2%
TOTAL PROGRAMS	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,362,612	\$ 1,118,705	\$ 1,118,705	\$ 1,161,582	\$ 1,104,302	\$ 14,403	1.3%
0705 - TEMPORARY PAY	-	57,360	57,360	-	59,272	(1,912)	-3.3%
0750 - FRINGE BENEFITS	375,521	327,860	327,860	332,278	364,101	(36,241)	-11.1%
0790 - OTHER PERSONNEL SERVICES	39	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(15,742)	(15,000)	(15,000)	(11,520)	(16,500)	1,500	-10.0%
SUBTOTAL	\$ 1,722,430	\$ 1,488,925	\$ 1,488,925	\$ 1,482,340	\$ 1,511,175	\$ (22,250)	-1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 5,421	\$ 4,934	\$ 4,934	\$ 4,817	\$ 5,500	\$ (566)	-11.5%
SUBTOTAL	\$ 5,421	\$ 4,934	\$ 4,934	\$ 4,817	\$ 5,500	\$ (566)	-11.5%
SERVICES							
0812 - OTHER SERVICES	\$ 41,155	\$ 22,081	\$ 22,081	\$ 19,473	\$ 22,739	\$ (658)	-3.0%
0820 - RENT & OPERATING LEASES	2,237	3,000	3,000	1,392	2,000	1,000	33.3%
0825 - REPAIRS AND MAINTENANCE	45	200	200	55	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,535	6,000	6,000	2,835	2,700	3,300	55.0%
0841 - TRAVEL	5,018	14,550	14,550	8,686	9,400	5,150	35.4%
0842 - EDUCATION AND TRAINING	22,486	9,400	9,400	14,736	14,550	(5,150)	-54.8%
0843 - POSTAGE/FREIGHT/SHIPPING	93	100	100	113	100	-	0.0%
SUBTOTAL	\$ 72,569	\$ 55,331	\$ 55,331	\$ 47,290	\$ 51,689	\$ 3,642	6.6%
CAPITAL							
0950 - DEBT SERVICE	\$ 12,780	\$ 4,304	\$ 4,304	\$ 4,088	\$ 3,990	\$ 314	7.3%
SUBTOTAL	\$ 12,780	\$ 4,304	\$ 4,304	\$ 4,088	\$ 3,990	\$ 314	7.3%
ALL EXPENDITURES	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%
TOTAL USES	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%
FUND TOTAL USES	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%
DEPARTMENT OPERATING TOTAL USES	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%
DEPARTMENT TOTAL USES	\$ 1,813,200	\$ 1,553,494	\$ 1,553,494	\$ 1,538,535	\$ 1,572,354	\$ (18,860)	-1.2%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.20	0.30	0.30	0.20	0.15	(0.15)	-50.0%
EXECUTIVE MANAGEMENT	1.40	1.30	1.30	1.40	1.80	0.50	38.5%
FINANCIAL SERVICES	0.20	0.20	0.20	0.20	0.05	(0.15)	-75.0%
HUMAN RESOURCES	0.25	0.25	0.25	0.25	0.10	(0.15)	-60.0%
PROCUREMENT	0.20	0.20	0.20	0.20	0.05	(0.15)	-75.0%
PROGRAM TOTAL	2.25	2.25	2.25	2.25	2.15	(0.10)	-4.4%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	17.75	14.75	14.75	14.75	14.85	0.10	0.7%
PROGRAM TOTAL	17.75	14.75	14.75	14.75	14.85	0.10	0.7%
DEPARTMENT TOTAL	20.00	17.00	17.00	17.00	17.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Audit Supervisor	5.00	4.00	4.00	4.00	4.00	-	0.0%
Internal Audit Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	11.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total	20.00	17.00	17.00	17.00	17.00	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	20.00	17.00	17.00	17.00	17.00	-	0.0%
DEPARTMENT TOTAL	20.00	17.00	17.00	17.00	17.00	-	0.0%

General Adjustments

Operating Adjustments:

- Increase Regular Benefits in the amount of \$23,874 for employee health and dental premium increases.
- Increase Regular Benefits by \$5,236 for the FY 2010-11 retirement contribution rate increase.
- Increase the level of Personnel Savings by (\$10,250) to align with temporary salary and benefit expenditures.
- Adjust Debt Service to right-size for equipment replacement offset by an adjustment to Other Services.

Strategic Business Plan Update

The Internal Audit Department went through a facilitated review and update of their strategic business plan which resulted in the consolidation of the department's Programs and Activities into a single Program and single Activity.

Programs and Activities

Internal Audit Services Program

The purpose of the Internal Audit Services Program is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Board of Supervisors satisfied with the Internal Audit Services Program	N/A	N/A	100.0%	N/A	N/A
Percent of audit reports completed within 90 days after fiscal year-end	N/A	N/A	150.0%	N/A	N/A
Percent of audit recommendations implemented within three years	N/A	N/A	90.0%	N/A	N/A

Activities that comprise this program include:

- Audit Services

Audit Services Activity

The purpose of the Audit Services Activity is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Mandates: Federal Office of Management and Budget (OMB) Circular A-133 pursuant to the Single Audit Act; Arizona Supreme Court Administrative Order 2006-121.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Board of Supervisors satisfied with the Internal Audit Services Program	N/A	N/A	100.0%	N/A	N/A
Result	Percent of audit reports completed within 90 days after fiscal year-end	N/A	N/A	150.0%	N/A	N/A
Result	Percent of audit recommendations implemented within three years	N/A	N/A	90.0%	N/A	N/A
Output	Number of audit reports completed	N/A	N/A	20	N/A	N/A
Output	Number of Board of Supervisors satisfaction surveys received (responses include BOS, Audit Committee, and Chief of Staff responses)	N/A	N/A	50	N/A	N/A
Output	Number of audit recommendations implemented	N/A	N/A	200	N/A	N/A
Demand	Number of audit reports demanded by the Board of Supervisors (annually survey BOS for audit coverage); expressed as a number	N/A	N/A	20	N/A	N/A
Efficiency	Total Activity Expenditure per audit report	N/A	N/A	\$ 66,763.80	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,555,640	\$ 1,315,724	\$ 1,335,276	\$ (19,552)	-1.5%
	TOTAL USES	\$ 1,555,640	\$ 1,315,724	\$ 1,335,276	\$ (19,552)	-1.5%

Activity Narrative: While the activity structure is new, the department had similar result measures in FY 2009-10 and earlier. The estimated results to be achieved in FY 2010-11 remain unchanged from what the department is forecasting for FY 2009-10. Demand is driven by requests from the Board of

Supervisors and the department anticipates meeting those needs with its FY 2010-11 budget. The output measure for FY 2009-10 and earlier was also similar to the updated plan output. Year over year, the scope and complexity of the audits requested are different which causes variances in the number of reports that can be completed. In FY 2009-10, 20 audits were required and are anticipated to be completed. In FY 2010-11, the output level is anticipated to remain unchanged.

Appropriated Budget Reconciliation

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,553,494	\$ -
FY 2010 Revised Budget	\$ 1,553,494	\$ -
FY 2011 Budget Target	\$ 1,553,494	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 29,110	\$ -
<i>Employee Health/Dental Premiums</i>	23,874	-
<i>Retirement Contributions</i>	5,236	-
Base Adjustments	\$ (10,250)	\$ -
<i>Other Base Adjustments</i>	(10,250)	-
<i>Align Personnel Savings with Temporary Pay</i>	\$ (10,250)	-
FY 2011 Adopted Budget	\$ 1,572,354	\$ -
<i>Percent Change from Target Amount</i>		1.2%

Justice Courts

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The Mission of the Justice Courts is to provide professional judicial services to court users so they can obtain timely and economical justice within their community.

Vision

The vision of the Maricopa County Justice Courts is to provide community-based, user-friendly, efficient, and professional justice.

Strategic Goals

- **By June, 2013, the case clearance rate for photo enforcement citations filed in the Justice Courts will increase to 50% from 35%.**
Status: The department expects to achieve a 42% clearance rate for photo enforcement in FY 2011.
- **By June, 2013, the Justice Courts and justice agencies will expand public access to the court system by electronic filing and other case processing improvements which will be 100% available in all 25 Justice Courts.**
Status: The department will begin implementing a portion of the e-file technology in FY 2011 and expect e-filing to be fully functional in all 25 Justice Courts by 2013.
- **By June, 2013, the Justice Courts will expand timely access to accurate and coordinated financial information to increase revenue collections to 80% from 70% during fiscal year 2013.**
Status: The department will be updating its cash handling policy and procedures to improve payment processes in all 25 Justice Courts during FY 2011.
- **By June, 2013, the Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 98% of all court cases in compliance with established standards.**
Status: The department expects to resolve 75% of all cases in FY 2011. This goal is significantly impacted by Photo Enforcement cases which have a clearance rate of 25%. The clearance rate when combined for all other case types exceeds the 98% goal.
- **By June, 2016, the development of the administrative infrastructure required by Supreme Court Administrative Order 2008-59 to support the administrative and operational requirements of the individual Justice Courts will be at 100% compliance.**
Status: The department is making significant progress in establishing an administrative infrastructure that supports all 25 justice Courts.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
MCAD - MISDEMEANOR CRIM ADJUDICATION	\$ 14,232,430	\$ 16,059,875	\$ 16,059,875	\$ 12,275,614	\$ 12,058,390	\$ (4,001,485)	-24.9%
80CJ - CRIMINAL JUSTICE	\$ 14,232,430	\$ 16,059,875	\$ 16,059,875	\$ 12,275,614	\$ 12,058,390	\$ (4,001,485)	-24.9%
CIVT - CIVIL TRAFFIC	\$ 2,330,873	\$ 4,216,956	\$ 4,216,956	\$ 2,873,572	\$ 3,647,790	\$ (569,166)	-13.5%
SMCV - SMALL CIVIL	7,035,829	5,986,886	5,986,886	6,628,833	6,125,537	138,651	2.3%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	-	-	1,020,000	1,020,000	2,251,936	1,231,936	120.8%
80CV - CIVIL JUSTICE	\$ 9,366,702	\$ 10,203,842	\$ 11,223,842	\$ 10,522,405	\$ 12,025,263	\$ 801,421	7.1%
GGOV - GENERAL GOVERNMENT	\$ 175,942	\$ -	\$ -	\$ 23,815	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 175,942	\$ -	\$ -	\$ 23,815	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 23,775,074	\$ 26,263,717	\$ 27,283,717	\$ 22,821,834	\$ 24,083,653	\$ (3,200,064)	-11.7%
USES							
CTRF - CRIMINAL TRAFFIC	\$ 1,256,365	\$ 1,118,840	\$ 1,118,840	\$ 1,112,454	\$ 1,165,956	\$ (47,116)	-4.2%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,684,137	1,523,235	1,523,235	1,693,025	1,803,180	(279,945)	-18.4%
MDUI - MISDEMEANOR DUI	660,334	657,039	657,039	678,029	655,384	1,655	0.3%
80CJ - CRIMINAL JUSTICE	\$ 3,600,836	\$ 3,299,114	\$ 3,299,114	\$ 3,483,508	\$ 3,624,520	\$ (325,406)	-9.9%
CIVT - CIVIL TRAFFIC	\$ 4,765,308	\$ 6,744,824	\$ 7,049,824	\$ 5,607,148	\$ 6,932,535	\$ 117,289	1.7%
CVSC - CIVIL SMALL CLAIMS	1,561,172	1,446,944	1,446,944	1,523,059	1,469,861	(22,917)	-1.6%
FDET - FORCIBLE DETAINER	3,228,173	4,258,546	4,258,546	4,154,132	3,476,457	782,089	18.4%
INJH - INJUNCTIONS AGAINST HARASS	729,730	664,072	664,072	706,544	660,025	4,047	0.6%
ORDP - ORDERS OF PROTECTION	951,844	903,773	903,773	904,478	1,048,214	(144,441)	-16.0%
SMCV - SMALL CIVIL	2,015,694	1,924,066	1,924,066	2,017,799	2,088,072	(164,006)	-8.5%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	-	-	1,020,000	1,020,000	2,251,936	(1,231,936)	-120.8%
80CV - CIVIL JUSTICE	\$ 13,251,921	\$ 15,942,225	\$ 17,267,225	\$ 15,933,160	\$ 17,927,100	\$ (659,875)	-3.8%
PICO - PUB INFO AND COMMUNITY OUTRCH	\$ 49,692	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
800S - COURT OPERATIONS SUPPORT	\$ 49,692	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BDGT - BUDGETING	\$ -	\$ 65,324	\$ 65,324	\$ 21,990	\$ -	\$ 65,324	100.0%
FSAC - FINANCIAL SERVICES	378,361	438,111	438,111	443,883	439,529	(1,418)	-0.3%
HRAC - HUMAN RESOURCES	104,916	175,899	175,899	139,100	160,971	14,928	8.5%
ODIR - EXECUTIVE MANAGEMENT	1,034,595	1,767,492	2,072,492	1,521,049	1,122,357	950,135	45.8%
99AS - ADMINISTRATIVE SERVICES	\$ 1,517,872	\$ 2,446,826	\$ 2,751,826	\$ 2,126,022	\$ 1,722,857	\$ 1,028,969	37.4%
GGOV - GENERAL GOVERNMENT	\$ 3,598,080	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	89,292	66,294	66,294	55,971	36,221	30,073	45.4%
99GV - GENERAL GOVERNMENT	\$ 3,687,372	\$ 66,294	\$ 66,294	\$ 55,971	\$ 36,221	\$ 30,073	45.4%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 936,517	\$ 746,005	\$ 876,005	\$ 602,585	\$ 782,452	\$ 93,553	10.7%
DESK - DESKTOP SUPPORT	272,004	125,000	125,000	105,152	-	125,000	100.0%
VANS - INFRASTRUCTURE NETWORK SVCS	-	-	-	130,000	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 1,208,521	\$ 871,005	\$ 1,001,005	\$ 837,737	\$ 782,452	\$ 218,553	21.8%
TOTAL PROGRAMS	\$ 23,316,214	\$ 22,625,464	\$ 24,385,464	\$ 22,436,398	\$ 24,093,150	\$ 292,314	1.2%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	\$ 9,244,221	\$ 9,465,215	\$ 10,485,215	\$ 10,308,436	\$ 10,760,009	\$ 274,794	2.6%
SUBTOTAL	\$ 9,244,221	\$ 9,465,215	\$ 10,485,215	\$ 10,308,436	\$ 10,760,009	\$ 274,794	2.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 13,251,217	\$ 15,659,367	\$ 15,659,367	\$ 11,387,795	\$ 12,192,737	\$ (3,466,630)	-22.1%
SUBTOTAL	\$ 13,251,217	\$ 15,659,367	\$ 15,659,367	\$ 11,387,795	\$ 12,192,737	\$ (3,466,630)	-22.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 175,942	\$ 229,910	\$ 229,910	\$ 53,119	\$ 52,910	\$ (177,000)	-77.0%
0650 - MISCELLANEOUS REVENUE	1,103,694	904,751	904,751	1,070,994	1,073,523	168,772	18.7%
SUBTOTAL	\$ 1,279,636	\$ 1,134,661	\$ 1,134,661	\$ 1,124,113	\$ 1,126,433	\$ (8,228)	-0.7%
ALL REVENUES	\$ 23,775,074	\$ 26,263,717	\$ 27,283,717	\$ 22,821,834	\$ 24,083,653	\$ (3,200,064)	-11.7%
TOTAL SOURCES	\$ 23,775,074	\$ 26,263,717	\$ 27,283,717	\$ 22,821,834	\$ 24,083,653	\$ (3,200,064)	-11.7%

Maricopa County Annual Business Strategies
FY 2010-11 Adopted Budget

Department Strategic Plans and Budgets
Justice Courts

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 11,178,626	\$ 11,808,578	\$ 11,808,578	\$ 11,646,746	\$ 11,624,451	\$ 184,127	1.6%
0705 - TEMPORARY PAY	420,721	599,354	599,354	454,430	507,594	91,760	15.3%
0710 - OVERTIME	100,690	118,836	214,510	180,404	214,510	-	0.0%
0750 - FRINGE BENEFITS	4,198,760	4,278,686	4,278,686	4,242,885	4,553,412	(274,726)	-6.4%
0790 - OTHER PERSONNEL SERVICES	111,474	459,226	459,226	96,165	147,493	311,733	67.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,257,505)	(3,427,641)	(3,427,641)	(3,427,641)	(3,644,406)	216,765	-6.3%
0796 - PERSONNEL SERVICES ALLOC-IN	3,886,368	4,135,171	4,385,171	4,328,256	4,273,254	111,917	2.6%
SUBTOTAL	\$ 16,639,134	\$ 17,972,210	\$ 18,317,884	\$ 17,521,245	\$ 17,676,308	\$ 641,576	3.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 364,755	\$ 249,712	\$ 476,712	\$ 426,880	\$ 511,207	\$ (34,495)	-7.2%
0804 - NON-CAPITAL EQUIPMENT	327,997	-	130,000	139,981	-	130,000	100.0%
SUBTOTAL	\$ 692,752	\$ 249,712	\$ 606,712	\$ 566,861	\$ 511,207	\$ 95,505	15.7%
SERVICES							
0810 - LEGAL SERVICES	\$ 8,150	\$ 11,000	\$ 12,000	\$ 1,786	\$ 3,000	\$ 9,000	75.0%
0812 - OTHER SERVICES	947,729	2,763,327	4,005,477	2,933,584	3,732,957	272,520	6.8%
0820 - RENT & OPERATING LEASES	833,741	1,189,401	1,001,577	1,001,577	1,091,146	(89,569)	-8.9%
0825 - REPAIRS AND MAINTENANCE	51,742	49,674	50,674	95,128	92,674	(42,000)	-82.9%
0830 - INTERGOVERNMENTAL PAYMENTS	3,598,080	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	125,492	74,817	75,817	98,731	93,543	(17,726)	-23.4%
0841 - TRAVEL	17,555	50,898	50,898	20,376	28,241	22,657	44.5%
0842 - EDUCATION AND TRAINING	13,292	31,025	31,025	19,576	31,025	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	129,321	108,400	108,400	154,660	144,049	(35,649)	-32.9%
SUBTOTAL	\$ 5,725,102	\$ 4,278,542	\$ 5,335,868	\$ 4,325,418	\$ 5,216,635	\$ 119,233	2.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 259,226	\$ -	\$ -	\$ 22,874	\$ -	\$ -	N/A
0950 - DEBT SERVICE	-	125,000	125,000	-	689,000	(564,000)	-451.2%
SUBTOTAL	\$ 259,226	\$ 125,000	\$ 125,000	\$ 22,874	\$ 689,000	\$ (564,000)	-451.2%
ALL EXPENDITURES	\$ 23,316,214	\$ 22,625,464	\$ 24,385,464	\$ 22,436,398	\$ 24,093,150	\$ 292,314	1.2%
TOTAL USES	\$ 23,316,214	\$ 22,625,464	\$ 24,385,464	\$ 22,436,398	\$ 24,093,150	\$ 292,314	1.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 18,427,197	\$ 20,140,000	\$ 20,140,000	\$ 16,210,526	\$ 16,235,000	\$ (3,905,000)	-19.4%
NON-RECURRING	(724)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 18,426,473	\$ 20,140,000	\$ 20,140,000	\$ 16,210,526	\$ 16,235,000	\$ (3,905,000)	-19.4%
204 JUSTICE CT JUDICIAL ENHANCENMT							
OPERATING	\$ 902,275	\$ 916,686	\$ 916,686	\$ 924,323	\$ 924,686	\$ 8,000	0.9%
FUND TOTAL SOURCES	\$ 902,275	\$ 916,686	\$ 916,686	\$ 924,323	\$ 924,686	\$ 8,000	0.9%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936	\$ 1,231,936	120.8%
FUND TOTAL SOURCES	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936	\$ 1,231,936	120.8%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 4,446,326	\$ 5,207,031	\$ 5,207,031	\$ 4,666,985	\$ 4,672,031	\$ (535,000)	-10.3%
FUND TOTAL SOURCES	\$ 4,446,326	\$ 5,207,031	\$ 5,207,031	\$ 4,666,985	\$ 4,672,031	\$ (535,000)	-10.3%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 23,775,798	\$ 26,263,717	\$ 27,283,717	\$ 22,821,834	\$ 24,083,653	\$ (3,200,064)	-11.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ (724)	\$ -	N/A				
DEPARTMENT TOTAL SOURCES	\$ 23,775,074	\$ 26,263,717	\$ 27,283,717	\$ 22,821,834	\$ 24,083,653	\$ (3,200,064)	-11.7%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 13,510,394	\$ 14,488,923	\$ 14,488,923	\$ 14,151,430	\$ 14,353,098	\$ 135,825	0.9%
FUND TOTAL USES	\$ 13,510,394	\$ 14,488,923	\$ 14,488,923	\$ 14,151,430	\$ 14,353,098	\$ 135,825	0.9%
204 JUSTICE CT JUDICIAL ENHANCENMT							
OPERATING	\$ 500,466	\$ 916,686	\$ 916,686	\$ 891,230	\$ 924,686	\$ (8,000)	-0.9%
NON-RECURRING	2,423,071	-	130,000	-	856,815	(726,815)	-559.1%
FUND TOTAL USES	\$ 2,923,537	\$ 916,686	\$ 1,046,686	\$ 891,230	\$ 1,781,501	\$ (734,815)	-70.2%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936	\$ (1,231,936)	-120.8%
FUND TOTAL USES	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936	\$ (1,231,936)	-120.8%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 4,598,750	\$ 5,207,031	\$ 5,207,031	\$ 4,821,416	\$ 4,672,031	\$ 535,000	10.3%
NON-RECURRING	2,283,533	2,012,824	2,622,824	1,552,322	1,034,584	1,588,240	60.6%
FUND TOTAL USES	\$ 6,882,283	\$ 7,219,855	\$ 7,829,855	\$ 6,373,738	\$ 5,706,615	\$ 2,123,240	27.1%
DEPARTMENT OPERATING TOTAL USES	\$ 18,609,610	\$ 20,612,640	\$ 21,632,640	\$ 20,884,076	\$ 22,201,751	\$ (569,111)	-2.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 4,706,604	\$ 2,012,824	\$ 2,752,824	\$ 1,552,322	\$ 1,891,399	\$ 861,425	31.3%
DEPARTMENT TOTAL USES	\$ 23,316,214	\$ 22,625,464	\$ 24,385,464	\$ 22,436,398	\$ 24,093,150	\$ 292,314	1.2%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
EXECUTIVE MANAGEMENT	4.00	6.00	6.00	7.00	8.00	2.00	33.3%
FINANCIAL SERVICES	5.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	4.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	14.00	16.00	16.00	17.00	17.00	1.00	6.3%
CIVIL JUSTICE							
CIVIL SMALL CLAIMS	26.50	26.50	26.50	26.50	26.50	-	0.0%
CIVIL TRAFFIC	77.03	79.03	79.03	79.03	80.03	1.00	1.3%
FORCIBLE DETAINER	46.00	51.00	51.00	52.00	52.00	1.00	2.0%
INJUNCTIONS AGAINST HARASS	13.00	13.00	13.00	13.00	13.00	-	0.0%
ORDERS OF PROTECTION	14.00	14.00	14.00	14.00	14.00	-	0.0%
SMALL CIVIL	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	212.53	219.53	219.53	220.53	221.53	2.00	0.9%
COURT OPERATIONS SUPPORT							
PUB INFO AND COMMUNITY OUTRCH	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	22.00	21.50	21.50	21.50	22.50	1.00	4.7%
MISDEMEANOR CRIM ADJUDICATION	26.00	28.00	28.00	33.00	31.00	3.00	10.7%
MISDEMEANOR DUI	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	60.00	61.50	61.50	66.50	65.50	4.00	6.5%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	46.00	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	47.00	1.00	1.00	1.00	1.00	-	0.0%
DEPARTMENT TOTAL	334.53	298.03	298.03	305.03	305.03	7.00	2.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Department Total	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%
Admin & Operations Mgr	4.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Specialist	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Applications Development Mgr	2.00	-	-	-	-	-	N/A
Applications Development Supv	2.00	-	-	-	-	-	N/A
Business/Systems Analyst	4.00	-	-	-	-	-	N/A
Business/Systems Analyst-Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	-	-	-	1.00	1.00	N/A
Computer Operator	1.00	-	-	-	-	-	N/A
Court Reporter	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Database Administrator	1.00	-	-	-	-	-	N/A
Deputy Director	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Finan/Business Analyst - Dept	-	-	-	1.00	1.00	1.00	N/A
Human Resources Analyst	1.00	-	-	1.00	1.00	1.00	N/A
Human Resources Associate	-	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	-	-	-	-	-	N/A
IT Senior Manager	1.00	-	-	-	-	-	N/A
Justice Of The Peace	23.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk	206.53	207.03	207.03	213.03	213.03	6.00	2.9%
Justice System Clerk Lead	20.00	24.00	24.00	24.00	24.00	-	0.0%
Justice System Clerk Supv	23.00	25.00	25.00	24.00	24.00	(1.00)	-4.0%
Management Analyst	5.00	6.00	6.00	6.00	6.00	-	0.0%
Office Assistant Specialized	-	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	-	1.00	1.00	1.00	N/A
Programmer/Analyst	15.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	5.00	-	-	-	-	-	N/A
Security Officer Manager	1.00	-	-	-	-	-	N/A
Systems Admin & Analysis Mgr	1.00	-	-	-	-	-	N/A
Systems/Network Administrator	1.00	-	-	-	-	-	N/A
Trainer	6.00	-	-	-	-	-	N/A
Web Designer/Developer	4.00	-	-	-	-	-	N/A
Web Designer/Developer-Sr/Ld	1.00	-	-	-	-	-	N/A
Department Total	334.53	298.03	298.03	305.03	305.03	7.00	2.3%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	330.53	292.03	292.03	297.03	303.03	11.00	3.8%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	4.00	2.00	2.00	2.00	2.00	-	0.0%
245 - JUSTICE COURTS SPECIAL REVENUE	-	4.00	4.00	6.00	-	(4.00)	-100.0%
DEPARTMENT TOTAL	334.53	298.03	298.03	305.03	305.03	7.00	2.3%

Significant Variance Analysis

The department used six contract staff in the Desert Ridge and Highland Justice Courts in FY 2010 for case processing. These contract staff is shifted to the General Fund (100) in FY 2010-11 as part of the Justice Courts staffing complement. In addition, per the Justice Courts' request, a Court Reporter position is converted to a Communication Ofcr/Govt Liaison position, working title of Public information Officer, to centralize public requests for information within Justice Court Administration.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by \$279,394 for employee health and dental premium increases.
- Increase Regular Benefits by \$121,831 for retirement contribution rate increase.
- The expenditure budget is reduced by \$487,762 by rightsizing Workers Compensation & Unemployment (\$24,990); Personnel Services (\$239,733); General Supplies \$54,500; Rent & Operating Leases \$89,569; Travel (\$20,000); Absorb (\$18,426) which is variance between the \$167,412 for the 6.0 FTE shifted from Special Revenue Fund (245) and the \$148,986 Request over Target; and Personnel Allocation Out (328,682) to balance existing allocations between funds of which (\$78,682) is allocated to Special Revenue Fund (259) and (\$250,000) is allocated to Photo Enforcement Fund (237) to FY 2010 forecasted levels.
- The expenditure budget is increased by \$17,717 as a result of rightsizing Workers Compensation & Unemployment charges to FY 2010 forecasted levels.
- The expenditure budget is reduced by \$335,445 as a result of increasing Personnel Savings from 3% to 5%.
- The revenue budget is reduced by \$3,905,000 as a result of declining Fines and Forfeits collections. The department is experiencing declining fines and fees due to decreased civil traffic case filings. The reduction in traffic filings is likely a natural consequence of the States Photo Enforcement Program, from which the County receives no fine or forfeit revenues. In addition, the department was expected to have the Fines/Fees and Restitution Enforcement (FARE) program in place to collect delinquent fines/fees, but full implementation will be delayed until the spring of 2011.
- The expenditure budget is increased by \$279,329 due to the decreased allocation of personnel costs to the Special Revenue Fund (259). Revenue has declined in the Special Revenue Fund (259), so this adjustment is necessary to structurally balance the fund.

Justice Court Judicial Enhancement Fund (204)

- Increase Regular Benefits by \$1,844 for employee health and dental premium increases.
- Increase Regular Benefits by \$368 for retirement contribution rate increase.
- The expenditure budget is increased by \$5,543 for Other Services.
- The expenditure budget is increased by \$245 as a result of increased Internal Service Fund charges for Workers Compensation & Unemployment.
- The revenue budget is increased by \$8,000. This is a combination of increased collections in Fines and Forfeits \$25,000 offset by decreased Interest Earnings (\$17,000).

Justice Court Judicial Enhancement Fund (204)

Non Recurring/Non Project (0001)

- The one-time expenditure budget of \$856,815 is fund balance appropriated for technology projects to increase the efficiency of Justice Courts operations.

Justice Court Special Revenue Fund (245)

- The expenditure budget is reduced by \$255,671 as a result of rightsizing Other Pay (\$2,588); Other Benefits (\$5,083); Other Personnel Services (\$72,000); General Supplies (\$20,000); Legal Services (\$9,000); Other Services (\$222,000); Repairs & Maintenance \$42,000; Travel (\$2,649) and Postage/Freight/Shipping \$35,649 to FY 2010 forecasted levels.
- The revenue budget is reduced by \$535,000. This is a combination of decreased collections in Other Charges for Service (\$375,000) and Interest Earnings (\$160,000).

- The expenditure budget is reduced by \$279,329 due to the decreased allocation from the General Fund (100). This adjustment is necessary in order to structurally balance the fund.

Justice Court Special Revenue Fund (245)
Non Recurring/Non Project (0001)

- The one-time expenditure budget of \$1,034,584 is fund balance appropriated for technology projects to increase the efficiency of Justice Courts operations.

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

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of Civil Traffic cases resolved within 180 days.	93.4%	87.0%	98.0%	11.0%	12.6%
Percent of Small Claims cases resolved within 180 days.	45.6%	72.0%	85.0%	13.0%	18.1%
Percent of Forcible Detainer Cases resolved within established court standards	N/A	N/A	100.0%	N/A	N/A
Percent of Injunctions Against Harassment issued within established court standards	N/A	N/A	100.0%	N/A	N/A
Percent of Orders of Protection issued within established court standards	N/A	N/A	100.0%	N/A	N/A
Percent of Small Civil cases resolved within 180 days.	57.8%	87.0%	75.0%	(12.0%)	-13.8%
Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days	N/A	42.0%	35.0%	(7.0%)	-16.7%

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer
- Orders of Protection
- Civil Traffic (Photo Enforcement)
- 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Civil Traffic cases resolved within 180 days.	93.4%	87.0%	98.0%	11.0%	12.6%
Output	Number of Civil Traffic cases resolved.	169,345	143,625	150,000	6,375	4.4%
Demand	Number of Civil Traffic (CIVT) cases filed.	158,293	138,758	150,000	11,242	8.1%
Efficiency	Cost per Civil Traffic case resolved.	\$ 28.14	\$ 49.08	\$ 46.22	\$ 2.86	5.8%
<i>Revenue</i>						
	100 - GENERAL	\$ 1,256,317	\$ 1,184,115	\$ 1,060,740	\$ (123,375)	-10.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	-	30,375	55,375	25,000	82.3%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,074,556	3,002,466	2,531,675	(470,791)	-15.7%
	TOTAL SOURCES	\$ 2,330,873	\$ 4,216,956	\$ 3,647,790	\$ (569,166)	-13.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,086,878	\$ 3,517,222	\$ 3,135,435	\$ 381,787	10.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	371,961	571,415	1,445,493	(874,078)	-153.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,306,469	2,961,187	2,351,607	609,580	20.6%
	TOTAL USES	\$ 4,765,308	\$ 7,049,824	\$ 6,932,535	\$ 117,289	1.7%

Activity Narrative: The demand for this activity is expected to increase as a result of the State eliminating the use of Photo Radar; thus increasing officer presence which will increase citations.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Small Claims cases resolved within 180 days.	45.6%	72.0%	85.0%	13.0%	18.1%
Output	Number of Small Claims cases resolved.	23,773	17,505	15,476	(2,029)	-11.6%
Demand	Number of Small Claims (CVSC) cases filed.	16,043	16,839	16,290	(549)	-3.3%
Efficiency	Cost per Small Claims case resolved.	\$ 65.67	\$ 82.66	\$ 94.98	\$ (12.32)	-14.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,163,238	\$ 1,134,090	\$ 1,030,711	\$ 103,379	9.1%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	9,740	35,679	35,679	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	388,194	277,175	403,471	(126,296)	-45.6%
	TOTAL USES	\$ 1,561,172	\$ 1,446,944	\$ 1,469,861	\$ (22,917)	-1.6%

Activity Narrative: The output for this activity is expected to decline as a result of the Justice Courts resolving the backlog of civil cases in FY2010.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Forcible Detainer Cases resolved within established court standards	N/A	N/A	100.0%	N/A	N/A
Output	Number of Forcible Detainer cases resolved.	74,377	62,821	70,890	8,069	12.8%
Demand	Number of Forcible Detainer (FDET) cases filed.	73,630	62,784	70,890	8,106	12.9%
Efficiency	Cost per Forcible Detainer case resolved.	\$ 43.40	\$ 67.79	\$ 49.04	\$ 18.75	27.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,604,285	\$ 2,991,069	\$ 3,003,946	\$ (12,877)	-0.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	69,041	50,039	50,039	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	554,847	1,217,438	422,472	794,966	65.3%
	TOTAL USES	\$ 3,228,173	\$ 4,258,546	\$ 3,476,457	\$ 782,089	18.4%

Activity Narrative: The demand and output for this activity are expected to increase in FY2011 which is in alignment with forecasted actual demand and output for this activity in FY2010.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Injunctions Against Harassment issued within established court standards	N/A	N/A	100.0%	N/A	N/A
Output	Number of Injunctions Against Harassment issued.	3,848	3,273	4,050	777	23.7%
Demand	Number of Injunctions Against Harassment (INJH) requested.	3,848	3,273	4,050	777	23.7%
Efficiency	Cost per Injunction Against Harassment issued.	\$ 189.64	\$ 202.89	\$ 162.97	\$ 39.92	19.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 560,604	\$ 549,271	\$ 543,244	\$ 6,027	1.1%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	2,625	12,393	12,393	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	166,501	102,408	104,388	(1,980)	-1.9%
	TOTAL USES	\$ 729,730	\$ 664,072	\$ 660,025	\$ 4,047	0.6%

Activity Narrative: The demand and output for this activity are expected to increase in FY2011 which is in alignment with forecasted demand and output for this activity in FY2010.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Orders of Protection issued within established court standards	N/A	N/A	100.0%	N/A	N/A
Output	Number of Orders of Protection issued.	3,698	3,851	3,950	99	2.6%
Demand	Number of Orders of Protection (ORDP) requested.	3,698	3,851	3,949	98	2.5%
Efficiency	Cost per Order of Protection issued.	\$ 257.39	\$ 234.69	\$ 265.37	\$ (30.68)	-13.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 805,481	\$ 813,199	\$ 821,532	\$ (8,333)	-1.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	3,609	15,116	15,116	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	142,754	75,458	211,566	(136,108)	-180.4%
	TOTAL USES	\$ 951,844	\$ 903,773	\$ 1,048,214	\$ (144,441)	-16.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Small Civil cases resolved within 180 days.	57.8%	75.0%	75.0%	0.0%	0.0%
Output	Number of Small Civil cases resolved.	80,082	72,097	72,097	-	0.0%
Demand	Number of Small Civil (SMCV) cases filed.	85,863	84,820	84,820	-	0.0%
Efficiency	Cost per Small Civil case resolved.	\$ 25.17	\$ 26.69	\$ 28.96	\$ (2.27)	-8.5%
<i>Revenue</i>						
	100 - GENERAL	\$ 4,746,250	\$ 4,318,099	\$ 4,633,750	\$ 315,651	7.3%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	533,227	500,655	483,655	(17,000)	-3.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,756,352	1,168,132	1,008,132	(160,000)	-13.7%
	TOTAL SOURCES	\$ 7,035,829	\$ 5,986,886	\$ 6,125,537	\$ 138,651	2.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,487,724	\$ 1,555,494	\$ 1,577,048	\$ (21,554)	-1.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,362	29,009	29,009	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	521,608	339,563	482,015	(142,452)	-42.0%
	TOTAL USES	\$ 2,015,694	\$ 1,924,066	\$ 2,088,072	\$ (164,006)	-8.5%

Civil Traffic (Photo Enforcement) Activity

The purpose of the Civil Traffic (Photo Enforcement) Activity is to provide defendants the opportunity to resolve civil traffic cases resulting from photo enforcement in Justice Courts for defendants and victims so they can be 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days	N/A	42.0%	35.0%	(7.0%)	-16.7%
Output	Number of Civil Traffic (Photo Enforcement) cases resolved	N/A	175,257	160,000	(15,257)	-8.7%
Demand	Number of Civil Traffic (Photo Enforcement) cases filed	N/A	432,612	400,000	(32,612)	-7.5%
Efficiency	Cost per Civil Traffic (Photo Enforcement) case resolved	N/A	\$ 5.82	\$ 14.07	\$ (8.25)	-141.8%
<i>Revenue</i>						
	237 - JUST COURTS PHOTO ENFORCEMENT	\$ -	\$ 1,020,000	\$ 2,251,936	\$ 1,231,936	120.8%
	TOTAL SOURCES	\$ -	\$ 1,020,000	\$ 2,251,936	\$ 1,231,936	120.8%
<i>Expenditure</i>						
	237 - JUST COURTS PHOTO ENFORCEMENT	\$ -	\$ 1,020,000	\$ 2,251,936	\$ (1,231,936)	-120.8%
	TOTAL USES	\$ -	\$ 1,020,000	\$ 2,251,936	\$ (1,231,936)	-120.8%

Base Adjustments:

Justice Court Photo Enforcement Fund (237)

- The expenditure budget is increased by \$1,231,936 as Other Base Adjustments to facilitate Information & Technology solutions and contract staff dedicated the processing of photo enforcement citations.
- The revenue budget is increased by \$1,231,936. This assumes the State reimbursements for photo enforcement citations will equal amounts collected in FY 2010.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Criminal Traffic cases resolved within 180 days.	73.5%	80.0%	80.0%	0.0%	0.0%
Percent of Misdemeanor Criminal cases resolved within 180 days.	62.1%	82.0%	70.0%	(12.0%)	-14.6%
Percent of Misdemeanor DUI cases resolved within 180 days.	69.7%	80.0%	85.0%	5.0%	6.2%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor Criminal Adjudication
- Misdemeanor DUI

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Criminal Traffic cases resolved within 180 days.	73.5%	82.0%	80.0%	(2.0%)	-2.4%
Output	Number of Criminal Traffic cases resolved.	68,655	54,010	54,000	(10)	-0.0%
Demand	Number of Criminal Traffic (CTRF) cases filed.	66,603	49,357	60,000	10,643	21.6%
Efficiency	Cost per Criminal Traffic case resolved.	\$ 18.30	\$ 20.72	\$ 21.59	\$ (0.87)	-4.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 917,547	\$ 902,381	\$ 947,689	\$ (45,308)	-5.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	8,249	24,786	24,786	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	330,569	191,673	193,481	(1,808)	-0.9%
	TOTAL USES	\$ 1,256,365	\$ 1,118,840	\$ 1,165,956	\$ (47,116)	-4.2%

Activity Narrative: The demand for this activity is expected to rise as a result of the State eliminating the use of Photo Radar; thus increasing officer presence which will increase citations.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Misdemeanor Criminal cases resolved within 180 days.	62.1%	70.0%	70.0%	0.0%	0.0%
Output	Number of Misdemeanor Criminal cases resolved.	20,125	17,788	19,500	1,712	9.6%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	25,737	20,319	25,000	4,681	23.0%
Efficiency	Cost per Misdemeanor Criminal case resolved.	\$ 83.68	\$ 85.63	\$ 92.47	\$ (6.84)	-8.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 12,423,906	\$ 14,637,786	\$ 10,540,510	\$ (4,097,276)	-28.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	306,884	385,656	385,656	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,501,640	1,036,433	1,132,224	95,791	9.2%
	TOTAL SOURCES	\$ 14,232,430	\$ 16,059,875	\$ 12,058,390	\$ (4,001,485)	-24.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,327,254	\$ 1,263,276	\$ 1,406,717	\$ (143,441)	-11.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,981	30,233	30,233	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	349,902	229,726	366,230	(136,504)	-59.4%
	TOTAL USES	\$ 1,684,137	\$ 1,523,235	\$ 1,803,180	\$ (279,945)	-18.4%

Activity Narrative: The demand for this activity is expected to increase as a result of law enforcement filing more cases as part of an effort to give attention to lower level crimes that has been passed over due to limited resources.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	69.7%	85.0%	85.0%	(0.0%)	-0.0%
Output	Number of Misdemeanor DUI cases resolved.	11,037	10,847	10,285	(562)	-5.2%
Demand	Number of Misdemeanor DUI cases filed.	11,933	10,739	11,000	261	2.4%
Efficiency	Cost per Misdemeanor DUI case resolved.	\$ 59.83	\$ 60.57	\$ 63.72	\$ (3.15)	-5.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 491,281	\$ 535,827	\$ 532,192	\$ 3,635	0.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,327	17,840	17,840	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	164,726	103,372	105,352	(1,980)	-1.9%
	TOTAL USES	\$ 660,334	\$ 657,039	\$ 655,384	\$ 1,655	0.3%

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 14,488,923	\$ 20,140,000
FY 2010 Revised Budget		
	\$ 14,488,923	\$ 20,140,000
Adjustments:		
Budget Balancing	\$ (10,889)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(10,889)</i>	<i>-</i>
Agenda Item:		
<i>C-49-09-066-2-00</i>	<i>(10,889)</i>	<i>-</i>
FY 2011 Budget Target	\$ 14,478,034	\$ 20,140,000
Adjustments:		
Employee Retirement and Benefits	\$ 401,225	\$ -
<i>Employee Health/Dental Premiums</i>	<i>279,394</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>121,831</i>	<i>-</i>
Base Adjustments	\$ (805,490)	\$ -
<i>Other Base Adjustments</i>	<i>(487,762)</i>	<i>-</i>
<i>Rightsize Worker's Comp and Unemployment</i>	<i>\$ (24,990)</i>	<i>-</i>
<i>Rightsize Other Personnel Services</i>	<i>(239,733)</i>	<i>-</i>
<i>Rightsize General Supplies</i>	<i>54,500</i>	<i>-</i>
<i>Rightsize Rent and Operating Leases</i>	<i>89,569</i>	<i>-</i>
<i>Rightsize Travel</i>	<i>(20,000)</i>	<i>-</i>
<i>Request under Target</i>	<i>(18,426)</i>	<i>-</i>
<i>Increase Allocation Out to match Special Revenue Fund (245)</i>	<i>(78,682)</i>	<i>-</i>
<i>Increase Allocation Out to match Photo Enforcement Fund (237)</i>	<i>(250,000)</i>	<i>-</i>
<i>Internal Service Charges</i>	<i>17,717</i>	<i>-</i>
<i>Rightsize Worker's Comp and Unemployment</i>	<i>\$ 17,717</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(335,445)</i>	<i>-</i>
<i>Rightsize Personnel Savings to 5%</i>	<i>\$ (335,445)</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ (3,905,000)
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(3,905,000)</i>
<i>Reduce Fine Revenue - Rightsize to FY10 level</i>	<i>\$ (3,905,000)</i>	<i>-</i>
Reallocations	\$ 279,329	\$ -
<i>Reallocation Between Funds</i>	<i>279,329</i>	<i>-</i>
<i>Reduce Allocation Out to Special Revenue Fund (245) due to reduced fee revenue</i>	<i>\$ 111,917</i>	<i>-</i>
<i>Shift 6.0 FTE for new courts from Special Revenue Fund (245)</i>	<i>167,412</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 14,353,098	\$ 16,235,000
<i>Percent Change from Target Amount</i>	<i>-0.9%</i>	<i>-19.4%</i>
FY 2011 Tentative Budget		
	\$ 14,353,098	\$ 16,235,000
<i>Percent Change from Target Amount</i>	<i>-0.9%</i>	<i>-19.4%</i>
FY 2011 Adopted Budget		
	\$ 14,353,098	\$ 16,235,000
<i>Percent Change from Target Amount</i>	<i>-0.9%</i>	<i>-19.4%</i>

Justice Courts Judicial Enhancement Fund (204)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 916,686	\$ 916,686
FY 2010 Revised Budget	\$ 916,686	\$ 916,686
FY 2011 Budget Target	\$ 916,686	\$ 916,686
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 2,212	\$ -
Employee Health/Dental Premiums	1,844	-
Retirement Contributions	368	-
Base Adjustments	\$ 5,788	\$ -
Other Base Adjustments	5,543	-
Increase Other Services for structural balance	\$ 5,543	-
Internal Service Charges	245	-
Rightsize Workers Comp & Unemployment	\$ 245	-
Fees and Other Revenues	\$ -	\$ 8,000
ProgRevenue Volume Inc/Dec	-	8,000
Rightsize revenue by increasing Fine & Forfeitures based on FY10 Forecast	\$ 25,000	-
Rightsize revenue by reducing Interest Earnings based on FY10 Forecast	(17,000)	-
FY 2011 Recommended Budget	\$ 924,686	\$ 924,686
Percent Change from Target Amount	0.9%	0.9%
FY 2011 Tentative Budget	\$ 924,686	\$ 924,686
Percent Change from Target Amount	0.9%	0.9%
FY 2011 Adopted Budget	\$ 924,686	\$ 924,686
Percent Change from Target Amount	0.9%	0.9%
Expenditures Revenue		
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ 130,000	\$ -
Just Crts Servers and Storage	130,000	-
	Agenda Item: C-24-10-009-M-00	
FY 2010 Revised Budget	\$ 130,000	\$ -
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ (130,000)	\$ -
Just Crts Servers and Storage	(130,000)	-
	Agenda Item: C-24-10-009-M-00	
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 856,815	\$ -
Other Non-Recurring	856,815	-
Increase one-time funding for technology projects	\$ 856,815	-
FY 2011 Recommended Budget	\$ 856,815	\$ -
Percent Change from Target Amount		
FY 2011 Tentative Budget	\$ 856,815	\$ -
Percent Change from Target Amount		
FY 2011 Adopted Budget	\$ 856,815	\$ -
Percent Change from Target Amount		

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,844,977	\$ 626,843	\$ 626,843	\$ 823,722	\$ 856,815
Sources:					
Operating	\$ 902,275	\$ 916,686	\$ 916,686	\$ 924,323	\$ 924,686
Total Sources:	\$ 902,275	\$ 916,686	\$ 916,686	\$ 924,323	\$ 924,686
Uses:					
Operating	\$ 500,466	\$ 916,686	\$ 916,686	\$ 891,230	\$ 924,686
Non-Recurring	2,423,071	-	130,000	-	856,815
Total Uses:	\$ 2,923,537	\$ 916,686	\$ 1,046,686	\$ 891,230	\$ 1,781,501
Structural Balance	\$ 401,809	\$ -	\$ -	\$ 33,093	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 823,722	\$ 626,843	\$ 496,843	\$ 856,815	\$ -
Total Ending Spendable Fund Balance	\$ 823,722	\$ 626,843	\$ 496,843	\$ 856,815	\$ -

Justice Courts Photo Enforcement Fund (237)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Fees and Other Revenues		
<i>Photo Radar Enforcement Fund</i>		
Agenda Item: <i>C-24-10-001-M-00</i>	\$ 1,020,000	\$ 1,020,000
	1,020,000	1,020,000
FY 2010 Revised Budget	\$ 1,020,000	\$ 1,020,000
FY 2011 Budget Target	\$ 1,020,000	\$ 1,020,000
Adjustments:		
Base Adjustments		
<i>Other Base Adjustments</i>	\$ 1,231,936	\$ -
<i>Increase Other Services for Information & Technology solutions and contract staff</i>	\$ 1,231,936	-
Fees and Other Revenues		
<i>ProgRevenue Volume Inc/Dec</i>	\$ -	\$ 1,231,936
<i>Revenue assumes State reimbursements for photo enforcement citations equal to FY10</i>	\$ 1,231,936	-
FY 2011 Recommended Budget	\$ 2,251,936	\$ 2,251,936
<i>Percent Change from Target Amount</i>	120.8%	120.8%
FY 2011 Tentative Budget	\$ 2,251,936	\$ 2,251,936
<i>Percent Change from Target Amount</i>	120.8%	120.8%
FY 2011 Adopted Budget	\$ 2,251,936	\$ 2,251,936
<i>Percent Change from Target Amount</i>	120.8%	120.8%

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Sources:					
Operating	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936
Total Sources:	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936
Uses:					
Operating	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936
Total Uses:	\$ -	\$ -	\$ 1,020,000	\$ 1,020,000	\$ 2,251,936
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Justice Courts Special Revenue Fund (245)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 5,207,031	\$ 5,207,031
FY 2010 Revised Budget	\$ 5,207,031	\$ 5,207,031
FY 2011 Budget Target	\$ 5,207,031	\$ 5,207,031
Adjustments:		
Base Adjustments		\$ (255,671)
Other Base Adjustments		(255,671)
Rightsize Other Pay	\$ (2,588)	
Rightsize Other Benefits	(5,083)	
Rightsize Other Personnel Services	(72,000)	
Rightsize General Supplies	(20,000)	
Rightsize Legal Services	(9,000)	
Rightsize Other Services	(222,000)	
Rightsize Repairs & Maintenance	42,000	
Rightsize Travel	(2,649)	
Rightsize Postage/Freight/Shipping	35,649	
Fees and Other Revenues		\$ -
ProgRevenue Volume Inc/Dec		-
Rightsize fee revenue based on FY10 Forecast	\$ (535,000)	(535,000)
Reallocations		\$ (279,329)
Reallocation Between Funds		(279,329)
Reduce Allocation In from Justice Courts General Fund (100) due to reduced revenue	\$ (111,917)	
Shift 6.0 FTE for new courts to Justice Courts General Fund (100)	(167,412)	
FY 2011 Recommended Budget	\$ 4,672,031	\$ 4,672,031
Percent Change from Target Amount	-10.3%	-10.3%
FY 2011 Tentative Budget	\$ 4,672,031	\$ 4,672,031
Percent Change from Target Amount	-10.3%	-10.3%
FY 2011 Adopted Budget	\$ 4,672,031	\$ 4,672,031
Percent Change from Target Amount	-10.3%	-10.3%

Justice Courts Special Revenue Fund (245) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 2,012,824	\$ -
Adjustments:		
Non Recurring	\$ 610,000	\$ -
<i>Just Cts Temp Clerks Photo Enf</i>	<i>305,000</i>	<i>-</i>
<i>Just Courts Temp Clerk Pool 2</i>	<i>305,000</i>	<i>-</i>
Agenda Item:		
<i>C-24-10-002-M-00</i>		
<i>C-24-10-004-M-00</i>		
FY 2010 Revised Budget	\$ 2,622,824	\$ -
Adjustments:		
Non Recurring	\$ (2,622,824)	\$ -
<i>Just Cts Temp Clerks Photo Enf</i>	<i>(305,000)</i>	<i>-</i>
<i>Just Courts Temp Clerk Pool 2</i>	<i>(305,000)</i>	<i>-</i>
<i>Other Non-Recurring</i>	<i>(2,012,824)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 1,034,584	\$ -
<i>Other Non-Recurring</i>	<i>1,034,584</i>	<i>-</i>
<i>Increase one-time funding for technology projects</i>	<i>\$ 1,034,584</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 1,034,584	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 1,034,584	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 1,034,584	\$ -
<i>Percent Change from Target Amount</i>		

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 5,177,286	\$ 3,611,381	\$ 3,611,381	\$ 2,741,337	\$ 1,034,584
Sources:					
Operating	\$ 4,446,326	\$ 5,207,031	\$ 5,207,031	\$ 4,666,985	\$ 4,672,031
Total Sources:	\$ 4,446,326	\$ 5,207,031	\$ 5,207,031	\$ 4,666,985	\$ 4,672,031
Uses:					
Operating	\$ 4,598,750	\$ 5,207,031	\$ 5,207,031	\$ 4,821,416	\$ 4,672,031
Non-Recurring	2,283,533	2,012,824	2,622,824	1,552,322	1,034,584
Total Uses:	\$ 6,882,283	\$ 7,219,855	\$ 7,829,855	\$ 6,373,738	\$ 5,706,615
Structural Balance	\$ (152,424)	\$ -	\$ -	\$ (154,431)	\$ -
Accounting Adjustments	\$ 8	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,741,337	\$ 1,598,557	\$ 988,557	\$ 1,034,584	\$ -
Total Ending Spendable Fund Balance	\$ 2,741,337	\$ 1,598,557	\$ 988,557	\$ 1,034,584	\$ -

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 2011 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 2012, Review Probation Supervision and Treatment Programs**
 - **By July 2012, 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. This will provide the department with benchmarks for developing and updating their strategic business plan by July 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
DVRN - JUVENILE COURT DIVERSION	\$ 3,232,445	\$ 2,817,935	\$ 3,241,434	\$ 3,550,039	\$ 2,817,935	\$ (423,499)	-13.1%
JVCP - JUV CRIME AND TRUANCY PREV	1,803,946	1,104,541	1,104,541	454,590	1,358,495	253,954	23.0%
27EN - JUVENILE EARLY INTERVENTION	\$ 5,036,391	\$ 3,922,476	\$ 4,345,975	\$ 4,004,629	\$ 4,176,430	\$ (169,545)	-3.9%
DALT - ALTERNATIVE TO JUV SECURE CARE	\$ 79,312	\$ 414,043	\$ 414,043	\$ 165,612	\$ 414,043	\$ -	0.0%
PDIS - JUV PRE DISPO SECURE CARE	692,135	519,931	519,931	515,538	513,931	(6,000)	-1.2%
27JD - JUVENILE DETENTION	\$ 771,447	\$ 933,974	\$ 933,974	\$ 681,150	\$ 927,974	\$ (6,000)	-0.6%
JSTD - JUV STANDARD PROB SUPERVISION	\$ 890,163	\$ 774,335	\$ 774,335	\$ 1,021,945	\$ 741,780	\$ (32,555)	-4.2%
27JP - JUVENILE PROBATION SUPERVISION	\$ 890,163	\$ 774,335	\$ 774,335	\$ 1,021,945	\$ 741,780	\$ (32,555)	-4.2%
CMDV - JUVENILE SKILLS DEVELOPMENT	\$ (7,540)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NRTA - JUV NON RESIDENTIAL TREATMENT	-	112,562	112,562	-	112,562	-	0.0%
RTCA - JUV NON RESIDENTIAL TREATMENT	-	317,297	317,297	105,764	317,297	-	0.0%
27JT - JUVENILE TREATMENT	\$ (7,540)	\$ 429,859	\$ 429,859	\$ 105,764	\$ 429,859	\$ -	0.0%
FSAC - FINANCIAL SERVICES	\$ 39,368	\$ 8,001	\$ 8,001	\$ 18,998	\$ 8,001	\$ -	0.0%
RMGT - RISK MANAGEMENT	-	-	-	2,011	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	\$ 39,368	\$ 8,001	\$ 8,001	\$ 21,009	\$ 8,001	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 3,444,901	\$ 3,618,698	\$ 3,618,698	\$ 3,456,061	\$ 3,651,253	\$ 32,555	0.9%
99GV - GENERAL GOVERNMENT	\$ 3,444,901	\$ 3,618,698	\$ 3,618,698	\$ 3,456,061	\$ 3,651,253	\$ 32,555	0.9%
TOTAL PROGRAMS	\$ 10,174,730	\$ 9,687,343	\$ 10,110,842	\$ 9,290,558	\$ 9,935,297	\$ (175,545)	-1.7%
USES							
DVRN - JUVENILE COURT DIVERSION	\$ 2,941,984	\$ 3,103,372	\$ 3,103,372	\$ 2,855,678	\$ 3,297,500	\$ (194,128)	-6.3%
JVCP - JUV CRIME AND TRUANCY PREV	2,131,242	1,633,965	2,057,464	1,506,464	1,814,436	243,028	11.8%
TEEN - JUVENILE TEEN COURT	368,753	438,927	438,927	389,966	438,671	256	0.1%
27EN - JUVENILE EARLY INTERVENTION	\$ 5,441,979	\$ 5,176,264	\$ 5,599,763	\$ 4,752,108	\$ 5,550,607	\$ 49,156	0.9%
DALT - ALTERNATIVE TO JUV SECURE CARE	\$ 3,518,291	\$ 3,933,013	\$ 3,933,013	\$ 3,317,138	\$ 3,470,863	\$ 462,150	11.8%
JDAC - JUV DETENTION ASSESSMENT	1,686,094	1,553,539	1,553,539	1,719,315	1,758,455	(204,916)	-13.2%
JMED - JUV DETENTION MEDICAL HEALTH	2,445,796	2,515,977	2,515,977	2,320,555	2,493,562	22,415	0.9%
PDIS - JUV PRE DISPO SECURE CARE	23,167,952	24,251,102	24,251,102	21,129,204	23,422,833	828,269	3.4%
PSYC - JUV DET BEHAVIORAL HEALTH	681,053	847,304	847,304	675,850	836,274	11,030	1.3%
27JD - JUVENILE DETENTION	\$ 31,499,186	\$ 33,100,935	\$ 33,100,935	\$ 29,162,062	\$ 31,981,987	\$ 1,118,948	3.4%
DWRS - RESIDENTIAL DUAL WARD SUPV	\$ 30,459	\$ 41,578	\$ 41,578	\$ 22,267	\$ 29,144	\$ 12,434	29.9%
JIPS - JUV INTENSIVE PROB SUPERVISION	3,265,444	3,300,216	3,300,216	2,950,238	2,610,390	689,826	20.9%
JPDI - PRE DISPOSITION INVESTIGATIONS	2,124,577	2,051,860	2,051,860	1,885,317	2,207,187	(155,327)	-7.6%
JSTD - JUV STANDARD PROB SUPERVISION	10,189,333	9,444,318	8,840,318	9,246,746	9,582,010	(741,692)	-8.4%
SOPS - JUVENILE SEX OFFENDER SUPV	34,094	73,212	73,212	29,026	29,841	43,371	59.2%
27JP - JUVENILE PROBATION SUPERVISION	\$ 15,643,907	\$ 14,911,184	\$ 14,307,184	\$ 14,133,594	\$ 14,458,572	\$ (151,388)	-1.1%
CMDV - JUVENILE SKILLS DEVELOPMENT	\$ 281,744	\$ 300,110	\$ 300,110	\$ 264,318	\$ 312,153	\$ (12,043)	-4.0%
DRUG - JUVENILE DRUG TREATMENT	78,523	122,158	122,158	81,973	99,357	22,801	18.7%
NRTA - JUV NON RESIDENTIAL TREATMENT	448,184	437,499	437,499	306,865	424,223	13,276	3.0%
RTCA - JUV NON RESIDENTIAL TREATMENT	332,866	316,714	316,714	270,564	289,799	26,915	8.5%
SEXT - JUV SEX OFFENDER TREATMENT	30,237	33,645	33,645	34,911	35,984	(2,339)	-7.0%
YRAA - YOUTH RECOVERY ACADEMY	2,979	-	-	-	-	-	N/A
27JT - JUVENILE TREATMENT	\$ 1,174,533	\$ 1,210,126	\$ 1,210,126	\$ 958,631	\$ 1,161,516	\$ 48,610	4.0%
BDGT - BUDGETING	\$ 134,359	\$ 279,224	\$ 279,224	\$ 216,130	\$ 482,270	\$ (203,046)	-72.7%
FSAC - FINANCIAL SERVICES	1,192,614	1,291,728	1,291,728	966,013	1,176,265	115,463	8.9%
HRAC - HUMAN RESOURCES	775,796	932,015	932,015	804,407	1,028,500	(96,485)	-10.4%
ODIR - EXECUTIVE MANAGEMENT	829,781	850,622	850,622	734,228	915,732	(65,110)	-7.7%
PROC - PROCUREMENT	115,910	190,078	190,078	159,290	147,418	42,660	22.4%
RMGT - RISK MANAGEMENT	306,162	38,224	38,224	27,696	378,012	(339,788)	-888.9%
99AS - ADMINISTRATIVE SERVICES	\$ 3,354,622	\$ 3,581,891	\$ 3,581,891	\$ 2,907,764	\$ 4,128,197	\$ (546,306)	-15.3%
GGOV - GENERAL GOVERNMENT	\$ 779,609	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	471,756	268,405	268,405	392,641	461,100	(192,695)	-71.8%
99GV - GENERAL GOVERNMENT	\$ 1,251,365	\$ 268,405	\$ 268,405	\$ 392,641	\$ 461,100	\$ (192,695)	-71.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,059,323	\$ 1,091,277	\$ 1,091,277	\$ 1,067,424	\$ 1,092,599	\$ (1,322)	-0.1%
DACR - DATA CENTER	30,430	38,142	38,142	11,514	46,816	(8,674)	-22.7%
DESK - DESKTOP SUPPORT	194,588	341,592	341,592	310,554	318,631	22,961	6.7%
GISA - GIS APPLICATION DEV AND SUPP	40,960	42,718	42,718	41,069	43,365	(647)	-1.5%
VANS - INFRASTRUCTURE NETWORK SVCS	(5,508)	(3,108)	(3,108)	(3,108)	-	(3,108)	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 1,319,793	\$ 1,510,621	\$ 1,510,621	\$ 1,427,453	\$ 1,501,411	\$ 9,210	0.6%
TOTAL PROGRAMS	\$ 59,685,385	\$ 59,759,426	\$ 59,578,925	\$ 53,734,253	\$ 59,243,390	\$ 335,535	0.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 5,641,934	\$ 4,992,523	\$ 5,416,022	\$ 4,928,090	\$ 5,246,477	\$ (169,545)	-3.1%
0620 - OTHER INTERGOVERNMENTAL	61,569	20,999	20,999	3,106	14,999	(6,000)	-28.6%
SUBTOTAL	\$ 5,703,503	\$ 5,013,522	\$ 5,437,021	\$ 4,931,196	\$ 5,261,476	\$ (175,545)	-3.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 991,108	\$ 957,490	\$ 957,490	\$ 857,803	\$ 916,934	\$ (40,556)	-4.2%
SUBTOTAL	\$ 991,108	\$ 957,490	\$ 957,490	\$ 857,803	\$ 916,934	\$ (40,556)	-4.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 3,399,197	\$ 3,618,698	\$ 3,618,698	\$ 3,441,644	\$ 3,651,253	\$ 32,555	0.9%
SUBTOTAL	\$ 3,399,197	\$ 3,618,698	\$ 3,618,698	\$ 3,441,644	\$ 3,651,253	\$ 32,555	0.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 64,279	\$ 72,633	\$ 72,633	\$ 41,548	\$ 72,633	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	16,643	25,000	25,000	18,367	33,001	8,001	32.0%
SUBTOTAL	\$ 80,922	\$ 97,633	\$ 97,633	\$ 59,915	\$ 105,634	\$ 8,001	8.2%
ALL REVENUES	\$ 10,174,730	\$ 9,687,343	\$ 10,110,842	\$ 9,290,558	\$ 9,935,297	\$ (175,545)	-1.7%
TOTAL SOURCES	\$ 10,174,730	\$ 9,687,343	\$ 10,110,842	\$ 9,290,558	\$ 9,935,297	\$ (175,545)	-1.7%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 36,949,223	\$ 35,401,511	\$ 34,901,511	\$ 33,531,965	\$ 34,417,205	\$ 484,306	1.4%
0705 - TEMPORARY PAY	191,872	541,689	541,689	285,075	473,757	67,932	12.5%
0710 - OVERTIME	347,238	565,990	565,990	320,718	312,012	253,978	44.9%
0750 - FRINGE BENEFITS	12,460,617	11,826,788	11,576,788	10,545,421	13,233,795	(1,657,007)	-14.3%
0790 - OTHER PERSONNEL SERVICES	648,934	669,295	1,092,794	362,584	468,031	624,763	57.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(7,358,891)	(6,643,773)	(6,643,773)	(6,602,317)	(7,218,735)	574,962	-8.7%
0796 - PERSONNEL SERVICES ALLOC-IN	9,786,193	10,696,120	10,696,120	10,489,979	11,083,809	(387,689)	-3.6%
SUBTOTAL	\$ 53,025,186	\$ 53,057,620	\$ 52,731,119	\$ 48,933,425	\$ 52,769,874	\$ (38,755)	-0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 610,391	\$ 1,032,250	\$ 1,178,250	\$ 567,317	\$ 767,385	\$ 410,865	34.9%
0802 - MEDICAL SUPPLIES	153,312	211,150	211,150	116,192	212,350	(1,200)	-0.6%
0803 - FUEL	54,472	109,523	109,523	43,665	109,523	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	287,892	20,500	20,500	1,332	20,500	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(40,764)	(119,274)	(119,274)	(119,268)	(119,274)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	681,942	916,767	916,767	686,661	811,466	105,301	11.5%
SUBTOTAL	\$ 1,747,245	\$ 2,170,916	\$ 2,316,916	\$ 1,295,899	\$ 1,801,950	\$ 514,966	22.2%
SERVICES							
0810 - LEGAL SERVICES	\$ 4,826	\$ 3,100	\$ 3,100	\$ 8,608	\$ 13,100	\$ (10,000)	-322.6%
0811 - HEALTH CARE SERVICES	1,696,093	1,758,777	1,758,777	1,454,834	1,439,715	319,062	18.1%
0812 - OTHER SERVICES	356,181	532,066	532,066	351,246	793,213	(261,147)	-49.1%
0820 - RENT & OPERATING LEASES	404,091	468,000	468,000	471,403	514,180	(46,180)	-9.9%
0825 - REPAIRS AND MAINTENANCE	227,062	292,300	292,300	203,757	492,248	(199,948)	-68.4%
0830 - INTERGOVERNMENTAL PAYMENTS	1,523,266	495,852	495,852	194,222	150,183	345,669	69.7%
0839 - INTERNAL SERVICE CHARGES	325,974	326,292	326,292	258,308	287,731	38,561	11.8%
0841 - TRAVEL	161,822	128,917	128,917	168,704	153,917	(25,000)	-19.4%
0842 - EDUCATION AND TRAINING	17,365	175,997	175,997	53,898	150,997	25,000	14.2%
0843 - POSTAGE/FREIGHT/SHIPPING	58,323	103,200	103,200	63,953	78,200	25,000	24.2%
0850 - UTILITIES	2,616	4,300	4,300	3,930	4,300	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(648,596)	(382,768)	(382,768)	(382,764)	(362,010)	(20,758)	5.4%
0873 - SERVICES-ALLOCATION IN	656,928	382,768	382,768	386,877	701,170	(318,402)	-83.2%
SUBTOTAL	\$ 4,785,951	\$ 4,288,801	\$ 4,288,801	\$ 3,236,976	\$ 4,416,944	\$ (128,143)	-3.0%
CAPITAL							
0950 - DEBT SERVICE	\$ 127,003	\$ 242,089	\$ 242,089	\$ 267,953	\$ 254,622	\$ (12,533)	-5.2%
SUBTOTAL	\$ 127,003	\$ 242,089	\$ 242,089	\$ 267,953	\$ 254,622	\$ (12,533)	-5.2%
ALL EXPENDITURES	\$ 59,685,385	\$ 59,759,426	\$ 59,578,925	\$ 53,734,253	\$ 59,243,390	\$ 335,535	0.6%
TOTAL USES	\$ 59,685,385	\$ 59,759,426	\$ 59,578,925	\$ 53,734,253	\$ 59,243,390	\$ 335,535	0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 100,937	\$ 29,000	\$ 29,000	\$ 22,104	\$ 23,000	\$ (6,000)	-20.7%
FUND TOTAL SOURCES	\$ 100,937	\$ 29,000	\$ 29,000	\$ 22,104	\$ 23,000	\$ (6,000)	-20.7%
227 JUVENILE PROBATION GRANTS							
OPERATING	\$ 5,653,753	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477	\$ (169,545)	-3.1%
NON-RECURRING	-	-	-	344,440	-	-	N/A
FUND TOTAL SOURCES	\$ 5,653,753	\$ 5,042,523	\$ 5,466,022	\$ 4,952,459	\$ 5,296,477	\$ (169,545)	-3.1%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	\$ 4,008,191	\$ 4,204,187	\$ 4,204,187	\$ 3,951,904	\$ 4,204,187	\$ -	0.0%
NON-RECURRING	(24)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 4,008,167	\$ 4,204,187	\$ 4,204,187	\$ 3,951,904	\$ 4,204,187	\$ -	0.0%
229 JUVENILE RESTITUTION							
OPERATING	\$ 19,338	\$ 25,000	\$ 25,000	\$ 17,781	\$ 25,000	\$ -	0.0%
FUND TOTAL SOURCES	\$ 19,338	\$ 25,000	\$ 25,000	\$ 17,781	\$ 25,000	\$ -	0.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	\$ 392,535	\$ 386,633	\$ 386,633	\$ 346,310	\$ 386,633	\$ -	0.0%
FUND TOTAL SOURCES	\$ 392,535	\$ 386,633	\$ 386,633	\$ 346,310	\$ 386,633	\$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 10,174,754	\$ 9,687,343	\$ 10,110,842	\$ 8,946,118	\$ 9,935,297	\$ (175,545)	-1.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ (24)	\$ -	\$ -	\$ 344,440	\$ -	\$ -	N/A
DEPARTMENT TOTAL SOURCES	\$ 10,174,730	\$ 9,687,343	\$ 10,110,842	\$ 9,290,558	\$ 9,935,297	\$ (175,545)	-1.7%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 16,303,531	\$ 16,449,965	\$ 15,699,965	\$ 14,428,793	\$ 16,124,198	\$ (424,233)	-2.7%
FUND TOTAL USES	\$ 16,303,531	\$ 16,449,965	\$ 15,699,965	\$ 14,428,793	\$ 16,124,198	\$ (424,233)	-2.7%
227 JUVENILE PROBATION GRANTS							
OPERATING	\$ 5,252,358	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477	\$ 169,545	3.1%
FUND TOTAL USES	\$ 5,252,358	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477	\$ 169,545	3.1%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	\$ 4,678,659	\$ 4,204,187	\$ 4,204,187	\$ 4,188,729	\$ 4,204,187	\$ -	0.0%
NON-RECURRING	779,609	-	146,000	-	-	146,000	100.0%
FUND TOTAL USES	\$ 5,458,268	\$ 4,204,187	\$ 4,350,187	\$ 4,188,729	\$ 4,204,187	\$ 146,000	3.4%
229 JUVENILE RESTITUTION							
OPERATING	\$ 23,351	\$ 25,000	\$ 25,000	\$ 24,883	\$ 25,000	\$ -	0.0%
FUND TOTAL USES	\$ 23,351	\$ 25,000	\$ 25,000	\$ 24,883	\$ 25,000	\$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	\$ 32,359,204	\$ 33,651,118	\$ 33,651,118	\$ 30,143,038	\$ 33,206,895	\$ 444,223	1.3%
FUND TOTAL USES	\$ 32,359,204	\$ 33,651,118	\$ 33,651,118	\$ 30,143,038	\$ 33,206,895	\$ 444,223	1.3%
275 JUVENILE PROBATION DIVERSION							
OPERATING	\$ 288,673	\$ 386,633	\$ 386,633	\$ 340,791	\$ 386,633	\$ -	0.0%
FUND TOTAL USES	\$ 288,673	\$ 386,633	\$ 386,633	\$ 340,791	\$ 386,633	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 58,905,776	\$ 59,759,426	\$ 59,432,925	\$ 53,734,253	\$ 59,243,390	\$ 189,535	0.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 779,609	\$ -	\$ 146,000	\$ -	\$ -	\$ 146,000	100.0%
DEPARTMENT TOTAL USES	\$ 59,685,385	\$ 59,759,426	\$ 59,578,925	\$ 53,734,253	\$ 59,243,390	\$ 335,535	0.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.90	0.50	0.50	0.50	0.50	-	0.0%
EXECUTIVE MANAGEMENT	12.50	10.50	10.50	11.50	11.50	1.00	9.5%
FINANCIAL SERVICES	22.70	1.50	1.50	1.50	1.50	-	0.0%
HUMAN RESOURCES	10.15	7.95	7.95	6.95	6.95	(1.00)	-12.6%
PROCUREMENT	3.50	0.30	0.30	0.30	0.30	-	0.0%
RISK MANAGEMENT	0.25	0.25	0.25	0.25	0.25	-	0.0%
PROGRAM TOTAL	50.00	21.00	21.00	21.00	21.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.00	1.00	1.00	1.00	1.00	-	0.0%
DATA CENTER	3.00	2.00	2.00	2.00	2.00	-	0.0%
GIS APPLICATION DEV AND SUPP	0.50	0.50	0.50	0.50	0.50	-	0.0%
PROGRAM TOTAL	4.50	3.50	3.50	3.50	3.50	-	0.0%
JUVENILE DETENTION							
ALTERNATIVE TO JUV SECURE CARE	25.00	24.00	24.00	24.00	24.00	-	0.0%
JUV DET BEHAVIORAL HEALTH	12.00	9.00	9.00	8.00	8.00	(1.00)	-11.1%
JUV DETENTION ASSESSMENT	23.00	21.00	21.00	23.00	22.00	1.00	4.8%
JUV DETENTION MEDICAL HEALTH	24.00	23.00	23.00	23.00	23.00	-	0.0%
JUV PRE DISPO SECURE CARE	379.10	327.10	327.10	322.10	322.10	(5.00)	-1.5%
PROGRAM TOTAL	463.10	404.10	404.10	400.10	399.10	(5.00)	-1.2%
JUVENILE EARLY INTERVENTION							
JUV CRIME AND TRUANCY PREV	29.10	22.50	22.50	24.35	24.35	1.85	8.2%
JUVENILE COURT DIVERSION	49.60	50.20	50.20	47.35	45.35	(4.85)	-9.7%
JUVENILE TEEN COURT	7.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	85.70	78.70	78.70	77.70	75.70	(3.00)	-3.8%
JUVENILE PROBATION SUPERVISION							
JUV INTENSIVE PROB SUPERVISION	58.60	48.70	48.70	46.70	46.70	(2.00)	-4.1%
JUV STANDARD PROB SUPERVISION	173.10	150.00	150.00	156.90	156.90	6.90	4.6%
JUVENILE SEX OFFENDER SUPV	1.20	1.20	1.20	0.40	0.40	(0.80)	-66.7%
PRE DISPOSITION INVESTIGATIONS	37.60	29.10	29.10	29.20	29.20	0.10	0.3%
RESIDENTIAL DUAL WARD SUPV	0.60	0.60	0.60	0.40	0.40	(0.20)	-33.3%
PROGRAM TOTAL	271.10	229.60	229.60	233.60	233.60	4.00	1.7%
JUVENILE TREATMENT							
JUV NON RESIDENTIAL TREATMENT	12.20	12.20	12.20	11.20	11.20	(1.00)	-8.2%
JUV SEX OFFENDER TREATMENT	1.90	0.90	0.90	0.90	0.90	-	0.0%
JUVENILE DRUG TREATMENT	2.60	1.60	1.60	1.10	1.10	(0.50)	-31.3%
JUVENILE SKILLS DEVELOPMENT	10.00	6.00	6.00	6.00	6.00	-	0.0%
YOUTH RECOVERY ACADEMY	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	27.70	20.70	20.70	19.20	19.20	(1.50)	-7.2%
DEPARTMENT TOTAL	902.10	757.60	757.60	755.10	752.10	(5.50)	-0.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Department Total	1,246.00	1,050.00	1,050.00	1,098.50	1,064.50	14.50	1.4%
Accountant	2.00	-	-	-	-	-	N/A
Accounting Specialist	11.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Administrator	1.00	-	-	-	-	-	N/A
Collections Supervisor	1.00	-	-	-	-	-	N/A
Collector	3.00	-	-	-	-	-	N/A
Counseling Supervisor	2.00	1.00	1.00	-	-	(1.00)	-100.0%
Counselor	9.00	6.50	6.50	6.00	6.00	(0.50)	-7.7%
Deputy Director	3.00	3.00	3.00	3.00	3.00	-	0.0%
Detention Ofcr Coord-Probation	13.00	12.00	12.00	-	-	(12.00)	-100.0%
Detention Ofcr Supv-Probation	16.00	13.00	13.00	25.00	25.00	12.00	92.3%
Detention Officer - Probation	313.10	266.10	266.10	265.10	265.10	(1.00)	-0.4%
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	1.00	1.00	1.00	N/A
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
General Laborer	21.00	20.00	20.00	20.00	20.00	-	0.0%
Health Educator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Info Systems Manager	1.00	-	-	-	-	-	N/A
Justice System Clerk	46.00	40.00	40.00	40.00	40.00	-	0.0%
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supv	7.00	6.00	6.00	5.00	5.00	(1.00)	-16.7%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Managing Physician	1.00	-	-	-	-	-	N/A
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	12.00	12.00	12.00	12.00	12.00	-	0.0%
Nurse Pract/Phys Asst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	2.00	-	-	-	-	-	N/A
Office Assistant Specialized	8.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	-	-	-	1.00	1.00	1.00	N/A
Operations/Program Supervisor	-	1.00	1.00	-	-	(1.00)	-100.0%
Physician	-	1.00	1.00	1.00	1.00	-	0.0%
Probation Manager	7.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
Probation Officer	298.00	255.00	255.00	260.00	257.00	2.00	0.8%
Probation Officer Supervisor	39.00	35.00	35.00	33.00	33.00	(2.00)	-5.7%
Procurement Specialist	2.00	-	-	-	-	-	N/A
Program Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Psychologist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Surveillance Officer	55.00	50.00	50.00	48.00	48.00	(2.00)	-4.0%
Department Total	902.10	757.60	757.60	755.10	752.10	(5.50)	-0.7%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	354.00	281.50	281.50	281.00	281.00	(0.50)	-0.2%
227 - JUVENILE PROBATION GRANTS	68.00	61.00	61.00	63.00	61.00	-	0.0%
255 - DETENTION OPERATIONS	475.10	410.10	410.10	406.10	405.10	(5.00)	-1.2%
275 - JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	5.00	-	0.0%
DEPARTMENT TOTAL	902.10	757.60	757.60	755.10	752.10	(5.50)	-0.7%

Significant Variance Analysis

The number of youth detainees is expected to decline slightly which allows the department to reduce positions without negatively impacting services. The positions eliminated in the budget were vacant as a result of employee attrition.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by \$300,108 for employee health and dental premium increases.
- Increase Regular Benefits by \$746,564 for retirement contribution rate increase.
- The expenditure budget is reduced by \$840,629 as a result of rightsizing Other Personnel Services (\$228,012), General Supplies (\$332,617), Other Services (\$230,000), Education and Training (\$25,000) and Postage/Freight/Shipping (\$25,000) to FY 2010 forecasted levels.
- The expenditure budget is reduced by \$274,650 as a result of increasing Personnel Savings from 3% to 5%.
- The expenditure budget is reduced by \$27,192 as a result of the required savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP).
- The revenue budget is reduced by \$6,000 as a result of declining miscellaneous revenue.
- The expenditure budget is increased by \$339,160 as a result of allocating the payment made to the State for risk management charges from the Adult Probation Fees Fund (201).
- The expenditure budget is reduced by \$557,774 as a result of right-sizing the indirect cost allocation to the Detention Fund (255).

Juvenile Probation Grants Fund (227)

- Increase Regular Benefits by \$67,284 for employee health and dental premium increases.
- Increase Regular Benefits by \$158,527 for retirement contribution rate increase.
- The expenditure budget is reduced by \$225,811 as a result of rightsizing Other Personnel Services to FY 2010 forecasted levels; thus offsetting increase to employee compensation and benefits.
- The department expects grant revenue to decline. Revenues (\$169,545) and expenditures (\$169,545) are reduced, accordingly.
- The expenditure budget is reduced by \$158,438 as a result of the required savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP) which is offset by an adjustment to Personnel Savings for a net impact of zero.

Detention Fund (255)

- Increase Regular Benefits by \$433,715 for employee health and dental premium increases.
- Increase Regular Benefits by \$857,956 for retirement contribution rate increase.
- The expenditure budget is reduced by \$1,592,104 as a result of right-sizing Other Personnel Services (\$175,828); Temporary Pay (\$67,932); Overtime (\$253,978); General Supplies (\$194,782); Supplies Allocation In (\$36,798); Healthcare Services (\$322,662) and Services Allocation In (\$20,758) to FY 2010 forecasted levels. Further, expenditures are reduced by \$519,366 as a result of 2010 overfunded retirement contributions.
- The expenditure budget is reduced by \$688,159 as a result of increasing Personnel Savings from 3% to 6%.
- The expenditure budget is reduced by \$13,405 as a result of savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP).
- The expenditure budget is increased by \$557,774 as a result of right-sizing the indirect cost allocation from the General Fund (100).
- The expenditure budget is reduced by \$82,706 as a result of the required savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP) which is offset by an adjustment to Personnel Savings for a net impact of zero.

Juvenile Probation Diversion Fund (275)

- Increase Regular Benefits by \$5,340 for employee health and dental premium increases.
- Increase Regular Benefits by \$15,112 for retirement contribution rate increase.
- The expenditure budget is reduced by \$20,452 as a result of rightsizing Other Personnel Services to FY 2010 forecasted levels; thus offsetting the increase to employee compensation and benefits.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	81.4%	79.9%	85.0%	5.1%	6.4%
Percent of juvenile offenders who are detained.	89.6%	100.0%	85.0%	(15.0%)	-15.0%
Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.6%	100.0%	100.0%	0.0%	0.0%
Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	81.4%	79.9%	85.0%	5.1%	6.4%
Output	Average daily population of juvenile offenders participating in a Detention Alternative.	324	447	412	(35)	-7.8%
Demand	Average daily population of juvenile offenders brought to detention by law enforcement or court order who are eligible for a Detention Alternative.	324	447	412	(35)	-7.8%
Efficiency	Cost (daily) per juvenile offender participating in a Detention Alternative.	\$ 10,867.31	\$ 8,798.69	\$ 8,424.42	\$ 374.26	4.3%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ 79,312	\$ 414,043	\$ 414,043	\$ -	0.0%
	TOTAL SOURCES	\$ 79,312	\$ 414,043	\$ 414,043	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 203,154	\$ 227,771	\$ 263,156	\$ (35,385)	-15.5%
	227 - JUVENILE PROBATION GRANTS	125,165	436,660	111,147	325,513	74.5%
	255 - DETENTION OPERATIONS	3,189,972	3,268,582	3,096,560	172,022	5.3%
	TOTAL USES	\$ 3,518,291	\$ 3,933,013	\$ 3,470,863	\$ 462,150	11.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of juvenile offenders who are detained.	89.6%	100.0%	85.0%	(15.0%)	-15.0%
Output	Number of juvenile offenders who are assessed.	6,915	9,292	9,712	420	4.5%
Demand	Number of juvenile offenders brought to detention by local law enforcement or court order.	7,757	10,325	10,325	-	0.0%
Efficiency	Cost per juvenile assessed.	\$ 243.83	\$ 167.19	\$ 181.06	\$ (13.87)	-8.3%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 1,686,094	\$ 1,553,539	\$ 1,758,455	\$ (204,916)	-13.2%
	TOTAL USES	\$ 1,686,094	\$ 1,553,539	\$ 1,758,455	\$ (204,916)	-13.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.6%	100.0%	100.0%	0.0%	0.0%
Output	Number of comprehensive medical examinations provided	76,254	11,860	11,860	-	0.0%
Output	Number of medical services provided.	76,254	103,710	103,710	-	0.0%
Demand	Number of requested or required medical services.	76,254	103,710	103,710	-	0.0%
Efficiency	Cost per medical service provided.	\$ 32.07	\$ 24.26	\$ 24.04	\$ 0.22	0.9%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 2,445,796	\$ 2,515,977	\$ 2,493,562	\$ 22,415	0.9%
	TOTAL USES	\$ 2,445,796	\$ 2,515,977	\$ 2,493,562	\$ 22,415	0.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of juveniles who are scheduled to appear in court.	222	272	265	(7)	-2.6%
Output	Average daily population of juveniles detained pre-disposition.	222	272	265	(7)	-2.6%
Demand	Average daily population of juveniles admitted to Pre-Disposition Secure Care Detention.	222	272	265	(7)	-2.6%
Efficiency	Cost (daily) per juvenile detained pre-disposition.	\$ 385.92	\$ 244.27	\$ 242.16	\$ 2.11	0.9%
<i>Revenue</i>						
	100 - GENERAL	\$ 61,581	\$ 15,000	\$ 9,000	\$ (6,000)	-40.0%
	227 - JUVENILE PROBATION GRANTS	630,554	504,931	504,931	-	0.0%
	TOTAL SOURCES	\$ 692,135	\$ 519,931	\$ 513,931	\$ (6,000)	-1.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 80,247	\$ -	\$ -	\$ -	N/A
	227 - JUVENILE PROBATION GRANTS	505,064	511,893	421,155	90,738	17.7%
	255 - DETENTION OPERATIONS	22,582,641	23,739,209	23,001,678	737,531	3.1%
	TOTAL USES	\$ 23,167,952	\$ 24,251,102	\$ 23,422,833	\$ 828,269	3.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of behavioral health services provided.	8,897	8,924	8,924	-	0.0%
Demand	Number of behavioral health services requested.	9,157	9,200	9,200	-	0.0%
Efficiency	Cost per behavioral health service provided.	\$ 76.55	\$ 94.95	\$ 93.71	\$ 1.24	1.3%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 681,053	\$ 847,304	\$ 836,274	\$ 11,030	1.3%
	TOTAL USES	\$ 681,053	\$ 847,304	\$ 836,274	\$ 11,030	1.3%

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of juvenile offenders who successfully completed Juvenile Court Diversion within the reporting period	83.6%	88.0%	83.0%	(5.0%)	-5.7%
Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	70.9%	95.0%	100.0%	5.0%	5.3%
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.	85.4%	95.0%	82.9%	(12.1%)	-12.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	83.6%	88.0%	83.0%	(5.0%)	-5.7%
Output	Number of eligible juvenile offenders who receive Diversion services.	15,349	15,512	11,534	(3,978)	-25.6%
Demand	Number of eligible juvenile offenders referred to Juvenile Probation for a Diversion service.	15,349	15,512	11,534	(3,978)	-25.6%
Efficiency	Cost per eligible juvenile who received Diversion services.	\$ 191.67	\$ 200.06	\$ 285.89	\$ (85.83)	-42.9%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ 2,842,572	\$ 2,829,801	\$ 2,406,302	\$ (423,499)	-15.0%
	229 - JUVENILE RESTITUTION	16,643	25,000	25,000	-	0.0%
	275 - JUVENILE PROBATION DIVERSION	373,230	386,633	386,633	-	0.0%
	TOTAL SOURCES	\$ 3,232,445	\$ 3,241,434	\$ 2,817,935	\$ (423,499)	-13.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 583,271	\$ 813,461	\$ 722,276	\$ 91,185	11.2%
	227 - JUVENILE PROBATION GRANTS	2,060,686	1,949,752	2,251,375	(301,623)	-15.5%
	229 - JUVENILE RESTITUTION	23,351	25,000	25,000	-	0.0%
	255 - DETENTION OPERATIONS	204,237	202,442	207,162	(4,720)	-2.3%
	275 - JUVENILE PROBATION DIVERSION	70,439	112,717	91,687	21,030	18.7%
	TOTAL USES	\$ 2,941,984	\$ 3,103,372	\$ 3,297,500	\$ (194,128)	-6.3%

Activity Narrative: The demand and output reduction for this activity are based on a change implemented at the end of FY2010 by the Maricopa County Attorney's Office in diversion eligible referrals being referred to an outside contract vendor for diversion services versus the department.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	70.9%	95.0%	100.0%	5.0%	5.3%
Output	Number of juveniles receiving services from prevention programs	34,398	28,500	28,350	(150)	-0.5%
Demand	Number of juveniles referred to prevention programs.	37,084	31,500	31,500	-	0.0%
Efficiency	Cost per juvenile receiving services from prevention programs.	\$ 61.96	\$ 72.19	\$ 64.00	\$ 8.19	11.3%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ 1,803,946	\$ 1,104,541	\$ 1,358,495	\$ 253,954	23.0%
	TOTAL SOURCES	\$ 1,803,946	\$ 1,104,541	\$ 1,358,495	\$ 253,954	23.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 318,046	\$ 181,701	\$ 132,737	\$ 48,964	26.9%
	227 - JUVENILE PROBATION GRANTS	1,560,851	1,625,294	1,419,052	206,242	12.7%
	255 - DETENTION OPERATIONS	191,092	128,857	132,175	(3,318)	-2.6%
	275 - JUVENILE PROBATION DIVERSION	61,253	121,612	130,472	(8,860)	-7.3%
	TOTAL USES	\$ 2,131,242	\$ 2,057,464	\$ 1,814,436	\$ 243,028	11.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	85.4%	95.0%	82.9%	(12.1%)	-12.7%
Output	Number of eligible juveniles who participate in Teen Court.	1,748	2,115	1,980	(135)	-6.4%
Demand	Number of juvenile offenders eligible to be referred to Teen Court.	1,748	2,115	1,980	(135)	-6.4%
Efficiency	Cost per juvenile participating in Teen Court.	\$ 210.96	\$ 207.53	\$ 221.55	\$ (14.02)	-6.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 168,407	\$ 252,398	\$ 256,658	\$ (4,260)	-1.7%
	227 - JUVENILE PROBATION GRANTS	115,340	104,625	106,977	(2,352)	-2.2%
	275 - JUVENILE PROBATION DIVERSION	85,006	81,904	75,036	6,868	8.4%
	TOTAL USES	\$ 368,753	\$ 438,927	\$ 438,671	\$ 256	0.1%

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of juveniles supervised by the Residential Dual Ward Supervision Unit that	24.1%	90.8%	56.1%	(34.7%)	-38.2%
Percent of Juvenile Intensive Probation Supervision (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.	101.9%	79.9%	71.0%	(8.9%)	-11.2%
Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period	100.0%	100.0%	94.9%	(5.1%)	-5.1%
Percent of Judicial Officers who report that they are satisfied with Pre-Disposition Investigation Reports.	N/A	90.9%	90.9%	0.0%	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.	52.8%	89.0%	78.0%	(11.0%)	-12.4%
Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	0.0%	13.1%	75.0%	61.9%	471.4%
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.	93.3%	95.0%	98.6%	3.6%	3.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	54.0%	90.8%	56.1%	(34.7%)	-38.2%
Output	Average daily population of probationers supervised within the Residential Dual Ward Unit	181	140	180	40	28.6%
Demand	Average daily population of Residential Dual Ward probationers	181	140	180	40	28.6%
Efficiency	Average Daily Cost per dual ward probationer supervised.	\$ 168.28	\$ 296.99	\$ 161.91	\$ 135.08	45.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 30,459	\$ 41,578	\$ 29,144	\$ 12,434	29.9%
	TOTAL USES	\$ 30,459	\$ 41,578	\$ 29,144	\$ 12,434	29.9%

Activity Narrative: The demand and output increases for this activity are based on the department's continual efforts to reduce the detention population by using alternative placements for youthful offenders in combination with allowing Probation Officers to maintain the supervision of the youthful offender after their release from the alternative placement.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Intensive Probation Supervision (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.	71.0%	79.9%	71.0%	(8.9%)	-11.2%
Output	Average daily population of juveniles supervised on JIPS as ordered by the court.	476	409	410	1	0.2%
Demand	Average daily population of juveniles placed on JIPS as ordered by the court.	476	409	410	1	0.2%
Efficiency	Cost (daily) per juvenile supervised on JIPS as ordered by the court.	\$ 6,860.18	\$ 8,068.99	\$ 6,366.80	\$ 1,702.19	21.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,257,771	\$ 3,142,107	\$ 2,450,662	\$ 691,445	22.0%
	227 - JUVENILE PROBATION GRANTS	7,673	158,109	159,728	(1,619)	-1.0%
	TOTAL USES	\$ 3,265,444	\$ 3,300,216	\$ 2,610,390	\$ 689,826	20.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period	100.0%	100.0%	94.9%	(5.1%)	-5.1%
Result	Percent of Judicial Officers who report that they are satisfied with Pre-Disposition Investigation Reports.	90.9%	90.9%	90.9%	0.0%	0.0%
Output	Number of Judicial Officers	22	22	22	-	0.0%
Output	Number of pre-adjudication/pre-disposition reports completed during the reporting period	3,916	3,686	4,486	800	21.7%
Demand	Number of pre-adjudication/pre-disposition reports ordered to be completed during the reporting period	3,916	3,686	4,486	800	21.7%
Efficiency	Cost per Pre-Disposition Investigation Case	\$ 542.54	\$ 556.66	\$ 492.02	\$ 64.64	11.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,485,989	\$ 1,414,479	\$ 1,568,187	\$ (153,708)	-10.9%
	227 - JUVENILE PROBATION GRANTS	7,916	6,709	8,328	(1,619)	-24.1%
	228 - JUVENILE PROBATION SPECIAL FEE	630,672	630,672	630,672	-	0.0%
	TOTAL USES	\$ 2,124,577	\$ 2,051,860	\$ 2,207,187	\$ (155,327)	-7.6%

Activity Narrative: The demand and output increases for this activity are based on a change implemented at the end of FY2010 by the Maricopa County Attorney's Office in diversion eligible shoplifting referrals being referred to an outside contract vendor for diversion services. The department expects youthful offenders and their families to be unable or unwilling to pay the cost associated with using the contract vendor's Diversion Programs.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	77.6%	89.0%	78.0%	(11.0%)	-12.4%
Output	Number of probationers released from Standard probation in the prior 12 months	2,895	2,942	2,870	(72)	-2.4%
Output	Average daily population of juveniles served by standard probation.	4,280	4,111	4,650	539	13.1%
Demand	Average daily population of juveniles placed on standard probation or investigative status as ordered by the court.	4,280	4,111	4,650	539	13.1%
Efficiency	Cost (daily) per juvenile served by standard probation.	\$ 2,380.69	\$ 2,332.84	\$ 2,060.65	\$ 272.19	11.7%
<i>Revenue</i>						
	100 - GENERAL	\$ (12)	\$ 5,999	\$ 5,999	\$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	311,665	182,847	182,847	-	0.0%
	228 - JUVENILE PROBATION SPECIAL FEE	578,510	585,489	552,934	(32,555)	-5.6%
	TOTAL SOURCES	\$ 890,163	\$ 774,335	\$ 741,780	\$ (32,555)	-4.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 6,032,353	\$ 4,913,106	\$ 5,642,602	\$ (729,496)	-14.8%
	227 - JUVENILE PROBATION GRANTS	158,088	225,277	383,473	(158,196)	-70.2%
	228 - JUVENILE PROBATION SPECIAL FEE	3,998,892	3,701,935	3,555,935	146,000	3.9%
	TOTAL USES	\$ 10,189,333	\$ 8,840,318	\$ 9,582,010	\$ (741,692)	-8.4%

Activity Narrative: The demand and output increases for this activity are based on a change implemented at the end of FY2010 by the Maricopa County Attorney's Office in diversion eligible referrals being referred to an outside contract vendor for diversion services. The department expects youthful offenders and their families to be unable or unwilling to pay the cost associated with using the contract vendor's Diversion Programs; thus having to be placed on Standard Probation as their only alternative.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	0.0%	75.0%	75.0%	0.0%	0.0%
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.	93.3%	95.0%	98.6%	3.6%	3.8%
Output	Average daily population of juveniles supervised by the Juvenile Sex Offender/Special Supervision Unit.	224	220	220	-	0.0%
Demand	Average daily population of juveniles referred for a sexual offense.	224	220	220	-	0.0%
Efficiency	Cost per juvenile supervised within the Juvenile Sex Offender Unit.	\$ 608.82	\$ 228.79	\$ 135.64	\$ 93.15	40.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 34,094	\$ 73,212	\$ 29,841	\$ 43,371	59.2%
	TOTAL USES	\$ 34,094	\$ 73,212	\$ 29,841	\$ 43,371	59.2%

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

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of juvenile offenders who participated in skills development programming in the last	85.0%	96.2%	90.0%	(6.2%)	-6.4%
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%	71.1%	71.9%	0.9%	1.2%
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%	75.0%	85.7%	10.7%	14.3%
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%	89.1%	76.7%	(12.4%)	-13.9%
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%	100.0%	92.0%	(8.0%)	-8.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	94.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of juvenile offenders participating in Juvenile Skills Development.	35,648	28,500	28,500	-	0.0%
Demand	Number of juvenile offenders referred to or ordered into Juvenile Skills Development.	37,820	31,500	31,500	-	0.0%
Efficiency	Cost per juvenile offender participating in Juvenile Skills Development.	\$ 7.90	\$ 47.52	\$ 10.95	\$ 36.56	76.9%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ (7,540)	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ (7,540)	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 266,617	\$ 298,210	\$ 310,253	\$ (12,043)	-4.0%
	227 - JUVENILE PROBATION GRANTS	15,127	1,900	1,900	-	0.0%
	TOTAL USES	\$ 281,744	\$ 300,110	\$ 312,153	\$ (12,043)	-4.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	71.4%	72.0%	71.9%	(0.1%)	-0.1%
Output	Number of juvenile offenders who receive Drug Treatment.	178	178	178	-	0.0%
Demand	Number of juvenile offenders referred to drug treatment.	178	178	178	-	0.0%
Efficiency	Cost per juvenile offender who received drug treatment.	\$ 441.14	\$ 686.28	\$ 558.19	\$ 128.09	18.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 78,523	\$ 118,958	\$ 96,157	\$ 22,801	19.2%
	227 - JUVENILE PROBATION GRANTS	-	3,200	3,200	-	0.0%
	TOTAL USES	\$ 78,523	\$ 122,158	\$ 99,357	\$ 22,801	18.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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%	88.2%	85.7%	(2.5%)	-2.8%
Output	Number of juvenile offenders who receive Non-Residential Treatment.	22	26	28	2	7.7%
Demand	Number of juvenile offenders referred or ordered by the court into Non-Residential Treatment.	30	30	30	-	0.0%
Efficiency	Cost per juvenile offender who receives Non-Residential Treatment.	\$ 20,372.00	\$ 16,826.88	\$ 15,150.82	\$ 1,676.06	10.0%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ -	\$ 112,562	\$ 112,562	\$ -	0.0%
	TOTAL SOURCES	\$ -	\$ 112,562	\$ 112,562	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 284,502	\$ 313,556	\$ 310,450	\$ 3,106	1.0%
	227 - JUVENILE PROBATION GRANTS	163,682	123,943	113,773	10,170	8.2%
	TOTAL USES	\$ 448,184	\$ 437,499	\$ 424,223	\$ 13,276	3.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	80.0%	89.1%	76.7%	(12.4%)	-13.9%
Output	Number of juvenile offenders who receive residential treatment.	360	350	344	(6)	-1.7%
Demand	TBD	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per juvenile offender who receives residential treatment	\$ 924.63	\$ 904.90	\$ 842.44	\$ 62.46	6.9%
<i>Revenue</i>						
	227 - JUVENILE PROBATION GRANTS	\$ -	\$ 317,297	\$ 317,297	\$ -	0.0%
	TOTAL SOURCES	\$ -	\$ 317,297	\$ 317,297	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 240,743	\$ 250,596	\$ 221,932	\$ 28,664	11.4%
	227 - JUVENILE PROBATION GRANTS	92,123	66,118	67,867	(1,749)	-2.6%
	TOTAL USES	\$ 332,866	\$ 316,714	\$ 289,799	\$ 26,915	8.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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.	96.0%	100.0%	92.0%	(8.0%)	-8.0%
Output	Number of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months	49	50	50	-	0.0%
Output	Number of juvenile offenders who receive sex offender treatment.	69	70	70	-	0.0%
Demand	Number of juvenile offenders referred to sex offender treatment.	70	70	70	-	0.0%
Efficiency	Cost per juvenile offender who received sex offender treatment.	\$ 438.22	\$ 480.64	\$ 514.06	\$ (33.42)	-7.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 30,237	\$ 33,645	\$ 35,984	\$ (2,339)	-7.0%
	TOTAL USES	\$ 30,237	\$ 33,645	\$ 35,984	\$ (2,339)	-7.0%

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 16,449,965	\$ 29,000
Adjustments:	Agenda Item:	
Reallocations		
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	
	\$ (750,000)	\$ -
	(750,000)	-
FY 2010 Revised Budget	\$ 15,699,965	\$ 29,000
Adjustments:	Agenda Item:	
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	
	\$ (11,354)	\$ -
	(11,354)	-
Reallocations		
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	
	\$ 750,000	\$ -
	750,000	-
FY 2011 Budget Target	\$ 16,438,611	\$ 29,000
Adjustments:	Agenda Item:	
Employee Compensation and Benefits		
Employee Retirement and Benefits		
<i>Employee Health/Dental Premiums</i>		\$ 300,108
<i>Retirement Contributions</i>		746,564
Base Adjustments		\$ (1,115,279)
<i>Other Base Adjustments</i>		(840,629)
<i>Rightsize Other Personnel Services</i>	\$ (228,012)	
<i>Rightsize General Supplies</i>	(332,617)	
<i>Rightsize Other Services</i>	(230,000)	
<i>Rightsize Education and Training</i>	(25,000)	
<i>Rightsize Postage/Freight/Shipping</i>	(25,000)	
<i>Personnel Savings</i>		(274,650)
<i>Rightsize Personnel Savings to 5%</i>	\$ (274,650)	
Budget Balancing		\$ (27,192)
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	(27,192)
Fees and Other Revenues		\$ -
<i>ProgRevenue Volume Inc/Dec</i>		-
<i>Rightsize revenue based on FY10 Forecast</i>	\$ (6,000)	(6,000)
Other Mandates		\$ 339,160
<i>State Risk Management Charges</i>		339,160
<i>Increase Personnel Services Allocation In for State Risk Mgmt. charges from Adult Probation Fees Fund (201)</i>	\$ 339,160	
Reallocations		\$ (557,774)
<i>Reallocation Between Funds</i>		(557,774)
<i>Increase Indirect Cost Allocation Out to Juvenile Probation Detention Fund (255)</i>	\$ (557,774)	
FY 2011 Recommended Budget	\$ 16,124,198	\$ 23,000
<i>Percent Change from Target Amount</i>	-1.9%	-20.7%
FY 2011 Tentative Budget	\$ 16,124,198	\$ 23,000
<i>Percent Change from Target Amount</i>	-1.9%	-20.7%
FY 2011 Adopted Budget	\$ 16,124,198	\$ 23,000
<i>Percent Change from Target Amount</i>	-1.9%	-20.7%

Juvenile Probation Grants Fund (227)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 5,042,523	\$ 5,042,523
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 423,499	\$ 423,499
<i>Juv Prob FY 10 Grant Recon</i>	423,499	423,499
Agenda Item:		
C-27-10-003-2-00		
FY 2010 Revised Budget	\$ 5,466,022	\$ 5,466,022
FY 2011 Budget Target	\$ 5,466,022	\$ 5,466,022
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 225,811	\$ -
<i>Employee Health/Dental Premiums</i>	67,284	-
<i>Retirement Contributions</i>	158,527	-
Base Adjustments	\$ (225,811)	\$ -
<i>Other Base Adjustments</i>	(225,811)	-
Reduce Other Personnel Services to offset increase in employee compensation and benefits	\$ (225,811)	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (169,545)	\$ (169,545)
<i>Grant Reconciliation</i>	(169,545)	(169,545)
FY 2011 Recommended Budget	\$ 5,296,477	\$ 5,296,477
<i>Percent Change from Target Amount</i>	-3.1%	-3.1%
FY 2011 Tentative Budget	\$ 5,296,477	\$ 5,296,477
<i>Percent Change from Target Amount</i>	-3.1%	-3.1%
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ -	\$ -
<i>Employee Health/Dental Premiums</i>	-	-
<i>Retirement Contributions</i>	-	-
Base Adjustments	\$ 158,438	\$ -
<i>Other Base Adjustments</i>	158,438	-
Personnel Savings offset for PEHPEP FY10 Adjustments	\$ 158,438	-
Budget Balancing	\$ (158,438)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(158,438)	-
Agenda Item:		
C-49-10-032-M-00		
FY 2011 Adopted Budget	\$ 5,296,477	\$ 5,296,477
<i>Percent Change from Target Amount</i>	-3.1%	-3.1%

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (260,651)	\$ (595,635)	\$ (595,635)	\$ (23,795)	\$ 320,645
Sources:					
Operating	\$ 5,653,753	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477
Non-Recurring	-	-	-	344,440	-
Total Sources:	\$ 5,653,753	\$ 5,042,523	\$ 5,466,022	\$ 4,952,459	\$ 5,296,477
Uses:					
Operating	\$ 5,252,358	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477
Total Uses:	\$ 5,252,358	\$ 5,042,523	\$ 5,466,022	\$ 4,608,019	\$ 5,296,477
Structural Balance	\$ 401,395	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (164,539)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 320,645	\$ 320,645
Unassigned	(23,795)	(595,635)	(595,635)	-	-
Total Ending Spendable Fund Balance	\$ (23,795)	\$ (595,635)	\$ (595,635)	\$ 320,645	\$ 320,645

Juvenile Probation Special Fees Fund (228)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,204,187	\$ 4,204,187
FY 2010 Revised Budget	\$ 4,204,187	\$ 4,204,187
FY 2011 Budget Target	\$ 4,204,187	\$ 4,204,187
FY 2011 Recommended Budget	\$ 4,204,187	\$ 4,204,187
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Tentative Budget	\$ 4,204,187	\$ 4,204,187
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Adopted Budget	\$ 4,204,187	\$ 4,204,187
Percent Change from Target Amount	0.0%	0.0%

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,133,504	\$ 809,196	\$ 809,196	\$ 683,420	\$ 446,595
Sources:					
Operating	\$ 4,008,191	\$ 4,204,187	\$ 4,204,187	\$ 3,951,904	\$ 4,204,187
Non-Recurring	(24)	-	-	-	-
Total Sources:	\$ 4,008,167	\$ 4,204,187	\$ 4,204,187	\$ 3,951,904	\$ 4,204,187
Uses:					
Operating	\$ 4,678,659	\$ 4,204,187	\$ 4,204,187	\$ 4,188,729	\$ 4,204,187
Non-Recurring	779,609	-	146,000	-	-
Total Uses:	\$ 5,458,268	\$ 4,204,187	\$ 4,350,187	\$ 4,188,729	\$ 4,204,187
Structural Balance	\$ (670,468)	\$ -	\$ -	\$ (236,825)	\$ -
Accounting Adjustments	\$ 17	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 683,420	\$ 809,196	\$ 663,196	\$ 446,595	\$ 446,595
Total Ending Spendable Fund Balance	\$ 683,420	\$ 809,196	\$ 663,196	\$ 446,595	\$ 446,595

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 25,000	\$ 25,000
FY 2010 Revised Budget	\$ 25,000	\$ 25,000
FY 2011 Budget Target	\$ 25,000	\$ 25,000
FY 2011 Recommended Budget	\$ 25,000	\$ 25,000
<i>Percent Change from Target Amount</i>	0.0%	0.0%
FY 2011 Tentative Budget	\$ 25,000	\$ 25,000
<i>Percent Change from Target Amount</i>	0.0%	0.0%
FY 2011 Adopted Budget	\$ 25,000	\$ 25,000
<i>Percent Change from Target Amount</i>	0.0%	0.0%

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 89,791	\$ 87,986	\$ 87,986	\$ 85,777	\$ 78,675
Sources:					
Operating	\$ 19,338	\$ 25,000	\$ 25,000	\$ 17,781	\$ 25,000
Total Sources:	\$ 19,338	\$ 25,000	\$ 25,000	\$ 17,781	\$ 25,000
Uses:					
Operating	\$ 23,351	\$ 25,000	\$ 25,000	\$ 24,883	\$ 25,000
Total Uses:	\$ 23,351	\$ 25,000	\$ 25,000	\$ 24,883	\$ 25,000
Structural Balance	\$ (4,013)	\$ -	\$ -	\$ (7,102)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 85,777	\$ 87,986	\$ 87,986	\$ 78,675	\$ 78,675
Total Ending Spendable Fund Balance	\$ 85,777	\$ 87,986	\$ 87,986	\$ 78,675	\$ 78,675

Juvenile Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 33,651,118	\$ -
FY 2010 Revised Budget	\$ 33,651,118	\$ -
FY 2011 Budget Target	\$ 33,651,118	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 1,291,671	\$ -
Employee Health/Dental Premiums	433,715	-
Retirement Contributions	857,956	-
Base Adjustments	\$ (2,280,263)	\$ -
Other Base Adjustments	(1,592,104)	-
Rightsize Other Personnel Services	\$ (806,330)	-
Rightsize Rent & Operating Leases	(228,000)	-
Request Under Target	(557,774)	-
Personnel Savings	(688,159)	-
Rightsize Personnel Savings to 6%	\$ (688,159)	-
Budget Balancing	\$ (13,405)	\$ -
PEHPEP FY 10 Adjustments	(13,405)	-
Reallocations	\$ 557,774	\$ -
Reallocation Between Funds	557,774	-
Increase Indirect Cost Allocation In from Juvenile Probation General Fund (100)	\$ 557,774	-
FY 2011 Recommended Budget	\$ 33,206,895	\$ -
Percent Change from Target Amount		-1.3%
FY 2011 Tentative Budget	\$ 33,206,895	\$ -
Percent Change from Target Amount		-1.3%
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ -	\$ -
Employee Health/Dental Premiums	-	-
Retirement Contributions	-	-
Base Adjustments	\$ 82,706	\$ -
Other Base Adjustments	82,706	-
Personnel Savings offset for PEHPEP FY10 Adjustments	\$ 82,706	-
Budget Balancing	\$ (82,706)	\$ -
PEHPEP FY 10 Adjustments	(82,706)	-
FY 2011 Adopted Budget	\$ 33,206,895	\$ -
Percent Change from Target Amount		-1.3%

Juvenile Probation Diversion Fund (275)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 386,633	\$ 386,633
FY 2010 Revised Budget	\$ 386,633	\$ 386,633
FY 2011 Budget Target	\$ 386,633	\$ 386,633
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 20,452	\$ -
Employee Health/Dental Premiums	5,340	-
Retirement Contributions	15,112	-
Base Adjustments	\$ (20,452)	\$ -
Other Base Adjustments	(20,452)	-
Reduce Other Pay to offset increase in employee compensation and benefits	\$ (20,452)	
FY 2011 Recommended Budget	\$ 386,633	\$ 386,633
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Tentative Budget	\$ 386,633	\$ 386,633
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Adopted Budget	\$ 386,633	\$ 386,633
Percent Change from Target Amount	0.0%	0.0%

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 802,075	\$ 948,756	\$ 948,756	\$ 905,938	\$ 911,457
Sources:					
Operating	\$ 392,535	\$ 386,633	\$ 386,633	\$ 346,310	\$ 386,633
Total Sources:	\$ 392,535	\$ 386,633	\$ 386,633	\$ 346,310	\$ 386,633
Uses:					
Operating	\$ 288,673	\$ 386,633	\$ 386,633	\$ 340,791	\$ 386,633
Total Uses:	\$ 288,673	\$ 386,633	\$ 386,633	\$ 340,791	\$ 386,633
Structural Balance	\$ 103,862	\$ -	\$ -	\$ 5,519	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 905,938	\$ 948,756	\$ 948,756	\$ 911,457	\$ 911,457
Total Ending Spendable Fund Balance	\$ 905,938	\$ 948,756	\$ 948,756	\$ 911,457	\$ 911,457

Management and Budget

Analysis by Daniel Miller, Financial/Business 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 2012, 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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
BDGT - BUDGETING	\$ 2,226,100	\$ 2,038,028	\$ 2,038,028	\$ 1,898,443	\$ 2,190,588	\$ (152,560)	-7.5%
HRAC - HUMAN RESOURCES	507,357	500,711	500,711	442,867	350,324	150,387	30.0%
ODIR - EXECUTIVE MANAGEMENT	581,090	646,741	646,741	555,899	769,568	(122,827)	-19.0%
99AS - ADMINISTRATIVE SERVICES	\$ 3,314,547	\$ 3,185,480	\$ 3,185,480	\$ 2,897,209	\$ 3,310,480	\$ (125,000)	-3.9%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 8,040	\$ 687	\$ 687	\$ 685	\$ 687	\$ -	0.0%
99GV - GENERAL GOVERNMENT	\$ 8,040	\$ 687	\$ 687	\$ 685	\$ 687	\$ -	0.0%
TOTAL PROGRAMS	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,492,542	\$ 2,559,909	\$ 2,559,909	\$ 2,220,925	\$ 2,322,784	\$ 237,125	9.3%
0750 - FRINGE BENEFITS	685,493	693,644	693,644	597,413	700,208	(6,564)	-0.9%
0790 - OTHER PERSONNEL SERVICES	77	44,873	44,873	-	-	44,873	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(360,598)	(502,933)	(502,933)	(306,194)	(157,818)	(345,115)	68.6%
0796 - PERSONNEL SERVICES ALLOC-IN	462,970	315,636	315,636	315,636	345,552	(29,916)	-9.5%
SUBTOTAL	\$ 3,280,484	\$ 3,111,129	\$ 3,111,129	\$ 2,827,780	\$ 3,210,726	\$ (99,597)	-3.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 7,064	\$ 33,957	\$ 33,957	\$ 12,982	\$ 13,357	\$ 20,600	60.7%
SUBTOTAL	\$ 7,064	\$ 33,957	\$ 33,957	\$ 12,982	\$ 13,357	\$ 20,600	60.7%
SERVICES							
0812 - OTHER SERVICES	\$ 4,471	\$ 6,300	\$ 6,300	\$ 21,397	\$ 53,011	\$ (46,711)	-741.4%
0820 - RENT & OPERATING LEASES	6,776	9,171	9,171	9,171	9,888	(717)	-7.8%
0825 - REPAIRS AND MAINTENANCE	539	700	700	700	700	-	0.0%
0839 - INTERNAL SERVICE CHARGES	8,087	20,080	20,080	18,580	18,338	1,742	8.7%
0841 - TRAVEL	203	-	-	1,500	1,500	(1,500)	N/A
0842 - EDUCATION AND TRAINING	555	1,000	1,000	3,000	1,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	322	400	400	400	400	-	0.0%
SUBTOTAL	\$ 20,953	\$ 37,651	\$ 37,651	\$ 54,748	\$ 84,837	\$ (47,186)	-125.3%
CAPITAL							
0950 - DEBT SERVICE	\$ 14,086	\$ 3,430	\$ 3,430	\$ 2,384	\$ 2,247	\$ 1,183	34.5%
SUBTOTAL	\$ 14,086	\$ 3,430	\$ 3,430	\$ 2,384	\$ 2,247	\$ 1,183	34.5%
ALL EXPENDITURES	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%
TOTAL USES	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%
FUND TOTAL USES	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%
DEPARTMENT OPERATING TOTAL USES	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%
DEPARTMENT TOTAL USES	\$ 3,322,587	\$ 3,186,167	\$ 3,186,167	\$ 2,897,894	\$ 3,311,167	\$ (125,000)	-3.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	17.90	17.90	17.90	17.90	18.90	1.00	5.6%
EXECUTIVE MANAGEMENT	7.20	6.69	6.69	7.10	7.10	0.41	6.1%
HUMAN RESOURCES	7.80	7.18	7.18	4.80	4.80	(2.38)	-33.1%
PROGRAM TOTAL	32.90	31.77	31.77	29.80	30.80	(0.97)	-3.0%
DEPARTMENT TOTAL	32.90	31.77	31.77	29.80	30.80	(0.97)	-3.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Administrator	1.00	-	-	1.00	1.00	1.00	N/A
Budget Analyst	13.00	12.00	12.00	12.00	12.00	-	0.0%
Budget Pol/Compl Cnsltnt-Cnty	-	-	-	-	1.00	1.00	N/A
Budget Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Compensation Analyst	5.80	5.18	5.18	2.80	2.80	(2.38)	-45.9%
Compensation Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	0.10	0.59	0.59	-	-	(0.59)	-100.0%
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	32.90	31.77	31.77	29.80	30.80	(0.97)	-3.0%

Staffing by Fund

DEPARTMENT / FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	32.90	31.77	31.77	29.80	30.80	(0.97)	-3.0%
DEPARTMENT TOTAL	32.90	31.77	31.77	29.80	30.80	(0.97)	-3.0%

General Operating Adjustments

- Increase regular benefits by \$10,330 for the FY 2010-11 retirement contribution rate.
- Increase regular benefits in the amount of \$38,621 for employer health and dental premium increase.

Base Adjustments:

- Personnel costs are reduced by eliminating vacant positions, part-time contract positions and consolidating functions.

Other Base Adjustments:

- Increase expenses by \$125,000 for a Budget/Policy Compliance Consultant.

Appropriated Budget Reconciliations

General Fund (100)

MARICOPA COUNTY BUDGETING FOR RESULTS FY 2011 BUDGET RECONCILIATION 490 - MANAGEMENT AND BUDGET 100 - GENERAL OPERATING		
	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,186,167	\$ -
FY 2010 Revised Budget	\$ 3,186,167	\$ -
FY 2011 Budget Target	\$ 3,186,167	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 48,951	\$ -
<i>Employee Health/Dental Premiums</i>	<i>38,621</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>10,330</i>	<i>-</i>
Base Adjustments	\$ (48,951)	\$ -
<i>Other Base Adjustments</i>	<i>-</i>	<i>-</i>
<i>Budget Reductions</i>	<i>(48,951)</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 3,186,167	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>
FY 2011 Tentative Budget	\$ 3,186,167	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ -	\$ -
<i>Employee Health/Dental Premiums</i>	<i>-</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>-</i>	<i>-</i>
Base Adjustments	\$ 125,000	\$ -
<i>Other Base Adjustments</i>	<i>125,000</i>	<i>-</i>
<i>Budget Reductions</i>	<i>-</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 3,311,167	\$ -
<i>Percent Change from Target Amount</i>		<i>3.9%</i>

Materials Management

Analysis by Mary Driessen, 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: In December 2009, Materials Management received Board approval to move forward with the purchase and development of an electronic procurement application. In coordination with the Department of Finance, Materials Management is currently developing the project plan that will transform County procurement into a highly-competitive, connected enterprise with people, practices, processes and data drawn together into a single, relevant force that not only drives business forward, but begins to reveal new achievable opportunities for continuous improvement. Materials Management plans for County-wide implementation by July 1, 2010.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
GCCT - CONTRACT PRINTING SERVICES	\$ 13,374	\$ 36,000	\$ 36,000	\$ 22,878	\$ 18,000	\$ (18,000)	-50.0%
GCMP - PRINTING SERVICES	829,853	968,711	968,711	650,356	788,795	(179,916)	-18.6%
PCPT - PROCUREMENT SERVICES	340,132	457,849	457,849	760,801	457,849	-	0.0%
73BS - BUSINESS SERVICES	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%
TOTAL PROGRAMS	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%
USES							
BENT - SMALL BUSINESS ENTERPRISE	\$ 94,999	\$ 103,584	\$ 103,584	\$ 31,703	\$ 49,282	\$ 54,302	52.4%
GCCT - CONTRACT PRINTING SERVICES	56,507	52,318	52,318	53,872	53,423	(1,105)	-2.1%
GCMP - PRINTING SERVICES	834,659	879,708	912,080	721,742	644,112	267,968	29.4%
PCPT - PROCUREMENT SERVICES	1,658,428	1,602,711	1,602,711	1,521,079	1,783,941	(181,230)	-11.3%
RMPT - RECORDS MANAGEMENT SERVICES	1,875	15,596	15,596	14,001	15,676	(80)	-0.5%
73BS - BUSINESS SERVICES	\$ 2,646,468	\$ 2,653,917	\$ 2,686,289	\$ 2,342,397	\$ 2,546,434	\$ 139,855	5.2%
FSAC - FINANCIAL SERVICES	\$ 25,182	\$ 22,135	\$ 22,135	\$ 22,262	\$ -	\$ 22,135	100.0%
HRAC - HUMAN RESOURCES	36,724	35,047	35,047	34,220	-	35,047	100.0%
ODIR - EXECUTIVE MANAGEMENT	148,535	138,720	326,720	292,053	207,746	118,974	36.4%
99AS - ADMINISTRATIVE SERVICES	\$ 210,441	\$ 195,902	\$ 383,902	\$ 348,535	\$ 207,746	\$ 176,156	45.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 43,238	\$ 31,230	\$ 31,230	\$ 31,230	\$ 67,416	\$ (36,186)	-115.9%
GGOV - GENERAL GOVERNMENT	-	-	54,000	19,600	-	54,000	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	8,732	7,916	7,916	7,483	6,660	1,256	15.9%
99GV - GENERAL GOVERNMENT	\$ 51,970	\$ 39,146	\$ 93,146	\$ 58,313	\$ 74,076	\$ 19,070	20.5%
TOTAL PROGRAMS	\$ 2,908,879	\$ 2,888,965	\$ 3,163,337	\$ 2,749,245	\$ 2,828,256	\$ 335,081	10.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	\$ 784,707	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795	\$ (197,916)	-19.7%
SUBTOTAL	\$ 784,707	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795	\$ (197,916)	-19.7%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	\$ 398,652	\$ 457,849	\$ 457,849	\$ 760,801	\$ 457,849	\$ -	0.0%
SUBTOTAL	\$ 398,652	\$ 457,849	\$ 457,849	\$ 760,801	\$ 457,849	\$ -	0.0%
ALL REVENUES	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%
TOTAL SOURCES	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,956,842	\$ 1,878,809	\$ 1,878,809	\$ 1,773,306	\$ 1,835,616	\$ 43,193	2.3%
0705 - TEMPORARY PAY	-	-	-	12,596	-	-	N/A
0710 - OVERTIME	844	-	-	38	-	-	N/A
0750 - FRINGE BENEFITS	589,316	566,024	566,024	527,108	580,496	(14,472)	-2.6%
0790 - OTHER PERSONNEL SERVICES	11,929	-	54,000	27,104	-	54,000	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(57,672)	(35,503)	(35,503)	(35,501)	(60,401)	24,898	-70.1%
0796 - PERSONNEL SERVICES ALLOC-IN	57,672	48,117	48,117	39,712	37,476	10,641	22.1%
SUBTOTAL	\$ 2,558,931	\$ 2,457,447	\$ 2,511,447	\$ 2,344,363	\$ 2,393,187	\$ 118,260	4.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 230,482	\$ 237,733	\$ 237,733	\$ 167,913	\$ 127,952	\$ 109,781	46.2%
0803 - FUEL	592	600	600	430	870	(270)	-45.0%
0804 - NON-CAPITAL EQUIPMENT	1,702	4,750	4,750	1,451	-	4,750	100.0%
SUBTOTAL	\$ 232,776	\$ 243,083	\$ 243,083	\$ 169,794	\$ 128,822	\$ 114,261	47.0%
SERVICES							
0812 - OTHER SERVICES	\$ 6,607	\$ 22,148	\$ 210,148	\$ 105,047	\$ 123,910	\$ 86,238	41.0%
0820 - RENT & OPERATING LEASES	11,896	15,673	15,673	8,302	9,018	6,655	42.5%
0825 - REPAIRS AND MAINTENANCE	32,602	77,000	77,000	28,862	70,500	6,500	8.4%
0839 - INTERNAL SERVICE CHARGES	939	10,623	10,623	9,257	15,396	(4,773)	-44.9%
0841 - TRAVEL	4,673	13,300	13,300	9,024	7,575	5,725	43.0%
0842 - EDUCATION AND TRAINING	1,586	7,829	7,829	4,474	7,778	51	0.7%
0843 - POSTAGE/FREIGHT/SHIPPING	3,431	5,620	5,620	2,884	1,702	3,918	69.7%
SUBTOTAL	\$ 61,734	\$ 152,193	\$ 340,193	\$ 167,850	\$ 235,879	\$ 104,314	30.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ 32,372	\$ 32,372	\$ -	\$ 32,372	100.0%
0950 - DEBT SERVICE	12,200	5,012	5,012	3,636	2,952	2,060	41.1%
SUBTOTAL	\$ 12,200	\$ 5,012	\$ 37,384	\$ 36,008	\$ 2,952	\$ 34,432	92.1%
ALL EXPENDITURES	\$ 2,865,641	\$ 2,857,735	\$ 3,132,107	\$ 2,718,015	\$ 2,760,840	\$ 371,267	11.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 43,238	\$ 31,230	\$ 31,230	\$ 31,230	\$ 67,416	\$ (36,186)	-115.9%
ALL OTHER FINANCING USES	\$ 43,238	\$ 31,230	\$ 31,230	\$ 31,230	\$ 67,416	\$ (36,186)	-115.9%
TOTAL USES	\$ 2,908,879	\$ 2,888,965	\$ 3,163,337	\$ 2,749,245	\$ 2,828,256	\$ 335,081	10.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 340,132	\$ 457,849	\$ 457,849	\$ 760,801	\$ 457,849	\$ -	0.0%
FUND TOTAL SOURCES	\$ 340,132	\$ 457,849	\$ 457,849	\$ 760,801	\$ 457,849	\$ -	0.0%
673 REPROGRAPHICS							
OPERATING	\$ 843,227	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795	\$ (197,916)	-19.7%
FUND TOTAL SOURCES	\$ 843,227	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795	\$ (197,916)	-19.7%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%
DEPARTMENT TOTAL SOURCES	\$ 1,183,359	\$ 1,462,560	\$ 1,462,560	\$ 1,434,035	\$ 1,264,644	\$ (197,916)	-13.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,912,699	\$ 1,884,254	\$ 1,978,254	\$ 1,759,225	\$ 1,952,701	\$ 25,553	1.3%
NON-RECURRING	-	-	148,000	142,086	68,760	79,240	53.5%
FUND TOTAL USES	\$ 1,912,699	\$ 1,884,254	\$ 2,126,254	\$ 1,901,311	\$ 2,021,461	\$ 104,793	4.9%
673 REPROGRAPHICS							
OPERATING	\$ 983,516	\$ 1,004,711	\$ 1,004,711	\$ 815,562	\$ 806,795	\$ 197,916	19.7%
NON-RECURRING	12,664	-	32,372	32,372	-	32,372	100.0%
FUND TOTAL USES	\$ 996,180	\$ 1,004,711	\$ 1,037,083	\$ 847,934	\$ 806,795	\$ 230,288	22.2%
DEPARTMENT OPERATING TOTAL USES	\$ 2,896,215	\$ 2,888,965	\$ 2,982,965	\$ 2,574,787	\$ 2,759,496	\$ 223,469	7.5%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 12,664	\$ -	\$ 180,372	\$ 174,458	\$ 68,760	\$ 111,612	61.9%
DEPARTMENT TOTAL USES	\$ 2,908,879	\$ 2,888,965	\$ 3,163,337	\$ 2,749,245	\$ 2,828,256	\$ 335,081	10.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
730 - MATERIALS MANAGEMENT							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.10	1.00	1.00	1.50	1.65	0.65	65.0%
FINANCIAL SERVICES	0.40	0.35	0.35	0.35	-	(0.35)	-100.0%
HUMAN RESOURCES	0.60	0.55	0.55	0.55	-	(0.55)	-100.0%
PROGRAM TOTAL	2.10	1.90	1.90	2.40	1.65	(0.25)	-13.2%
BUSINESS SERVICES							
CONTRACT PRINTING SERVICES	0.85	0.85	0.85	0.85	0.85	-	0.0%
PRINTING SERVICES	10.15	10.15	10.15	8.15	8.15	(2.00)	-19.7%
PROCUREMENT SERVICES	20.90	19.90	19.90	21.40	22.65	2.75	13.8%
RECORDS MANAGEMENT SERVICES	1.00	0.20	0.20	0.20	0.20	-	0.0%
SMALL BUSINESS ENTERPRISE	2.00	1.00	1.00	0.50	0.50	(0.50)	-50.0%
PROGRAM TOTAL	34.90	32.10	32.10	31.10	32.35	0.25	0.8%
DEPARTMENT TOTAL	37.00	34.00	34.00	33.50	34.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
730 - MATERIALS MANAGEMENT							
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operations Supv	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	5.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
Operations/Program Supervisor	2.00	2.00	2.00	1.50	1.50	(0.50)	-25.0%
Procurement Officer - County	8.00	8.00	8.00	9.00	9.00	1.00	12.5%
Procurement Specialist	-	-	-	1.00	1.00	1.00	N/A
Procurement Supervisor -County	2.00	2.00	2.00	2.00	2.50	0.50	25.0%
Program Coordinator	3.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	7.00	7.00	7.00	6.00	6.00	(1.00)	-14.3%
Web Designer/Developer	1.00	-	-	-	-	-	N/A
Department Total	37.00	34.00	34.00	33.50	34.00	-	0.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
730 - MATERIALS MANAGEMENT							
100 - GENERAL	26.00	23.00	23.00	24.50	25.00	2.00	8.7%
673 - REPROGRAPHICS	11.00	11.00	11.00	9.00	9.00	(2.00)	-18.2%
DEPARTMENT TOTAL	37.00	34.00	34.00	33.50	34.00	-	0.0%

Significant Variance Analysis – Personnel

In FY 2010-11, the Department inactivated 2 positions in the Reprographics division and created 2 positions for Procurement services. This is due to the increase in demand for Procurement services and the decrease in demand for reprographics.

General Adjustments

Personnel: Health Insurance premiums of medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$38,786 for FY 2010-11. Supplies, Other Services, Travel, Education and Postage are being decreased to accommodate this increase.

Revenue: Revenue for contract printing services is expected to decrease in FY 2010-11 due to the reduced level that is being requested. The Department anticipates a continuation in declining printing requests while County departments struggle with reduced resources.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	N/A	13.3%	13.3%	0.0%	0.0%
Percent of total procurement transactions less than \$50,000 awarded to Small Business Enterprises.	26.5%	20.3%	20.3%	0.0%	0.0%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	98.0%	100.0%	100.0%	0.0%	0.0%
Percent of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey.	98.0%	76.1%	95.7%	19.6%	25.7%
Percent of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey.	98.0%	89.1%	89.1%	0.0%	0.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of total procurement transactions less than \$50,000 awarded to Small Business Enterprises.	26.5%	20.3%	20.3%	0.0%	0.0%
Result	Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	N/A	13.3%	13.3%	0.0%	0.0%
Result	Percent of total procurement transactions less than \$50,000 awarded to Small Business Enterprises.	26.5%	20.3%	20.3%	0.0%	0.0%
Output	Dollars spent with small business enterprises on non-contract procurements less than or equal to \$50,000.	2,298,708	2,000,000	2,000,000	-	0.0%
Output	Number of procurement transactions less than \$50,000 awarded to Small Business Enterprises.	1,626	1,500	1,500	-	0.0%
Output	Number of total procurement transactions less than \$50,000.	6,131	7,380	7,380	-	0.0%
Demand	Number of procurement transactions less than \$50,000 available to Small Business Enterprises.	6,131	7,380	7,380	-	0.0%
Efficiency	Expenditure per dollar of small business procurement transactions less than \$50,000.	\$ 58.42	\$ 69.06	\$ 32.85	\$ 36.20	52.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 94,999	\$ 103,584	\$ 49,282	\$ 54,302	52.4%
	TOTAL USES	\$ 94,999	\$ 103,584	\$ 49,282	\$ 54,302	52.4%

Activity Narrative: The Department will reduce its full-time position to part-time, reducing expenditures and the efficiency. The Department is expected to maintain its same service levels as FY 2009-10 and the FY 2010-11 budget will enable the department to maintain those service levels.

The number of procurement transactions available to Small Businesses increased from FY 2009-10 as a result of departments increasing small dollar purchases. However, the number of transactions awarded decreased from FY 2008-09 to FY 2009-10 because of increased efforts to direct departments to contracts. The number of procurement transactions less than \$50,000 that were awarded to Small Business Enterprises decreased from FY 2008-09 to FY 2009-10 due to departments' uncertainty whether there would be budget reductions requested in FY 2009-10 by the County.

Even with a part-time position, service levels will be maintained due to the new e-procurement system. The new system will allow greater visibility into vendor qualifications.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	REV VS ADPT %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	98.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of contract orders completed.	653	600	420	(180)	-30.0%
Demand	Number of contract print orders requested.	653	600	420	(180)	-30.0%
Efficiency	Expenditure per contract order.	\$ 86.53	\$ 87.20	\$ 127.20	\$ (40.00)	-45.9%
<i>Revenue</i>						
	673 - REPROGRAPHICS	\$ 13,374	\$ 36,000	\$ 18,000	\$ (18,000)	-50.0%
	TOTAL SOURCES	\$ 13,374	\$ 36,000	\$ 18,000	\$ (18,000)	-50.0%
<i>Expenditure</i>						
	673 - REPROGRAPHICS	\$ 56,507	\$ 52,318	\$ 53,423	\$ (1,105)	-2.1%
	TOTAL USES	\$ 56,507	\$ 52,318	\$ 53,423	\$ (1,105)	-2.1%

Activity Narrative: This activity is experiencing a decrease in demand for printed materials by departments. The staff has also taken an active role in suggesting appropriate alternatives to costly contract printing. The reduction in contract printing orders results in an increase in the cost per contract order and a decrease in revenue.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	REV VS ADPT %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	98.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of units completed.	26,862,825	25,126,664	17,900,000	(7,226,664)	-28.8%
Output	Total dollars of printing service requests completed.	771,242	969,003	788,500	(180,503)	-18.6%
Demand	Number of units requested.	26,862,825	25,126,664	17,900,000	(7,226,664)	-28.8%
Efficiency	Expenditure per dollar of printing service requests completed.	\$ 1.08	\$ 0.94	\$ 0.82	\$ 0.12	13.2%
Efficiency	Expenditure per unit completed.	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.00	0.9%
<i>Revenue</i>						
	673 - REPROGRAPHICS	\$ 829,853	\$ 968,711	\$ 788,795	\$ (179,916)	-18.6%
	TOTAL SOURCES	\$ 829,853	\$ 968,711	\$ 788,795	\$ (179,916)	-18.6%
<i>Expenditure</i>						
	673 - REPROGRAPHICS	\$ 834,659	\$ 912,080	\$ 644,112	\$ 267,968	29.4%
	TOTAL USES	\$ 834,659	\$ 912,080	\$ 644,112	\$ 267,968	29.4%

The Department anticipates a continuation in declining printing requests while County departments struggle with reduced resources. The Department will incur less expenditures as they procure fewer supplies to meet decreased demand.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey.	98.0%	76.1%	95.7%	19.6%	25.7%
Output	Number of procurement transactions.	51,115	120,000	120,000	-	0.0%
Output	Actual dollar value of procurement transactions.	204,210,710	530,000,000	530,000,000	-	0.0%
Demand	Anticipated dollar value of procurement transactions.	180,000	530,000,000	530,000,000	-	0.0%
Efficiency	Expenditure per procurement transaction.	\$ 32.45	\$ 13.36	\$ 14.87	\$ (1.51)	-11.3%
Efficiency	Expenditure per dollar of procurement transactions.	\$ 0.0081	\$ 0.0030	\$ 0.0034	\$ (0.0003)	-11.3%
<i>Revenue</i>						
	100 - GENERAL	\$ 340,132	\$ 457,849	\$ 457,849	\$ -	0.0%
	TOTAL SOURCES	\$ 340,132	\$ 457,849	\$ 457,849	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,658,428	\$ 1,602,711	\$ 1,783,941	\$ (181,230)	-11.3%
	TOTAL USES	\$ 1,658,428	\$ 1,602,711	\$ 1,783,941	\$ (181,230)	-11.3%

Activity Narrative: The methodology for measuring Outputs and Demands changed between FY 2008-09 and FY 2009-10 leading to a discrepancy between those year’s metric values.

Customer service decreased between FY 2008-09 and FY 2009-10 due to a change in the procurement processes. Materials Management plans to improve this result with the implementation of a new e-procurement system.

Cost per procurement transaction is increasing due to the one-time cost of the e-procurement system, the hiring of 3 procurement consultants for FY 2010-11 and the increase in the price of supplies. Savings will be realized by the County as overall expenditures for goods and services are better managed through e-procurement.

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 records management procedures.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey.	98.0%	89.1%	89.1%	0.0%	0.0%
Output	Number of Records Management services provided.	112	200	200	-	0.0%
Output	Number of customers provided Records Management Services.	112	100	100	-	0.0%
Demand	Number of customers requesting Records Management Services.	100	475	475	-	0.0%
Efficiency	Expenditure per Records Management service provided.	\$ 16.74	\$ 77.98	\$ 78.38	\$ (0.40)	-0.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,875	\$ 15,596	\$ 15,676	\$ (80)	-0.5%
	TOTAL USES	\$ 1,875	\$ 15,596	\$ 15,676	\$ (80)	-0.5%

Activity Narrative: In FY 2008-09 the Records Manager left the County; accounting for the low expenditures. While the Department has been able to absorb some of the responsibilities of the program, without a full-time resource dedicated to the records management program, customer satisfaction has decreased.

Demand for services increased from FY 2008-09 to FY 2009-10 due to large numbers and complexity of internal and external public records requests and requests for services. The Department is struggling to fulfill all of these requests. Customer satisfaction is expected to remain under 98% until a full-time resource is funded in this area.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,884,254	\$ 457,849
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ 94,000	\$ -
<i>E-Procurement and Vendor Mgmt</i>	<i>94,000</i>	<i>-</i>
Agenda Item:		
C-73-10-063-2-00		
FY 2010 Revised Budget	\$ 1,978,254	\$ 457,849
Adjustments:		
Information and Communications Technology		
Technology Projects	\$ 2,500	\$ -
<i>E-Procurement and Vendor Mgmt</i>	<i>2,500</i>	<i>-</i>
Agenda Item:		
C-73-10-063-2-00		
FY 2011 Budget Target	\$ 1,980,754	\$ 457,849
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 27,763	\$ -
<i>Employee Health/Dental Premiums</i>	<i>22,176</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>5,587</i>	<i>-</i>
Base Adjustments	\$ (27,763)	\$ -
<i>Other Base Adjustments</i>	<i>(7,092)</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(20,671)</i>	<i>-</i>
Budget Balancing	\$ (28,053)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(28,053)</i>	<i>-</i>
Agenda Item:		
C-49-10-032-M-00		
FY 2011 Adopted Budget	\$ 1,952,701	\$ 457,849
<i>Percent Change from Target Amount</i>	<i>-1.4%</i>	<i>0.0%</i>

General Fund (100) (continued)

NON RECURRING NON PROJECT				
FY 2010 Adopted Budget		\$	- \$	-
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects		\$	94,000 \$	-
<i>E-Procurement and Vendor Mgmt</i>	<i>C-73-10-063-2-00</i>		94,000	-
Non Recurring		\$	54,000 \$	-
<i>Contract Monitor Funding FY 10</i>	<i>C-73-10-021-2-00</i>		54,000	-
FY 2010 Revised Budget		\$	148,000 \$	-
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects		\$	(84,000) \$	-
<i>E-Procurement and Vendor Mgmt</i>	<i>C-73-10-063-2-00</i>		(84,000)	-
Non Recurring		\$	3,651 \$	-
<i>Contract Monitor Funding FY 10</i>	<i>C-73-10-021-2-00</i>		3,651	-
FY 2011 Budget Target		\$	67,651 \$	-
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits		\$	1,109 \$	-
<i>Employee Health/Dental Premiums</i>			924	-
<i>Retirement Contributions</i>			185	-
FY 2011 Adopted Budget		\$	68,760 \$	-
<i>Percent Change from Target Amount</i>			1.6%	

Reprographics Fund (673)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,004,711	\$ 1,004,711
FY 2010 Revised Budget	\$ 1,004,711	\$ 1,004,711
FY 2011 Budget Target	\$ 1,004,711	\$ 1,004,711
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 9,914	\$ -
<i>Employee Health/Dental Premiums</i>	8,316	-
<i>Retirement Contributions</i>	1,598	-
Base Adjustments	\$ (207,830)	\$ (197,916)
<i>Internal Service Charges</i>	(207,830)	(197,916)
FY 2011 Adopted Budget	\$ 806,795	\$ 806,795
<i>Percent Change from Target Amount</i>	-19.7%	-19.7%

Reprographics Fund (673) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 32,372	\$ -
<i>Replace Reprographics Equip</i>	<i>32,372</i>	<i>-</i>
Agenda Item:		
<i>C-73-10-033-M-00</i>		
FY 2010 Revised Budget	\$ 32,372	\$ -
Adjustments:		
Non Recurring	\$ (32,372)	\$ -
<i>Replace Reprographics Equip</i>	<i>(32,372)</i>	<i>-</i>
Agenda Item:		
<i>C-73-10-033-M-00</i>		
FY 2011 Budget Target	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>

Reprographics Fund (673) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 471,306	\$ 304,121	\$ 304,121	\$ 318,342	\$ 143,642
Sources:					
Operating	\$ 843,227	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795
Total Sources:	\$ 843,227	\$ 1,004,711	\$ 1,004,711	\$ 673,234	\$ 806,795
Uses:					
Operating	\$ 983,516	\$ 1,004,711	\$ 1,004,711	\$ 815,562	\$ 806,795
Non-Recurring	12,664	-	32,372	32,372	-
Total Uses:	\$ 996,180	\$ 1,004,711	\$ 1,037,083	\$ 847,934	\$ 806,795
Structural Balance	\$ (140,289)	\$ -	\$ -	\$ (142,328)	\$ -
Accounting Adjustments	\$ (11)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	318,342	304,121	271,749	143,642	143,642
Total Ending Spendable Fund Balance	\$ 318,342	\$ 304,121	\$ 271,749	\$ 143,642	\$ 143,642

Medical Examiner

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Mission

The Mission of the Office of the Medical Examiner is to provide professional death investigation, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health 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 January, 2013, 98% (from 70.2% as of June 30, 2009) 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, the Medical Examiner is releasing 71.4% of decedents within 24 hours of examination. The Department anticipates reaching the goal by the target date.

- **By July, 2012, 25% (from 24.7% as of June 30, 2009) of jurisdictional cases will be released directly to the family's funeral home of choice.**

Status: The Department is currently at 21.7% as a result of a 5% increase in the number of cases released directly to a funeral home over last year. The Department anticipates reaching the goal by the target date.

- **By July, 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 92.6% as of June 30, 2009) of cases closed within 90 days.**

Status: The Medical Examiner's office is currently closing 43.1% of cases in 45 days and 81.2% of cases in 90 days. The Department anticipates reaching the goal by the target date.

- **By June 30, 2010, OME, in concert with other county and governmental agencies be 100% prepared to process, identify and manage decedents to address the increase in deaths due to a pandemic while maintaining public safety.**

Status: The Department is 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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CREM - CREMATION AUTHORIZATIONS	\$ 223,948	\$ 262,380	\$ 262,380	\$ 257,916	\$ 262,380	\$ -	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	39,735	40,388	40,388	122,582	91,950	51,562	127.7%
INVG - DECEDENT MEDICAL INVESTIGATION	-	-	-	2,089	2,086	2,086	N/A
MELB - MEDICAL EXAMINER LAB SERVICES	100,587	218,615	218,615	134,263	-	(218,615)	-100.0%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	-	-	25,000	-	-	(25,000)	-100.0%
29ME - MEDICAL EXAMINERS	\$ 364,270	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
TOTAL PROGRAMS	\$ 364,270	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
USES							
CREM - CREMATION AUTHORIZATIONS	\$ 226,664	\$ 206,622	\$ 206,622	\$ 213,689	\$ 216,375	\$ (9,753)	-4.7%
EXAM - DECEDENT MEDICAL EXAMINATION	3,105,458	2,616,241	2,616,241	2,745,071	2,748,897	(132,656)	-5.1%
INVG - DECEDENT MEDICAL INVESTIGATION	1,328,098	1,258,939	1,258,939	1,283,390	1,375,434	(116,495)	-9.3%
MELB - MEDICAL EXAMINER LAB SERVICES	1,389,143	1,468,930	1,468,930	1,240,802	1,173,254	295,676	20.1%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	-	76,626	101,626	70,255	70,099	31,527	31.0%
MEOS - MEDICAL EXAMINER OFFICE SUPP	751,757	654,458	654,458	710,541	740,174	(85,716)	-13.1%
29ME - MEDICAL EXAMINERS	\$ 6,801,120	\$ 6,281,816	\$ 6,306,816	\$ 6,263,748	\$ 6,324,233	\$ (17,417)	-0.3%
HRAC - HUMAN RESOURCES	\$ 145,254	\$ 148,981	\$ 148,981	\$ 13,544	\$ 88,304	\$ 60,677	40.7%
ODIR - EXECUTIVE MANAGEMENT	407,675	400,349	400,349	401,000	309,134	91,215	22.8%
PROC - PROCUREMENT	40,126	24,772	24,772	18,304	65,232	(40,460)	-163.3%
99AS - ADMINISTRATIVE SERVICES	\$ 593,055	\$ 574,102	\$ 574,102	\$ 432,848	\$ 462,670	\$ 111,432	19.4%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 31,200	\$ 22,129	\$ 22,129	\$ 22,128	\$ 24,535	\$ (2,406)	-10.9%
99GV - GENERAL GOVERNMENT	\$ 31,200	\$ 22,129	\$ 22,129	\$ 22,128	\$ 24,535	\$ (2,406)	-10.9%
TOTAL PROGRAMS	\$ 7,425,375	\$ 6,878,047	\$ 6,903,047	\$ 6,718,724	\$ 6,811,438	\$ 91,609	1.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ (164,967)	-75.5%
SUBTOTAL	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ (164,967)	-75.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ (25,000)	-100.0%
0635 - OTHER CHARGES FOR SERVICES	263,683	302,768	302,768	298,235	302,768	-	0.0%
SUBTOTAL	\$ 263,683	\$ 302,768	\$ 327,768	\$ 298,235	\$ 302,768	\$ (25,000)	-7.6%
ALL REVENUES	\$ 364,270	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
TOTAL SOURCES	\$ 364,270	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 4,969,915	\$ 4,450,404	\$ 4,450,404	\$ 4,433,563	\$ 4,429,240	\$ 21,164	0.5%
0705 - TEMPORARY PAY	16,129	-	-	557	-	-	N/A
0710 - OVERTIME	62,811	70,000	70,000	89,635	88,464	(18,464)	-26.4%
0750 - FRINGE BENEFITS	1,516,509	1,335,915	1,335,915	1,318,660	1,451,214	(115,299)	-8.6%
0790 - OTHER PERSONNEL SERVICES	21,876	18,500	18,500	16,451	17,400	1,100	5.9%
0796 - PERSONNEL SERVICES ALLOC-IN	-	39,826	39,826	39,826	39,826	-	0.0%
SUBTOTAL	\$ 6,587,240	\$ 5,914,645	\$ 5,914,645	\$ 5,898,692	\$ 6,026,144	\$ (111,499)	-1.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 86,779	\$ 92,008	\$ 92,008	\$ 70,694	\$ 82,335	\$ 9,673	10.5%
0802 - MEDICAL SUPPLIES	242,429	238,000	238,000	188,194	238,000	-	0.0%
0803 - FUEL	29,332	38,000	38,000	22,357	30,000	8,000	21.1%
0804 - NON-CAPITAL EQUIPMENT	5,415	20,500	20,500	9,662	18,500	2,000	9.8%
SUBTOTAL	\$ 363,955	\$ 388,508	\$ 388,508	\$ 290,907	\$ 368,835	\$ 19,673	5.1%
SERVICES							
0811 - HEALTH CARE SERVICES	\$ 97,555	\$ 105,500	\$ 105,500	\$ 139,949	\$ 139,644	\$ (34,144)	-32.4%
0812 - OTHER SERVICES	38,463	34,500	59,500	52,772	82,500	(23,000)	-38.7%
0820 - RENT & OPERATING LEASES	9,038	10,500	10,500	10,001	10,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	95,823	112,500	112,500	92,351	105,000	7,500	6.7%
0839 - INTERNAL SERVICE CHARGES	16,474	24,650	24,650	13,612	15,101	9,549	38.7%
0841 - TRAVEL	26,222	41,980	41,980	38,212	25,000	16,980	40.4%
0842 - EDUCATION AND TRAINING	14,035	29,595	29,595	33,114	10,722	18,873	63.8%
0843 - POSTAGE/FREIGHT/SHIPPING	6,407	4,874	4,874	8,015	8,200	(3,326)	-68.2%
0850 - UTILITIES	6,646	8,500	8,500	5,586	7,500	1,000	11.8%
SUBTOTAL	\$ 310,663	\$ 372,599	\$ 397,599	\$ 393,612	\$ 404,167	\$ (6,568)	-1.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 95,001	\$ 190,000	\$ 190,000	\$ 126,074	\$ -	\$ 190,000	100.0%
0950 - DEBT SERVICE	52,040	12,295	12,295	9,439	12,292	3	0.0%
SUBTOTAL	\$ 147,041	\$ 202,295	\$ 202,295	\$ 135,513	\$ 12,292	\$ 190,003	93.9%
ALL EXPENDITURES	\$ 7,408,899	\$ 6,878,047	\$ 6,903,047	\$ 6,718,724	\$ 6,811,438	\$ 91,609	1.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 16,476	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL OTHER FINANCING USES	\$ 16,476	\$ -	N/A				
TOTAL USES	\$ 7,425,375	\$ 6,878,047	\$ 6,903,047	\$ 6,718,724	\$ 6,811,438	\$ 91,609	1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 263,683	\$ 302,768	\$ 327,768	\$ 298,235	\$ 302,768	\$ (25,000)	-7.6%
FUND TOTAL SOURCES	\$ 263,683	\$ 302,768	\$ 327,768	\$ 298,235	\$ 302,768	\$ (25,000)	-7.6%
224 MEDICAL EXAMINER GRANT							
OPERATING	\$ 95,000	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ (164,967)	-75.5%
NON-RECURRING	5,587	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ (164,967)	-75.5%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 358,683	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 5,587	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT TOTAL SOURCES	\$ 364,270	\$ 521,383	\$ 546,383	\$ 516,850	\$ 356,416	\$ (189,967)	-34.8%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 7,324,788	\$ 6,659,432	\$ 6,684,432	\$ 6,500,109	\$ 6,757,790	\$ (73,358)	-1.1%
FUND TOTAL USES	\$ 7,324,788	\$ 6,659,432	\$ 6,684,432	\$ 6,500,109	\$ 6,757,790	\$ (73,358)	-1.1%
224 MEDICAL EXAMINER GRANT							
OPERATING	\$ 95,000	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ 164,967	75.5%
NON-RECURRING	5,587	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648	\$ 164,967	75.5%
DEPARTMENT OPERATING TOTAL USES	\$ 7,419,788	\$ 6,878,047	\$ 6,903,047	\$ 6,718,724	\$ 6,811,438	\$ 91,609	1.3%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 5,587	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT TOTAL USES	\$ 7,425,375	\$ 6,878,047	\$ 6,903,047	\$ 6,718,724	\$ 6,811,438	\$ 91,609	1.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.00	3.00	3.00	3.00	2.00	(1.00)	-33.3%
HUMAN RESOURCES	2.00	2.00	2.00	-	1.00	(1.00)	-50.0%
PROCUREMENT	1.00	0.50	0.50	1.00	1.00	0.50	100.0%
PROGRAM TOTAL	7.00	5.50	5.50	4.00	4.00	(1.50)	-27.3%
MEDICAL EXAMINERS							
CREMATION AUTHORIZATIONS	3.23	3.00	3.00	3.05	3.05	0.05	1.7%
DECEDENT MEDICAL EXAMINATION	24.52	19.36	19.36	21.40	21.40	2.04	10.5%
DECEDENT MEDICAL INVESTIGATION	23.75	20.90	20.90	21.85	21.85	0.95	4.5%
MEDICAL EXAMINER LAB SERVICES	14.00	12.95	12.95	11.95	11.95	(1.00)	-7.7%
MEDICAL EXAMINER LEGAL SUPPOR	-	0.79	0.79	0.75	0.75	(0.04)	-5.1%
MEDICAL EXAMINER OFFICE SUPP	18.50	13.00	13.00	14.00	14.00	1.00	7.7%
PROGRAM TOTAL	84.00	70.00	70.00	73.00	73.00	3.00	4.3%
DEPARTMENT TOTAL	91.00	75.50	75.50	77.00	77.00	1.50	2.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Admin/Operations Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chemist	-	7.00	7.00	8.00	8.00	1.00	14.3%
Chemist Supervisor	-	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Crime Scene Specialist	22.00	19.00	19.00	19.00	19.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	-	7.00	7.00	9.00	9.00	2.00	28.6%
Human Resources Analyst	-	-	-	1.00	1.00	1.00	N/A
Human Resources Support Supv	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Investigator	21.00	-	-	-	-	-	N/A
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	-	-	-	-	-	N/A
Laboratory Technician	1.00	2.00	2.00	2.00	2.00	-	0.0%
Management Analyst	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Medical Examiner	11.00	9.00	9.00	9.00	9.00	-	0.0%
Medical Transcriber	5.00	-	-	-	-	-	N/A
Office Assistant	5.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	8.00	12.00	12.00	11.00	11.00	(1.00)	-8.3%
Operations/Program Manager	1.00	-	-	1.00	1.00	1.00	N/A
Operations/Program Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Photographer	-	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	1.00	0.50	0.50	1.00	1.00	0.50	100.0%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Department Total	91.00	75.50	75.50	77.00	77.00	1.50	2.0%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	91.00	75.50	75.50	77.00	77.00	1.50	2.0%
DEPARTMENT TOTAL	91.00	75.50	75.50	77.00	77.00	1.50	2.0%

General Adjustments

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits in the amount of \$81,310 for employee health and dental premium increases.
- Increase Regular Benefits by \$20,258 for the FY 2010-11 retirement contribution rate increase.
- Right-size over-budgeted positions by (\$3,210).
- Reduce capital by (\$30,000) for expenditures associated with a laundry system which will be purchased in FY 2009-10 rather than FY 2010-11.
- Right-size Other Services by \$30,000.

Medical Examiner's Grant Fund (224)

- Right-size grant revenue and expenditure budget to reflect anticipated grants for FY 2010-11 for a net decrease of (\$164,967).

Programs and Activities

Medical Examiners Program

The purpose of the Medical Examiner Program is to provide professional death investigations and cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cases completed (available for public release) within 45 days	56.4%	45.5%	43.4%	(2.1%)	-4.6%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	48.1%	60.8%	70.2%	9.3%	15.3%
Percent of cases completed (available for public release) within 90 days	92.6%	79.0%	83.1%	4.1%	5.1%
Percent of autopsies performed	65.2%	51.9%	60.3%	8.5%	16.3%
Percent of cases not admitted (CNA's)	N/A	19.9%	20.8%	0.9%	4.5%
Percent of cases where organ/tissue-donations were authorized	N/A	100.0%	7.0%	(93.0%)	-93.0%
Percent of investigative summaries completed by day of exam	96.1%	98.0%	100.0%	2.0%	2.0%
Percent of declined cases	36.0%	32.1%	39.8%	7.7%	24.1%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	N/A	74.9%	60.6%	(14.2%)	-19.0%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	90.4%	72.0%	97.5%	25.4%	35.3%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	N/A	69.9%	63.2%	(6.8%)	-9.7%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.0%	98.0%	97.4%	(0.6%)	-0.6%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	N/A	89.1%	48.3%	(40.7%)	-45.8%
Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	N/A	100.0%	100.0%	0.0%	0.0%
Percent of examined cases requiring microscopic slides to be produced	N/A	100.0%	71.6%	(28.4%)	-28.4%
Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	N/A	N/A	28.1%	N/A	N/A
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	60.0%	0.0%	0.0%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	0.0%	0.0%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	0.0%	0.0%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	0.0%	0.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of cremation authorizations completed	16,892	18,060	19,332	1,272	7.0%
Demand	Number of cremation authorizations requested	16,892	18,060	19,332	1,272	7.0%
Efficiency	Expenditure per cremation authorization	\$ 13.42	\$ 11.44	\$ 11.19	\$ 0.25	2.2%
<i>Revenue</i>						
	100 - GENERAL	\$ 223,948	\$ 262,380	\$ 262,380	\$ -	0.0%
	TOTAL SOURCES	\$ 223,948	\$ 262,380	\$ 262,380	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 226,664	\$ 206,622	\$ 216,375	\$ (9,753)	-4.7%
	TOTAL USES	\$ 226,664	\$ 206,622	\$ 216,375	\$ (9,753)	-4.7%

Activity Narrative: Expenditures are increasing slightly due to the increase in benefits. The number of cremation authorizations completed will keep pace with demand, resulting in improved efficiency.

Decedent Medical Examination Activity

The purpose of the Decedent Medical Examination Activity is to provide autopsies, and timely autopsy reports, certifications and expert testimony in legal proceedings to families of decedents and the legal and medical community so 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of cases completed (available for public release) within 45 days	56.4%	45.5%	43.4%	(2.1%)	-4.6%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	48.1%	60.8%	70.2%	9.3%	15.3%
Result	Percent of cases completed (available for public release) within 90 days	92.6%	79.0%	83.1%	4.1%	5.1%
Result	Percent of autopsies performed	65.2%	51.9%	60.3%	8.5%	16.3%
Result	Percent of cases not admitted (CNA's)	N/A	19.9%	20.8%	0.9%	4.5%
Result	Percent of cases where organ/tissue-donations were authorized	N/A	100.0%	7.0%	(93.0%)	-93.0%
Output	Number of examinations completed	3,629	5,484	3,780	(1,704)	-31.1%
Output	Number of organ/tissue donation authorizations	N/A	312	336	24	7.7%
Demand	Number of examinations required	3,629	5,484	3,780	(1,704)	-31.1%
Efficiency	Expenditure per exam	\$ 855.73	\$ 477.07	\$ 727.22	\$ (250.15)	-52.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 39,735	\$ 40,388	\$ 40,388	\$ -	0.0%
	224 - MEDICAL EXAMINER GRANT	-	-	51,562	51,562	N/A
	TOTAL SOURCES	\$ 39,735	\$ 40,388	\$ 91,950	\$ 51,562	127.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,105,458	\$ 2,616,241	\$ 2,697,335	\$ (81,094)	-3.1%
	224 - MEDICAL EXAMINER GRANT	-	-	51,562	(51,562)	N/A
	TOTAL USES	\$ 3,105,458	\$ 2,616,241	\$ 2,748,897	\$ (132,656)	-5.1%

Activity Narrative: The anticipated increase in the number of examinations completed in FY 2009-10 did not come to fruition. Forecasted examinations required and completed are closer to FY 2008-09 levels. The resources available will be increasing slightly due to the increase in benefits costs, which is mitigated to a degree by decreases in other expenditures. Overall, efficiency is negatively impacted.

Decedent Medical Investigation Activity

The purpose of the Decedent Medical Investigations Activity is to provide scene photographs and investigate summary reports to families of decedents and the legal and medical community so they can investigate and prosecute offenders, and reduce risks to public health and safety and have closure.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of investigative summaries completed by day of exam	96.1%	98.0%	100.0%	2.0%	2.0%
Result	Percent of declined cases	36.0%	32.1%	39.8%	7.7%	24.1%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	N/A	74.9%	60.6%	(14.2%)	-19.0%
Output	Number of investigations completed	7,085	7,824	7,932	108	1.4%
Demand	Number of investigations required	7,085	7,824	7,932	108	1.4%
Efficiency	Expenditure per investigation	\$ 187.45	\$ 160.91	\$ 173.40	\$ (12.50)	-7.8%
<i>Revenue</i>						
	224 - MEDICAL EXAMINER GRANT	\$ -	\$ -	\$ 2,086	\$ 2,086	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 2,086	\$ 2,086	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,328,098	\$ 1,258,939	\$ 1,373,348	\$ (114,409)	-9.1%
	224 - MEDICAL EXAMINER GRANT	-	-	2,086	(2,086)	N/A
	TOTAL USES	\$ 1,328,098	\$ 1,258,939	\$ 1,375,434	\$ (116,495)	-9.3%

Activity Narrative: Expenditures will increase due to the increase in benefit costs. The reduction in staff in FY 2009-10 appears to have negatively impacted anticipated percent of scene arrivals within 2 hours of "case ready for removal" notifications as it is forecasted close to 61% from the budgeted 75%.

Office Support Activity

The purpose of the Office Support Activity is to provide transcribed 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	90.4%	72.0%	97.5%	25.4%	35.3%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	N/A	69.9%	63.2%	(6.8%)	-9.7%
Output	Number of exam, toxicology and investigative summary reports transcribed	10,919	16,296	8,976	(7,320)	-44.9%
Output	Number of decedents admitted	N/A	4,392	3,780	(612)	-13.9%
Demand	Number of reports requested to be transcribed.	10,919	16,296	8,976	(7,320)	-44.9%
Efficiency	Expenditure per report transcribed.	\$ 36.26	\$ 40.16	\$ 82.46	\$ (42.30)	-105.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 751,757	\$ 654,458	\$ 740,174	\$ (85,716)	-13.1%
	TOTAL USES	\$ 751,757	\$ 654,458	\$ 740,174	\$ (85,716)	-13.1%

Activity Narrative: The FY 2009-10 number of reports requested to be transcribed assumed typing 100% of the investigative summaries in addition to 100% of the exam and toxicology reports. For FY 2010-11, investigators will be typing 90% of their investigative summaries to allow the Office Support Activity staff to type the complex exam and toxicology reports. Efficiency was expected to improve in FY 2009-10 due to a reduction in staffing levels for the Activity; however, the reduction in staff budgeted in FY 2009-10 was not possible in order to meet the department's needs and therefore, the cost per report transcribed is higher in FY 2010-11.

Lab Services Activity

The purpose of the Lab Services Activity is to provide professionally administered drug analyses reports, test results and microscopic slide results (according to established standards) to family/next of kin and/or law enforcement so they can be advised of 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.0%	98.0%	97.4%	(0.6%)	-0.6%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	N/A	89.1%	48.3%	(40.7%)	-45.8%
Result	Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	N/A	100.0%	100.0%	0.0%	0.0%
Result	Percent of examined cases requiring microscopic slides to be produced	N/A	100.0%	71.6%	(28.4%)	-28.4%
Result	Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	N/A	N/A	28.1%	N/A	N/A
Output	Number of toxicology tests produced	56,240	67,716	53,112	(14,604)	-21.6%
Output	Number of total toxicology reports produced	2,933	3,840	3,204	(636)	-16.6%
Output	Number of microscopic slides produced	N/A	11,892	9,300	(2,592)	-21.8%
Demand	Number of microscopic slides requested	N/A	11,892	9,300	(2,592)	-21.8%
Demand	Number of toxicology tests requested.	56,240	67,716	53,112	(14,604)	-21.6%
Efficiency	Expenditure per test produced	\$ 23.17	\$ 21.69	\$ 22.09	\$ (0.40)	-1.8%
<i>Revenue</i>						
	224 - MEDICAL EXAMINER GRANT	\$ 100,587	\$ 218,615	\$ -	\$ (218,615)	-100.0%
	TOTAL SOURCES	\$ 100,587	\$ 218,615	\$ -	\$ (218,615)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,288,556	\$ 1,250,315	\$ 1,173,254	\$ 77,061	6.2%
	224 - MEDICAL EXAMINER GRANT	100,587	218,615	-	218,615	100.0%
	TOTAL USES	\$ 1,389,143	\$ 1,468,930	\$ 1,173,254	\$ 295,676	20.1%

Activity Narrative: Grant funding is reduced as funding received in FY 2009-10 is not certain for FY 2010-11. This Activity was new in FY 2009-10, and as such, some of the new measures were over-estimated for the FY 2009-10 budget. The FY 2010-11 measures are in line with the projected amounts for FY 2009-10.

Legal Support Activity

The purpose of the Legal Support Activity is to provide independent and unbiased scientific evidence (expert testimony, examination reports etc...) to judicial and law enforcement authorities and the general public so they can have timely, accurate and complete information for adjudication purposes and closure.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	60.0%	0.0%	0.0%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	0.0%	0.0%
Output	Number of subpoenas supported (date and time stamped)	N/A	612	612	-	0.0%
Output	Number of hours spent testifying in court	N/A	144	144	-	0.0%
Demand	Number of subpoenas received (date and time stamped)	N/A	612	612	-	0.0%
Efficiency	Expenditure per subpoenas supported	N/A	\$ 166.06	\$ 114.54	\$ 51.51	31.0%
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 25,000	\$ -	\$ (25,000)	-100.0%
	TOTAL SOURCES	\$ -	\$ 25,000	\$ -	\$ (25,000)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 101,626	\$ 70,099	\$ 31,527	31.0%
	TOTAL USES	\$ -	\$ 101,626	\$ 70,099	\$ 31,527	31.0%

Activity Narrative: The FY 2009-10 budget includes revenue and expenditures for an Intergovernmental Agreement with Yavapai County which was not executed; thus, revenue and expenditures for FY 2010-11 are reduced.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 6,659,432	\$ 302,768
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ 25,000	\$ 25,000
<i>Yavapai IGA/Micro Slides</i>	<i>25,000</i>	<i>25,000</i>
Agenda Item:		
C-29-10-002-3-00		
FY 2010 Revised Budget	\$ 6,684,432	\$ 327,768
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	\$ (25,000)	\$ (25,000)
<i>Yavapai IGA/Micro Slides</i>	<i>(25,000)</i>	<i>(25,000)</i>
Agenda Item:		
C-29-10-002-3-00		
FY 2011 Budget Target	\$ 6,659,432	\$ 302,768
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 101,568	\$ -
<i>Employee Health/Dental Premiums</i>	<i>81,310</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>20,258</i>	<i>-</i>
Base Adjustments	\$ (33,210)	\$ -
<i>Other Base Adjustments</i>	<i>(33,210)</i>	<i>-</i>
<i>Capital Reduction Associated with Laundry System</i>	<i>\$ (30,000)</i>	<i>-</i>
<i>Right-size Over-Budgeted Positions</i>	<i>(3,210)</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 6,727,790	\$ 302,768
<i>Percent Change from Target Amount</i>	<i>1.0%</i>	<i>0.0%</i>
Adjustments:		
Base Adjustments	\$ 30,000	\$ -
<i>Other Base Adjustments</i>	<i>30,000</i>	<i>-</i>
<i>Right-Size Other Services</i>	<i>\$ 30,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 6,757,790	\$ 302,768
<i>Percent Change from Target Amount</i>	<i>1.5%</i>	<i>0.0%</i>

Medical Examiner Grant Fund (224)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 218,615	\$ 218,615
FY 2010 Revised Budget	\$ 218,615	\$ 218,615
FY 2011 Budget Target	\$ 218,615	\$ 218,615
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (164,967)	\$ (164,967)
<i>Grant Reconciliation</i>	<i>(164,967)</i>	<i>(164,967)</i>
FY 2011 Adopted Budget	\$ 53,648	\$ 53,648
<i>Percent Change from Target Amount</i>	<i>-75.5%</i>	<i>-75.5%</i>

Medical Examiner Grant Fund (224) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ (88)	\$ (88)	\$ -	\$ -
Sources:					
Operating	\$ 95,000	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648
Non-Recurring	5,587	-	-	-	-
Total Sources:	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648
Uses:					
Operating	\$ 95,000	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648
Non-Recurring	5,587	-	-	-	-
Total Uses:	\$ 100,587	\$ 218,615	\$ 218,615	\$ 218,615	\$ 53,648
Ending Spendable Fund Balance:					
Unassigned	-	(88)	(88)	-	-
Total Ending Spendable Fund Balance	\$ -	\$ (88)	\$ (88)	\$ -	\$ -

Parks and Recreation

Analysis by Angie Flick, Management & Budget Supervisor

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 the end of FY 2011-12, increase the number of park users by 10% over FY 2008-09 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.**

Status: The Department has been developing standards and expected outcomes for their programming which will increase park use and enjoyment. As of February 28, 2010, the Department has completed approximately 15% of their interpretive and recreational program standards, guidelines and outcomes for all core programs. In addition, the Department is currently working to secure two additional concessionaires (zip lines and cable lake) to provide additional recreational opportunities and entice visitors.

- **By the end of FY 2012-13, 90% of all park amenities will be operated, maintained, and repaired following Department standards to ensure all park visitors are able to enjoy safe and clean parks.**

Status: The Department is reworking their standards for maintenance in the Parks, developing expectations and frequency/schedule of operational maintenance and repairs. Through March 1, 2010, the Department has completed 25% of the repair and maintenance standards, and has created an estimated frequency schedule for staff to follow that will ensure the quality of all park amenities. By September 1, 2010, the new Nature Center for White Tank Mountain Regional Park will be operational which replaces the old modular unit. LEED certification was received in March 2010 for the Estrella Mountain Nature Center.

- **By the end of FY 2014-15, the regional park system will increase by 8% (10,000 acres) over FY 2008-09, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.**

Status: As of March 1, 2010, the Department has selected a consultant to begin the studies required by BLM (Bureau of Land Management) to determine appropriate park development for Vulture Mountain. Additionally, a land acquisition policy has been established and parcels have been prioritized for future acquisition. The Department has added 18.85 miles of Arizona State Land Department easements to Parks property for the construction of the Maricopa Trail.

- **By the end of FY 2013-14, 75% of all existing facilities from FY 2009-10 will be upgraded and/or renovated to meet current Departmental standards so that all visitors can utilize modern, up-to-date amenities that meet their diverse expectations.**

Status: The Department has funding for major upgrades and/or renovations to existing amenities within 6 parks within the FY 2010-11 budget.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
AREC - RECREATION	\$ 8,291,530	\$ 5,254,915	\$ 5,324,915	\$ 5,604,007	\$ 5,406,955	\$ 82,040	1.5%
INTP - INTERPRETIVE SERVICES	239,085	210,700	223,700	225,137	203,368	(20,332)	-9.1%
30ER - PARK EDUCATION AND RECREATION	\$ 8,530,615	\$ 5,465,615	\$ 5,548,615	\$ 5,829,144	\$ 5,610,323	\$ 61,708	1.1%
MDEV - MAINTENANCE AND DEVELOPMENT	\$ 110,623	\$ 63,300	\$ 88,300	\$ 42,080	\$ 63,300	\$ (25,000)	-28.3%
30SP - PARK SUPPORT	\$ 110,623	\$ 63,300	\$ 88,300	\$ 42,080	\$ 63,300	\$ (25,000)	-28.3%
GGOV - GENERAL GOVERNMENT	\$ 26,075	\$ 188,409	\$ 188,409	\$ 68,693	\$ 99,409	\$ (89,000)	-47.2%
99GV - GENERAL GOVERNMENT	\$ 26,075	\$ 188,409	\$ 188,409	\$ 68,693	\$ 99,409	\$ (89,000)	-47.2%
TOTAL PROGRAMS	\$ 8,667,313	\$ 5,717,324	\$ 5,825,324	\$ 5,939,917	\$ 5,773,032	\$ (52,292)	-0.9%
USES							
AREC - RECREATION	\$ 5,134,100	\$ 2,274,081	\$ 2,392,281	\$ 2,038,779	\$ 2,584,817	\$ (192,536)	-8.0%
INTP - INTERPRETIVE SERVICES	709,865	725,571	738,571	694,623	806,720	(68,149)	-9.2%
30ER - PARK EDUCATION AND RECREATION	\$ 5,843,965	\$ 2,999,652	\$ 3,130,852	\$ 2,733,402	\$ 3,391,537	\$ (260,685)	-8.3%
MDEV - MAINTENANCE AND DEVELOPMENT	\$ 2,822,173	\$ 4,145,855	\$ 4,375,234	\$ 3,710,444	\$ 3,493,211	\$ 882,023	20.2%
30SP - PARK SUPPORT	\$ 2,822,173	\$ 4,145,855	\$ 4,375,234	\$ 3,710,444	\$ 3,493,211	\$ 882,023	20.2%
BDGT - BUDGETING	\$ 107,634	\$ 121,359	\$ 121,359	\$ 95,494	\$ 102,530	\$ 18,829	15.5%
FSAC - FINANCIAL SERVICES	305,475	531,132	531,132	237,157	537,965	(6,833)	-1.3%
HRAC - HUMAN RESOURCES	48,950	52,763	52,763	51,823	55,371	(2,608)	-4.9%
ODIR - EXECUTIVE MANAGEMENT	453,896	485,640	485,640	451,393	520,791	(35,151)	-7.2%
99AS - ADMINISTRATIVE SERVICES	\$ 915,955	\$ 1,190,894	\$ 1,190,894	\$ 835,867	\$ 1,216,657	\$ (25,763)	-2.2%
GGOV - GENERAL GOVERNMENT	\$ 804,774	\$ 742	\$ 742	\$ 720	\$ -	\$ 742	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	38,772	66,135	66,135	64,557	79,042	(12,907)	-19.5%
99GV - GENERAL GOVERNMENT	\$ 843,546	\$ 66,877	\$ 66,877	\$ 65,277	\$ 79,042	\$ (12,165)	-18.2%
DESK - DESKTOP SUPPORT	\$ 25,968	\$ 8,660	\$ 8,660	\$ 8,157	\$ 48,660	\$ (40,000)	-461.9%
99IT - INFORMATION TECHNOLOGY	\$ 25,968	\$ 8,660	\$ 8,660	\$ 8,157	\$ 48,660	\$ (40,000)	-461.9%
TOTAL PROGRAMS	\$ 10,451,607	\$ 8,411,938	\$ 8,772,517	\$ 7,353,147	\$ 8,229,107	\$ 543,410	6.2%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 150,800	\$ 4,820	\$ 42,820	\$ 25,686	\$ 4,820	\$ (38,000)	-88.7%
SUBTOTAL	\$ 150,800	\$ 4,820	\$ 42,820	\$ 25,686	\$ 4,820	\$ (38,000)	-88.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 338,642	\$ 336,900	\$ 336,900	\$ 219,946	\$ 201,648	\$ (135,252)	-40.1%
0635 - OTHER CHARGES FOR SERVICES	3,739,865	3,767,182	3,767,182	4,047,676	3,826,549	59,367	1.6%
SUBTOTAL	\$ 4,078,507	\$ 4,104,082	\$ 4,104,082	\$ 4,267,622	\$ 4,028,197	\$ (75,885)	-1.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 168	\$ 50	\$ 50	\$ 575	\$ 50	\$ -	0.0%
SUBTOTAL	\$ 168	\$ 50	\$ 50	\$ 575	\$ 50	\$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 106,719	\$ 213,409	\$ 213,409	\$ 79,994	\$ 123,909	\$ (89,500)	-41.9%
0650 - MISCELLANEOUS REVENUE	4,331,119	1,394,963	1,464,963	1,566,040	1,616,056	151,093	10.3%
SUBTOTAL	\$ 4,437,838	\$ 1,608,372	\$ 1,678,372	\$ 1,646,034	\$ 1,739,965	\$ 61,593	3.7%
ALL REVENUES	\$ 8,667,313	\$ 5,717,324	\$ 5,825,324	\$ 5,939,917	\$ 5,773,032	\$ (52,292)	-0.9%
TOTAL SOURCES	\$ 8,667,313	\$ 5,717,324	\$ 5,825,324	\$ 5,939,917	\$ 5,773,032	\$ (52,292)	-0.9%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 3,537,052	\$ 3,523,818	\$ 3,523,818	\$ 3,402,111	\$ 3,461,518	\$ 62,300	1.8%
0705 - TEMPORARY PAY	36,204	34,236	34,236	99,959	87,123	(52,887)	-154.5%
0710 - OVERTIME	3,846	4,000	4,000	(7,415)	1,500	2,500	62.5%
0750 - FRINGE BENEFITS	1,227,711	1,231,608	1,231,608	1,261,779	1,371,580	(139,972)	-11.4%
0790 - OTHER PERSONNEL SERVICES	34,278	14,300	14,300	7,042	14,300	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(600,674)	(572,869)	(572,869)	(572,368)	(649,601)	76,732	-13.4%
0796 - PERSONNEL SERVICES ALLOC-IN	668,613	505,472	505,472	520,107	577,597	(72,125)	-14.3%
SUBTOTAL	\$ 4,907,030	\$ 4,740,565	\$ 4,740,565	\$ 4,711,215	\$ 4,864,017	\$ (123,452)	-2.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 380,222	\$ 393,798	\$ 486,982	\$ 345,548	\$ 381,521	\$ 105,461	21.7%
0803 - FUEL	138,303	166,900	166,900	128,457	157,266	9,634	5.8%
0804 - NON-CAPITAL EQUIPMENT	3,197	52,500	52,500	10,000	51,500	1,000	1.9%
SUBTOTAL	\$ 521,722	\$ 613,198	\$ 706,382	\$ 484,005	\$ 590,287	\$ 116,095	16.4%
SERVICES							
0810 - LEGAL SERVICES	\$ 2,980,794	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0812 - OTHER SERVICES	100,892	604,318	768,723	257,615	831,339	(62,616)	-8.1%
0820 - RENT & OPERATING LEASES	18,356	16,300	16,300	13,509	17,320	(1,020)	-6.3%
0825 - REPAIRS AND MAINTENANCE	90,061	280,029	280,029	280,654	299,068	(19,039)	-6.8%
0830 - INTERGOVERNMENTAL PAYMENTS	960,717	88,087	88,087	88,441	89,140	(1,053)	-1.2%
0839 - INTERNAL SERVICE CHARGES	55,182	86,546	86,546	79,165	135,991	(49,445)	-57.1%
0841 - TRAVEL	580	2,817	2,817	2,081	3,167	(350)	-12.4%
0842 - EDUCATION AND TRAINING	1,334	15,050	15,050	10,430	15,050	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	9,215	7,885	7,885	5,806	7,255	630	8.0%
0850 - UTILITIES	534,104	549,957	549,957	578,434	601,794	(51,837)	-9.4%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(8,300)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	595	-	-	8,300	-	-	N/A
SUBTOTAL	\$ 4,751,830	\$ 1,650,989	\$ 1,815,394	\$ 1,316,135	\$ 2,000,124	\$ (184,730)	-10.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ 1,230,000	\$ 1,150,000	\$ 670,628	\$ 144,019	\$ 1,005,981	87.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	175,000	175,000	4,000	375,000	(200,000)	-114.3%
0940 - INFRASTRUCTURE	-	-	-	-	40,000	(40,000)	N/A
0950 - DEBT SERVICE	20,192	2,186	2,186	2,164	660	1,526	69.8%
SUBTOTAL	\$ 20,192	\$ 1,407,186	\$ 1,327,186	\$ 676,792	\$ 559,679	\$ 767,507	57.8%
ALL EXPENDITURES	\$ 10,200,774	\$ 8,411,938	\$ 8,589,527	\$ 7,188,147	\$ 8,014,107	\$ 575,420	6.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 250,833	\$ -	\$ 182,990	\$ 165,000	\$ 215,000	\$ (32,010)	-17.5%
ALL OTHER FINANCING USES	\$ 250,833	\$ -	\$ 182,990	\$ 165,000	\$ 215,000	\$ (32,010)	-17.5%
TOTAL USES	\$ 10,451,607	\$ 8,411,938	\$ 8,772,517	\$ 7,353,147	\$ 8,229,107	\$ 543,410	6.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 316,176	\$ 305,000	\$ 305,000	\$ 173,887	\$ 172,050	\$ (132,950)	-43.6%
FUND TOTAL SOURCES	\$ 316,176	\$ 305,000	\$ 305,000	\$ 173,887	\$ 172,050	\$ (132,950)	-43.6%
230 PARKS AND RECREATION GRANTS							
OPERATING	\$ 156,244	\$ 4,820	\$ 4,820	\$ 334	\$ 4,820	\$ -	0.0%
NON-RECURRING	(4,998)	-	38,000	25,500	-	(38,000)	-100.0%
FUND TOTAL SOURCES	\$ 151,246	\$ 4,820	\$ 42,820	\$ 25,834	\$ 4,820	\$ (38,000)	-88.7%
239 PARKS SOUVENIR							
OPERATING	\$ 185,570	\$ 170,000	\$ 240,000	\$ 213,687	\$ 220,000	\$ (20,000)	-8.3%
FUND TOTAL SOURCES	\$ 185,570	\$ 170,000	\$ 240,000	\$ 213,687	\$ 220,000	\$ (20,000)	-8.3%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 1,708,803	\$ 1,766,010	\$ 1,766,010	\$ 1,889,002	\$ 1,847,278	\$ 81,268	4.6%
NON-RECURRING	(30)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 1,708,773	\$ 1,766,010	\$ 1,766,010	\$ 1,889,002	\$ 1,847,278	\$ 81,268	4.6%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 3,323,554	\$ 3,435,027	\$ 3,435,027	\$ 3,648,790	\$ 3,503,744	\$ 68,717	2.0%
NON-RECURRING	2,987,594	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 6,311,148	\$ 3,435,027	\$ 3,435,027	\$ 3,648,790	\$ 3,503,744	\$ 68,717	2.0%
243 PARKS DONATIONS							
OPERATING	\$ 66,913	\$ 108,000	\$ 108,000	\$ 60,250	\$ 108,000	\$ -	0.0%
FUND TOTAL SOURCES	\$ 66,913	\$ 108,000	\$ 108,000	\$ 60,250	\$ 108,000	\$ -	0.0%
900 ELIMINATIONS							
OPERATING	\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ (11,327)	15.8%
FUND TOTAL SOURCES	\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ (11,327)	15.8%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 5,684,747	\$ 5,717,324	\$ 5,787,324	\$ 5,914,417	\$ 5,773,032	\$ (14,292)	-0.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 2,982,566	\$ -	\$ 38,000	\$ 25,500	\$ -	\$ (38,000)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 8,667,313	\$ 5,717,324	\$ 5,825,324	\$ 5,939,917	\$ 5,773,032	\$ (52,292)	-0.9%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,162,942	\$ 694,615	\$ 694,615	\$ 692,572	\$ 693,436	\$ 1,179	0.2%
FUND TOTAL USES	\$ 1,162,942	\$ 694,615	\$ 694,615	\$ 692,572	\$ 693,436	\$ 1,179	0.2%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 314,526	\$ 305,000	\$ 305,000	\$ 283,338	\$ 305,000	\$ -	0.0%
NON-RECURRING	16,197	285,000	285,000	-	35,000	250,000	87.7%
FUND TOTAL USES	\$ 330,723	\$ 590,000	\$ 590,000	\$ 283,338	\$ 340,000	\$ 250,000	42.4%
230 PARKS AND RECREATION GRANTS							
OPERATING	\$ 14,966	\$ 4,820	\$ 4,820	\$ -	\$ 4,820	\$ -	0.0%
NON-RECURRING	117,446	-	86,200	73,200	-	86,200	100.0%
FUND TOTAL USES	\$ 132,412	\$ 4,820	\$ 91,020	\$ 73,200	\$ 4,820	\$ 86,200	94.7%
239 PARKS SOUVENIR							
OPERATING	\$ 185,557	\$ 170,000	\$ 240,000	\$ 209,521	\$ 220,000	\$ 20,000	8.3%
FUND TOTAL USES	\$ 185,557	\$ 170,000	\$ 240,000	\$ 209,521	\$ 220,000	\$ 20,000	8.3%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 1,658,988	\$ 1,766,010	\$ 1,766,010	\$ 1,727,645	\$ 1,847,278	\$ (81,268)	-4.6%
NON-RECURRING	22,030	345,000	345,000	15,930	510,000	(165,000)	-47.8%
FUND TOTAL USES	\$ 1,681,018	\$ 2,111,010	\$ 2,111,010	\$ 1,743,575	\$ 2,357,278	\$ (246,268)	-11.7%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 2,895,950	\$ 3,434,284	\$ 3,434,284	\$ 3,367,263	\$ 3,503,744	\$ (69,460)	-2.0%
NON-RECURRING	3,948,081	1,330,742	1,433,732	962,413	943,300	490,432	34.2%
FUND TOTAL USES	\$ 6,844,031	\$ 4,765,026	\$ 4,868,016	\$ 4,329,676	\$ 4,447,044	\$ 420,972	8.6%
243 PARKS DONATIONS							
OPERATING	\$ 26,604	\$ 108,000	\$ 108,000	\$ 92,798	\$ 108,000	\$ -	0.0%
NON-RECURRING	160,833	40,000	141,389	-	141,389	-	0.0%
FUND TOTAL USES	\$ 187,437	\$ 148,000	\$ 249,389	\$ 92,798	\$ 249,389	\$ -	0.0%
900 ELIMINATIONS							
OPERATING	\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ 11,327	-15.8%
FUND TOTAL USES	\$ (72,513)	\$ (71,533)	\$ (71,533)	\$ (71,533)	\$ (82,860)	\$ 11,327	-15.8%
DEPARTMENT OPERATING TOTAL USES	\$ 6,187,020	\$ 6,411,196	\$ 6,481,196	\$ 6,301,604	\$ 6,599,418	\$ (118,222)	-1.8%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 4,264,587	\$ 2,000,742	\$ 2,291,321	\$ 1,051,543	\$ 1,629,689	\$ 661,632	28.9%
DEPARTMENT TOTAL USES	\$ 10,451,607	\$ 8,411,938	\$ 8,772,517	\$ 7,353,147	\$ 8,229,107	\$ 543,410	6.2%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
FINANCIAL SERVICES	6.00	4.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	14.00	12.00	12.00	12.00	12.00	-	0.0%
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	13.00	12.00	12.00	12.00	13.00	1.00	8.3%
RECREATION	31.00	29.00	29.00	29.00	29.00	-	0.0%
PROGRAM TOTAL	44.00	41.00	41.00	41.00	42.00	1.00	2.4%
PARK SUPPORT							
MAINTENANCE AND DEVELOPMENT	32.00	32.00	32.00	32.00	31.00	(1.00)	-3.1%
PROGRAM TOTAL	32.00	32.00	32.00	32.00	31.00	(1.00)	-3.1%
DEPARTMENT TOTAL	90.00	85.00	85.00	85.00	85.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	10.00	10.00	10.00	10.00	10.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Electrician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineering Associate	-	-	-	1.00	1.00	1.00	N/A
Engineering Supervisor	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	25.00	25.00	25.00	25.00	24.00	(1.00)	-4.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Interpretive Ranger	12.00	11.00	11.00	11.00	12.00	1.00	9.1%
Office Assistant	10.00	9.00	9.00	9.00	9.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	-	1.00	1.00	1.00	N/A
Parks Specialist	4.00	2.00	2.00	2.00	2.00	-	0.0%
Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Trades Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	90.00	85.00	85.00	85.00	85.00	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	13.00	3.00	3.00	3.00	3.00	-	0.0%
225 - SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	3.00	3.00	-	0.0%
240 - LAKE PLEASANT RECREATION SVCS	18.00	17.00	17.00	17.00	17.00	-	0.0%
241 - PARKS ENHANCEMENT FUND	56.00	62.00	62.00	62.00	62.00	-	0.0%
DEPARTMENT TOTAL	90.00	85.00	85.00	85.00	85.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- General Fund (100):
 - \$3,816 increase for health/dental and retirement costs.
 - The Department included risk management charges higher than required in their budget request submission. This reduction offset the benefits increase.
 - Net zero impact to fund.
- Spur Cross Fund (225):
 - \$3,298 increase for health/dental and retirement costs.
 - The Department submitted their budget request under budget to offset the increase in benefits.
 - Net zero impact to fund.
- Lake Pleasant Recreation Services Fund (240):
 - \$18,285 increase for health/dental and retirement costs.
 - Revenue is sufficient to support the increase in personnel costs.
- Parks Enhancement Fund (241):
 - \$69,460 increase for health/dental and retirement costs.
 - The Department absorbed part of the increase through reductions in Supplies and discretionary Internal Service Charges.
 - Revenue is sufficient to support the remaining increase in personnel costs.

Vehicles: Fund balance usage is budgeted for the replacement of two vehicles during FY 2010-11, a boat in the Lake Pleasant Recreation Services Fund and a dump truck in the Parks Enhancement Fund.

Programs and Activities

Park Education and Recreation Program

The purpose of the Park Education and Recreation Program is to provide natural and cultural resource interpretation and unique recreation facilities and opportunities to individuals and groups so they can appreciate and enjoy the natural and cultural environment and have a healthy and exhilarating outdoor experience.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent change in park visitation numbers compared to prior year same period	5.7%	2.0%	(0.0%)	(2.0%)	-102.1%
Rate of park visitation per 100,000 households in Maricopa County	N/A	N/A	10.1%	N/A	N/A
Percent increase in regional park acreage over previous year	N/A	N/A	0.1%	N/A	N/A
Percent of park visitors who attend an interpretive program	3.4%	3.1%	7.8%	4.8%	156.1%
Percent increase in interpretive programs provided over previous year	N/A	N/A	5.0%	N/A	N/A

Activities that comprise this program include:

- Recreation
- 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: Not Mandated

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent change in park visitation numbers compared to prior year same period	5.7%	2.0%	(0.0%)	(2.0%)	-102.1%
Result	Rate of park visitation per 100,000 households in Maricopa County	N/A	N/A	10.1%	N/A	N/A
Result	Percent increase in regional park acreage over previous year	N/A	N/A	0.1%	N/A	N/A
Output	Number of regional park visitors	1,470,212	1,438,072	1,469,817	31,745	2.2%
Output	Number of acres of land added to park system	N/A	N/A	120	N/A	N/A
Demand	Number of individuals expected to visit the parks	1,470,212	1,438,072	1,469,595	31,523	2.2%
Efficiency	Expenditure per regional park visitor for recreation activity	\$ 1.22	\$ 1.45	\$ 1.76	\$ (0.31)	-21.5%
<i>Revenue</i>						
	225 - SPUR CROSS RANCH CONSERVATION	\$ 301,385	\$ 285,000	\$ 167,050	\$ (117,950)	-41.4%
	230 - PARKS AND RECREATION GRANTS	62,062	4,820	4,820	-	0.0%
	239 - PARKS SOUVENIR	184,184	240,000	220,000	(20,000)	-8.3%
	240 - LAKE PLEASANT RECREATION SVCS	1,676,077	1,666,010	1,821,278	155,268	9.3%
	241 - PARKS ENHANCEMENT FUND	6,055,563	3,171,618	3,247,667	76,049	2.4%
	243 - PARKS DONATIONS	12,259	29,000	29,000	-	0.0%
	900 - ELIMINATIONS	-	(71,533)	(82,860)	(11,327)	15.8%
	TOTAL SOURCES	\$ 8,291,530	\$ 5,324,915	\$ 5,406,955	\$ 82,040	1.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 529,418	\$ 120,442	\$ 142,120	\$ (21,678)	-18.0%
	225 - SPUR CROSS RANCH CONSERVATION	222,606	172,277	195,389	(23,112)	-13.4%
	230 - PARKS AND RECREATION GRANTS	11,480	53,020	4,820	48,200	90.9%
	239 - PARKS SOUVENIR	185,557	240,000	220,000	20,000	8.3%
	240 - LAKE PLEASANT RECREATION SVCS	531,276	908,254	952,870	(44,616)	-4.9%
	241 - PARKS ENHANCEMENT FUND	3,642,560	938,721	1,121,378	(182,657)	-19.5%
	243 - PARKS DONATIONS	11,203	31,100	31,100	-	0.0%
	900 - ELIMINATIONS	-	(71,533)	(82,860)	11,327	-15.8%
	TOTAL USES	\$ 5,134,100	\$ 2,392,281	\$ 2,584,817	\$ (192,536)	-8.0%

Activity Narrative: Revenue in the Spur Cross Fund is decreasing due to a reduction in the funding from the Town of Cave Creek. The Department expects the revenue to increase beginning in FY 2011-12 due to the addition of revenue generating sources in Cave Creek that are being built during FY 2010-11. Expenditures are reduced in Cave Creek as improvements are being put on hold until the revenue returns to the park to support these activities.

The Department increased some fees in all parks and increased all fees in the Lake Pleasant Park in FY 2009-10. Revenue is budgeted conservatively with very little increase because the Department believes the public will react negatively in the first year of the fee change; and return to normal usage after a year. Attendance in parks is decreasing because of the fee increase. The revenue in the Souvenir Fund is expected to increase due to the opening of the White Tanks Nature Center in the fall of 2010.

The increase in expenditures in the Lake Pleasant and Enhancement funds are due to one-time expenditures planned for FY 2010-11 including the upgrade of signs, playgrounds and restroom repairs. Additionally, two studies are funded in one-time expenses: one for the Bureau of Land Management regarding Vulture Mountain and one for the Bureau of Reclamation.

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: Not Mandated

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of park visitors who attend an interpretive program	3.4%	3.1%	7.8%	4.8%	156.1%
Result	Percent of interpretive program participants who are satisfied with interpretive program	87.5%	0.0%	N/A	N/A	N/A
Result	Percent increase in interpretive programs provided over previous year	N/A	N/A	5.0%	N/A	N/A
Output	Number of interpretive programs provided	1,828	4,205	4,487	282	6.7%
Output	Number of interpretive program participants	49,895	44,672	115,141	70,469	157.7%
Demand	Number of interpretive programs requested	1,828	4,205	4,487	282	6.7%
Efficiency	Expenditure per interpretive program provided	\$ 388.33	\$ 175.64	\$ 179.79	\$ (4.15)	-2.4%
Efficiency	Expenditure per program participant	\$ 14.23	\$ 16.53	\$ 7.01	\$ 9.53	57.6%
<i>Revenue</i>						
	230 - PARKS AND RECREATION GRANTS	\$ 7,487	\$ 13,000	\$ -	\$ (13,000)	-100.0%
	241 - PARKS ENHANCEMENT FUND	206,880	195,000	187,668	(7,332)	-3.8%
	243 - PARKS DONATIONS	24,718	15,700	15,700	-	0.0%
	TOTAL SOURCES	\$ 239,085	\$ 223,700	\$ 203,368	\$ (20,332)	-9.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 9,767	\$ 7,500	\$ 500	\$ 7,000	93.3%
	225 - SPUR CROSS RANCH CONSERVATION	51,635	53,417	57,464	(4,047)	-7.6%
	230 - PARKS AND RECREATION GRANTS	7,487	13,000	-	13,000	100.0%
	240 - LAKE PLEASANT RECREATION SVCS	168,009	165,322	179,681	(14,359)	-8.7%
	241 - PARKS ENHANCEMENT FUND	466,054	437,682	507,425	(69,743)	-15.9%
	243 - PARKS DONATIONS	6,913	61,650	61,650	-	0.0%
	TOTAL USES	\$ 709,865	\$ 738,571	\$ 806,720	\$ (68,149)	-9.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting all the interpretive programs requested. The increase in expenditures and demand is due to the opening of the White Tank Nature Center which will include interpretive programming.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
				VAR	%
Percent of routine maintenance and repair assignments completed	N/A	N/A	100.0%	N/A	N/A
Percent of trail miles receiving required semi-annual maintenance	N/A	N/A	100.0%	N/A	N/A
Percent of park capital/amenity improvement and major maintenance projects completed on-time	N/A	N/A	100.0%	N/A	N/A
Percent of capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	N/A	100.0%	N/A	N/A

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: Not Mandated

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of routine maintenance and repair assignments completed	N/A	N/A	100.0%	N/A	N/A
Result	Percent of trail miles receiving required semi-annual maintenance	N/A	N/A	100.0%	N/A	N/A
Result	Percent of park capital/amenity improvement and major maintenance projects completed on-time	N/A	N/A	100.0%	N/A	N/A
Result	Percent of capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	N/A	100.0%	N/A	N/A
Output	Number of trail miles receiving required maintenance or repair work	N/A	N/A	696	N/A	N/A
Output	Number of planned maintenance and repair assignments completed	N/A	N/A	840	N/A	N/A
Output	Number of park capital/amenity improvement and major maintenance projects delivered on-time	N/A	N/A	20	N/A	N/A
Output	Capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	N/A	20	N/A	N/A
Demand	Number of routine maintenance and repair assignments requested	N/A	N/A	840	N/A	N/A
Demand	Total number of capital improvement and major maintenance projects requested	N/A	N/A	20	N/A	N/A
Efficiency	Expenditure per routine maintenance assignment completed	N/A	N/A	\$ 4,158.58	N/A	N/A
<i>Revenue</i>						
	230 - PARKS AND RECREATION GRANTS	\$ 81,251	\$ 25,000	\$ -	\$ (25,000)	-100.0%
	241 - PARKS ENHANCEMENT FUND	114	-	-	-	N/A
	243 - PARKS DONATIONS	29,258	63,300	63,300	-	0.0%
	TOTAL SOURCES	\$ 110,623	\$ 88,300	\$ 63,300	\$ (25,000)	-28.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 401,833	\$ 402,597	\$ 392,516	\$ 10,081	2.5%
	225 - SPUR CROSS RANCH CONSERVATION	24,013	332,076	51,074	281,002	84.6%
	230 - PARKS AND RECREATION GRANTS	113,445	25,000	-	25,000	100.0%
	240 - LAKE PLEASANT RECREATION SVCS	697,340	804,886	926,298	(121,412)	-15.1%
	241 - PARKS ENHANCEMENT FUND	1,416,221	2,654,036	1,966,684	687,352	25.9%
	243 - PARKS DONATIONS	169,321	156,639	156,639	-	0.0%
	TOTAL USES	\$ 2,822,173	\$ 4,375,234	\$ 3,493,211	\$ 882,023	20.2%

Activity Narrative: The Department updated their Strategic Business Plan for FY 2010-11 and revised all the performance measures related to this activity. The FY 2010-11 budget supports the Department in maintaining the parks and trails as required.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 694,615	\$ -
FY 2010 Revised Budget	\$ 694,615	\$ -
FY 2011 Budget Target	\$ 694,615	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 3,816	\$ -
Employee Health/Dental Premiums	2,736	-
Retirement Contributions	1,080	-
Base Adjustments	\$ (4,995)	\$ -
Other Base Adjustments	(6,496)	-
Personnel Savings	1,501	-
FY 2011 Adopted Budget	\$ 693,436	\$ -
<i>Percent Change from Target Amount</i>		-0.2%

Spur Cross Ranch Conservation Fund (225)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 305,000	\$ 305,000
FY 2010 Revised Budget	\$ 305,000	\$ 305,000
FY 2011 Budget Target	\$ 305,000	\$ 305,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 3,298	\$ -
Employee Health/Dental Premiums	2,736	-
Retirement Contributions	562	-
Base Adjustments	\$ (3,298)	\$ -
Other Base Adjustments	(4,903)	-
Personnel Savings	1,605	-
Fees and Other Revenues	\$ -	\$ (132,950)
ProgRevenue Volume Inc/Dec	-	(132,950)
FY 2011 Adopted Budget	\$ 305,000	\$ 172,050
<i>Percent Change from Target Amount</i>		-43.6%

Spur Cross Ranch Conservation Fund (225) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 285,000	\$ -
FY 2010 Revised Budget	\$ 285,000	\$ -
FY 2011 Budget Target	\$ 285,000	\$ -
Adjustments:		
Base Adjustments	\$ (250,000)	\$ -
<i>Other Base Adjustments</i>	<i>(250,000)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 35,000	\$ -
<i>Percent Change from Target Amount</i>	<i>-87.7%</i>	

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 499,434	\$ 534,747	\$ 534,747	\$ 484,897	\$ 375,446
Sources:					
Operating	\$ 316,176	\$ 305,000	\$ 305,000	\$ 173,887	\$ 172,050
Total Sources:	\$ 316,176	\$ 305,000	\$ 305,000	\$ 173,887	\$ 172,050
Uses:					
Operating	\$ 314,526	\$ 305,000	\$ 305,000	\$ 283,338	\$ 305,000
Non-Recurring	16,197	285,000	285,000	-	35,000
Total Uses:	\$ 330,723	\$ 590,000	\$ 590,000	\$ 283,338	\$ 340,000
Structural Balance	\$ 1,650	\$ -	\$ -	\$ (109,451)	\$ (132,950)
Accounting Adjustments	\$ 10	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 484,897	\$ 249,747	\$ 249,747	\$ 375,446	\$ 207,496
Total Ending Spendable Fund Balance	\$ 484,897	\$ 249,747	\$ 249,747	\$ 375,446	\$ 207,496

Parks and Recreation Grant Fund (230)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,820	\$ 4,820
FY 2010 Revised Budget	\$ 4,820	\$ 4,820
FY 2011 Budget Target	\$ 4,820	\$ 4,820
FY 2011 Adopted Budget	\$ 4,820	\$ 4,820
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 86,200	\$ 38,000
<i>BLM Grant Vulture Mtn MOU</i>	<i>C-30-10-007-3-00</i>	<i>25,000</i>
<i>Parks Grant Carryover (Exp)</i>	<i>C-30-10-018-2-00</i>	<i>48,200</i>
<i>White Tanks Pond Grant</i>	<i>C-30-10-029-2-00</i>	<i>13,000</i>
FY 2010 Revised Budget	\$ 86,200	\$ 38,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (86,200)	\$ (38,000)
<i>BLM Grant Vulture Mtn MOU</i>	<i>C-30-10-007-3-00</i>	<i>(25,000)</i>
<i>Parks Grant Carryover (Exp)</i>	<i>C-30-10-018-2-00</i>	<i>(48,200)</i>
<i>White Tanks Pond Grant</i>	<i>C-30-10-029-2-00</i>	<i>(13,000)</i>
FY 2011 Budget Target	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>N/A</i>

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (23,781)	\$ 2,649	\$ 2,649	\$ -	\$ (47,366)
Sources:					
Operating	\$ 156,244	\$ 4,820	\$ 4,820	\$ 334	\$ 4,820
Non-Recurring	(4,998)	-	38,000	25,500	-
Total Sources:	\$ 151,246	\$ 4,820	\$ 42,820	\$ 25,834	\$ 4,820
Uses:					
Operating	\$ 14,966	\$ 4,820	\$ 4,820	\$ -	\$ 4,820
Non-Recurring	117,446	-	86,200	73,200	-
Total Uses:	\$ 132,412	\$ 4,820	\$ 91,020	\$ 73,200	\$ 4,820
Structural Balance	\$ 141,278	\$ -	\$ -	\$ 334	\$ -
Accounting Adjustments	\$ 4,947	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 2,649	\$ -	\$ -	\$ -
Unassigned	-	-	(45,551)	(47,366)	(47,366)
Total Ending Spendable Fund Balance	\$ -	\$ 2,649	\$ (45,551)	\$ (47,366)	\$ (47,366)

The negative fund balance will be offset by an accounting adjustment to recognize grant revenues received in FY 2008.

Parks Souvenir Fund (239)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 170,000	\$ 170,000
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments		
<i>Souvenir Fund Increase</i>	\$ 70,000	\$ 70,000
<i>Souvenir Fund Increase</i>	<i>70,000</i>	<i>70,000</i>
Agenda Item:		
<i>C-30-10-024-2-00</i>		
FY 2010 Revised Budget	\$ 240,000	\$ 240,000
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments		
<i>Souvenir Fund Increase</i>	\$ (70,000)	\$ (70,000)
<i>Souvenir Fund Increase</i>	<i>(70,000)</i>	<i>(70,000)</i>
Agenda Item:		
<i>C-30-10-024-2-00</i>		
FY 2011 Budget Target	\$ 170,000	\$ 170,000
Adjustments:		
Fees and Other Revenues		
<i>ProgRevenue Volume Inc/Dec</i>	\$ 50,000	\$ 50,000
<i>ProgRevenue Volume Inc/Dec</i>	<i>50,000</i>	<i>50,000</i>
FY 2011 Adopted Budget	\$ 220,000	\$ 220,000
<i>Percent Change from Target Amount</i>	<i>29.4%</i>	<i>29.4%</i>

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 25,001	\$ 26,755	\$ 26,755	\$ 25,011	\$ 29,177
Sources:					
Operating	\$ 185,570	\$ 170,000	\$ 240,000	\$ 213,687	\$ 220,000
Total Sources:	\$ 185,570	\$ 170,000	\$ 240,000	\$ 213,687	\$ 220,000
Uses:					
Operating	\$ 185,557	\$ 170,000	\$ 240,000	\$ 209,521	\$ 220,000
Total Uses:	\$ 185,557	\$ 170,000	\$ 240,000	\$ 209,521	\$ 220,000
Structural Balance	\$ 13	\$ -	\$ -	\$ 4,166	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 25,011	\$ 26,755	\$ 26,755	\$ 29,177	\$ 29,177
Total Ending Spendable Fund Balance	\$ 25,011	\$ 26,755	\$ 26,755	\$ 29,177	\$ 29,177

Lake Pleasant Recreation Services Fund (240)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,766,010	\$ 1,766,010
FY 2010 Revised Budget	\$ 1,766,010	\$ 1,766,010
Adjustments:		
Budget Balancing	\$ (7,918)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(7,918)</i>	<i>-</i>
Agenda Item:		
<i>C-49-09-066-2-00</i>		
FY 2011 Budget Target	\$ 1,758,092	\$ 1,766,010
Adjustments:		
Employee Compensation and Benefits	\$ 18,285	\$ -
Employee Retirement and Benefits	\$ 15,504	\$ -
<i>Employee Health/Dental Premiums</i>	<i>15,504</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>2,781</i>	<i>-</i>
Base Adjustments	\$ 70,901	\$ -
<i>Recategorization Between funds</i>	<i>70,901</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ 81,268
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>81,268</i>
FY 2011 Adopted Budget	\$ 1,847,278	\$ 1,847,278
<i>Percent Change from Target Amount</i>	<i>5.1%</i>	<i>4.6%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 345,000	\$ -
FY 2010 Revised Budget	\$ 345,000	\$ -
FY 2011 Budget Target	\$ 345,000	\$ -
Adjustments:		
Base Adjustments	\$ (345,000)	\$ -
<i>Other Base Adjustments</i>	<i>(345,000)</i>	<i>-</i>
Non Recurring	\$ 510,000	\$ -
<i>Non Recurring Carry Forward</i>	<i>210,000</i>	<i>-</i>
<i>Replace PB50 Work Boat</i>	<i>\$ 210,000</i>	<i>-</i>
<i>Other Non-Recurring</i>	<i>300,000</i>	<i>-</i>
<i>Host Sites and Entry Station at Aqua Fria</i>	<i>\$ 100,000</i>	<i>-</i>
<i>Contingency for Major Maintenance and Equipment Repairs</i>	<i>80,000</i>	<i>-</i>
<i>Sign Upgrades and Playground Safety Repairs</i>	<i>30,000</i>	<i>-</i>
<i>Management Study for Bureau of Reclamation</i>	<i>40,000</i>	<i>-</i>
<i>Network Hardware Replacement for Lake and DOC</i>	<i>40,000</i>	<i>-</i>
<i>Winch Certification</i>	<i>10,000</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 510,000	\$ -
<i>Percent Change from Target Amount</i>	<i>47.8%</i>	

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,589,287	\$ 1,549,763	\$ 1,549,763	\$ 1,617,046	\$ 1,762,473
Sources:					
Operating	\$ 1,708,803	\$ 1,766,010	\$ 1,766,010	\$ 1,889,002	\$ 1,847,278
Non-Recurring	(30)	-	-	-	-
Total Sources:	\$ 1,708,773	\$ 1,766,010	\$ 1,766,010	\$ 1,889,002	\$ 1,847,278
Uses:					
Operating	\$ 1,658,988	\$ 1,766,010	\$ 1,766,010	\$ 1,727,645	\$ 1,847,278
Non-Recurring	22,030	345,000	345,000	15,930	510,000
Total Uses:	\$ 1,681,018	\$ 2,111,010	\$ 2,111,010	\$ 1,743,575	\$ 2,357,278
Structural Balance	\$ 49,815	\$ -	\$ -	\$ 161,357	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,617,046	\$ 1,204,763	\$ 1,204,763	\$ 1,762,473	\$ 1,252,473
Total Ending Spendable Fund Balance	\$ 1,617,046	\$ 1,204,763	\$ 1,204,763	\$ 1,762,473	\$ 1,252,473

Parks Enhancement Fund (241)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,434,284	\$ 3,435,027
FY 2010 Revised Budget	\$ 3,434,284	\$ 3,435,027
FY 2011 Budget Target	\$ 3,434,284	\$ 3,435,027
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 69,460	\$ -
Employee Health/Dental Premiums	57,456	-
Retirement Contributions	12,004	-
Base Adjustments	\$ 70,901	\$ -
Other Base Adjustments	70,901	-
Fees and Other Revenues	\$ -	\$ 68,717
ProgRevenue Volume Inc/Dec	-	68,717
Reallocations	\$ (70,901)	\$ -
Reallocation Between Funds	(70,901)	-
FY 2011 Adopted Budget	\$ 3,503,744	\$ 3,503,744
<i>Percent Change from Target Amount</i>	2.0%	2.0%

Parks Enhancement Fund (241) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ 1,330,742	\$ -
Adjustments:	Agenda Item:		
Capital Improvement Program		\$ 85,000	\$ -
<i>Parks CIP Recon White Tank NC</i>	<i>C-30-10-015-2-00</i>	<i>85,000</i>	<i>-</i>
Non Recurring		\$ 17,990	\$ -
<i>Vehicle Planning to Parks</i>	<i>C-30-10-023-V-00</i>	<i>7,990</i>	<i>-</i>
<i>Vehicle Pub Wks to Parks</i>	<i>C-30-10-025-V-00</i>	<i>10,000</i>	<i>-</i>
FY 2010 Revised Budget		\$ 1,433,732	\$ -
Adjustments:	Agenda Item:		
Capital Improvement Program		\$ (85,000)	\$ -
<i>Parks CIP Recon White Tank NC</i>	<i>C-30-10-015-2-00</i>	<i>(85,000)</i>	<i>-</i>
Non Recurring		\$ (17,990)	\$ -
<i>Vehicle Planning to Parks</i>	<i>C-30-10-023-V-00</i>	<i>(7,990)</i>	<i>-</i>
<i>Vehicle Pub Wks to Parks</i>	<i>C-30-10-025-V-00</i>	<i>(10,000)</i>	<i>-</i>
FY 2011 Budget Target		\$ 1,330,742	\$ -
Adjustments:			
Base Adjustments		\$ (1,330,742)	\$ -
<i>Other Base Adjustments</i>		<i>(1,330,742)</i>	<i>-</i>
Non Recurring		\$ 943,300	\$ -
<i>Non Recurring Carry Forward</i>		<i>465,000</i>	<i>-</i>
<i>Point of Sale System</i>	<i>\$ 300,000</i>		
<i>White Tanks FF&E transfer to Fund 422</i>	<i>165,000</i>		
<i>Other Non-Recurring</i>		<i>478,300</i>	<i>-</i>
<i>10 Yard Dump Truck</i>	<i>\$ 165,000</i>		
<i>Contingency for Major Maintenance</i>	<i>100,000</i>		
<i>Sign Upgrades, Playground Repairs and Restroom Repairs</i>	<i>115,000</i>		
<i>Management Study for Vulture Mountain</i>	<i>50,000</i>		
<i>Host Sites for Nature Center</i>	<i>48,300</i>		
FY 2011 Adopted Budget		\$ 943,300	\$ -
<i>Percent Change from Target Amount</i>		<i>-29.1%</i>	

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,482,530	\$ 1,957,407	\$ 1,957,407	\$ 1,949,645	\$ 1,268,759
Sources:					
Operating	\$ 3,323,554	\$ 3,435,027	\$ 3,435,027	\$ 3,648,790	\$ 3,503,744
Non-Recurring	2,987,594	-	-	-	-
Total Sources:	\$ 6,311,148	\$ 3,435,027	\$ 3,435,027	\$ 3,648,790	\$ 3,503,744
Uses:					
Operating	\$ 2,895,950	\$ 3,434,284	\$ 3,434,284	\$ 3,367,263	\$ 3,503,744
Non-Recurring	3,948,081	1,330,742	1,433,732	962,413	943,300
Total Uses:	\$ 6,844,031	\$ 4,765,026	\$ 4,868,016	\$ 4,329,676	\$ 4,447,044
Structural Balance	\$ 427,604	\$ 743	\$ 743	\$ 281,527	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,949,645	\$ 627,408	\$ 524,418	\$ 1,268,759	\$ 325,459
Total Ending Spendable Fund Balance	\$ 1,949,645	\$ 627,408	\$ 524,418	\$ 1,268,759	\$ 325,459

Parks Donations Fund (243)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 108,000	\$ 108,000
FY 2010 Revised Budget	\$ 108,000	\$ 108,000
FY 2011 Budget Target	\$ 108,000	\$ 108,000
FY 2011 Adopted Budget	\$ 108,000	\$ 108,000
Percent Change from Target Amount	0.0%	0.0%

Parks Donations Fund (243) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 40,000	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Donations	\$ 101,389	\$ -
<i>Donation Expenditure Increase</i>	<i>101,389</i>	<i>-</i>
Agenda Item:		
<i>C-30-10-008-D-00</i>		
FY 2010 Revised Budget	\$ 141,389	\$ -
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Donations	\$ (101,389)	\$ -
<i>Donation Expenditure Increase</i>	<i>(101,389)</i>	<i>-</i>
Agenda Item:		
<i>C-30-10-008-D-00</i>		
FY 2011 Budget Target	\$ 40,000	\$ -
Adjustments:		
Base Adjustments	\$ (40,000)	\$ -
<i>Other Base Adjustments</i>	<i>(40,000)</i>	<i>-</i>
Non Recurring	\$ 141,389	\$ -
<i>Non Recurring Carry Forward</i>	<i>141,389</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 141,389	\$ -
<i>Percent Change from Target Amount</i>	<i>253.5%</i>	

Parks Donations Fund (243) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 806,386	\$ 807,198	\$ 807,198	\$ 685,862	\$ 653,314
Sources:					
Operating	\$ 66,913	\$ 108,000	\$ 108,000	\$ 60,250	\$ 108,000
Total Sources:	\$ 66,913	\$ 108,000	\$ 108,000	\$ 60,250	\$ 108,000
Uses:					
Operating	\$ 26,604	\$ 108,000	\$ 108,000	\$ 92,798	\$ 108,000
Non-Recurring	160,833	40,000	141,389	-	141,389
Total Uses:	\$ 187,437	\$ 148,000	\$ 249,389	\$ 92,798	\$ 249,389
Structural Balance	\$ 40,309	\$ -	\$ -	\$ (32,548)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 685,862	\$ 767,198	\$ 665,809	\$ 653,314	\$ 511,925
Total Ending Spendable Fund Balance	\$ 685,862	\$ 767,198	\$ 665,809	\$ 653,314	\$ 511,925

Planning and Development

Analysis by Angie Flick, Management & Budget Supervisor

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. This is inclusive of code violation information. Additional enhancements to include current planning cases will be ensued.

- **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 last half of the calendar year 2009 is 75%. The Department continues to work toward improving its acceptance rate through the availability of no-cost pre-submittal meetings for applicants applying via the standard method or online and with ongoing refinement of online services to better serve the needs of the 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: This goal is complete.

- **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: Work to prepare a draft update to the Comprehensive Plan continues. Several chapters and elements have been completed. A reduction-in-force and reorganization has impacted the original June 2010 timeline.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CODE - CODE ENFORCEMENT	\$ 137,082	\$ 90,000	\$ 90,000	\$ 186,784	\$ 78,000	\$ (12,000)	-13.3%
CPLG - COMPREHENSIVE PLANNING	116,140	24,996	24,996	143,192	80,000	55,004	220.1%
CSVC - CUSTOMER SERVICES	32,020	16,500	16,500	33,607	35,890	19,390	117.5%
DREN - DRAINAGE ENFORCEMENT	16,340	12,000	12,000	10,097	12,000	-	0.0%
DRIN - DRAINAGE INSPECTION	13,797	509,000	509,000	345,172	391,232	(117,768)	-23.1%
DRRE - DRAINAGE REVIEW	936,652	888,720	888,720	852,646	801,602	(87,118)	-9.8%
PINS - PERMIT INSPECTIONS	2,528,906	2,530,376	2,530,376	2,775,441	3,515,309	984,933	38.9%
PLCS - PLANNING AND ZONING	450,208	364,800	364,800	490,927	380,000	15,200	4.2%
PREV - PLAN REVIEW	1,449,264	1,833,172	1,833,172	1,453,783	2,205,646	372,474	20.3%
ZONA - ZONING ADJUDICATION	57,740	36,000	36,000	59,177	44,130	8,130	22.6%
44SH - ONE STOP SHOP	\$ 5,738,149	\$ 6,305,564	\$ 6,305,564	\$ 6,350,826	\$ 7,543,809	\$ 1,238,245	19.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 6,610	\$ -	\$ 95,165	\$ 52,620	\$ -	\$ (95,165)	-100.0%
99AS - ADMINISTRATIVE SERVICES	\$ 6,610	\$ -	\$ 95,165	\$ 52,620	\$ -	\$ (95,165)	-100.0%
GGOV - GENERAL GOVERNMENT	\$ 175,145	\$ 475,000	\$ 475,000	\$ 147,586	\$ 65,197	\$ (409,803)	-86.3%
99GV - GENERAL GOVERNMENT	\$ 175,145	\$ 475,000	\$ 475,000	\$ 147,586	\$ 65,197	\$ (409,803)	-86.3%
TOTAL PROGRAMS	\$ 5,919,904	\$ 6,780,564	\$ 6,875,729	\$ 6,551,032	\$ 7,609,006	\$ 733,277	10.7%
USES							
CODE - CODE ENFORCEMENT	\$ 620,502	\$ 407,075	\$ 407,075	\$ 432,076	\$ 413,522	\$ (6,447)	-1.6%
CPLG - COMPREHENSIVE PLANNING	257,805	241,592	241,592	272,814	291,625	(60,033)	-20.7%
CSVC - CUSTOMER SERVICES	974,816	532,631	532,631	552,627	680,456	(147,825)	-27.8%
DREN - DRAINAGE ENFORCEMENT	140,961	89,461	89,461	100,200	106,020	(16,559)	-18.5%
DRIN - DRAINAGE INSPECTION	852,331	535,628	535,628	582,736	616,829	(81,201)	-15.2%
DRRE - DRAINAGE REVIEW	807,487	528,899	528,899	420,927	540,088	(11,189)	-2.1%
PINS - PERMIT INSPECTIONS	1,428,862	713,313	1,026,413	749,962	942,743	83,670	8.2%
PLCS - PLANNING AND ZONING	625,938	388,670	388,670	484,560	509,528	(120,858)	-31.1%
PREV - PLAN REVIEW	1,721,953	969,379	1,229,379	1,071,713	1,430,174	(200,795)	-16.3%
ZONA - ZONING ADJUDICATION	395,919	339,147	339,147	184,417	204,405	134,742	39.7%
44SH - ONE STOP SHOP	\$ 7,826,574	\$ 4,745,795	\$ 5,318,895	\$ 4,852,032	\$ 5,735,390	\$ (416,495)	-7.8%
FSAC - FINANCIAL SERVICES	\$ 190,273	\$ 159,798	\$ 159,798	\$ 207,949	\$ 191,567	\$ (31,769)	-19.9%
HRAC - HUMAN RESOURCES	168,153	53,128	53,128	78,981	160,589	(107,461)	-202.3%
ODIR - EXECUTIVE MANAGEMENT	1,991,443	1,706,683	1,706,683	1,427,512	1,332,057	374,626	22.0%
99AS - ADMINISTRATIVE SERVICES	\$ 2,349,869	\$ 1,919,609	\$ 1,919,609	\$ 1,714,442	\$ 1,684,213	\$ 235,396	12.3%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 467,902	\$ 493,841	\$ 493,841	\$ 493,841	\$ 398,002	\$ 95,839	19.4%
ISFC - INTERNAL SERVICE FUND CHARGES	323,304	110,395	110,395	110,264	65,741	44,654	40.4%
99GV - GENERAL GOVERNMENT	\$ 791,206	\$ 604,236	\$ 604,236	\$ 604,105	\$ 463,743	\$ 140,493	23.3%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 970,943	\$ 113,385	\$ 138,579	\$ 116,303	\$ 153,421	\$ (14,842)	-10.7%
DACR - DATA CENTER	131,532	86,566	86,566	130,594	40,244	46,322	53.5%
DESK - DESKTOP SUPPORT	485,353	184,069	184,069	203,264	50,900	133,169	72.3%
GISA - GIS APPLICATION DEV AND SUPP	157,406	40,218	40,218	35,736	83,655	(43,437)	-108.0%
HDSP - HELP DESK SUPPORT	35,429	14,566	14,566	12,808	20,844	(6,278)	-43.1%
99IT - INFORMATION TECHNOLOGY	\$ 1,780,663	\$ 438,804	\$ 463,998	\$ 498,705	\$ 349,064	\$ 114,934	24.8%
TOTAL PROGRAMS	\$ 12,748,312	\$ 7,708,444	\$ 8,306,738	\$ 7,669,284	\$ 8,232,410	\$ 74,328	0.9%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 2,711,974	\$ 2,600,176	\$ 2,600,176	\$ 2,959,915	\$ 3,669,831	\$ 1,069,655	41.1%
SUBTOTAL	\$ 2,711,974	\$ 2,600,176	\$ 2,600,176	\$ 2,959,915	\$ 3,669,831	\$ 1,069,655	41.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 2,931,321	\$ 3,640,388	\$ 3,640,388	\$ 3,235,411	\$ 3,806,558	\$ 166,170	4.6%
SUBTOTAL	\$ 2,931,321	\$ 3,640,388	\$ 3,640,388	\$ 3,235,411	\$ 3,806,558	\$ 166,170	4.6%
FINES & FORFEITS							
0637 - FINES & FORFEITS	\$ 40,891	\$ 35,000	\$ 35,000	\$ 94,377	\$ 35,000	\$ -	0.0%
SUBTOTAL	\$ 40,891	\$ 35,000	\$ 35,000	\$ 94,377	\$ 35,000	\$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 175,145	\$ 475,000	\$ 475,000	\$ 147,586	\$ 65,197	\$ (409,803)	-86.3%
0650 - MISCELLANEOUS REVENUE	\$ 53,963	\$ 30,000	\$ 30,000	\$ 61,123	\$ 32,420	\$ 2,420	8.1%
SUBTOTAL	\$ 229,108	\$ 505,000	\$ 505,000	\$ 208,709	\$ 97,617	\$ (407,383)	-80.7%
ALL REVENUES	\$ 5,913,294	\$ 6,780,564	\$ 6,780,564	\$ 6,498,412	\$ 7,609,006	\$ 828,442	12.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 6,610	\$ -	\$ 95,165	\$ 52,620	\$ -	\$ (95,165)	-100.0%
ALL OTHER FINANCING SOURCES	\$ 6,610	\$ -	\$ 95,165	\$ 52,620	\$ -	\$ (95,165)	-100.0%
TOTAL SOURCES	\$ 5,919,904	\$ 6,780,564	\$ 6,875,729	\$ 6,551,032	\$ 7,609,006	\$ 733,277	10.7%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 7,817,394	\$ 5,127,203	\$ 5,136,603	\$ 5,535,300	\$ 5,879,291	\$ (742,688)	-14.5%
0710 - OVERTIME	\$ 974	\$ -	\$ -	\$ 710	\$ -	\$ -	N/A
0750 - FRINGE BENEFITS	\$ 2,573,743	\$ 1,722,237	\$ 1,725,937	\$ 1,821,083	\$ 2,108,157	\$ (382,220)	-22.1%
0790 - OTHER PERSONNEL SERVICES	\$ 116,500	\$ 288,172	\$ 353,366	\$ 33,139	\$ 14,121	\$ 339,245	96.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	\$ (1,903,513)	\$ (2,213,052)	\$ (2,213,052)	\$ (2,178,026)	\$ (2,145,595)	\$ (67,457)	3.0%
0796 - PERSONNEL SERVICES ALLOC-IN	\$ 20,712	\$ 25,610	\$ 25,610	\$ 8,451	\$ -	\$ 25,610	100.0%
SUBTOTAL	\$ 8,625,810	\$ 4,950,170	\$ 5,028,464	\$ 5,220,657	\$ 5,855,974	\$ (827,510)	-16.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 90,714	\$ 54,851	\$ 54,851	\$ 65,385	\$ 47,178	\$ 7,673	14.0%
0803 - FUEL	\$ 87,762	\$ 52,120	\$ 52,120	\$ 54,596	\$ 58,660	\$ (6,540)	-12.5%
0804 - NON-CAPITAL EQUIPMENT	\$ 22,728	\$ 11,488	\$ 11,488	\$ 3,828	\$ 5,000	\$ 6,488	56.5%
0805 - SUPPLIES-ALLOCATION OUT	\$ (48,245)	\$ (19,702)	\$ (19,702)	\$ (10,541)	\$ (13,622)	\$ (6,080)	30.9%
0806 - SUPPLIES-ALLOCATION IN	\$ 534	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ 153,493	\$ 98,757	\$ 98,757	\$ 113,268	\$ 97,216	\$ 1,541	1.6%
SERVICES							
0810 - LEGAL SERVICES	\$ 27,184	\$ 30,504	\$ 30,504	\$ 30,452	\$ 50,200	\$ (19,696)	-64.6%
0812 - OTHER SERVICES	\$ 602,438	\$ 254,496	\$ 774,496	\$ 466,772	\$ 616,550	\$ 157,946	20.4%
0820 - RENT & OPERATING LEASES	\$ 969,815	\$ 1,025,122	\$ 1,025,122	\$ 993,339	\$ 601,412	\$ 423,710	41.3%
0825 - REPAIRS AND MAINTENANCE	\$ 644,848	\$ 160,908	\$ 160,908	\$ 111,226	\$ 218,250	\$ (57,342)	-35.6%
0830 - INTERGOVERNMENTAL PAYMENTS	\$ 227	\$ -	\$ -	\$ 341	\$ -	\$ -	N/A
0839 - INTERNAL SERVICE CHARGES	\$ 929,613	\$ 555,174	\$ 555,174	\$ 297,339	\$ 543,779	\$ 11,395	2.1%
0841 - TRAVEL	\$ 7,418	\$ 13,776	\$ 13,776	\$ 6,221	\$ 10,850	\$ 2,926	21.2%
0842 - EDUCATION AND TRAINING	\$ 7,660	\$ 74,424	\$ 74,424	\$ 27,428	\$ 29,800	\$ 44,624	60.0%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 14,846	\$ 17,016	\$ 17,016	\$ 11,972	\$ 11,200	\$ 5,816	34.2%
0872 - SERVICES-ALLOCATION OUT	\$ (110,243)	\$ (157,329)	\$ (157,329)	\$ (336,974)	\$ (250,695)	\$ 93,366	-59.3%
0873 - SERVICES-ALLOCATION IN	\$ 105	\$ 649	\$ 649	\$ 214	\$ 48,271	\$ (47,622)	-7337.8%
SUBTOTAL	\$ 3,093,911	\$ 1,974,740	\$ 2,494,740	\$ 1,608,330	\$ 1,879,617	\$ 615,123	24.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 563	\$ 563	\$ -	\$ -	\$ 563	100.0%
0950 - DEBT SERVICE	\$ 415,252	\$ 199,716	\$ 199,716	\$ 242,357	\$ 8,250	\$ 191,466	95.9%
0955 - CAPITAL-ALLOCATION OUT	\$ (8,320)	\$ (9,698)	\$ (9,698)	\$ (9,374)	\$ (7,004)	\$ (2,694)	27.8%
0956 - CAPITAL-ALLOCATION IN	\$ 264	\$ 355	\$ 355	\$ 205	\$ 355	\$ -	0.0%
SUBTOTAL	\$ 407,196	\$ 190,936	\$ 190,936	\$ 233,188	\$ 1,601	\$ 189,335	99.2%
ALL EXPENDITURES	\$ 12,280,410	\$ 7,214,603	\$ 7,812,897	\$ 7,175,443	\$ 7,834,408	\$ (21,511)	-0.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 467,902	\$ 493,841	\$ 493,841	\$ 493,841	\$ 398,002	\$ 95,839	19.4%
ALL OTHER FINANCING USES	\$ 467,902	\$ 493,841	\$ 493,841	\$ 493,841	\$ 398,002	\$ 95,839	19.4%
TOTAL USES	\$ 12,748,312	\$ 7,708,444	\$ 8,306,738	\$ 7,669,284	\$ 8,232,410	\$ 74,328	0.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	\$ 5,906,211	\$ 6,752,764	\$ 6,756,764	\$ 6,479,175	\$ 6,925,912	\$ 169,148	2.5%
NON-RECURRING	-	-	91,165	52,620	673,986	582,821	639.3%
FUND TOTAL SOURCES	\$ 5,906,211	\$ 6,752,764	\$ 6,847,929	\$ 6,531,795	\$ 7,599,898	\$ 751,969	11.0%
235 DEL WEBB							
OPERATING	\$ 13,693	\$ 27,800	\$ 27,800	\$ 19,237	\$ 9,108	\$ (18,692)	-67.2%
FUND TOTAL SOURCES	\$ 13,693	\$ 27,800	\$ 27,800	\$ 19,237	\$ 9,108	\$ (18,692)	-67.2%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 5,919,904	\$ 6,780,564	\$ 6,784,564	\$ 6,498,412	\$ 6,935,020	\$ 150,456	2.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ -	\$ -	\$ 91,165	\$ 52,620	\$ 673,986	\$ 582,821	639.3%
DEPARTMENT TOTAL SOURCES	\$ 5,919,904	\$ 6,780,564	\$ 6,875,729	\$ 6,551,032	\$ 7,609,006	\$ 733,277	10.7%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	\$ 12,198,430	\$ 7,705,691	\$ 7,705,691	\$ 7,666,662	\$ 7,799,774	\$ (94,083)	-1.2%
NON-RECURRING	539,677	-	598,294	-	431,000	167,294	28.0%
FUND TOTAL USES	\$ 12,738,107	\$ 7,705,691	\$ 8,303,985	\$ 7,666,662	\$ 8,230,774	\$ 73,211	0.9%
235 DEL WEBB							
OPERATING	\$ 10,205	\$ 2,753	\$ 2,753	\$ 2,622	\$ 1,636	\$ 1,117	40.6%
FUND TOTAL USES	\$ 10,205	\$ 2,753	\$ 2,753	\$ 2,622	\$ 1,636	\$ 1,117	40.6%
DEPARTMENT OPERATING TOTAL USES	\$ 12,208,635	\$ 7,708,444	\$ 7,708,444	\$ 7,669,284	\$ 7,801,410	\$ (92,966)	-1.2%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 539,677	\$ -	\$ 598,294	\$ -	\$ 431,000	\$ 167,294	28.0%
DEPARTMENT TOTAL USES	\$ 12,748,312	\$ 7,708,444	\$ 8,306,738	\$ 7,669,284	\$ 8,232,410	\$ 74,328	0.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
EXECUTIVE MANAGEMENT	10.00	7.00	7.00	8.00	7.00	-	0.0%
FINANCIAL SERVICES	4.00	4.00	4.00	4.00	3.00	(1.00)	-25.0%
HUMAN RESOURCES	3.00	2.00	2.00	3.00	3.00	1.00	50.0%
PROGRAM TOTAL	17.00	13.00	13.00	15.00	13.00	-	0.0%
GREEN GOVT DATA MANAGEMENT	-	-	-	-	0.60	0.60	N/A
INTERNAL GREEN GOVT ECO EDUC	-	-	-	-	0.20	0.20	N/A
PUBLIC GREEN GOVT ECO EDUC	-	-	-	-	0.20	0.20	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
BUSINESS APPLICATION DEV SUPP	13.00	10.00	10.00	9.00	9.00	(1.00)	-10.0%
DATA CENTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
DESKTOP SUPPORT	5.00	4.00	4.00	4.00	4.00	-	0.0%
GIS APPLICATION DEV AND SUPP	5.00	4.00	4.00	4.00	4.00	-	0.0%
HELP DESK SUPPORT	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	28.00	22.00	22.00	21.00	21.00	(1.00)	-4.5%
CODE ENFORCEMENT	7.00	6.60	6.60	5.57	6.37	(0.23)	-3.5%
COMPREHENSIVE PLANNING	4.00	3.00	3.00	3.25	3.25	0.25	8.3%
CUSTOMER SERVICES	23.00	10.00	10.00	10.00	10.00	-	0.0%
DRAINAGE ENFORCEMENT	7.00	1.40	1.40	1.38	1.58	0.18	12.9%
DRAINAGE INSPECTION	13.00	8.00	8.00	8.00	8.00	-	0.0%
DRAINAGE REVIEW	15.00	7.00	7.00	7.00	6.00	(1.00)	-14.3%
PERMIT INSPECTIONS	21.00	10.00	10.00	11.00	13.00	3.00	30.0%
PLAN REVIEW	26.00	11.00	11.00	12.00	12.00	1.00	9.1%
PLANNING AND ZONING	10.00	5.00	5.00	6.00	6.00	1.00	20.0%
ZONING ADJUDICATION	6.00	5.00	5.00	2.80	2.80	(2.20)	-44.0%
PROGRAM TOTAL	132.00	67.00	67.00	67.00	69.00	2.00	3.0%
DEPARTMENT TOTAL	177.00	102.00	102.00	103.00	104.00	2.00	2.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	5.00	3.00	3.00	3.00	3.00	-	0.0%
Code Enforcement Officer	10.00	5.00	5.00	4.00	5.00	-	0.0%
Communicatn Officer Supervisor	1.00	-	-	-	-	-	N/A
Deputy Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	28.00	12.00	12.00	12.00	11.00	(1.00)	-8.3%
Development Svcs Supervisor	2.00	-	-	-	-	-	N/A
Development Svcs Technician	11.00	3.00	3.00	3.00	3.00	-	0.0%
Engineer	4.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Associate	7.00	2.00	2.00	2.00	2.00	-	0.0%
Engineering Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	-	-	-	-	-	N/A
Human Resources Supervisor	-	-	-	1.00	1.00	1.00	N/A
Inspection Supervisor	6.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	25.00	12.00	12.00	13.00	15.00	3.00	25.0%
IS Project Manager - Sr/Ld	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	8.00	4.00	4.00	4.00	3.00	(1.00)	-25.0%
Office Assistant Specialized	7.00	5.00	5.00	5.00	5.00	-	0.0%
Operations/Program Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
PC/LAN Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
PC/LAN Tech Support	1.00	-	-	-	-	-	N/A
Planner	10.00	4.00	4.00	7.00	7.00	3.00	75.0%
Planner - Senior	3.00	3.00	3.00	-	-	(3.00)	-100.0%
Planning Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Plans Examiner	7.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Sr/Ld	4.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	177.00	102.00	102.00	103.00	104.00	2.00	2.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
226 - PLANNING AND DEVELOPMENT FEES	176.00	102.00	102.00	101.00	104.00	2.00	2.0%
235 - DEL WEBB	1.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	177.00	102.00	102.00	103.00	104.00	2.00	2.0%

General Operating Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$150,093 for FY 2010-11. The Department's salary and benefit savings has been increased from 0% to 1.5% which is in line with the rate

experience by the Department in the first half of FY 2009-10. The savings offset \$137,330 of the benefit increase.

Structural Balance: The Department's operating budget is not structurally balanced in five activities for a total amount of \$914,755. These activities are Code Enforcement (CODE), Drainage Enforcement (DREN), Zoning Adjudication (ZONA), Comprehensive Planning (CPLG) and Planning and Zoning (PLCS).

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of code enforcement violation cases that receive a complete initial investigation	75.2%	98.0%	89.0%	(9.0%)	-9.2%
Percent of code enforcement cases that receive a complete initial investigation of violation complaint	83.6%	108.0%	100.0%	(8.0%)	-7.4%
Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	78.6%	84.0%	67.0%	(17.0%)	-20.2%
Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	85.7%	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	71.4%	100.0%	100.0%	0.0%	0.0%
Percent of customer service actions performed	96.8%	100.0%	95.0%	(5.0%)	-5.0%
Percent of all customers served within 30 minutes	99.0%	99.0%	96.0%	(3.0%)	-3.0%
Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	85.6%	92.9%	83.8%	(9.1%)	-9.8%
Percent of Drainage Enforcement violation complaints investigated	98.5%	127.8%	100.0%	(27.8%)	-21.7%
Percent of drainage inspections completed	136.4%	142.0%	86.0%	(56.0%)	-39.4%
Percent of finished floor elevation drainage inspections completed within 24 hours of request	92.1%	96.1%	92.2%	(3.9%)	-4.1%

Program Results (continued)

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of in-progress drainage inspections completed within 24 hours of request	87.6%	86.5%	80.0%	(6.5%)	-7.5%
Percent of final drainage inspections completed within three business days of request	95.5%	96.3%	89.9%	(6.4%)	-6.7%
Percent of pre-permit issuance drainage site inspections completed within seven business days of request	91.8%	93.3%	96.0%	2.8%	3.0%
Percent of drainage reviews completed	104.9%	98.0%	100.0%	2.0%	2.0%
Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	98.0%	98.7%	76.9%	(21.8%)	-22.1%
Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	96.7%	98.5%	95.6%	(2.9%)	-3.0%
Percent of building plan inspection requests where service was rendered within one business day	91.7%	94.0%	98.0%	4.0%	4.3%
Percent of plans inspections completed	121.3%	121.0%	97.0%	(24.0%)	-19.8%
Percent of Entitlement and Subdivision cases completed	113.5%	120.8%	94.0%	(26.8%)	-22.2%
Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	99.2%	96.1%	100.0%	3.9%	4.1%
Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	92.1%	100.0%	94.0%	(6.0%)	-6.0%
Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	77.8%	81.2%	72.0%	(9.2%)	-11.3%
Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	96.8%	100.0%	92.0%	(8.0%)	-8.0%
Percent of building and zoning plan reviews completed	156.0%	148.0%	150.8%	2.8%	1.9%
Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	99.8%	99.5%	100.0%	0.5%	0.5%
Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	70.1%	100.0%	66.7%	(33.3%)	-33.3%
Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	85.6%	70.0%	100.0%	30.0%	42.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	75.2%	98.0%	89.0%	(9.0%)	-9.2%
Result	Percent of code enforcement cases that receive a complete initial investigation of violation complaint	83.6%	108.0%	100.0%	(8.0%)	-7.4%
Output	Number of code enforcement cases that receive a complete initial investigation	1,453	1,472	1,674	202	13.7%
Output	Number of Code Enforcement violation complaints completed	1,453	1,472	1,674	202	13.7%
Demand	Number of Code Enforcement violation complaints	1,453	1,364	1,398	34	2.5%
Efficiency	Expenditure per Code Enforcement complaint completed	\$ 427.05	\$ 276.55	\$ 247.03	\$ 29.52	10.7%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 137,082	\$ 90,000	\$ 78,000	\$ (12,000)	-13.3%
	TOTAL SOURCES	\$ 137,082	\$ 90,000	\$ 78,000	\$ (12,000)	-13.3%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 620,502	\$ 407,075	\$ 413,522	\$ (6,447)	-1.6%
	TOTAL USES	\$ 620,502	\$ 407,075	\$ 413,522	\$ (6,447)	-1.6%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand, including completion of backlogged violation complaints. Revenue is expected to decrease as many violation complaints are being resolved with reduced or without fines.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	78.6%	84.0%	67.0%	(17.0%)	-20.2%
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	85.7%	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	71.4%	100.0%	100.0%	0.0%	0.0%
Output	Number of Development Master Plans, Comprehensive Plan Admendments, and Statutorily Driven Elements Withdrawn/Completed	42	50	16	(34)	-68.0%
Demand	Number of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements Requested	42	60	24	(36)	-60.0%
Efficiency	Expenditure per Development Master Plan, Comprehensive Plan Amendment, and Statutorily Driven Element Withdrawn/Completed	\$ 6,138.21	\$ 4,831.84	\$ 18,226.56	\$ (13,394.72)	-277.2%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 116,140	\$ 24,996	\$ 80,000	\$ 55,004	220.1%
	TOTAL SOURCES	\$ 116,140	\$ 24,996	\$ 80,000	\$ 55,004	220.1%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 257,805	\$ 241,592	\$ 291,625	\$ (50,033)	-20.7%
	TOTAL USES	\$ 257,805	\$ 241,592	\$ 291,625	\$ (50,033)	-20.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 67% of initial application reviews. The large land development in Maricopa County is down, however, there are large tracts of land being committed to Solar Energy projects. This shift in type of development is driving the expenditures per review upward as the new type of development is more complex and requires additional resources to complete the reviews.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customer service actions performed	96.8%	100.0%	95.0%	(5.0%)	-5.0%
Result	Percent of all customers served within 30 minutes	99.0%	99.0%	96.0%	(3.0%)	-3.0%
Output	Number of customer service actions performed	133,678	161,412	89,814	(71,598)	-44.4%
Demand	Number of customer service actions requested/required	133,708	161,412	94,344	(67,068)	-41.6%
Efficiency	Expenditure per customer service action performed	\$ 7.29	\$ 3.30	\$ 7.58	\$ (4.28)	-129.6%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 32,020	\$ 16,500	\$ 35,890	\$ 19,390	117.5%
	TOTAL SOURCES	\$ 32,020	\$ 16,500	\$ 35,890	\$ 19,390	117.5%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 974,816	\$ 532,631	\$ 680,456	\$ (147,825)	-27.8%
	TOTAL USES	\$ 974,816	\$ 532,631	\$ 680,456	\$ (147,825)	-27.8%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 95% of the demand. 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. The FY 2010-11 reduction in expenses as compared to FY 2008-09 is proportionate to the decrease in demand and output over the same time period. The FY 2009-10 budget was based on the Department's best estimate of workload expectations. The FY 2010-11 budget numbers represent the continued downturn in the economy and reduction in construction and renovations requiring planning services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	85.6%	92.9%	83.8%	(9.1%)	-9.8%
Result	Percent of Drainage Enforcement violation complaints investigated	98.5%	127.8%	100.0%	(27.8%)	-21.7%
Output	Number of Drainage Enforcement violation complaints investigated	534	652	266	(386)	-59.2%
Demand	Number of Drainage Enforcement violation complaints	534	508	258	(250)	-49.2%
Efficiency	Expenditure per Drainage Enforcement complaint investigated	\$ 263.97	\$ 137.21	\$ 398.57	\$ (261.36)	-190.5%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 16,340	\$ 12,000	\$ 12,000	\$ -	0.0%
	TOTAL SOURCES	\$ 16,340	\$ 12,000	\$ 12,000	\$ -	0.0%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 140,961	\$ 89,461	\$ 106,020	\$ (16,559)	-18.5%
	TOTAL USES	\$ 140,961	\$ 89,461	\$ 106,020	\$ (16,559)	-18.5%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand, including completion of backlogged violation complaints. The number of complaints and violations is fewer than in previous years as the construction in commercial markets specifically has been completed, without many new projects in process.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of drainage inspections completed	136.4%	142.0%	86.0%	(56.0%)	-39.4%
Result	Percent of finished floor elevation drainage inspections completed within 24 hours of request	92.1%	96.1%	92.2%	(3.9%)	-4.1%
Result	Percent of in-progress drainage inspections completed within 24 hours of request	87.6%	86.5%	80.0%	(6.5%)	-7.5%
Result	Percent of final drainage inspections completed within three business days of request	95.5%	96.3%	89.9%	(6.4%)	-6.7%
Result	Percent of pre-permit issuance drainage site inspections completed within seven business days of request	91.8%	93.3%	96.0%	2.8%	3.0%
Output	Number of drainage inspections completed	7,151	11,645	4,701	(6,944)	-59.6%
Demand	Number of drainage inspections scheduled/requested	7,151	8,177	5,491	(2,686)	-32.8%
Efficiency	Expenditure per drainage inspection completed	\$ 119.19	\$ 46.00	\$ 131.21	\$ (85.22)	-185.3%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 13,797	\$ 509,000	\$ 391,232	\$ (117,768)	-23.1%
	TOTAL SOURCES	\$ 13,797	\$ 509,000	\$ 391,232	\$ (117,768)	-23.1%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 852,331	\$ 535,628	\$ 616,829	\$ (81,201)	-15.2%
	TOTAL USES	\$ 852,331	\$ 535,628	\$ 616,829	\$ (81,201)	-15.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 86% of the demand, including re-inspections. A fee increase for Drainage Inspections was approved by the Board of Supervisors in August 2009. The FY 2010-11 reduction in expenses as compared to FY 2008-09 is proportionate to the decrease in demand over the same time period. The FY 2009-10 budget was based on the Department's best estimate of workload expectations. The FY 2010-11 budget numbers represent the continued downturn in the economy and reduction in construction and renovations requiring planning services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of drainage reviews completed	104.9%	98.0%	100.0%	2.0%	2.0%
Result	Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	98.0%	98.7%	76.9%	(21.8%)	-22.1%
Result	Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	96.7%	98.5%	95.6%	(2.9%)	-3.0%
Output	Number of drainage reviews completed	3,985	4,500	3,400	(1,100)	-24.4%
Demand	Number of drainage reviews requested	3,985	4,582	3,442	(1,140)	-24.9%
Efficiency	Expenditure per drainage review completed	\$ 202.63	\$ 117.53	\$ 158.85	\$ (41.32)	-35.2%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 936,652	\$ 888,720	\$ 801,602	\$ (87,118)	-9.8%
	TOTAL SOURCES	\$ 936,652	\$ 888,720	\$ 801,602	\$ (87,118)	-9.8%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 807,487	\$ 528,899	\$ 540,088	\$ (11,189)	-2.1%
	TOTAL USES	\$ 807,487	\$ 528,899	\$ 540,088	\$ (11,189)	-2.1%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 76.0% of initial application reviews within 14 days. Revised plans are submitted at the discretion of the applicant. The Department has a backlog of plan reviews that will be reviewed during FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of building plan inspection requests where service was rendered within one business day	91.7%	94.0%	98.0%	4.0%	4.3%
Result	Percent of plans inspections completed	121.3%	121.0%	97.0%	(24.0%)	-19.8%
Output	Number of plans inspections completed	27,749	42,322	22,190	(20,132)	-47.6%
Demand	Number of plans inspections requested	27,749	34,848	22,936	(11,912)	-34.2%
Efficiency	Expenditure per plans inspection completed	\$ 51.49	\$ 24.25	\$ 42.49	\$ (18.23)	-75.2%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 2,526,456	\$ 2,530,376	\$ 3,515,309	\$ 984,933	38.9%
	235 - DEL WEBB	2,450	-	-	-	N/A
	TOTAL SOURCES	\$ 2,528,906	\$ 2,530,376	\$ 3,515,309	\$ 984,933	38.9%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 1,426,825	\$ 1,026,413	\$ 942,743	\$ 83,670	8.2%
	235 - DEL WEBB	2,037	-	-	-	N/A
	TOTAL USES	\$ 1,428,862	\$ 1,026,413	\$ 942,743	\$ 83,670	8.2%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 97% 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. The Department has a couple large projects that is impacting inspections and plan reviews significantly. Contract services are assisting in meeting the demand from this one project.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	96.8%	100.0%	92.0%	(8.0%)	-8.0%
Result	Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	99.8%	99.5%	100.0%	0.5%	0.5%
Output	Number of building and zoning plan reviews completed	9,937	4,438	14,928	10,490	236.4%
Output	Number of building and zoning plan reviews processed through first plan review	10,225	2,993	9,156	6,163	205.9%
Demand	Number of building and zoning plan reviews requested	10,225	2,993	9,900	6,907	230.8%
Efficiency	Expenditure per building and zoning plan review completed	\$ 173.29	\$ 277.01	\$ 95.80	\$ 181.21	65.4%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT	\$ 1,449,264	\$ 1,830,372	\$ 2,203,146	\$ 372,774	20.4%
	235 - DEL WEBB	-	2,800	2,500	(300)	-10.7%
	TOTAL SOURCES	\$ 1,449,264	\$ 1,833,172	\$ 2,205,646	\$ 372,474	20.3%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT	\$ 1,719,149	\$ 1,229,373	\$ 1,430,174	\$ (200,801)	-16.3%
	235 - DEL WEBB	2,804	6	-	6	100.0%
	TOTAL USES	\$ 1,721,953	\$ 1,229,379	\$ 1,430,174	\$ (200,795)	-16.3%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 92.5% of initial first plan reviews. Revised plans are submitted at the discretion of the applicant. The Department has a couple of large projects that are impacting inspections and plan reviews significantly. Contract services in the non-recurring/non-project budget are assisting in meeting the demand from these projects and increasing the costs in this activity.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Entitlement and Subdivision cases completed	113.5%	120.8%	94.0%	(26.8%)	-22.2%
Result	Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	99.2%	96.1%	100.0%	3.9%	4.1%
Result	Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	92.1%	100.0%	94.0%	(6.0%)	-6.0%
Result	Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	77.8%	81.2%	72.0%	(9.2%)	-11.3%
Output	Number of Entitlement and Subdivision cases completed	126	154	98	(56)	-36.4%
Demand	Number of Entitlement and Subdivision cases requested	126	127	104	(23)	-18.1%
Efficiency	Expenditure per Entitlement and Subdivision case completed	\$ 4,967.76	\$ 2,523.83	\$ 5,199.27	\$ (2,675.43)	-106.0%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 450,208	\$ 364,800	\$ 380,000	\$ 15,200	4.2%
	TOTAL SOURCES	\$ 450,208	\$ 364,800	\$ 380,000	\$ 15,200	4.2%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 625,938	\$ 388,670	\$ 509,528	\$ (120,858)	-31.1%
	TOTAL USES	\$ 625,938	\$ 388,670	\$ 509,528	\$ (120,858)	-31.1%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 94% of the demand. The FY 2010-11 reduction in expenses as compared to FY 2008-09 is proportionate to the decrease in demand over the same time period. The FY 2009-10 budget was based on the Department's best estimate of workload expectations. The FY 2010-11 budget numbers represent the continued downturn in the economy.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	70.1%	100.0%	66.7%	(33.3%)	-33.3%
Result	Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	85.6%	70.0%	100.0%	30.0%	42.9%
Output	Number of Variance, Temporary Use, or Text Amendments Completed	174	175	114	(61)	-34.9%
Demand	Number of Variance, Temporary Use or Text Amendments Applied/Requested	174	180	106	(74)	-41.1%
Efficiency	Expenditure per Variance and Other Board of Adjustment cases processed to public hearing approved administratively	\$ 2,275.40	\$ 1,935.77	\$ 1,793.03	\$ 142.74	7.4%
<i>Revenue</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 57,740	\$ 36,000	\$ 44,130	\$ 8,130	22.6%
	TOTAL SOURCES	\$ 57,740	\$ 36,000	\$ 44,130	\$ 8,130	22.6%
<i>Expenditure</i>						
	226 - PLANNING AND DEVELOPMENT FEES	\$ 395,919	\$ 339,147	\$ 204,405	\$ 134,742	39.7%
	TOTAL USES	\$ 395,919	\$ 339,147	\$ 204,405	\$ 134,742	39.7%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand as well as reducing backlogged requests. Demand is expected to decrease due to the amount of construction and remodeling activity taking place in the County in the slow economic climate.

Green Government Program

The purpose of the Green Government Program is to provide educational services to Maricopa County residents and County employees so they can increase their awareness of regional sustainability.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of County departments who indicate that Green Government Program management	N/A	N/A	90.0%	N/A	N/A
Percent of employees responding to survey who indicate they have increased sustainability awareness	N/A	N/A	90.0%	N/A	N/A
Percent of county residents responding to survey who have indicated an increase in sustainability awareness	N/A	N/A	50.0%	N/A	N/A

Activities that comprise this program include:

- Green Government Data Management
- Internal Green Government Eco-Education
- Public Green Government Eco-Education

Green Government Data Management Activity

The purpose of the Green Government Data Management Activity is to provide management and oversight services to County departments so they can implement Board of Supervisor-adopted Green Government Program measures.

Mandates: This activity is not mandated.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED
Result	Percent of County departments who indicate that Green Government Program management is helpful in implementing their Green Government Program measures	N/A	N/A	90.0%
Output	Number of Green Government Council meetings held	N/A	N/A	11
Output	Number of Green Government measures tracked	N/A	N/A	33
Output	Number of Green Government site users	N/A	N/A	16
Output	Number of Green Government industry expert presentations provided	N/A	N/A	9
Output	Number of departments responding to Green Government survey	N/A	N/A	10
Demand	Number of Green Government measures required to be tracked	N/A	N/A	30
Efficiency	Expenditure per Green Government measure tracked	N/A	N/A	\$ 1,485.97
<i>Expenditure</i>				
	100 - GENERAL	\$ -	\$ -	\$ 48,294
	TOTAL USES	\$ -	\$ -	\$ 48,294

Activity Narrative: The funding for this activity is in Non-Departmental rather than in Planning & Development. However, the Sustainability Manager and his functions are housed in Planning & Development. The FY 2010-11 budget supports the Department in meeting all of the demand. This is a new activity for FY 2010-11 and is establishing the benchmark for performance measures for future years.

Internal Green Government Eco-Education Activity

The purpose of the Internal Green Government Eco-Education Activity is to provide educational services to Maricopa County employees so they can increase their awareness of regional sustainability.

Mandates: This activity is not mandated.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED
Result	Percent of employees responding to survey who indicate they have increased sustainability awareness	N/A	N/A	90.0%
Output	Number of Green Government hard copy awareness messages distributed	N/A	N/A	1,000
Output	Total number of Green Government Program awareness messages distributed	N/A	N/A	1,510
Output	Number of Green Government Program digital awareness messages distributed	N/A	N/A	500
Output	Number of Green Government Program videos produced	N/A	N/A	10
Output	Number of employees responding to survey			500
Demand	Number of internal Green Government digital awareness messages	N/A	N/A	1,510
Efficiency	Expenditure per Green Government awareness message distributed	N/A	N/A	\$ 12.98
<i>Expenditure</i>				
	100 - GENERAL	\$ -	\$ -	\$ 19,598
	TOTAL USES	\$ -	\$ -	\$ 19,598

Activity Narrative: The funding for this activity is in Non-Departmental rather than in Planning & Development. However, the Sustainability Manager and his functions are housed in Planning & Development. The FY 2010-11 budget supports the Department in meeting 100% of the demand. This is a new activity for FY 2010-11 and is establishing the benchmark for performance measures for future years.

Public Green Government Eco-Education Activity

The purpose of the Public Green Government Eco-Education Activity is to provide educational services to Maricopa County residents so they can increase their awareness of regional sustainability.

Mandates: This activity is not mandated.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED
Result	Percent of county residents responding to survey who have indicated an increase in sustainability awareness	N/A	N/A	50.0%
Output	Number of eco-messaging signs and/or kiosks placed	N/A	N/A	5
Output	Number of Green Government presentations given	N/A	N/A	10
Output	Number of Green Government awareness videos available	N/A	N/A	3
Output	Number of Green Government hard copy awareness messaging information distributed	N/A	N/A	500
Demand	Number of Green Government Program awareness messages required	N/A	N/A	520
Efficiency	Expenditures per hard copy awareness message distributed	N/A	N/A	\$ 39.70
<i>Expenditure</i>				
	100 - GENERAL	\$ -	\$ -	\$ 19,848
	TOTAL USES	\$ -	\$ -	\$ 19,848

Activity Narrative: The funding for this activity is in Non-Departmental rather than in Planning & Development. However, the Sustainability Manager and his functions are housed in Planning & Development. The FY 2010-11 budget supports the Department in meeting 96.2% of the demand. This is a new activity for FY 2010-11 and is establishing the benchmark for performance measures for future years.

Appropriated Budget Reconciliations

Planning and Development Fees Fund (226)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 7,705,691	\$ 6,752,764
Adjustments:	Agenda Item:		
Non Recurring		\$ -	\$ 4,000
<i>Vehicle Planning to Sheriff</i>	<i>C-50-10-114-M-00</i>	-	4,000
FY 2010 Revised Budget		\$ 7,705,691	\$ 6,756,764
Adjustments:	Agenda Item:		
Non Recurring		\$ (952,927)	\$ (4,000)
<i>Vehicle Planning to Sheriff</i>	<i>C-50-10-114-M-00</i>	-	(4,000)
<i>Structural Balance</i>		(952,927)	-
FY 2011 Budget Target		\$ 6,752,764	\$ 6,752,764
Adjustments:	Agenda Item:		
Employee Compensation and Benefits		\$ 150,093	\$ -
Employee Retirement and Benefits		132,108	-
<i>Employee Health/Dental Premiums</i>		17,985	-
<i>Retirement Contributions</i>		\$ 914,755	\$ -
Base Adjustments		914,755	-
<i>Other Base Adjustments</i>		\$ (17,838)	\$ -
Budget Balancing		(17,838)	-
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	(17,838)	-
Fees and Other Revenues		\$ -	\$ 173,148
<i>ProgRevenue Volume Inc/Dec</i>		-	173,148
FY 2011 Adopted Budget		\$ 7,799,774	\$ 6,925,912
<i>Percent Change from Target Amount</i>		15.5%	2.6%

Planning and Development Fees Fund (226) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ -	\$ -
Adjustments:	Agenda Item:		
Budget Balancing		\$ 65,194	\$ -
<i>PEHPEP FY 10 Adjustments</i>	C-49-10-032-M-00	65,194	-
Non Recurring		\$ 533,100	\$ 91,165
<i>Vehicle Planning to Emerg Mgmt</i>	C-15-10-019-V-00	-	3,330
<i>Vehicle Planning to Parks</i>	C-30-10-023-V-00	-	7,990
<i>Vehicle Planning to Ent Tech</i>	C-41-10-018-V-00	-	3,995
<i>Vehicles Planning to Transportation</i>	C-44-10-059-V-00	-	23,600
<i>Court Tower Plan Reviews</i>	C-44-10-093-M-00	520,000	-
<i>Court Tower Plan Reviews May</i>	C-44-10-115-M-00	13,100	-
<i>Vehicles AQ PDS to Equip Svcs</i>	C-74-10-008-V-00	-	23,305
<i>Trmfr Vehicles to Pub Health</i>	C-86-10-018-V-00	-	5,715
<i>Vehicle Air Qual to Pub Wks FM</i>	C-91-10-168-V-00	-	23,230
FY 2010 Revised Budget		\$ 598,294	\$ 91,165
Adjustments:	Agenda Item:		
Budget Balancing		\$ (65,194)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	C-49-10-032-M-00	(65,194)	-
Non Recurring		\$ (533,100)	\$ (91,165)
<i>Vehicle Planning to Emerg Mgmt</i>	C-15-10-019-V-00	-	(3,330)
<i>Vehicle Planning to Parks</i>	C-30-10-023-V-00	-	(7,990)
<i>Vehicle Planning to Ent Tech</i>	C-41-10-018-V-00	-	(3,995)
<i>Vehicles Planning to Transportation</i>	C-44-10-059-V-00	-	(23,600)
<i>Court Tower Plan Reviews</i>	C-44-10-093-M-00	(520,000)	-
<i>Court Tower Plan Reviews May</i>	C-44-10-115-M-00	(13,100)	-
<i>Vehicles AQ PDS to Equip Svcs</i>	C-74-10-008-V-00	-	(23,305)
<i>Trmfr Vehicles to Pub Health</i>	C-86-10-018-V-00	-	(5,715)
<i>Vehicle Air Qual to Pub Wks FM</i>	C-91-10-168-V-00	-	(23,230)
FY 2011 Budget Target		\$ -	\$ -
Adjustments:	Agenda Item:		
Base Adjustments		\$ 300,000	\$ -
<i>Other Base Adjustments</i>		300,000	-
Fees and Other Revenues		\$ -	\$ 542,986
<i>ProgRevenue Volume Inc/Dec</i>		-	542,986
Non Recurring		\$ 131,000	\$ 131,000
<i>Court Tower Plan Reviews May</i>	C-44-10-115-M-00	131,000	131,000
FY 2011 Adopted Budget		\$ 431,000	\$ 673,986
<i>Percent Change from Target Amount</i>		N/A	N/A

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 11,294,608	\$ 3,568,321	\$ 3,568,321	\$ 4,462,699	\$ 3,327,832
Sources:					
Operating	\$ 5,906,211	\$ 6,752,764	\$ 6,756,764	\$ 6,479,175	\$ 6,925,912
Non-Recurring	-	-	91,165	52,620	673,986
Total Sources:	\$ 5,906,211	\$ 6,752,764	\$ 6,847,929	\$ 6,531,795	\$ 7,599,898
Uses:					
Operating	\$ 12,198,430	\$ 7,705,691	\$ 7,705,691	\$ 7,666,662	\$ 7,799,774
Non-Recurring	539,677	-	598,294	-	431,000
Total Uses:	\$ 12,738,107	\$ 7,705,691	\$ 8,303,985	\$ 7,666,662	\$ 8,230,774
Structural Balance	\$ (6,292,219)	\$ (952,927)	\$ (948,927)	\$ (1,187,487)	\$ (873,862)
Accounting Adjustments	\$ (13)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ 29,445	\$ -	\$ -
Committed	4,462,699	2,615,394	2,082,820	3,327,832	2,696,956
Total Ending Spendable Fund Balance	\$ 4,462,699	\$ 2,615,394	\$ 2,112,265	\$ 3,327,832	\$ 2,696,956

Del Webb Fund (235)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,753	\$ 27,800
FY 2010 Revised Budget	\$ 2,753	\$ 27,800
FY 2011 Budget Target	\$ 2,753	\$ 27,800
Adjustments:		
Base Adjustments	\$ (1,117)	\$ (18,692)
Other Base Adjustments	(1,117)	(18,692)
FY 2011 Adopted Budget	\$ 1,636	\$ 9,108
<i>Percent Change from Target Amount</i>	-40.6%	-67.2%

Del Webb Special Fund (235) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 499,493	\$ 515,565	\$ 515,565	\$ 502,977	\$ 519,592
Sources:					
Operating	\$ 13,693	\$ 27,800	\$ 27,800	\$ 19,237	\$ 9,108
Total Sources:	\$ 13,693	\$ 27,800	\$ 27,800	\$ 19,237	\$ 9,108
Uses:					
Operating	\$ 10,205	\$ 2,753	\$ 2,753	\$ 2,622	\$ 1,636
Total Uses:	\$ 10,205	\$ 2,753	\$ 2,753	\$ 2,622	\$ 1,636
Structural Balance	\$ 3,488	\$ 25,047	\$ 25,047	\$ 16,615	\$ 7,472
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 502,977	\$ 540,612	\$ 540,612	\$ 519,592	\$ 527,064
Total Ending Spendable Fund Balance	\$ 502,977	\$ 540,612	\$ 540,612	\$ 519,592	\$ 527,064

Public Defense System

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The mission of Indigent Representation 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 Indigent Representation 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: The Public Defense System projects that 81.8% of all non-capital cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2009-10. Because the goal is exceeded by only 1.8% and because PDS has no control over the number of cases filed in a given year or the number of cases in which conflicts preclude representation by a staffed office, this measure will continue to be monitored through July, 2013 to ensure that everything possible is done to maintain the rate of success.

- **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: Twenty-one capital (or potentially capital) cases were newly assigned during the first nine months of FY 2009-10, 11 of which were assigned to staffed offices with the remaining 10 assigned to contract attorneys. These new cases are among the 92 capital cases with full defense teams assigned as of March 31, 2010, including active and potential cases along with cases remanded for new trial proceedings (this compares with 132 cases in a similar status 12 months prior). Four additional capital teams (to be phased in as needed) were authorized in April, 2010, increasing the capacity of staffed offices by 8 to 12 cases. PDS is cautiously increasing the capacity of the staffed offices rather than doing so as aggressively as was originally planned, due to administrative changes in both the Superior Court and the Office of the County Attorney.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
ADAP - APPEAL PCR REPRESENTATION	\$ 3,997	\$ -	\$ -	\$ -	\$ -	-	N/A
NCFR - NON CAPITAL FELONY REP	1,792,650	1,073,608	1,073,608	1,577,939	1,460,127	386,519	36.0%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 1,796,647	\$ 1,073,608	\$ 1,073,608	\$ 1,577,939	\$ 1,460,127	\$ 386,519	36.0%
HRAC - HUMAN RESOURCES	\$ 486,342	\$ 496,645	\$ 496,645	\$ 427,024	\$ 432,845	\$ (63,800)	-12.8%
ODIR - EXECUTIVE MANAGEMENT	-	989,215	1,098,723	8,311	61,000	(1,037,723)	-94.4%
99AS - ADMINISTRATIVE SERVICES	\$ 486,342	\$ 1,485,860	\$ 1,595,368	\$ 435,335	\$ 493,845	\$ (1,101,523)	-69.0%
GGOV - GENERAL GOVERNMENT	\$ 12,763	\$ -	\$ -	\$ 4,094	\$ -	-	N/A
99GV - GENERAL GOVERNMENT	\$ 12,763	\$ -	\$ -	\$ 4,094	\$ -	-	N/A
TOTAL PROGRAMS	\$ 2,295,752	\$ 2,559,468	\$ 2,668,976	\$ 2,017,368	\$ 1,953,972	\$ (715,004)	-26.8%
USES							
AGLR - ADULT GUARDIAN AD LITEM REP	\$ 1,008,189	\$ 454,498	\$ 454,498	\$ 672,569	\$ 672,569	\$ (218,071)	-48.0%
MENR - MENTAL HEALTH REPRESENTATION	1,096,629	1,116,908	1,116,908	1,188,342	1,193,858	(76,950)	-6.9%
PROB - PROBATE REPRESENTATION	316,646	189,359	189,359	461,310	461,310	(271,951)	-143.6%
SEVP - SEXUALLY VIOLENT PERSON REP	164,578	156,279	156,279	209,796	157,340	(1,061)	-0.7%
52AC - ADULT CIVIL REPRESENTATION	\$ 2,586,042	\$ 1,917,044	\$ 1,917,044	\$ 2,532,017	\$ 2,485,077	\$ (568,033)	-29.6%
ADAP - APPEAL PCR REPRESENTATION	\$ 4,735,661	\$ 4,182,249	\$ 5,182,249	\$ 4,835,696	\$ 4,866,990	\$ 315,259	6.1%
CAPP - CAPITAL REPRESENTATION	14,527,833	12,172,108	16,672,108	16,316,467	16,636,174	35,934	0.2%
MISS - MISDEMEANOR REPRESENTATION	639,626	421,352	421,352	418,896	411,305	10,047	2.4%
NCFR - NON CAPITAL FELONY REP	36,625,167	33,322,968	37,280,636	35,671,952	36,392,091	888,545	2.4%
VPPR - PROBATION REPRESENTATION	1,902,543	1,800,025	1,800,025	1,659,901	1,612,898	187,127	10.4%
WITR - WITNESS REPRESENTATION	27,937	20,686	20,686	32,051	31,022	(10,336)	-50.0%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 58,458,767	\$ 51,919,388	\$ 61,377,056	\$ 58,934,963	\$ 59,950,480	\$ 1,426,576	2.3%
CDRE - CHILD DEPENDENCY REP	\$ 3,608,624	\$ 761,517	\$ 761,517	\$ 636,960	\$ 636,248	\$ 125,269	16.4%
JDIR - JUV DEL INCORR REPRESENTATION	3,982,140	3,888,243	3,888,243	3,753,253	3,885,090	3,153	0.1%
JEMR - JUVENILE EMANCIPATION REP	-	946	946	12,408	12,408	(11,462)	-1211.6%
JGAL - JUVENILE GAL REPRESENTATION	2,726,446	3,849,504	5,199,504	5,384,382	5,512,346	(312,842)	-6.0%
JUAP - JUVENILE APPEAL REPRESENTATION	360,541	337,303	337,303	375,547	345,517	(8,214)	-2.4%
JUNR - JUVENILE NOTIFICATION REP	37,053	36,495	36,495	24,930	24,930	11,565	31.7%
JUPR - JUVENILE PROBATION REP	674,657	630,233	630,233	627,556	512,349	117,884	18.7%
PADR - PARENTAL DEPENDENCY REP	6,304,753	4,337,418	5,337,418	5,589,826	5,596,111	(258,693)	-4.8%
52JR - JUVENILE REPRESENTATION	\$ 17,694,214	\$ 13,841,659	\$ 16,191,659	\$ 16,404,862	\$ 16,524,999	\$ (333,340)	-2.1%
IRSS - INDIGENT REP SUPPORT SVCS	\$ 612,168	\$ 207,930	\$ 1,007,930	\$ 498,485	\$ 494,831	\$ 513,099	50.9%
52SS - INDIGENT REP SUPPORT SVCS	\$ 612,168	\$ 207,930	\$ 1,007,930	\$ 498,485	\$ 494,831	\$ 513,099	50.9%
BDGT - BUDGETING	\$ 176,358	\$ 127,466	\$ 127,466	\$ 132,314	\$ 137,104	\$ (9,638)	-7.6%
FSAC - FINANCIAL SERVICES	428,936	434,764	434,764	421,155	483,984	(49,220)	-11.3%
HRAC - HUMAN RESOURCES	1,048,658	1,327,549	1,327,549	1,099,518	1,318,446	9,103	0.7%
ODIR - EXECUTIVE MANAGEMENT	3,586,389	3,463,878	3,465,718	3,440,132	3,247,933	217,785	6.3%
PROC - PROCUREMENT	142,627	107,123	107,123	120,378	133,344	(26,221)	-24.5%
RMGT - RISK MANAGEMENT	28,279	28,856	28,856	27,884	35,003	(6,147)	-21.3%
99AS - ADMINISTRATIVE SERVICES	\$ 5,411,247	\$ 5,489,636	\$ 5,491,476	\$ 5,241,381	\$ 5,355,814	\$ 135,662	2.5%
GGOV - GENERAL GOVERNMENT	\$ 258,523	\$ -	\$ -	\$ -	\$ -	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	115,836	79,131	79,131	79,132	71,414	7,717	9.8%
99GV - GENERAL GOVERNMENT	\$ 374,359	\$ 79,131	\$ 79,131	\$ 79,132	\$ 71,414	\$ 7,717	9.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 489,951	\$ 467,752	\$ 467,752	\$ 376,581	\$ 970,533	\$ (502,781)	-107.5%
DACR - DATA CENTER	225,523	216,510	216,510	172,804	249,010	(32,500)	-15.0%
DESK - DESKTOP SUPPORT	163,260	167,382	167,382	133,904	194,657	(27,275)	-16.3%
HDSP - HELP DESK SUPPORT	250,424	243,671	243,671	191,200	269,160	(25,489)	-10.5%
99IT - INFORMATION TECHNOLOGY	\$ 1,129,158	\$ 1,095,315	\$ 1,095,315	\$ 874,489	\$ 1,683,360	\$ (588,045)	-53.7%
TOTAL PROGRAMS	\$ 86,265,955	\$ 74,550,103	\$ 87,159,611	\$ 84,565,329	\$ 86,565,975	\$ 593,636	0.7%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 802,447	\$ 825,832	\$ 935,340	\$ 873,089	\$ 865,496	\$ (69,844)	-7.5%
0620 - OTHER INTERGOVERNMENTAL	14,967	128,050	128,050	-	-	(128,050)	-100.0%
SUBTOTAL	\$ 817,414	\$ 953,882	\$ 1,063,390	\$ 873,089	\$ 865,496	\$ (197,894)	-18.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 479,271	\$ 639,028	\$ 639,028	\$ 59,009	\$ -	\$ (639,028)	-100.0%
0635 - OTHER CHARGES FOR SERVICES	969,178	953,558	953,558	1,075,546	1,075,476	121,918	12.8%
SUBTOTAL	\$ 1,448,449	\$ 1,592,586	\$ 1,592,586	\$ 1,134,555	\$ 1,075,476	\$ (517,110)	-32.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 16,444	\$ -	\$ -	\$ 4,094	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	13,445	13,000	13,000	5,630	13,000	-	0.0%
SUBTOTAL	\$ 29,889	\$ 13,000	\$ 13,000	\$ 9,724	\$ 13,000	\$ -	0.0%
ALL REVENUES	\$ 2,295,752	\$ 2,559,468	\$ 2,668,976	\$ 2,017,368	\$ 1,953,972	\$ (715,004)	-26.8%
TOTAL SOURCES	\$ 2,295,752	\$ 2,559,468	\$ 2,668,976	\$ 2,017,368	\$ 1,953,972	\$ (715,004)	-26.8%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 43,108,289	\$ 42,522,742	\$ 42,606,273	\$ 41,567,594	\$ 42,588,304	\$ 17,969	0.0%
0705 - TEMPORARY PAY	214,431	249,664	249,664	230,318	255,070	(5,406)	-2.2%
0710 - OVERTIME	6,285	8,390	8,390	4,756	8,390	-	0.0%
0750 - FRINGE BENEFITS	12,690,700	12,546,077	12,570,214	12,374,759	13,677,316	(1,107,102)	-8.8%
0790 - OTHER PERSONNEL SERVICES	668,030	614,252	614,252	620,178	735,484	(121,232)	-19.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(363,984)	(372,625)	(372,625)	(381,569)	(412,561)	39,936	-10.7%
0796 - PERSONNEL SERVICES ALLOC-IN	350,811	372,625	372,625	381,640	407,451	(34,826)	-9.3%
SUBTOTAL	\$ 56,674,562	\$ 55,941,125	\$ 56,048,793	\$ 54,797,676	\$ 57,259,454	\$ (1,210,661)	-2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 461,762	\$ 505,467	\$ 505,467	\$ 453,111	\$ 457,107	\$ 48,360	9.6%
0803 - FUEL	25,696	36,144	36,144	25,341	29,500	6,644	18.4%
0804 - NON-CAPITAL EQUIPMENT	21,699	-	-	-	-	-	N/A
SUBTOTAL	\$ 509,157	\$ 541,611	\$ 541,611	\$ 478,452	\$ 486,607	\$ 55,004	10.2%
SERVICES							
0810 - LEGAL SERVICES	\$ 26,227,997	\$ 15,238,469	\$ 27,738,469	\$ 27,046,318	\$ 26,356,423	\$ 1,382,046	5.0%
0812 - OTHER SERVICES	289,521	614,047	615,887	257,296	707,548	(91,661)	-14.9%
0820 - RENT & OPERATING LEASES	1,294,102	1,259,667	1,259,667	1,227,125	828,899	430,768	34.2%
0825 - REPAIRS AND MAINTENANCE	20,300	20,783	20,783	13,761	14,400	6,383	30.7%
0830 - INTERGOVERNMENTAL PAYMENTS	258,523	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	88,926	108,933	108,933	85,182	87,145	21,788	20.0%
0841 - TRAVEL	260,007	327,480	327,480	338,364	266,395	61,085	18.7%
0842 - EDUCATION AND TRAINING	170,984	321,087	321,087	148,985	264,809	56,278	17.5%
0843 - POSTAGE/FREIGHT/SHIPPING	61,489	58,718	58,718	63,393	66,254	(7,536)	-12.8%
SUBTOTAL	\$ 28,671,849	\$ 17,949,184	\$ 30,451,024	\$ 29,180,424	\$ 28,591,873	\$ 1,859,151	6.1%
CAPITAL							
0950 - DEBT SERVICE	\$ 403,777	\$ 118,183	\$ 118,183	\$ 108,777	\$ 228,041	\$ (109,858)	-93.0%
SUBTOTAL	\$ 403,777	\$ 118,183	\$ 118,183	\$ 108,777	\$ 228,041	\$ (109,858)	-93.0%
ALL EXPENDITURES	\$ 86,259,345	\$ 74,550,103	\$ 87,159,611	\$ 84,565,329	\$ 86,565,975	\$ 593,636	0.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 6,610	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL OTHER FINANCING USES	\$ 6,610	\$ -	N/A				
TOTAL USES	\$ 86,265,955	\$ 74,550,103	\$ 87,159,611	\$ 84,565,329	\$ 86,565,975	\$ 593,636	0.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 91,647	\$ 189,100	\$ 189,100	\$ 61,071	\$ 61,000	\$ (128,100)	-67.7%
FUND TOTAL SOURCES	\$ 91,647	\$ 189,100	\$ 189,100	\$ 61,071	\$ 61,000	\$ (128,100)	-67.7%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 486,341	\$ 496,645	\$ 496,645	\$ 427,553	\$ 432,845	\$ (63,800)	-12.8%
FUND TOTAL SOURCES	\$ 486,341	\$ 496,645	\$ 496,645	\$ 427,553	\$ 432,845	\$ (63,800)	-12.8%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 333,232	\$ 342,187	\$ 451,695	\$ 451,695	\$ 445,651	\$ (6,044)	-1.3%
FUND TOTAL SOURCES	\$ 333,232	\$ 342,187	\$ 451,695	\$ 451,695	\$ 445,651	\$ (6,044)	-1.3%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 1,324,759	\$ 1,472,536	\$ 1,472,536	\$ 1,017,964	\$ 955,476	\$ (517,060)	-35.1%
FUND TOTAL SOURCES	\$ 1,324,759	\$ 1,472,536	\$ 1,472,536	\$ 1,017,964	\$ 955,476	\$ (517,060)	-35.1%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 59,773	\$ 59,000	\$ 59,000	\$ 59,085	\$ 59,000	\$ -	0.0%
FUND TOTAL SOURCES	\$ 59,773	\$ 59,000	\$ 59,000	\$ 59,085	\$ 59,000	\$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 2,295,752	\$ 2,559,468	\$ 2,668,976	\$ 2,017,368	\$ 1,953,972	\$ (715,004)	-26.8%
DEPARTMENT TOTAL SOURCES	\$ 2,295,752	\$ 2,559,468	\$ 2,668,976	\$ 2,017,368	\$ 1,953,972	\$ (715,004)	-26.8%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 83,827,002	\$ 71,858,542	\$ 84,358,542	\$ 82,674,996	\$ 79,620,654	\$ 4,737,888	5.6%
NON-RECURRING	-	-	-	-	4,380,269	(4,380,269)	N/A
FUND TOTAL USES	\$ 83,827,002	\$ 71,858,542	\$ 84,358,542	\$ 82,674,996	\$ 84,000,923	\$ 357,619	0.4%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 473,736	\$ 496,645	\$ 496,645	\$ 400,075	\$ 432,845	\$ 63,800	12.8%
NON-RECURRING	\$ 57,892	\$ 163,129	\$ 163,129	\$ 5,151	\$ 143,855	\$ 19,274	11.8%
FUND TOTAL USES	\$ 531,628	\$ 659,774	\$ 659,774	\$ 405,226	\$ 576,700	\$ 83,074	12.6%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 332,383	\$ 342,187	\$ 451,695	\$ 429,509	\$ 445,651	\$ 6,044	1.3%
FUND TOTAL USES	\$ 332,383	\$ 342,187	\$ 451,695	\$ 429,509	\$ 445,651	\$ 6,044	1.3%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 1,224,177	\$ 1,472,536	\$ 1,472,536	\$ 941,019	\$ 955,476	\$ 517,060	35.1%
NON-RECURRING	\$ 275,452	\$ 158,064	\$ 158,064	\$ 55,598	\$ 528,225	\$ (370,161)	-234.2%
FUND TOTAL USES	\$ 1,499,629	\$ 1,630,600	\$ 1,630,600	\$ 996,617	\$ 1,483,701	\$ 146,899	9.0%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 59,000	\$ 59,000	\$ 59,000	\$ 58,981	\$ 59,000	\$ -	0.0%
NON-RECURRING	\$ 16,313	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 75,313	\$ 59,000	\$ 59,000	\$ 58,981	\$ 59,000	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 85,916,298	\$ 74,228,910	\$ 86,838,418	\$ 84,504,580	\$ 81,513,626	\$ 5,324,792	6.1%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 349,657	\$ 321,193	\$ 321,193	\$ 60,749	\$ 5,052,349	\$ (4,731,156)	-1473.0%
DEPARTMENT TOTAL USES	\$ 86,265,955	\$ 74,550,103	\$ 87,159,611	\$ 84,565,329	\$ 86,565,975	\$ 593,636	0.7%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADULT CRIMINAL REPRESENTATION							
APPEAL PCR REPRESENTATION	29.98	30.98	30.98	26.98	27.98	(3.00)	-9.7%
CAPITAL REPRESENTATION	97.47	97.92	97.92	97.17	109.61	11.69	11.9%
MISDEMEANOR REPRESENTATION	5.74	3.00	3.00	3.00	3.00	-	0.0%
NON CAPITAL FELONY REP	380.78	371.04	371.04	372.29	369.35	(1.69)	-0.5%
PROBATION REPRESENTATION	23.15	21.23	21.23	19.23	19.23	(2.00)	-9.4%
WITNESS REPRESENTATION	0.06	0.01	0.01	0.01	0.01	-	0.0%
PROGRAM TOTAL	537.18	524.18	524.18	518.68	529.18	5.00	1.0%
ADMINISTRATIVE SERVICES							
BUDGETING	1.83	1.63	1.63	1.63	1.63	-	0.0%
EXECUTIVE MANAGEMENT	27.57	28.98	28.98	28.98	27.98	(1.00)	-3.5%
FINANCIAL SERVICES	9.73	7.88	7.88	7.88	7.88	-	0.0%
HUMAN RESOURCES	10.47	12.89	12.89	12.89	12.89	-	0.0%
PROCUREMENT	1.98	2.06	2.06	2.06	2.06	-	0.0%
RISK MANAGEMENT	0.37	0.52	0.52	0.52	0.52	-	0.0%
PROGRAM TOTAL	51.95	53.95	53.95	53.95	52.95	(1.00)	-1.9%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.00	3.00	3.00	3.00	3.00	-	0.0%
DATA CENTER	2.70	2.70	2.70	2.70	2.70	-	0.0%
DESKTOP SUPPORT	3.00	3.00	3.00	2.60	2.60	(0.40)	-13.3%
HELP DESK SUPPORT	4.15	4.15	4.15	3.55	3.55	(0.60)	-14.5%
PROGRAM TOTAL	13.85	12.85	12.85	11.85	11.85	(1.00)	-7.8%
JUVENILE REPRESENTATION							
CHILD DEPENDENCY REP	34.33					-	N/A
JUV DEL INCORR REPRESENTATION	36.29	34.63	34.63	34.88	34.93	0.30	0.9%
JUVENILE APPEAL REPRESENTATION	1.17	1.16	1.16	1.16	0.50	(0.66)	-56.9%
JUVENILE GAL REPRESENTATION	-	33.84	33.84	36.84	37.00	3.16	9.3%
JUVENILE PROBATION REP	7.21	6.88	6.88	6.92	5.37	(1.50)	-21.8%
PARENTAL DEPENDENCY REP	26.00	26.00	26.00	26.00	26.00	-	0.0%
PROGRAM TOTAL	105.00	102.50	102.50	105.80	103.80	1.30	1.3%
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	9.65	9.65	9.65	10.65	10.65	1.00	10.4%
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	10.65	10.65	10.65	11.65	11.65	1.00	9.4%
PUBLIC DEFENSE SYSTEM TOTAL	718.63	704.13	704.13	701.93	709.43	5.30	0.8%

Staffing by Market Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	1.00	-	-	-	-	-	N/A
Accounting Specialist	3.00	4.00	4.00	4.00	4.00	-	0.0%
Admin & Operations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Administrative Manager	3.00	3.00	3.00	4.00	3.00	-	0.0%
Administrative Staff Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Supervisor	4.00	6.00	6.00	6.00	6.00	-	0.0%
Administrator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney - Associate	83.50	77.50	77.50	83.50	83.50	6.00	7.7%
Attorney - Senior	117.49	113.49	113.49	107.79	107.79	(5.70)	-5.0%
Attorney - Senior Associate	73.50	72.50	72.50	70.50	70.50	(2.00)	-2.8%
Attorney - Capital Co-Counsel	21.00	23.00	23.00	23.50	28.00	5.00	21.7%
Attorney - Capital Lead Counsel	21.50	21.50	21.50	20.50	20.50	(1.00)	-4.7%
Attorney Manager	6.00	4.00	4.00	4.00	4.00	-	0.0%
Attorney Supervisor	21.14	21.14	21.14	19.14	19.14	(2.00)	-9.5%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Legal Defense	4.00	5.00	5.00	5.00	5.00	-	0.0%
Finan/Business Analyst - Dept	3.00	3.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - Dept	2.00	-	-	-	-	-	N/A
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	-	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	3.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	5.00	4.00	4.00	4.00	4.00	-	0.0%
Investigator - Defense	45.00	43.00	43.00	43.00	44.00	1.00	2.3%
Investigator Chief - Defense	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	35.00	34.50	34.50	35.50	35.50	1.00	2.9%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Assistant	38.00	37.00	37.00	38.00	39.00	2.00	5.4%
Legal Assistant Supv	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Legal Order Server	1.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Support Specialist	67.50	65.00	65.00	64.00	65.00	-	0.0%
Legal Support Supervisor	9.00	9.00	9.00	10.00	10.00	1.00	11.1%
Management Analyst	1.00	2.00	2.00	1.00	2.00	-	0.0%
Mitigation Specialist	33.00	13.00	13.00	13.00	13.00	-	0.0%
Mitigation Specialist-Capital	-	20.00	20.00	19.00	21.00	1.00	5.0%
Office Assistant	46.00	43.00	43.00	43.00	41.00	(2.00)	-4.7%
Office Assistant Specialized	21.50	20.50	20.50	20.50	20.50	-	0.0%
Operations/Program Supervisor	-	1.00	1.00	2.00	2.00	1.00	100.0%
PC/LAN Tech Support	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	13.50	14.00	14.00	16.00	16.00	2.00	14.3%
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
PUBLIC DEFENSE SYSTEM TOTAL	718.63	704.13	704.13	701.93	709.43	5.30	0.8%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
520 - PUBLIC DEFENDER							
100 - GENERAL	441.13	414.13	414.13	413.13	414.13	-	0.0%
209 - PUBLIC DEFENDER TRAINING	-	4.00	4.00	4.00	4.00	-	0.0%
233 - PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262 - PUBLIC DEFENDER FILL THE GAP	14.00	13.00	13.00	10.00	9.00	(4.00)	-30.8%
DEPARTMENT TOTAL	459.13	435.13	435.13	431.13	431.13	(4.00)	-0.9%
540 - LEGAL DEFENDER							
100 - GENERAL	109.00	109.00	109.00	109.00	115.00	6.00	5.5%
DEPARTMENT TOTAL	109.00	109.00	109.00	108.50	115.00	6.00	5.5%
550 - LEGAL ADVOCATE							
100 - GENERAL	92.00	91.50	91.50	93.50	95.50	4.00	4.4%
DEPARTMENT TOTAL	92.00	91.50	91.50	93.50	95.50	4.00	4.4%
560 - CONTRACT COUNSEL							
100 - GENERAL	15.00	25.00	25.00	25.00	25.00	-	0.0%
DEPARTMENT TOTAL	15.00	25.00	25.00	25.00	25.00	-	0.0%
570 - JUVENILE DEFENDER							
100 - GENERAL	43.50	43.50	43.50	43.80	42.80	(0.70)	-1.6%
DEPARTMENT TOTAL	43.50	43.50	43.50	43.80	42.80	(0.70)	-1.6%
SUMMARY - PUBLIC DEFENSE SYSTEM							
100 - GENERAL	700.63	683.13	683.13	684.43	692.43	9.30	1.4%
209 - PUBLIC DEFENDER TRAINING	-	4.00	4.00	4.00	4.00	-	0.0%
233 - PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262 - PUBLIC DEFENDER FILL THE GAP	14.00	13.00	13.00	10.00	9.00	(4.00)	-30.8%
PUBLIC DEFENSE SYSTEM TOTAL	718.63	704.13	704.13	702.43	709.43	5.30	0.8%

General Adjustments

Adjustments:

General Fund (100)

- Reductions in Grand Jury reimbursements from the State (\$122,100) and from inmates in the Arizona Department of Corrections (\$6,000) have resulted in a decline in General Fund revenue of \$128,100 for FY 2010-11.
- Employee health and dental premiums are increasing in FY 2010-11, resulting in \$747,467 in additional benefit costs to the PDS departments.
- Retirement contributions are increasing for FY 2010-11, resulting in \$192,157 in additional benefit costs to the PDS departments.
- Personal Services savings of \$30,116 are garnered from the retirement of two positions allocated to multiple activities.
- OMB identified savings in General Supplies (\$10,000), Staffed-Office Legal Services (\$312,000), Other Services (\$6,000) and Travel (\$10,000) to offset a portion of the increases in benefit costs associated with health/dental premiums and retirement contributions.
- (Contracted Non-Capital Legal Expense): Due to historical under-budgeting of contracted indigent defense caseload (appropriate funding was approved following the final close of each budget year), FY 2010-11 OCC Legal Services appropriations will account for projected caseload activity based upon forecasted expenditures for FY 2009-10. The resulting net increase in OCC Legal Services (Non-Capital) expenditures of \$7,760,171 includes increases of \$11,422 for the Adult Civil Representation Program, \$4,828,280 for the Adult Criminal Representation Program, \$2,633,568 for the Juvenile Representation Program and \$286,901 for the Indigent Representation Support Services Program.
- Capital Case Expenditures (see Capital Activity for detail):
- (Operating – Staffed Offices): Add \$837,320 and 8.5 FTE Capital Activity positions;

- (Operating – Contract Counsel): Reduce contracted legal services by \$1,296,117, leaving \$970,612 budgeted for newly-filed capital cases that cannot be assigned to staffed offices because of conflict (approximately four cases per year, one of which would resolve without going to trial);
- (Non-Recurring): \$4,380,269 is directly appropriated to the Office of Contract Counsel’s non-recurring budget and \$5,475,337 is reserved in Non-Departmental Non-Recurring General Fund Contingency to address the current backlog of capital cases.

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Training Fund (209 – Shared by three of the five PDS Departments)

- (Operating): An anticipated reduction in Training Fund revenue of \$63,800 results in total FY 2010-11 revenue (and structurally-balanced expenditures) of \$432,845. To offset a \$5,008 increase in benefit costs associated with health/dental premiums and retirement contributions, structural balance was maintained with a \$5,008 reduction in training expenditures.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$143,855 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 \$6,044 for FY 2010-11 from the Drug Enforcement Grant, resulting in a corresponding decline in Personal Services expenditures. To offset a \$5,957 increase in benefit costs associated with health/dental premiums and retirement contributions, structural balance was maintained with a \$5,957 reduction in travel expenditures.

Public Defender Fill the Gap Fund (262)

- (Operating): The Public Defender began reducing expenditures from the Fill the Gap Fund in early FY 2009-10 when it became clear that revenue from the State of Arizona was likely to end. The department eliminated vacant positions and reduced operating expenditures through the year. Budgeted revenue and expenditure reductions of \$517,060 for FY 2010-11 reflect the elimination of state funds. To offset a \$12,236 increase in benefit costs associated with health/dental premiums and retirement contributions, structural balance was maintained with a \$12,236 reduction in Other Services.
- (Non-Recurring): The FY 2010-11 non-recurring budget includes a one-time expenditure of \$528,225 from the fund balance for the Indigent Representation Information System. IRIS development began in 2003 and went “live” in 2005, providing the following: appointment calendaring, time tracking, automated case document notification, case document storage, case weighting, reporting services integration, electronic document filing and scalable hearing and disposition code structure. IRIS now includes the following data exchanges: Scheduled Court Event, Assigned Attorney, Initial Appearance, File-a-Case, Electronic Document Management, Post-Conviction Release, Bonds, and Warrants. The extended warranty on the hardware which runs IRIS will expire in October 2010. FY 2010-11 expenditures will focus on server and software replacement.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	N/A	68.3%	69.0%	0.7%	1.0%
Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	N/A	30.3%	37.1%	6.8%	22.4%
Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	N/A	89.2%	90.1%	0.9%	1.0%
Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	N/A	76.5%	76.0%	(0.4%)	-0.6%
Percent of Capital Cases with Disposition Less than Capital	N/A	56.9%	71.8%	14.9%	26.1%
Percent of Capital Cases Resolved Within 540 Days of Arraignment/Assignment (whichever is later)	N/A	18.5%	28.2%	9.7%	52.8%
Percent of Probation Representation Cases With Disposition Other than Revocation	N/A	71.3%	72.3%	1.0%	1.4%
Percent of Witness Representation Cases Closed	N/A	100.0%	100.0%	0.0%	0.0%
Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	N/A	91.2%	89.4%	(1.8%)	-1.9%
Percent of Appeal and PCR Cases in Which the Outcome is Other than Affirmed	N/A	32.4%	32.1%	(0.3%)	-0.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Capital Cases with Disposition Less than Capital	N/A	56.9%	71.8%	14.9%	26.1%
Result	Percent of Capital Cases Resolved Within 540 Days of Arraignment / Assignment (whichever is later)	N/A	18.5%	28.2%	9.7%	52.8%
Output	Number of Capital Cases Resolved to Conclusion.	N/A	65	39	-26	-40.0%
Output	Average Capital Cases Open/Active Monthly	N/A	112	95	-17	-15.0%
Demand	Net Capital Cases Assigned	N/A	27	35	8	29.6%
Efficiency	Cost per Open/Active Capital Case	N/A	\$149,124.40	\$175,117.62	-\$25,993.22	-17.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 14,527,833	\$ 16,672,108	\$ 16,636,174	\$ 35,934	0.2%
	TOTAL USES	\$ 14,527,833	\$ 16,672,108	\$ 16,636,174	\$ 35,934	0.2%

Activity Narrative: (Operating): In an effort to reduce the number of capital cases represented by more costly contracted attorneys, the FY 2010-11 adopted budget includes the addition of 3.5 FTE Attorney - Capital Co-Counsel, 2.0 FTE Capital Mitigation Specialists and 1.0 FTE Investigator to the Legal Defender Office, totaling \$663,045 from the General Fund. The budget also includes the addition of 1.0 FTE Attorney – Capital Co-Counsel and 1.0 FTE Legal Assistant to the Legal Advocate Office, totaling \$174,275 from the General Fund. The budget assumes that the Legal Defender will be able to take on four additional cases and close two (on average, annually) while the Legal Advocate will be able to take on two additional cases and close one (on average, annually). The Office of Contract Counsel would retain \$970,612 (General Fund) under an assumption that there will be an average of four capital cases each year that cannot be assigned to a staffed office because of conflicts. The latter further assumes that three of such cases will proceed to trial while one will be resolved without going to trial.

(Non-Recurring): A February 2010 review of capital case activity confirmed a backlog of 95 open/active cases in Maricopa County. On average, 33 new capital cases are filed in the county each year. Beginning in FY 2010-11 the Capital Activity operating budget is funded to handle 48 capital case assignments at any given point in time. Two new non-recurring budget items for FY 2010-11 are intended to address the remaining capital case backlog of 47 cases, including \$4,380,269 directly appropriated to the Office of Contract Counsel’s non-recurring budget and \$5,475,337 reserved in Non-Departmental Non-Recurring General Fund Contingency. These amounts can be carried forward into succeeding fiscal years until the 47 cases have been resolved.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	N/A	89.2%	90.1%	0.9%	1.0%
Result	Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment / Assignment (whichever is later)	N/A	30.3%	37.1%	6.8%	22.4%
Result	Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment / Assignment (whichever is later)	N/A	76.5%	76.0%	(0.4%)	-0.6%
Result	Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	N/A	68.3%	69.0%	0.7%	1.0%
Output	Number of Non-Capital Felony Cases Resolved to Conclusion	N/A	30,570	31,703	1,133	3.7%
Output	Number of Non-Capital Complex Felony Cases Resolved	N/A	218	232	14	6.4%
Output	Number of Non-Complex Felony Cases Resolved	N/A	24,371	25,340	969	4.0%
Demand	Net Non-Capital Felony Cases Assigned	N/A	30,817	30,415	-402	-1.3%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	N/A	\$1,219.52	\$1,147.91	\$71.61	5.9%
<i>Revenue</i>						
	100 - GENERAL	\$ 87,649	\$ 122,100	\$ -	\$ (122,100)	-100.0%
	233 - PUBLIC DEFENDER GRANTS	333,232	-	445,651	445,651	N/A
	262 - PUBLIC DEFENDER FILL THE GAP	1,312,769	892,508	955,476	62,968	7.1%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	-	0.0%
	TOTAL SOURCES	\$ 1,792,650	\$ 1,073,608	\$ 1,460,127	\$ 386,519	36.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 35,283,073	\$ 35,558,156	\$ 35,213,278	\$ 344,878	1.0%
	233 - PUBLIC DEFENDER GRANTS	331,603	449,237	445,046	4,191	0.9%
	262 - PUBLIC DEFENDER FILL THE GAP	951,491	1,214,243	674,767	539,476	44.4%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	-	0.0%
	TOTAL USES	\$ 36,625,167	\$ 37,280,636	\$ 36,392,091	\$ 888,545	2.4%

Activity Narrative: The timeliness of cases resolved is expected to increase and the net number of cases resolved to conclusion is expected to increase. Adopted expenditures are 2.4% above the amount budgeted for FY 2009-10 due to a decision to budget contracted legal services to the FY 2009-10 forecast-level, as well as increases in employee benefits.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Witness Representation Cases Closed	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of Witness Representation Cases Closed	N/A	82	129	47	57.3%
Demand	Net Witness Representation Cases Assigned	N/A	83	109	26	31.3%
Efficiency	Cost per Witness Representation Case Closed	N/A	\$252.27	\$240.48	\$11.79	4.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 27,937	\$ 20,686	\$ 31,022	\$ (10,336)	-50.0%
	TOTAL USES	\$ 27,937	\$ 20,686	\$ 31,022	\$ (10,336)	-50.0%

Activity Narrative: Following nine months of collecting data on new Witness Activity measures, it is clear that the net number of cases expected to be assigned and closed for FY 2009-10 were much lower than reality. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	N/A	91.2%	89.4%	(1.8%)	-1.9%
Output	Number of Misdemeanor Representation cases resolved to conclusion	N/A	3,061	2,887	-174	-5.7%
Demand	Net Misdemeanor Cases Assigned	N/A	3,488	3,117	-371	-10.6%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	N/A	\$137.65	\$142.47	-\$4.82	-3.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 532,763	\$ 324,032	\$ 411,305	\$ (87,273)	-26.9%
	262 - PUBLIC DEFENDER FILL THE GAP	106,863	97,320	-	97,320	100.0%
	TOTAL USES	\$ 639,626	\$ 421,352	\$ 411,305	\$ 10,047	2.4%

Activity Narrative: Following nine months of collecting data on new Misdemeanor Activity measures, it is clear that the net number of cases expected to be assigned and resolved to conclusion for FY 2009-10 were higher than reality. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Probation Representation Cases with Disposition Other than Revocation	N/A	71.3%	72.3%	1.0%	1.4%
Output	Number of Probation Representation Cases Resolved to Conclusion	N/A	9,727	7,540	-2,187	-22.5%
Demand	Net Probation Representation Cases Assigned	N/A	11,300	8,250	-3,050	-27.0%
Efficiency	Cost per Probation Representation Case Resolved to Conclusion	N/A	\$185.05	\$213.91	-\$28.86	-15.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,902,543	\$ 1,800,025	\$ 1,612,898	\$ 187,127	10.4%
	TOTAL USES	\$ 1,902,543	\$ 1,800,025	\$ 1,612,898	\$ 187,127	10.4%

Activity Narrative: Following nine months of collecting data on new Probation Activity measures, it is clear that the net number of cases expected to be assigned and resolved to conclusion for FY 2009-10 were much higher than reality. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Appeal and PCR Cases in Which the Outcome is Other than Affirmed	N/A	32.4%	32.1%	(0.3%)	-0.9%
Output	Number of Appeal and PCR Cases in Which Representation is Terminated	N/A	1,575	1,181	-394	-25.0%
Output	Number of Appeal Issue Briefs and PCR/Trial Issue Petitions Submitted	N/A	561	417	-144	-25.7%
Demand	Net Appeal and PCR Cases Assigned	N/A	1,942	1,878	-64	-3.3%
Efficiency	Cost per Appeal/PCR Case in Which Representation is Terminated	N/A	\$3,290.32	\$4,121.08	-\$830.76	-25.2%
<i>Revenue</i>						
	100 - GENERAL	\$ 3,997	\$ -	\$ -	\$ -	
	TOTAL SOURCES	\$ 3,997	\$ -	\$ -	\$ -	
<i>Expenditure</i>						
	100 - GENERAL	\$ 4,735,661	\$ 5,182,249	\$ 4,866,990	\$ 315,259	6.1%
	TOTAL USES	\$ 4,735,661	\$ 5,182,249	\$ 4,866,990	\$ 315,259	6.1%

Activity Narrative: Following nine months of collecting data on new Adult Appeal Activity measures, it is clear that the demand and output data budgeted in FY 2009-10 were lower than reality. Corrected data is reflected in the FY 2010-11 budget. Adopted expenditures are 6.1% below the amount budgeted for FY 2009-10 due an anticipated decline in demand for services.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	N/A	2.2%	22.8%	20.6%	917.2%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other than Affirmed	N/A	2.8%	8.2%	5.4%	193.9%
Percent of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	N/A	25.0%	20.2%	(4.8%)	-19.1%
Percent of Parent/Child/Case Dependency Petitions not Granted	N/A	15.6%	15.2%	(0.4%)	-2.7%
Percent of Juvenile Notification Cases in Which the Court Grants the Petition	N/A	90.6%	90.3%	(0.2%)	-0.3%
Percent of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	N/A	76.6%	65.4%	(11.2%)	-14.6%
Percent of Juvenile Probation Cases With Disposition Other than Revocation	N/A	85.1%	69.0%	(16.1%)	-18.9%
Percent of Juvenile GAL Child/Cases in Which the Court Finds in Conformity with Position Advocated	N/A	49.0%	37.9%	(11.1%)	-22.7%
Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	N/A	100.0%	100.0%	0.0%	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Delinquency / Incurigibility Appeal Cases in Which the Outcome is Other than Affirmed	N/A	2.8%	8.2%	5.4%	193.9%
Result	Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	N/A	2.2%	22.8%	20.6%	917.2%
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	N/A	306	131	-175	-57.2%
Output	Number of Juvenile Delinquency / Incurigibility Appeal Cases in Which Representation is Terminated	N/A	72	49	-23	-31.9%
Output	Number of Juvenile Dependency Appeal Cases in Which Representation is Terminated	N/A	223	57	-166	-74.4%
Demand	Net Juvenile Appeal Cases Assigned	N/A	194	261	67	34.5%
Efficiency	Cost per Juvenile Appeal Case in Which Representation is Terminated	N/A	\$1,102.30	\$2,637.53	-\$1,535.24	-139.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 360,541	\$ 337,303	\$ 345,517	\$ (8,214)	-2.4%
	TOTAL USES	\$ 360,541	\$ 337,303	\$ 345,517	\$ (8,214)	-2.4%

Activity Narrative: Following nine months of collecting data on new Juvenile Appeal Activity measures, it is clear that the net number of cases expected to be assigned for FY 2009-10 was much lower than reality. On the other hand, the number of expected cases in which representation would be terminated was greatly overstated for FY 2009-10. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	N/A	25.0%	20.2%	(4.8%)	-19.1%
Output	Number of Dependency Child/Cases Resolved	N/A	1,936	831	-1,105	-57.1%
Demand	Net Child/Case Dependency Assignments	N/A	1,118	860	-258	-23.1%
Efficiency	Cost per Dependency Child/Case Resolved	N/A	\$393.35	\$765.64	-\$372.30	-94.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,608,624	\$ 761,517	\$ 636,248	\$ 125,269	16.4%
	TOTAL USES	\$ 3,608,624	\$ 761,517	\$ 636,248	\$ 125,269	16.4%

Activity Narrative: Following nine months of collecting data on new Child Dependency Activity measures, it is clear that the net number of assignments expected to be made and resolved for FY 2009-10 were much higher than reality. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Parent/Child/Case Dependency Petitions not Granted	N/A	15.6%	15.2%	(0.4%)	-2.7%
Output	Number of Dependency Parent/Child/Cases Resolved	N/A	4,528	4,344	-184	-4.1%
Demand	Net Parent/Child/Case Dependency Assignments	N/A	6,951	6,758	-193	-2.8%
Efficiency	Cost per Dependency Parent/Child/Case Resolved	N/A	\$1,178.76	\$1,288.24	-\$109.48	-9.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 6,304,753	\$ 5,337,418	\$ 5,596,111	\$ (258,693)	-4.8%
	TOTAL USES	\$ 6,304,753	\$ 5,337,418	\$ 5,596,111	\$ (258,693)	-4.8%

Activity Narrative: Following nine months of collecting data on new Parental Dependency Activity measures, it is clear that the net number of assignments expected to be made and resolved for FY 2009-10 were much higher than reality. Corrected data is reflected in the FY 2010-11 budget. Adopted expenditures are 4.8% above the amount budgeted for FY 2009-10 due to a decision to budget contracted legal services to the FY 2009-10 forecast-level, as well as increases in employee benefits.

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 (GAL) 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile GAL Child/Cases in Which the Court Finds in Conformity with Position Advocated	N/A	49.0%	37.9%	(11.1%)	-22.7%
Output	Number of Juvenile GAL Child/Cases Resolved	N/A	6,216	5,546	-670	-10.8%
Demand	Net Juvenile GAL Child/Case Assignments	N/A	6,514	6,372	-142	-2.2%
Efficiency	Cost per Juvenile GAL Child/Case Resolved	N/A	\$836.47	\$993.93	-\$157.46	-18.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,726,446	\$ 5,199,504	\$ 5,512,346	\$ (312,842)	-6.0%
	TOTAL USES	\$ 2,726,446	\$ 5,199,504	\$ 5,512,346	\$ (312,842)	-6.0%

Activity Narrative: Following nine months of collecting data on new Juvenile GAL Activity measures, it is clear that the net number of expected assignments for FY 2009-10 was higher than reality. Likewise,

the number of expected cases to be resolved in FY 2009-10 was greatly understated. Corrected data is reflected in the FY 2010-11 budget. Adopted expenditures are 6.0% above the amount budgeted for FY 2009-10 due to a decision to budget contracted legal services to the FY 2009-10 forecast-level, as well as increases in employee benefits.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Notification Cases in Which the Court Grants the Petition	N/A	90.6%	90.3%	(0.2%)	-0.3%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	N/A	53	31	-22	-41.5%
Demand	Net Juvenile Notification Cases Assigned	N/A	45	39	-6	-13.3%
Efficiency	Cost per Juvenile Notification Case Resolved to Conclusion	N/A	\$688.58	\$804.19	-\$115.61	-16.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 37,053	\$ 36,495	\$ 24,930	\$ 11,565	31.7%
	TOTAL USES	\$ 37,053	\$ 36,495	\$ 24,930	\$ 11,565	31.7%

Activity Narrative: Following nine months of collecting data on new Juvenile Notification Activity measures, it is clear that the net number of assignments expected to be made and resolved to conclusion for FY 2009-10 were much higher than reality. Corrected data is reflected in the FY 2010-11 budget.

Juvenile Delinquency and Incurrigibility Representation Activity

The purpose of the Juvenile Delinquency and Incurrigibility Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incurrigible 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Delinquency and Incurrigibility Cases with Disposition to Lesser Charges or Fewer Counts	N/A	76.6%	65.4%	(11.2%)	-14.6%
Output	Number of Juvenile Delinquency and Incurrigibility Cases Resolved to Conclusion	N/A	9,657	8,974	-683	-7.1%
Demand	Net Juvenile Delinquency and Incurrigibility Cases Assigned	N/A	8,451	9,362	911	10.8%
Efficiency	Cost per Juvenile Delinquency and Incurrigibility Case Resolved to Conclusion	N/A	\$402.63	\$432.93	-\$30.29	-7.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,982,140	\$ 3,888,243	\$ 3,885,090	\$ 3,153	0.1%
	TOTAL USES	\$ 3,982,140	\$ 3,888,243	\$ 3,885,090	\$ 3,153	0.1%

Activity Narrative: Following nine months of collecting data on new Juvenile Delinquency and Incurability Activity measures, it is clear that the net number of expected assignments for FY 2009-10 was lower than reality. Likewise, the number of expected cases to be resolved to conclusion in FY 2009-10 was overstated. Corrected data is reflected in the FY 2010-11 budget.

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 incurability 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Probation Cases With Disposition Other than Revocation	N/A	85.1%	69.0%	(16.1%)	-18.9%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	N/A	1,714	1,935	221	12.9%
Demand	Net Juvenile Probation Cases Assigned	N/A	1,657	1,939	282	17.0%
Efficiency	Cost per Juvenile Probation Case Resolved to Conclusion	N/A	\$367.70	\$264.78	\$102.92	28.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 674,657	\$ 630,233	\$ 512,349	\$ 117,884	18.7%
	TOTAL USES	\$ 674,657	\$ 630,233	\$ 512,349	\$ 117,884	18.7%

Activity Narrative: Following nine months of collecting data on new Juvenile Probation Activity measures, it is clear that the net number of assignments expected to be made and resolved to conclusion for FY 2009-10 were lower than reality. Corrected data is reflected in the FY 2010-11 budget.

Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursuing 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of Juvenile Emancipation Cases Resolved	N/A	2	1	-1	-50.0%
Demand	Net Juvenile Emancipation Cases Assigned	N/A	2	4	2	100.0%
Efficiency	Cost per Juvenile Emancipation Case Resolved	N/A	\$473.00	\$12,408.00	-\$11,935.00	-2523.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 946	\$ 12,408	\$ (11,462)	-1211.6%
	TOTAL USES	\$ -	\$ 946	\$ 12,408	\$ (11,462)	-1211.6%

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	N/A	80.0%	54.0%	(26.0%)	-32.5%
Percent of Probate Cases in Which a Determination is made as to Guardianship	N/A	100.0%	64.2%	(35.8%)	-35.8%
Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	N/A	96.9%	95.7%	(1.2%)	-1.2%
Percent of Sexually Violent Person Cases with Disposition Less than Total Confinement	N/A	11.8%	16.7%	4.9%	41.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
					VAR	%
Result	Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	N/A	80.0%	54.0%	(26.0%)	-32.5%
Output	Number of Guardian ad Litem Cases Resolved to Conclusion	N/A	1,755	224	-1,531	-87.2%
Demand	Number of Guardian ad Litem Cases Assigned	N/A	2,207	501	-1,706	-77.3%
Efficiency	Cost per Guardian ad Litem Case Resolved to Conclusion	N/A	\$258.97	\$3,002.54	-\$2,743.57	-1059.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,008,189	\$ 454,498	\$ 672,569	\$ (218,071)	-48.0%
	TOTAL USES	\$ 1,008,189	\$ 454,498	\$ 672,569	\$ (218,071)	-48.0%

Activity Narrative: Following nine months of collecting data on new Adult GAL Activity measures, it is clear that the net number of assignments expected to be made and resolved for FY 2009-10 were

much higher than reality. Corrected data is reflected in the FY 2010-11 budget. Adopted expenditures are 48.0% above the amount budgeted for FY 2009-10 due to a decision to budget contracted legal services to the FY 2009-10 forecast-level, as well as increases in employee benefits.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Probate Cases in Which a Determination is made as to Guardianship	N/A	100.0%	64.2%	(35.8%)	-35.8%
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	N/A	315	1,073	758	240.6%
Demand	Net Probate Cases Assigned	N/A	927	855	-72	-7.8%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	N/A	\$601.14	\$429.93	\$171.21	28.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 316,646	\$ 189,359	\$ 461,310	\$ (271,951)	-143.6%
	TOTAL USES	\$ 316,646	\$ 189,359	\$ 461,310	\$ (271,951)	-143.6%

Activity Narrative: Following nine months of collecting data on new Probate Activity measures, it is clear that the net number of expected assignments for FY 2009-10 was higher than reality. Likewise, the number of expected cases in which a determination would be made as to guardianship in FY 2009-10 was greatly understated. Corrected data is reflected in the FY 2010-11 budget. Adopted expenditures are 143.6% above the amount budgeted for FY 2009-10 due to a decision to budget contracted legal services to the FY 2009-10 forecast-level, as well as increases in employee benefits.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	N/A	96.9%	95.7%	(1.2%)	-1.2%
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	N/A	3,245	3,641	396	12.2%
Demand	Net Mental Health Cases Assigned	N/A	3,320	3,671	351	10.6%
Efficiency	Cost per Mental Health Case in Which a Determination is Made as to Commitment	N/A	\$344.19	\$327.89	\$16.30	4.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,096,629	\$ 1,116,908	\$ 1,193,858	\$ (76,950)	-6.9%
	TOTAL USES	\$ 1,096,629	\$ 1,116,908	\$ 1,193,858	\$ (76,950)	-6.9%

Activity Narrative: Following nine months of collecting data on new Mental Health Activity measures, it is clear that the net number of assignments expected to be made and number of cases in which a determination is made as to commitment in FY 2009-10 were lower than reality. Corrected data is reflected in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Sexually Violent Person Cases With Disposition Less than Total Confinement	N/A	11.8%	16.7%	4.9%	41.7%
Output	Number of Sexually Violent Person Cases in Which a Determination is Made as to Commitment	N/A	17	12	-5	-29.4%
Demand	Net Sexually Violent Person Cases Assigned	N/A	22	20	-2	-9.1%
Efficiency	Cost per Sexually Violent Person Case in Which a Determination is Made as to Commitment	N/A	\$9,192.88	\$13,111.67	-\$3,918.78	-42.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 164,578	\$ 156,279	\$ 157,340	\$ (1,061)	-0.7%
	TOTAL USES	\$ 164,578	\$ 156,279	\$ 157,340	\$ (1,061)	-0.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Payments Processed Within 30 Days of Receipt	N/A	90.4%	67.0%	(23.4%)	-25.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Payments Processed Within 30 Days of Receipt	N/A	90.4%	67.0%	(23.4%)	-25.9%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	N/A	333	97	-236	-70.9%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	N/A	122	115	-7	-5.7%
Efficiency	Cost per Payment for Privately Represented and Pro Per Cases	N/A	\$3,026.82	\$5,101.35	-\$2,074.53	-68.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 612,168	\$ 1,007,930	\$ 494,831	\$ 513,099	50.9%
	TOTAL USES	\$ 612,168	\$ 1,007,930	\$ 494,831	\$ 513,099	50.9%

Appropriated Budget Reconciliations

Public Defense System Summary General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 71,858,542	\$ 189,100
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ 12,500,000	\$ -
<i>Indigent Rep FY 10 Overrun</i>	<i>12,500,000</i>	<i>-</i>
Agenda Item:		
C-56-10-004-M-00		
FY 2010 Revised Budget	\$ 84,358,542	\$ 189,100
Adjustments:		
Budget Balancing	\$ (110,770)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(110,770)</i>	<i>-</i>
Mid-Year Adjustments	\$ (12,500,000)	\$ -
<i>Indigent Rep FY 10 Overrun</i>	<i>(12,500,000)</i>	<i>-</i>
Agenda Item:		
C-49-09-066-2-00		
C-56-10-004-M-00		
FY 2011 Budget Target	\$ 71,747,772	\$ 189,100
Adjustments:		
Employee Retirement and Benefits	\$ 939,624	\$ -
<i>Employee Health/Dental Premiums</i>	<i>747,467</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>192,157</i>	<i>-</i>
Base Adjustments	\$ 6,963,374	\$ -
<i>Other Base Adjustments</i>	<i>(338,000)</i>	<i>-</i>
<i>Reduce Legal Services to FY 10 Forecast-Level</i>	<i>\$ (312,000)</i>	<i>-</i>
<i>Reduce Other Services to FY 10 Forecast-Level</i>	<i>(6,000)</i>	<i>-</i>
<i>Reduce Travel to FY 10 Forecast-Level</i>	<i>(10,000)</i>	<i>-</i>
<i>Reduce Supplies to FY 10 Forecast-Level</i>	<i>(10,000)</i>	<i>-</i>
<i>Public Defense Caseload Vol</i>		<i>7,301,374</i>
<i>Add 4.5 FTE Capital Attorneys & 4.0 FTE Capital Activity Staff to Reduce the Number of Capital Cases Assigned to Contract Counsel</i>	<i>\$ 837,320</i>	<i>-</i>
<i>Right-Size OCC Legal Services for all Non-Capital Activities to FY 10 Forecast-Level</i>	<i>7,760,171</i>	<i>-</i>
<i>Reduce OCC Contract Services for the Capital Activity</i>	<i>(1,296,117)</i>	<i>-</i>
Budget Balancing	\$ (30,116)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(30,116)</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ (128,100)
<i>ProgRevenue Volume Inc/Dec</i>		<i>(128,100)</i>
<i>Grand Jury Reimbursements from State of Arizona have Ended</i>	<i>\$ (122,100)</i>	<i>-</i>
<i>Decline in Reimbursements from AZ DOC Inmates</i>	<i>(6,000)</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 79,620,654	\$ 61,000
<i>Percent Change from Target Amount</i>	<i>11.0%</i>	<i>-67.7%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 4,380,269	\$ -
<i>Other Non-Recurring</i>	<i>4,380,269</i>	<i>-</i>
<i>Set Aside Non-Recurring Budget for Capital Activity Contract Contingency to Address the Current Backlog of Capital Cases</i>	<i>\$ 4,380,269</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 4,380,269	\$ -
<i>Percent Change from Target Amount</i>		

Public Defender (520) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 34,713,248	\$ 67,000
FY 2010 Revised Budget		\$ 34,713,248	\$ 67,000
Adjustments:	Agenda Item:		
Budget Balancing		\$ (78,860)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	<i>(78,860)</i>	<i>-</i>
FY 2011 Budget Target		\$ 34,634,388	\$ 67,000
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		\$ 565,439	\$ -
<i>Employee Health/Dental Premiums</i>		<i>452,225</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>113,214</i>	<i>-</i>
Base Adjustments		\$ (245,000)	\$ -
<i>Other Base Adjustments</i>		<i>(245,000)</i>	<i>-</i>
<i>Reduce Legal Services to FY 10 Forecast-Level</i>	\$ (225,000)		
<i>Reduce Travel to FY 10 Forecast-Level</i>	(10,000)		
<i>Reduce Supplies to FY 10 Forecast-Level</i>	(10,000)		
Budget Balancing		\$ (2,965)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	<i>(2,965)</i>	<i>-</i>
Fees and Other Revenues		\$ -	\$ (6,000)
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>(6,000)</i>
<i>Decline in Reimbursements from AZ DOC Inmates</i>	\$ (6,000)		
Reallocations		\$ (512,738)	\$ -
<i>IRS Interdepartmental Reallocation</i>	<i>MEMO</i>	<i>(512,738)</i>	<i>-</i>
FY 2011 Adopted Budget		\$ 34,439,124	\$ 61,000
<i>Percent Change from Target Amount</i>		<i>-0.6%</i>	<i>-9.0%</i>

Legal Defender (540) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 9,855,901	\$ 2,100
FY 2010 Revised Budget		\$ 9,855,901	\$ 2,100
FY 2011 Budget Target		\$ 9,855,901	\$ 2,100
Adjustments:			
Employee Retirement and Benefits		\$ 149,468	\$ -
<i>Employee Health/Dental Premiums</i>		<i>117,180</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>32,288</i>	<i>-</i>
Base Adjustments		\$ 597,045	\$ -
<i>Other Base Adjustments</i>		<i>(66,000)</i>	<i>-</i>
<i>Reduce Legal Services to FY 10 Forecast-Level</i>	\$ (60,000)		
<i>Reduce Other Services to FY 10 Forecast-Level</i>	(6,000)		
<i>Public Defense Caseload Vol</i>		<i>663,045</i>	<i>-</i>
<i>Add 3.5 FTE Capital Attorneys, 1.0 FTE Investigator & 2.0 FTE Capital Mitigation Specialists to Reduce the Number of Capital Cases Assigned to Contract Counsel</i>	\$ 663,045		
Fees and Other Revenues		\$ -	\$ (2,100)
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>(2,100)</i>
<i>Grand Jury Reimbursements from State of Arizona have Ended</i>	\$ (2,100)		
Reallocations		\$ (118,773)	\$ -
<i>IRS Interdepartmental Reallocation</i>	<i>MEMO</i>	<i>(118,773)</i>	<i>-</i>
FY 2011 Adopted Budget		\$ 10,483,641	\$ -
<i>Percent Change from Target Amount</i>		<i>6.4%</i>	<i>-100.0%</i>

Legal Advocate (550) General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 8,770,615	\$ 20,000
FY 2010 Revised Budget	\$ 8,770,615	\$ 20,000
Adjustments:	Agenda Item:	
Budget Balancing		
<i>PEHPEP FY 09 Adjustments</i>	\$ (31,910)	\$ -
	<i>C-49-09-066-2-00</i>	<i>(31,910)</i>
FY 2011 Budget Target	\$ 8,738,705	\$ 20,000
Adjustments:	Agenda Item:	
Employee Retirement and Benefits		
<i>Employee Health/Dental Premiums</i>	\$ 129,629	\$ -
<i>Retirement Contributions</i>	<i>102,102</i>	<i>-</i>
	<i>27,527</i>	<i>-</i>
Base Adjustments	\$ 147,275	\$ -
<i>Other Base Adjustments</i>	<i>(27,000)</i>	<i>-</i>
<i>Reduce Legal Services to FY 10 Forecast-Level</i>	<i>\$ (27,000)</i>	<i>-</i>
<i>Public Defense Caseload Vol</i>	<i>174,275</i>	<i>-</i>
<i>Add 1.0 FTE Capital Attorney & 1.0 FTE Paralegal to Reduce the Number of Capital Cases Assigned to Contract Counsel</i>	<i>\$ 174,275</i>	<i>-</i>
Budget Balancing	\$ (27,151)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(27,151)</i>	<i>-</i>
	<i>C-49-10-032-M-00</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ (20,000)
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(20,000)</i>
<i>Grand Jury Reimbursements from State of Arizona have Ended</i>	<i>\$ (20,000)</i>	<i>-</i>
Reallocations	\$ 242,976	\$ -
<i>IRS Interdepartmental Reallocation</i>	<i>242,976</i>	<i>-</i>
	<i>MEMO</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 9,231,434	\$ -
<i>Percent Change from Target Amount</i>	<i>5.6%</i>	<i>-100.0%</i>

Office of Contract Counsel (560) General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 14,353,929	\$ 100,000
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ 12,500,000	\$ -
<i>Indigent Rep FY 10 Overrun</i>	<i>12,500,000</i>	<i>-</i>
Agenda Item:		
<i>C-56-10-004-M-00</i>		
FY 2010 Revised Budget	\$ 26,853,929	\$ 100,000
Adjustments:		
Mid-Year Adjustments	\$ (12,500,000)	\$ -
<i>Indigent Rep FY 10 Overrun</i>	<i>(12,500,000)</i>	<i>-</i>
Agenda Item:		
<i>C-56-10-004-M-00</i>		
FY 2011 Budget Target	\$ 14,353,929	\$ 100,000
Adjustments:		
Employee Retirement and Benefits	\$ 29,206	\$ -
<i>Employee Health/Dental Premiums</i>	<i>23,400</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>5,806</i>	<i>-</i>
Base Adjustments	\$ 6,464,054	\$ -
<i>Public Defense Caseload Vol</i>	<i>6,464,054</i>	<i>-</i>
<i>Right-Size Legal Services for all Non-Capital Activities to FY 10 Forecast-Level</i>	<i>\$ 7,760,171</i>	
<i>Reduce Contract Legal Services for the Capital Activity</i>	<i>(1,296,117)</i>	
Fees and Other Revenues	\$ -	\$ (100,000)
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(100,000)</i>
<i>Grand Jury Reimbursements from State of Arizona have Ended</i>	<i>\$ (100,000)</i>	
Reallocations	\$ 344,116	\$ -
<i>IRS Interdepartmental Reallocation</i>	<i>344,116</i>	<i>-</i>
Agenda Item:		
<i>MEMO</i>		
FY 2011 Adopted Budget	\$ 21,191,305	\$ -
<i>Percent Change from Target Amount</i>	<i>47.6%</i>	<i>-100.0%</i>
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 4,380,269	\$ -
<i>Other Non-Recurring</i>	<i>4,380,269</i>	<i>-</i>
<i>Set Aside Non-Recurring Budget for Capital Activity Contract Contingency to Address the Current Backlog of Capital Cases</i>	<i>\$ 4,380,269</i>	
FY 2011 Adopted Budget	\$ 4,380,269	\$ -
<i>Percent Change from Target Amount</i>		

Juvenile Defender (570) General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,164,849	\$ -
FY 2010 Revised Budget	\$ 4,164,849	\$ -
FY 2011 Budget Target	\$ 4,164,849	\$ -
Adjustments:		
Employee Retirement and Benefits	\$ 65,882	\$ -
Employee Health/Dental Premiums	52,560	-
Retirement Contributions	13,322	-
Reallocations	\$ 44,419	\$ -
IRS Interdepartmental Reallocation	44,419	-
	MEMO	-
FY 2011 Adopted Budget	\$ 4,275,150	\$ -
Percent Change from Target Amount		2.6%

Public Defender (520) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 437,141	\$ 437,141
FY 2010 Revised Budget	\$ 437,141	\$ 437,141
FY 2011 Budget Target	\$ 437,141	\$ 437,141
Adjustments:		
Employee Retirement and Benefits	\$ 5,008	\$ -
Employee Health/Dental Premiums	4,368	-
Retirement Contributions	640	-
Base Adjustments	\$ (5,008)	\$ -
Other Base Adjustments	(5,008)	-
Reduce Training to Ensure Training Fund Structural Balance	\$ (5,008)	-
Grants	\$ (70,287)	\$ (70,287)
Grant Reconciliation	(70,287)	(70,287)
FY 2011 Adopted Budget	\$ 366,854	\$ 366,854
Percent Change from Target Amount		-16.1%
		-16.1%
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 134,339	\$ -
FY 2010 Revised Budget	\$ 134,339	\$ -
Adjustments:		
Non Recurring	\$ (134,339)	\$ -
Other Non-Recurring	(134,339)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 71,280	\$ -
Other Non-Recurring	71,280	-
One-Time Education and Training	\$ 71,280	-
FY 2011 Adopted Budget	\$ 71,280	\$ -
Percent Change from Target Amount		

Legal Defender (540) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 52,155	\$ 52,155
FY 2010 Revised Budget	\$ 52,155	\$ 52,155
FY 2011 Budget Target	\$ 52,155	\$ 52,155
FY 2011 Adopted Budget	\$ 52,155	\$ 52,155
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 23,639	\$ -
FY 2010 Revised Budget	\$ 23,639	\$ -
Adjustments:		
Non Recurring	\$ (23,639)	\$ -
<i>Other Non-Recurring</i>	<i>(23,639)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 49,013	\$ -
<i>Other Non-Recurring</i>	<i>49,013</i>	<i>-</i>
<i>One-Time Education and Training</i>	<i>\$ 49,013</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 49,013	\$ -
<i>Percent Change from Target Amount</i>		

Legal Advocate (550) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 7,349	\$ 7,349
FY 2010 Revised Budget	\$ 7,349	\$ 7,349
FY 2011 Budget Target	\$ 7,349	\$ 7,349
Adjustments:		
Grants	\$ 6,487	\$ 6,487
<i>Grant Reconciliation</i>	<i>6,487</i>	<i>6,487</i>
FY 2011 Adopted Budget	\$ 13,836	\$ 13,836
<i>Percent Change from Target Amount</i>	<i>88.3%</i>	<i>88.3%</i>

Legal Advocate (550) Training Fund (209) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 5,151	\$ -
FY 2010 Revised Budget	\$ 5,151	\$ -
Adjustments:		
Non Recurring	\$ (5,151)	\$ -
<i>Other Non-Recurring</i>	<i>(5,151)</i>	<i>-</i>
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 23,562	\$ -
<i>Other Non-Recurring</i>	<i>23,562</i>	<i>-</i>
<i>One-Time Education and Training</i>	<i>\$ 23,562</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 23,562	\$ -
<i>Percent Change from Target Amount</i>		

Public Defense Training Fund (209) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 176,123	\$ 196,866	\$ 196,866	\$ 130,840	\$ 153,167
Sources:					
Public Defender (520)	\$ 412,679	\$ 437,141	\$ 437,141	\$ 359,484	\$ 366,854
Legal Defender (540)	65,448	52,155	52,155	54,233	52,155
Legal Advocate (550)	8,214	7,349	7,349	13,836	13,836
Operating	<u>\$ 486,341</u>	<u>\$ 496,645</u>	<u>\$ 496,645</u>	<u>\$ 427,553</u>	<u>\$ 432,845</u>
Total Sources:	<u>\$ 486,341</u>	<u>\$ 496,645</u>	<u>\$ 496,645</u>	<u>\$ 427,553</u>	<u>\$ 432,845</u>
Uses:					
Public Defender (520)	\$ 417,373	\$ 437,141	\$ 437,141	\$ 359,486	\$ 366,854
Legal Defender (540)	49,216	52,155	52,155	36,240	52,155
Legal Advocate (550)	7,147	7,349	7,349	4,349	13,836
Operating	<u>\$ 473,736</u>	<u>\$ 496,645</u>	<u>\$ 496,645</u>	<u>\$ 400,075</u>	<u>\$ 432,845</u>
Public Defender (520)	\$ 57,892	\$ 134,339	\$ 134,339	\$ -	\$ 71,280
Legal Defender (540)	-	23,639	23,639	-	49,013
Legal Advocate (550)	-	5,151	5,151	5,151	23,562
Non-Recurring	<u>\$ 57,892</u>	<u>\$ 163,129</u>	<u>\$ 163,129</u>	<u>\$ 5,151</u>	<u>\$ 143,855</u>
Total Uses:	<u>\$ 531,628</u>	<u>\$ 659,774</u>	<u>\$ 659,774</u>	<u>\$ 405,226</u>	<u>\$ 576,700</u>
Structural Balance	\$ 12,605	\$ -	\$ -	\$ 27,478	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 130,840	\$ 33,737	\$ 33,737	\$ 153,167	\$ 9,312
Total Ending Spendable Fund Balance	<u>\$ 130,840</u>	<u>\$ 33,737</u>	<u>\$ 33,737</u>	<u>\$ 153,167</u>	<u>\$ 9,312</u>

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 342,187	\$ 342,187
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 109,508	\$ 109,508
<i>Pub Defender Byrne Grant Inc</i>	<i>109,508</i>	<i>109,508</i>
Agenda Item:		
<i>C-52-10-001-G-00</i>		
FY 2010 Revised Budget	\$ 451,695	\$ 451,695
FY 2011 Budget Target	\$ 451,695	\$ 451,695
Adjustments:		
Employee Retirement and Benefits	\$ 5,957	\$ -
<i>Employee Health/Dental Premiums</i>	<i>4,368</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,589</i>	<i>-</i>
Base Adjustments	\$ (5,957)	\$ -
<i>Other Base Adjustments</i>	<i>(5,957)</i>	<i>-</i>
<i>Reduce Travel to Ensure Grant Fund Structural Balance</i>	<i>\$ (5,957)</i>	<i>-</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (6,044)	\$ (6,044)
<i>Grant Reconciliation</i>	<i>(6,044)</i>	<i>(6,044)</i>
FY 2011 Adopted Budget	\$ 445,651	\$ 445,651
<i>Percent Change from Target Amount</i>	<i>-1.3%</i>	<i>-1.3%</i>

Public Defender Grants Fund (233) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (1,280)	\$ 14,192	\$ 14,192	\$ -	\$ 22,186
Sources:					
Operating	\$ 333,232	\$ 342,187	\$ 451,695	\$ 451,695	\$ 445,651
Total Sources:	\$ 333,232	\$ 342,187	\$ 451,695	\$ 451,695	\$ 445,651
Uses:					
Operating	\$ 332,383	\$ 342,187	\$ 451,695	\$ 429,509	\$ 445,651
Total Uses:	\$ 332,383	\$ 342,187	\$ 451,695	\$ 429,509	\$ 445,651
Structural Balance	\$ 849	\$ -	\$ -	\$ 22,186	\$ -
Accounting Adjustments	\$ 431	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 14,192	\$ 14,192	\$ 22,186	\$ 22,186
Total Ending Spendable Fund Balance	\$ -	\$ 14,192	\$ 14,192	\$ 22,186	\$ 22,186

Public Defender (520) Fill the Gap Fund (262)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,472,536	\$ 1,472,536
FY 2010 Revised Budget	\$ 1,472,536	\$ 1,472,536
FY 2011 Budget Target	\$ 1,472,536	\$ 1,472,536
Adjustments:		
Employee Retirement and Benefits	\$ 12,236	\$ -
Employee Health/Dental Premiums	9,828	-
Retirement Contributions	2,408	-
Base Adjustments	\$ (12,236)	\$ -
Other Base Adjustments	(12,236)	-
Reduce Other Services to Ensure Fill the Gap Fund Structural Balance	\$ (12,236)	-
Fees and Other Revenues	\$ (517,060)	\$ (517,060)
ProgRevenue Volume Inc/Dec	(517,060)	(517,060)
Elimination of State Portion of Fill the Gap Revenue	\$ (517,060)	-
FY 2011 Adopted Budget	\$ 955,476	\$ 955,476
Percent Change from Target Amount	-35.1%	-35.1%
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 158,064	\$ -
FY 2010 Revised Budget	\$ 158,064	\$ -
Adjustments:		
Non Recurring	\$ (158,064)	\$ -
Other Non-Recurring	(158,064)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 528,225	\$ -
Other Non-Recurring	528,225	-
Development & Implementation of the Indigent Rep. Information System	\$ 528,225	-
FY 2011 Adopted Budget	\$ 528,225	\$ -
Percent Change from Target Amount		

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 708,685	\$ 880,888	\$ 880,888	\$ 533,813	\$ 555,160
Sources:					
Operating	\$ 1,324,759	\$ 1,472,536	\$ 1,472,536	\$ 1,017,964	\$ 955,476
Total Sources:	\$ 1,324,759	\$ 1,472,536	\$ 1,472,536	\$ 1,017,964	\$ 955,476
Uses:					
Operating	\$ 1,224,177	\$ 1,472,536	\$ 1,472,536	\$ 941,019	\$ 955,476
Non-Recurring	275,452	158,064	158,064	55,598	528,225
Total Uses:	\$ 1,499,629	\$ 1,630,600	\$ 1,630,600	\$ 996,617	\$ 1,483,701
Structural Balance	\$ 100,582	\$ -	\$ -	\$ 76,945	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 533,813	\$ 722,824	\$ 722,824	\$ 555,160	\$ 26,935
Total Ending Spendable Fund Balance	\$ 533,813	\$ 722,824	\$ 722,824	\$ 555,160	\$ 26,935

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 59,000	\$ 59,000
FY 2010 Revised Budget	\$ 59,000	\$ 59,000
FY 2011 Budget Target	\$ 59,000	\$ 59,000
FY 2011 Adopted Budget	\$ 59,000	\$ 59,000
<i>Percent Change from Target Amount</i>	0.0%	0.0%

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 17,441	\$ 1,799	\$ 1,799	\$ 1,900	\$ 2,004
Sources:					
Operating	\$ 59,773	\$ 59,000	\$ 59,000	\$ 59,085	\$ 59,000
Total Sources:	\$ 59,773	\$ 59,000	\$ 59,000	\$ 59,085	\$ 59,000
Uses:					
Operating	\$ 59,000	\$ 59,000	\$ 59,000	\$ 58,981	\$ 59,000
Non-Recurring	16,313	-	-	-	-
Total Uses:	\$ 75,313	\$ 59,000	\$ 59,000	\$ 58,981	\$ 59,000
Structural Balance	\$ 773	\$ -	\$ -	\$ 104	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,900	\$ 1,799	\$ 1,799	\$ 2,004	\$ 2,004
Total Ending Spendable Fund Balance	\$ 1,900	\$ 1,799	\$ 1,799	\$ 2,004	\$ 2,004

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: A significant number of Public Fiduciary staff retired in the last year (including the director). Re-staffing delays, combined with increasing demand for services in a struggling economy, have increased caseloads beyond a point where this is a realistic goal. The department currently expects 60% of assigned cases will be stabilized within 18 months. Public Fiduciary will work with Public Defense Services and the Office of Management and Budget to evaluate staffing levels and potential efficiencies with the ongoing intention of trying to meet increasing demand in a timely fashion.

- **By July 2012, 90% of intake referral investigations will be completed within 60 days of written referral.**

Status: A significant number of Public Fiduciary staff retired in the last year (including the director). Re-staffing delays, combined with increasing demand for services in a struggling economy, have increased caseloads beyond a point where this is a realistic goal. The department currently expects 60% of intake referral investigations will be completed within 60 days. Public Fiduciary will work with Public Defense Services and the Office of Management and Budget to evaluate staffing levels and potential efficiencies with the ongoing intention of trying to meet increasing demand in a timely fashion.

- **By March 2012, the cost per burial will have decreased by 30% in order to meet demand without increasing budget.**

Status: This goal is expected to be met for FY 2010-11, largely as a result of a reduction in the contract burial rate of about 37%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
EADM - ESTATE ADMINISTRATION	\$ 680,387	\$ 406,456	\$ 406,456	\$ 715,476	\$ 722,410	\$ 315,954	77.7%
GARD - GUARDIANSHIP ADMINISTRATION	360,536	613,544	613,544	424,824	427,590	(185,954)	-30.3%
34FS - FIDUCIARY SERVICES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
TOTAL PROGRAMS	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
USES							
BURY - INDIGENT BURIAL SERVICES	\$ 361,490	\$ 365,818	\$ 365,818	\$ 356,610	\$ 336,596	\$ 29,222	8.0%
34BS - BURIAL SERVICES	\$ 361,490	\$ 365,818	\$ 365,818	\$ 356,610	\$ 336,596	\$ 29,222	8.0%
EADM - ESTATE ADMINISTRATION	\$ 1,191,427	\$ 793,266	\$ 793,266	\$ 725,338	\$ 827,727	\$ (34,461)	-4.3%
GARD - GUARDIANSHIP ADMINISTRATION	886,733	1,134,068	1,134,068	1,023,287	1,142,443	(8,375)	-0.7%
34FS - FIDUCIARY SERVICES	\$ 2,078,160	\$ 1,927,334	\$ 1,927,334	\$ 1,748,625	\$ 1,970,170	\$ (42,836)	-2.2%
BDGT - BUDGETING	\$ 6,453	\$ 14,728	\$ 14,728	\$ 9,851	\$ 11,278	\$ 3,450	23.4%
FSAC - FINANCIAL SERVICES	1,200	-	-	2,467	-	-	N/A
HRAC - HUMAN RESOURCES	17,506	10,032	10,032	14,517	10,856	(824)	-8.2%
ODIR - EXECUTIVE MANAGEMENT	77,994	112,371	112,371	125,475	87,333	25,038	22.3%
PROC - PROCUREMENT	(237)	-	-	4,041	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	\$ 102,916	\$ 137,131	\$ 137,131	\$ 156,351	\$ 109,467	\$ 27,664	20.2%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 11,832	\$ 7,330	\$ 7,330	\$ 30,892	\$ 3,043	\$ 4,287	58.5%
99GV - GENERAL GOVERNMENT	\$ 11,832	\$ 7,330	\$ 7,330	\$ 30,892	\$ 3,043	\$ 4,287	58.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ 39,826	\$ 39,826	\$ 39,826	\$ 39,826	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ -	\$ 39,826	\$ 39,826	\$ 39,826	\$ 39,826	\$ -	0.0%
TOTAL PROGRAMS	\$ 2,554,398	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
SUBTOTAL	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
ALL REVENUES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
TOTAL SOURCES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,549,757	\$ 1,565,138	\$ 1,565,138	\$ 1,364,085	\$ 1,507,263	\$ 57,875	3.7%
0705 - TEMPORARY PAY	47,067	-	-	27,998	-	-	N/A
0710 - OVERTIME	966	-	-	28,510	10,253	(10,253)	N/A
0750 - FRINGE BENEFITS	510,376	512,978	512,978	456,420	517,678	(4,700)	-0.9%
0790 - OTHER PERSONNEL SERVICES	804	1,200	1,200	18,611	1,200	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	13,175	39,826	39,826	43,099	44,935	(5,109)	-12.8%
SUBTOTAL	\$ 2,122,145	\$ 2,119,142	\$ 2,119,142	\$ 1,938,723	\$ 2,081,329	\$ 37,813	1.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 24,976	\$ 14,770	\$ 14,770	\$ 19,029	\$ 16,770	\$ (2,000)	-13.5%
0803 - FUEL	4,868	6,780	6,780	3,488	8,000	(1,220)	-18.0%
0805 - SUPPLIES-ALLOCATION OUT	36	-	-	-	-	-	N/A
SUBTOTAL	\$ 29,880	\$ 21,550	\$ 21,550	\$ 22,517	\$ 24,770	\$ (3,220)	-14.9%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ 8,400	\$ 8,400	\$ 4,777	\$ 8,400	\$ -	0.0%
0812 - OTHER SERVICES	42,036	2,650	2,650	3,050	3,050	(400)	-15.1%
0820 - RENT & OPERATING LEASES	15,771	22,667	22,667	22,667	22,667	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	18,123	18,123	22,464	23,020	(4,897)	-27.0%
0839 - INTERNAL SERVICE CHARGES	17,402	-	-	27,384	23,443	(23,443)	N/A
0841 - TRAVEL	33,266	27,239	27,239	33,030	35,000	(7,761)	-28.5%
0842 - EDUCATION AND TRAINING	4,110	4,000	4,000	7,642	10,813	(6,813)	-170.3%
0843 - POSTAGE/FREIGHT/SHIPPING	9,960	8,889	8,889	10,268	10,250	(1,361)	-15.3%
0845 - SUPPORT AND CARE OF PERSONS	252,303	235,474	235,474	231,776	208,349	27,125	11.5%
0850 - UTILITIES	396	1,300	1,300	-	-	1,300	100.0%
SUBTOTAL	\$ 375,244	\$ 328,742	\$ 328,742	\$ 363,058	\$ 344,992	\$ (16,250)	-4.9%
CAPITAL							
0950 - DEBT SERVICE	\$ 27,129	\$ 8,005	\$ 8,005	\$ 8,006	\$ 8,011	\$ (6)	-0.1%
SUBTOTAL	\$ 27,129	\$ 8,005	\$ 8,005	\$ 8,006	\$ 8,011	\$ (6)	-0.1%
ALL EXPENDITURES	\$ 2,554,398	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%
TOTAL USES	\$ 2,554,398	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
FUND TOTAL SOURCES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
DEPARTMENT TOTAL SOURCES	\$ 1,040,923	\$ 1,020,000	\$ 1,020,000	\$ 1,140,300	\$ 1,150,000	\$ 130,000	12.7%
100 GENERAL							
OPERATING	\$ 2,518,519	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%
NON-RECURRING	35,879	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 2,554,398	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%
DEPARTMENT OPERATING TOTAL USES	\$ 2,518,519	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 35,879	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT TOTAL USES	\$ 2,554,398	\$ 2,477,439	\$ 2,477,439	\$ 2,332,304	\$ 2,459,102	\$ 18,337	0.7%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.13	0.13	0.13	0.10	0.10	(0.03)	-20.0%
EXECUTIVE MANAGEMENT	0.60	1.17	1.17	0.95	0.95	(0.22)	-18.5%
FINANCIAL SERVICES	0.07	-	-	-	-	-	N/A
HUMAN RESOURCES	0.58	0.20	0.20	0.20	0.20	-	0.0%
PROCUREMENT	0.05	-	-	-	-	-	N/A
PROGRAM TOTAL	1.43	1.49	1.49	1.25	1.25	(0.24)	-16.1%
BURIAL SERVICES							
INDIGENT BURIAL SERVICES	1.29	2.32	2.32	2.27	2.27	(0.05)	-2.2%
PROGRAM TOTAL	1.29	2.32	2.32	2.27	2.27	(0.05)	-2.2%
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	19.80	12.42	12.42	12.68	12.68	0.26	2.1%
GUARDIANSHIP ADMINISTRATION	12.23	17.08	17.08	17.11	17.11	0.03	0.2%
PROGRAM TOTAL	32.03	29.49	29.49	29.78	29.78	0.29	1.0%
DEPARTMENT TOTAL	34.75	33.30	33.30	33.30	33.30	-	0.0%

Staffing by Market Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	-	-	-	1.00	1.00	1.00	N/A
Business/Systems Analyst-Sr/Ld	0.75	-	-	-	-	-	N/A
Deputy Director	-	1.00	1.00	-	-	(1.00)	-100.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Finan/Business Analyst - Dept	0.40	0.50	0.50	-	-	(0.50)	-100.0%
Guardian/Estate Administrator	18.60	16.80	16.80	18.30	18.30	1.50	8.9%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Support Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
Department Total	34.75	33.30	33.30	33.30	33.30	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	34.75	33.30	33.30	33.30	33.30	-	0.0%
DEPARTMENT TOTAL	34.75	33.30	33.30	33.30	33.30	-	0.0%

General Adjustments

Adjustments:

- Employee health and dental premiums are increasing in FY 2010-11, resulting in \$27,972 in additional benefit costs to the Public Fiduciary.
- Retirement contributions are increasing for FY 2010-11, resulting in \$6,995 in additional benefit costs to the Public Fiduciary.
- OMB identified savings in Other Pay (\$3,020) and Other Services (\$21,600) to offset a portion of the increases in benefit costs associated with health/dental premiums and retirement contributions.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percentage of Determinations for Indigent Burial Service Eligibility Completed within Five Business Days of the Referral	93.2%	70.1%	30.1%	(40.0%)	-57.1%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	N/A	35.1%	76.7%	41.6%	118.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed within Five Business Days of the Referral	93.2%	70.1%	30.1%	(40.0%)	-57.1%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	N/A	35.1%	76.7%	41.6%	118.7%
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	N/A	519	526	7	1.3%
Output	Number of Determinations for Eligibility Completed During the Time Period	1,003	1,480	858	(622)	-42.0%
Demand	Number of Indigent Burial Referrals Received	1,003	1,480	974	(506)	-34.2%
Efficiency	Cost per Indigent Burial Completed	N/A	\$ 704.85	\$ 639.92	\$ 64.94	9.2%
Efficiency	Cost per Determination for Eligibility Completed	\$ 360.41	\$ 247.17	\$ 392.30	\$ (145.13)	-58.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 361,490	\$ 365,818	\$ 336,596	\$ 29,222	8.0%
	TOTAL USES	\$ 361,490	\$ 365,818	\$ 336,596	\$ 29,222	8.0%

Activity Narrative: A relatively level demand over the three-year period is mirrored by the projected level number of referrals that are found to be eligible for burial services. With 2.27 FTE positions allocated to this Activity, however, it is projected that the percent of eligibility determinations completed

within five business days of referral will decline from 93.2% in FY 2008-09 to 30.1% in FY 2010-11. Mid-way through FY 2009-10, 61% of determinations are completed within five business days. A part-time position was deleted for FY 2009-10. In the meantime the department is struggling to implement a database system which will provide reliable and timely data.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	26.5%	62.5%	50.0%	(12.5%)	-20.0%
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	N/A	59.5%	100.0%	40.5%	68.2%
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	N/A	60.4%	59.9%	(0.5%)	-0.9%
Percentage of Referrals and Investigations Completed Within 60 Days of Referral	N/A	39.6%	60.1%	20.4%	51.5%
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship was Determined	N/A	38.5%	5.8%	(32.7%)	-84.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	26.5%	62.5%	50.0%	(12.5%)	-20.0%
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	N/A	59.5%	100.0%	40.5%	68.2%
Output	Number of Estate Administration Cases Stabilized or Closed.	N/A	37	35	(2)	-5.4%
Output	Average Number of Estate Administration Cases Open/Active Monthly	N/A	261	250	(11)	-4.3%
Output	Number of Financial Exploitation Investigations Completed	359	8	16	8	100.0%
Demand	Number of Conservatorship and Probate Cases Referred for Administration	N/A	60	50	(10)	-16.7%
Demand	Number of Referrals for Financial Exploitation Investigations.	N/A	20	20	-	0.0%
Efficiency	Cost Per Estate Administration Case Open/Active	N/A	\$ 3,036.42	\$ 3,310.91	\$ (274.48)	-9.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 680,387	\$ 406,456	\$ 722,410	\$ 315,954	77.7%
	TOTAL SOURCES	\$ 680,387	\$ 406,456	\$ 722,410	\$ 315,954	77.7%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,191,427	\$ 793,266	\$ 827,727	\$ (34,461)	-4.3%
	TOTAL USES	\$ 1,191,427	\$ 793,266	\$ 827,727	\$ (34,461)	-4.3%

Activity Narrative: A relatively stable to declining number of referrals has allowed the department to shift some resources to the Guardianship Administration Activity. With a decline in positions allocated to the Estate Administration Activity from 19.4 FTE in FY 2008-09 to 12.7 FTE in FY 2010-11, the department still projects it will stabilize or close 100% of cases referred within 18 months, and double the number of financial exploitation investigations completed. The base revenue allocations between the Estate Administration Activity and the Guardianship Administration Activity have been reversed. The \$1,020,000 in total Public Fiduciary revenue approved for FY 2009-10 and requested for FY 2010-11 had been erroneously allocated as \$380,460 to Estate Administration and \$639,540 to Guardianship Administration.

Adjustments:

- Increase revenue by \$82,870 for FY 2010-11 due to improved fee tracking and the acceptance of fee-generating probate cases.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	N/A	60.4%	59.9%	(0.5%)	-0.9%
Result	Percentage of Referrals and Investigations Completed Within 60 Days of Referral	N/A	39.6%	60.1%	20.4%	51.5%
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship was Determined	N/A	38.5%	5.8%	(32.7%)	-84.9%
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	N/A	139	197	58	41.7%
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	N/A	8,799	773	(8,026)	-91.2%
Output	Number of Referrals and Investigations Completed	2,901	275	343	68	24.7%
Demand	Number of Guardianship Referrals and Investigations Requested	N/A	275	393	118	42.9%
Demand	Number of New Wards for Assigned Guardianship Administration	N/A	2,933	374	(2,559)	-87.2%
Efficiency	Cost Per Guardianship Administration Case Open/Active	N/A	\$ 1,546.63	\$ 1,477.93	\$ 68.70	4.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 360,536	\$ 613,544	\$ 427,590	\$ (185,954)	-30.3%
	TOTAL SOURCES	\$ 360,536	\$ 613,544	\$ 427,590	\$ (185,954)	-30.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 886,733	\$ 1,134,068	\$ 1,142,443	\$ (8,375)	-0.7%
	TOTAL USES	\$ 886,733	\$ 1,134,068	\$ 1,142,443	\$ (8,375)	-0.7%

Activity Narrative: The department has increased its focus on addressing Guardianship Administration Demand for FY 2010-11. Due to a continuing struggle to implement a reliable and usable database, the department does not vouch for the reliability of data in FY 2009-10. The data projected for FY 2010-11 may not be entirely certain, either. The base revenue allocations between the Estate Administration Activity and the Guardianship Administration Activity have been reversed. The \$1,020,000 in total Public Fiduciary revenue approved for FY 2009-10 and requested for FY 2010-11 had been erroneously allocated as \$380,460 to Estate Administration and \$639,540 to Guardianship Administration.

Adjustments:

- Increase revenue by \$47,130 for FY 2010-11 due to improved fee tracking, the application of fees on temporary guardianship and conservatorship cases, and an overall increase in caseload.

Public Health

Analysis by Lauren M. Cochran, 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: There are three categories of standards that must be met to achieve the certification. Currently the Department has met 20% of the standards in the first category, 10% in the second, and 10% in the third. The Department is on track to meet this goal on time.

- **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 FY 2008-09 total was 50.7%, exceeding the goal of 40%. However, in the months since novel H1N1 influenza appeared (beginning May, 2009), the Department has only been able to investigate and intervene in an average of 31.6% cases per month. The Department hopes to again be at or above goal once the H1N1 outbreak has fully passed.

- **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 plans to release the standards to local health agencies in calendar year 2011. At that point, the Department will be able to apply for accreditation, which will then only be awarded if 100% of the standards are met.

- **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: The Division of Community Health Services has reviewed all activities and has matched them with applicable HP2010 goals and objectives. Additional assessment activities continue.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
HICP - HIV PREV COMM PLANNING GROUP	\$ 29,742	\$ -	\$ -	\$ -	\$ -	-	N/A
HICT - HIV COUNSELING AND TESTING	287,372	496,818	539,031	549,308	494,430	(44,601)	-8.3%
HISV - HIV SURVEILLANCE AMD INV	145,541	234,589	283,116	238,318	152,439	(130,677)	-46.2%
86CM - HIV HCV SERVICES	\$ 462,655	\$ 731,407	\$ 822,147	\$ 787,626	\$ 646,869	\$ (175,278)	-21.3%
PHPM - PUBLIC HEALTH PHARMACY	\$ 17,836	\$ 28,000	\$ 28,000	\$ 9,096	\$ 13,000	\$ (15,000)	-53.6%
86CS - CLINIC SUPPORT SERVICES	\$ 17,836	\$ 28,000	\$ 28,000	\$ 9,096	\$ 13,000	\$ (15,000)	-53.6%
EMRT - PUBLIC HEALTH EMERGENCY MGMT	\$ 2,800,370	\$ 2,219,976	\$ 11,851,719	\$ 5,257,068	\$ 2,441,375	\$ (9,410,344)	-79.4%
86EM - PUBLIC HEALTH EMERGENCY MGMT	\$ 2,800,370	\$ 2,219,976	\$ 11,851,719	\$ 5,257,068	\$ 2,441,375	\$ (9,410,344)	-79.4%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ -	\$ -	\$ 2,577,728	\$ 1,005,480	\$ 2,577,727	\$ (1)	0.0%
DTSL - DENTAL SEALANTS	239,946	310,645	327,855	310,530	287,311	(40,544)	-12.4%
HFPT - FAMILY HEALTH PARTNERSHIPS	333,675	133,562	244,627	193,741	198,652	(45,975)	-18.8%
FMPL - FAMILY PLANNING	95,106	-	-	-	-	-	N/A
HEED - HEALTHY START	353,603	400,000	812,933	667,555	805,334	(7,599)	-0.9%
LHZR - LEAD HAZARD REDUCTION	86,195	42,464	136,443	80,220	111,425	(25,018)	-18.3%
NEWB - NEWBORN INTENSIVE CARE	788,555	626,537	389,372	404,659	397,353	7,981	2.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	-	-	952,129	505,275	909,091	(43,038)	-4.5%
PRCN - PREGNANCY CONNECTION	172,936	157,262	-	-	-	-	N/A
PRSP - PARENT SUPPORT	36,967	63,460	123,159	64,940	95,691	(27,468)	-22.3%
TNPP - TEEN PREGNANCY PREVENTION	-	194,777	202,290	193,059	194,303	(7,987)	-3.9%
WWHC - WELL WOMAN HEALTHCHECK	768,262	692,115	632,717	659,317	612,920	(19,797)	-3.1%
86FH - FAMILY HEALTH	\$ 2,875,245	\$ 2,620,822	\$ 6,399,253	\$ 4,084,776	\$ 6,189,807	\$ (209,446)	-3.3%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,177,771	\$ 2,407,057	\$ 3,376,173	\$ 3,112,258	\$ 3,135,362	\$ (240,811)	-7.1%
86HI - HEALTHCARE FOR HOMELESS INDVLD	\$ 2,177,771	\$ 2,407,057	\$ 3,376,173	\$ 3,112,258	\$ 3,135,362	\$ (240,811)	-7.1%
CCSS - CHILD PASSENGER SAFETY	\$ 11,129	\$ 37,252	\$ 847,489	\$ 586,461	\$ 846,170	\$ (1,319)	-0.2%
PLAY - PROMTING LIFETIME ACT FOR YOUTH	150,257	145,455	160,993	131,759	114,537	(46,456)	-28.9%
SCNT - SUPP NUTRITION ASST ED INTERV	182,386	364,732	361,835	218,939	426,376	64,541	17.8%
WICC - WOMEN INFANTS AND CHILDREN	8,815,369	9,232,034	11,403,441	11,045,696	10,711,217	(692,224)	-6.1%
WTHT - WOMEN TOGETHER FOR HEALTH	628,946	364,868	362,578	509,324	377,121	(14,543)	4.0%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 9,788,087	\$ 10,144,341	\$ 13,136,336	\$ 12,492,179	\$ 12,475,421	\$ (660,915)	-5.0%
HANS - HANSENS DISEASE TREATMENT	\$ 27,289	\$ 29,661	\$ 31,382	\$ 30,043	\$ 32,555	\$ 1,173	3.7%
HERF - PHYS HEALTH SCREENING REFUGEES	1,820,135	1,225,441	1,976,460	1,874,947	1,848,363	(128,097)	-6.5%
STEX - STD EXAMINATIONS AMD TREATMENT	339,368	383,000	383,000	372,105	383,000	-	0.0%
STSV - STD CASE SURV INVESTIGATION	306,724	315,773	320,717	303,426	303,426	(17,291)	-5.4%
TBIN - TB SURVEILLANCE AMD INVEST	2,118	-	-	-	-	-	N/A
TBTE - TB TESTING AMD TREATMENT	936,718	710,932	723,073	568,156	610,802	(112,271)	-15.5%
86ID - INFECTIOUS DISEASE CONTROL	\$ 3,432,352	\$ 2,664,807	\$ 3,434,632	\$ 3,148,677	\$ 3,178,146	\$ (256,486)	-7.5%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 273,101	\$ 350,000	\$ 350,000	\$ 239,052	\$ 270,000	\$ (80,000)	-22.9%
CHIM - CHILDHOOD IMMUNIZATIONS	1,898,103	1,941,891	2,294,755	1,950,590	2,477,181	182,426	7.9%
IMED - IMMUNIZATION EDUCATION	960	-	-	-	-	-	N/A
86IS - IMMUNIZATION SERVICES	\$ 2,172,164	\$ 2,291,891	\$ 2,644,755	\$ 2,189,642	\$ 2,747,181	\$ 102,426	3.9%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 295,335	\$ 1,346,632	\$ 1,346,632	\$ 1,416,119	\$ 1,344,944	\$ (1,688)	-0.1%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	150,516	231,736	253,626	224,660	234,442	(19,184)	-7.6%
86RW - RYAN WHITE TITLE I SERV	\$ 445,851	\$ 1,578,368	\$ 1,600,258	\$ 1,640,779	\$ 1,579,386	\$ (20,872)	-1.3%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ -	\$ 270,276	\$ 200,941	\$ 202,589	\$ 205,060	\$ 4,119	2.0%
TUPV - TOBACCO USE PREVENTION	2,583,239	1,888,803	1,838,264	1,740,554	1,835,871	(2,393)	-0.1%
TUTR - TOB USE PREV TRNG DENTAL PROS	(6,252)	51,178	51,178	(5,818)	49,487	(1,691)	-3.3%
86TP - TOBACCO USE PREVENTION	\$ 2,576,987	\$ 2,210,257	\$ 2,090,383	\$ 1,937,325	\$ 2,090,418	\$ 35	0.0%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 3,092,414	\$ 5,346,392	\$ 5,346,392	\$ 3,679,214	\$ 4,094,060	\$ (1,252,332)	-23.4%
86VR - VITAL REGISTRATION	\$ 3,092,414	\$ 5,346,392	\$ 5,346,392	\$ 3,679,214	\$ 4,094,060	\$ (1,252,332)	-23.4%
FSAC - FINANCIAL SERVICES	\$ 3,836,242	\$ 3,848,699	\$ 6,890,336	\$ 4,858,486	\$ 4,792,284	\$ (2,098,052)	-30.4%
ODIR - EXECUTIVE MANAGEMENT	224	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	\$ 3,836,466	\$ 3,848,699	\$ 6,890,336	\$ 4,858,486	\$ 4,792,284	\$ (2,098,052)	-30.4%
GGOV - GENERAL GOVERNMENT	\$ 119,303	\$ -	\$ -	\$ 65,251	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	57,438	-	-	(57,438)	-100.0%
99GV - GENERAL GOVERNMENT	\$ 119,303	\$ -	\$ 57,438	\$ 65,251	\$ -	\$ (57,438)	-100.0%
TOTAL PROGRAMS	\$ 33,797,501	\$ 36,092,017	\$ 57,677,822	\$ 43,262,377	\$ 43,383,309	\$ (14,294,513)	-24.8%

Maricopa County Annual Business Strategies
FY 2010-11 Adopted Budget

Department Strategic Plans and Budgets
Public Health

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
HICP - HIV PREV COMM PLANNING GROUP	\$ 17,792	\$ -	\$ -	\$ -	\$ -	-	N/A
HICT - HIV COUNSELING AND TESTING	422,543	496,818	539,031	473,748	494,430	44,601	8.3%
HISV - HIV SURVEILLANCE AMD INV	186,841	234,589	283,116	209,993	152,439	130,677	46.2%
86CM - HIV HCV SERVICES	\$ 627,176	\$ 731,407	\$ 822,147	\$ 683,741	\$ 646,869	\$ 175,278	21.3%
MDRC - MEDICAL RECORDS	\$ 259,587	\$ 342,933	\$ 342,933	\$ 300,248	\$ 340,382	\$ 2,551	0.7%
PHPM - PUBLIC HEALTH PHARMACY	64,419	318,987	318,987	227,145	314,041	4,946	1.6%
86CS - CLINIC SUPPORT SERVICES	\$ 324,006	\$ 661,920	\$ 661,920	\$ 527,393	\$ 654,423	\$ 7,497	1.1%
EPIR - EPIDEMIOLOGICAL REPORTING	\$ 710,733	\$ 880,708	\$ 880,708	\$ 793,719	\$ 925,238	\$ (44,530)	-5.1%
SCII - SINGLE CASE INV INTERVENTIONS	802,461	1,086,197	1,086,197	1,001,134	1,027,433	58,764	5.4%
86EG - EPI AND GEN DISEASE SURVEILL	\$ 1,513,194	\$ 1,966,905	\$ 1,966,905	\$ 1,794,853	\$ 1,952,671	\$ 14,234	0.7%
EMRT - PUBLIC HEALTH EMERGENCY MGMT	\$ 2,874,603	\$ 2,219,976	\$ 11,851,709	\$ 5,257,445	\$ 2,441,375	\$ 9,410,334	79.4%
86EM - PUBLIC HEALTH EMERGENCY MGMT	\$ 2,874,603	\$ 2,219,976	\$ 11,851,709	\$ 5,257,445	\$ 2,441,375	\$ 9,410,334	79.4%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ -	\$ -	\$ 2,577,728	\$ 1,131,236	\$ 2,577,727	\$ 1	0.0%
DTSL - DENTAL SEALANTS	322,978	393,025	410,235	406,089	384,596	25,639	6.2%
FHPT - FAMILY HEALTH PARTNERSHIPS	1,133,054	862,312	973,377	926,768	1,026,691	(53,314)	-5.5%
FMPL - FAMILY PLANNING	200,664	-	-	-	-	-	N/A
HEED - HEALTHY START	367,631	400,000	812,933	694,255	805,334	7,599	0.9%
LHZR - LEAD HAZARD REDUCTION	97,682	42,464	136,441	76,011	111,425	25,016	18.3%
NEWB - NEWBORN INTENSIVE CARE	764,022	626,537	389,372	403,370	397,353	(7,981)	-2.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	-	-	952,129	614,133	909,091	43,038	4.5%
PRCN - PREGNANCY CONNECTION	233,113	157,262	-	(3,771)	-	-	N/A
PRSP - PARENT SUPPORT	46,949	63,460	123,159	70,689	95,691	27,468	22.3%
TNPP - TEEN PREGNANCY PREVENTION	-	194,777	202,290	192,174	194,303	7,987	3.9%
WWHC - WELL WOMAN HEALTHCHECK	683,304	692,115	632,717	658,346	612,920	19,797	3.1%
86FH - FAMILY HEALTH	\$ 3,849,397	\$ 3,431,952	\$ 7,210,381	\$ 5,169,300	\$ 7,115,131	\$ 95,250	1.3%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,167,882	\$ 2,407,056	\$ 3,376,172	\$ 3,136,298	\$ 3,135,362	\$ 240,810	7.1%
86HI - HEALTHCARE FOR HOMELESS INDVLD	\$ 2,167,882	\$ 2,407,056	\$ 3,376,172	\$ 3,136,298	\$ 3,135,362	\$ 240,810	7.1%
CCSS - CHILD PASSENGER SAFETY	\$ 198,470	\$ 203,799	\$ 1,014,036	\$ 788,201	\$ 1,015,317	\$ (1,281)	-0.1%
PLAY - PROMTING LIFETIME ACT FOR YOUTH	104,262	145,455	160,993	144,544	114,537	46,456	28.9%
SCNT - SUPP NUTRITION ASST ED INTERV	617,494	663,072	660,175	611,927	753,219	(93,044)	-14.1%
WICC - WOMEN INFANTS AND CHILDREN	9,058,977	9,232,034	11,403,441	11,045,678	10,711,217	692,224	6.1%
WTHT - WOMEN TOGETHER FOR HEALTH	390,770	364,868	362,578	372,116	377,121	(14,543)	-4.0%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 10,369,973	\$ 10,609,228	\$ 13,601,223	\$ 12,962,466	\$ 12,971,411	\$ 629,812	4.6%
HANS - HANSENS DISEASE TREATMENT	\$ 25,509	\$ 29,661	\$ 31,382	\$ 25,339	\$ 32,555	\$ (1,173)	-3.7%
HERF - PHYS HEALTH SCREENING REFUGEES	1,553,916	1,301,769	2,052,788	1,933,662	1,931,760	121,028	5.9%
PHLB - PUBLIC HEALTH LABORATORY	476,728	515,907	515,907	460,240	504,359	11,548	2.2%
STEX - STD EXAMINATIONS AMD TREATMENT	1,362,198	1,501,088	1,501,088	1,253,873	1,491,417	9,671	0.6%
STSV - STD CASE SURV INVESTIGATION	896,925	938,522	943,466	855,898	965,844	(22,378)	-2.4%
TBIN - TB SURVEILLANCE AMD INVEST	419,979	73,000	73,000	75,775	303,357	(230,357)	-315.6%
TBTE - TB TESTING AMD TREATMENT	2,426,647	2,193,511	2,270,652	1,950,303	2,100,289	1,233	7.5%
86ID - INFECTIOUS DISEASE CONTROL	\$ 7,161,902	\$ 6,553,458	\$ 7,388,283	\$ 6,555,090	\$ 7,329,581	\$ 58,702	0.8%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 291,506	\$ 350,000	\$ 350,000	\$ 238,961	\$ 270,000	\$ 80,000	22.9%
CHIM - CHILDHOOD IMMUNIZATIONS	2,804,711	2,811,227	3,164,091	3,082,166	3,480,212	(316,121)	-10.0%
IMED - IMMUNIZATION EDUCATION	95,407	99,282	99,282	97,714	98,049	1,233	1.2%
86IS - IMMUNIZATION SERVICES	\$ 3,191,624	\$ 3,260,509	\$ 3,613,373	\$ 3,418,841	\$ 3,848,261	\$ (234,888)	-6.5%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 398,080	\$ 1,346,632	\$ 1,346,632	\$ 1,403,150	\$ 1,344,944	\$ 1,688	0.1%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	163,296	231,736	253,626	224,616	234,442	19,184	7.6%
86RW - RYAN WHITE TITLE I SERV	\$ 561,376	\$ 1,578,368	\$ 1,600,258	\$ 1,627,766	\$ 1,579,386	\$ 20,872	1.3%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ -	\$ 270,276	\$ 200,941	\$ 200,375	\$ 205,060	\$ (4,119)	-2.0%
TUPV - TOBACCO USE PREVENTION	1,991,154	1,888,803	1,838,274	1,704,538	1,835,871	2,403	0.1%
TUTR - TOB USE PREV TRNG DENTAL PROS	50,413	51,178	51,178	45,805	49,487	1,691	3.3%
86TP - TOBACCO USE PREVENTION	\$ 2,041,567	\$ 2,210,257	\$ 2,090,393	\$ 1,950,718	\$ 2,090,418	\$ (25)	0.0%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 2,823,720	\$ 5,116,759	\$ 5,116,759	\$ 3,265,651	\$ 4,170,860	\$ 945,899	18.5%
86VR - VITAL REGISTRATION	\$ 2,823,720	\$ 5,116,759	\$ 5,116,759	\$ 3,265,651	\$ 4,170,860	\$ 945,899	18.5%
BDGT - BUDGETING	\$ 23,366	\$ 396	\$ 396	\$ (2,974)	\$ 6,031	\$ (5,635)	-1423.0%
FSAC - FINANCIAL SERVICES	1,564,119	1,621,334	4,933,064	1,668,295	2,138,998	2,794,066	56.6%
HRAC - HUMAN RESOURCES	441,169	511,183	511,183	450,711	104,055	407,128	79.6%
ODIR - EXECUTIVE MANAGEMENT	1,047,259	1,161,209	1,161,209	784,517	858,318	302,891	26.1%
PROC - PROCUREMENT	159,607	225,901	225,901	145,534	91,317	134,584	59.6%
99AS - ADMINISTRATIVE SERVICES	\$ 3,235,520	\$ 3,520,023	\$ 6,831,753	\$ 3,046,083	\$ 3,198,719	\$ 3,633,034	53.2%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,427,259	\$ 1,467,501	\$ 1,467,501	\$ 1,467,501	\$ 2,011,113	\$ (543,612)	-37.0%
GGOV - GENERAL GOVERNMENT	1,517,126	-	-	-	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	1,069,252	956,640	743,987	1,070,916	1,033,594	(289,607)	-38.9%
99GV - GENERAL GOVERNMENT	\$ 4,013,637	\$ 2,424,141	\$ 2,211,488	\$ 2,538,417	\$ 3,044,707	\$ (833,219)	-37.7%
DESK - DESKTOP SUPPORT	\$ 140,700	\$ 51,436	\$ 51,436	\$ 47,436	\$ 46,179	\$ 5,257	10.2%
ENIT - ENTERPRISE IT COLLABORATION	517,520	292,898	292,898	207,595	271,475	21,423	7.3%
99IT - INFORMATION TECHNOLOGY	\$ 658,220	\$ 344,334	\$ 344,334	\$ 255,031	\$ 317,654	\$ 26,680	7.7%
TOTAL PROGRAMS	\$ 45,413,797	\$ 47,036,293	\$ 68,687,098	\$ 52,189,093	\$ 54,496,828	\$ 14,190,270	20.7%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 29,258,492	\$ 29,311,365	\$ 50,445,419	\$ 38,163,811	\$ 37,793,299	\$ (12,652,120)	-25.1%
0620 - OTHER INTERGOVERNMENTAL	110,040	171,300	171,300	171,300	169,550	(1,750)	-1.0%
SUBTOTAL	\$ 29,368,532	\$ 29,482,665	\$ 50,616,719	\$ 38,335,111	\$ 37,962,849	\$ (12,653,870)	-25.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 3,309,991	\$ 5,213,992	\$ 5,213,992	\$ 3,643,405	\$ 3,975,460	\$ (1,238,532)	-23.8%
0638 - PATIENT SERVICES REVENUE	960,319	1,250,359	1,702,110	1,171,110	1,310,000	(392,110)	-23.0%
SUBTOTAL	\$ 4,270,310	\$ 6,464,351	\$ 6,916,102	\$ 4,814,515	\$ 5,285,460	\$ (1,630,642)	-23.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 119,303	\$ 100,001	\$ 100,001	\$ 65,251	\$ 100,000	\$ (1)	0.0%
0650 - MISCELLANEOUS REVENUE	9,522	-	-	2,500	-	-	N/A
SUBTOTAL	\$ 128,825	\$ 100,001	\$ 100,001	\$ 67,751	\$ 100,000	\$ (1)	0.0%
ALL REVENUES	\$ 33,767,667	\$ 36,047,017	\$ 57,632,822	\$ 43,217,377	\$ 43,348,309	\$ (14,284,513)	-24.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	\$ 29,834	\$ 45,000	\$ 45,000	\$ 45,000	\$ 35,000	\$ (10,000)	-22.2%
ALL OTHER FINANCING SOURCES	\$ 29,834	\$ 45,000	\$ 45,000	\$ 45,000	\$ 35,000	\$ (10,000)	-22.2%
TOTAL SOURCES	\$ 33,797,501	\$ 36,092,017	\$ 57,677,822	\$ 43,262,377	\$ 43,383,309	\$ (14,294,513)	-24.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 20,301,168	\$ 21,697,221	\$ 25,774,613	\$ 22,537,296	\$ 25,338,096	\$ 436,517	1.7%
0705 - TEMPORARY PAY	77,622	109,074	109,074	67,645	54,537	54,537	50.0%
0710 - OVERTIME	316,347	158,323	164,313	142,948	159,975	4,338	2.6%
0750 - FRINGE BENEFITS	7,246,177	7,664,073	8,930,403	7,803,982	9,457,469	(527,066)	-5.9%
0790 - OTHER PERSONNEL SERVICES	223,109	225,223	241,163	231,763	228,617	12,546	5.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,321,649)	(5,434,821)	(5,933,276)	(6,435,639)	(8,085,016)	2,151,740	-36.3%
0796 - PERSONNEL SERVICES ALLOC-IN	5,848,000	6,048,737	8,854,343	6,905,618	8,639,837	214,506	2.4%
SUBTOTAL	\$ 28,690,774	\$ 30,467,830	\$ 38,140,633	\$ 31,253,613	\$ 35,793,515	\$ 2,347,118	6.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 1,033,677	\$ 1,115,984	\$ 1,475,156	\$ 1,375,237	\$ 1,202,270	\$ 272,886	18.5%
0802 - MEDICAL SUPPLIES	1,652,476	1,890,851	2,847,001	1,908,816	2,060,037	786,964	27.6%
0803 - FUEL	16,332	29,140	30,299	22,296	25,230	5,069	16.7%
0804 - NON-CAPITAL EQUIPMENT	223,482	76,548	396,031	481,556	92,500	303,531	76.6%
0805 - SUPPLIES-ALLOCATION OUT	(975,268)	(1,022,458)	(1,039,303)	(933,047)	(1,007,217)	(32,086)	3.1%
0806 - SUPPLIES-ALLOCATION IN	903,524	906,033	962,878	945,996	903,715	59,163	6.1%
SUBTOTAL	\$ 2,854,223	\$ 2,996,098	\$ 4,672,062	\$ 3,800,854	\$ 3,276,535	\$ 1,395,527	29.9%
SERVICES							
0810 - LEGAL SERVICES	\$ 2,012	\$ 6,803	\$ 6,903	\$ 3,582	\$ 5,300	\$ 1,603	23.2%
0811 - HEALTH CARE SERVICES	1,884,440	1,623,939	8,058,190	3,137,781	2,140,546	5,917,644	73.4%
0812 - OTHER SERVICES	4,301,711	5,315,758	9,557,624	6,242,320	5,625,429	3,932,195	41.1%
0820 - RENT & OPERATING LEASES	2,381,314	2,277,188	2,203,980	2,496,486	2,265,011	(61,031)	-2.8%
0825 - REPAIRS AND MAINTENANCE	283,320	289,483	304,953	241,181	366,430	(61,477)	-20.2%
0830 - INTERGOVERNMENTAL PAYMENTS	1,517,468	-	-	1,095	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,367,802	1,210,401	1,124,507	1,372,362	1,367,918	(243,411)	-21.6%
0841 - TRAVEL	382,194	435,195	609,381	353,289	559,728	49,653	8.1%
0842 - EDUCATION AND TRAINING	100,700	200,957	245,438	150,008	207,697	37,741	15.4%
0843 - POSTAGE/FREIGHT/SHIPPING	61,525	104,067	107,437	76,509	86,944	20,493	19.1%
0845 - SUPPORT AND CARE OF PERSONS	11,404	-	-	-	-	-	N/A
0850 - UTILITIES	158,620	207,101	260,943	179,707	252,220	8,723	3.3%
0872 - SERVICES-ALLOCATION OUT	(511,469)	(17,508)	(18,708)	(8,019)	(428,748)	410,040	-2191.8%
0873 - SERVICES-ALLOCATION IN	175,243	101,958	594,286	53,084	530,619	63,667	10.7%
SUBTOTAL	\$ 12,116,284	\$ 11,755,342	\$ 23,054,934	\$ 14,299,385	\$ 12,979,094	\$ 10,075,840	43.7%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ 800,000	\$ 882,000	\$ 87,800	\$ 712,200	89.0%
0920 - CAPITAL EQUIPMENT	-	-	184,000	129,807	452,190	(268,190)	-145.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	20,000	20,000	-	20,000	-	0.0%
0950 - DEBT SERVICE	295,578	284,522	289,673	297,638	226,283	63,390	21.9%
0955 - CAPITAL-ALLOCATION OUT	(155)	-	(5,600)	-	(60,395)	54,795	-978.5%
0956 - CAPITAL-ALLOCATION IN	-	-	5,600	-	180,395	(174,795)	-3121.3%
SUBTOTAL	\$ 295,423	\$ 304,522	\$ 1,293,673	\$ 1,309,445	\$ 906,273	\$ 387,400	29.9%
ALL EXPENDITURES	\$ 43,956,704	\$ 45,523,792	\$ 67,161,302	\$ 50,663,297	\$ 52,955,417	\$ 14,205,885	21.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 1,457,093	\$ 1,512,501	\$ 1,525,796	\$ 1,525,796	\$ 1,541,411	\$ (15,615)	-1.0%
ALL OTHER FINANCING USES	\$ 1,457,093	\$ 1,512,501	\$ 1,525,796	\$ 1,525,796	\$ 1,541,411	\$ (15,615)	-1.0%
TOTAL USES	\$ 45,413,797	\$ 47,036,293	\$ 68,687,098	\$ 52,189,093	\$ 54,496,828	\$ 14,190,270	20.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 960	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
FUND TOTAL SOURCES	\$ 960	\$ -	N/A				
265 PUBLIC HEALTH FEES							
OPERATING	\$ 4,038,323	\$ 6,609,352	\$ 6,609,352	\$ 4,442,143	\$ 4,860,460	\$ (1,748,892)	-26.5%
NON-RECURRING	(2)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 4,038,321	\$ 6,609,352	\$ 6,609,352	\$ 4,442,143	\$ 4,860,460	\$ (1,748,892)	-26.5%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 29,758,220	\$ 29,482,665	\$ 51,068,470	\$ 38,820,234	\$ 38,522,849	\$ (12,545,621)	-24.6%
FUND TOTAL SOURCES	\$ 29,758,220	\$ 29,482,665	\$ 51,068,470	\$ 38,820,234	\$ 38,522,849	\$ (12,545,621)	-24.6%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 33,797,503	\$ 36,092,017	\$ 57,677,822	\$ 43,262,377	\$ 43,383,309	\$ (14,294,513)	-24.8%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ (2)	\$ -	N/A				
DEPARTMENT TOTAL SOURCES	\$ 33,797,501	\$ 36,092,017	\$ 57,677,822	\$ 43,262,377	\$ 43,383,309	\$ (14,294,513)	-24.8%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 11,213,677	\$ 10,787,840	\$ 10,787,840	\$ 9,697,671	\$ 10,787,840	\$ -	0.0%
FUND TOTAL USES	\$ 11,213,677	\$ 10,787,840	\$ 10,787,840	\$ 9,697,671	\$ 10,787,840	\$ -	0.0%
265 PUBLIC HEALTH FEES							
OPERATING	\$ 3,506,073	\$ 6,609,352	\$ 6,609,352	\$ 4,175,776	\$ 4,860,460	\$ 1,748,892	26.5%
NON-RECURRING	1,657,826	156,436	221,436	112,436	325,679	(104,243)	-47.1%
FUND TOTAL USES	\$ 5,163,899	\$ 6,765,788	\$ 6,830,788	\$ 4,288,212	\$ 5,186,139	\$ 1,644,649	24.1%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 29,036,221	\$ 29,482,665	\$ 51,055,175	\$ 38,189,915	\$ 38,522,849	\$ 12,532,326	24.5%
NON-RECURRING	-	-	13,295	13,295	-	13,295	100.0%
FUND TOTAL USES	\$ 29,036,221	\$ 29,482,665	\$ 51,068,470	\$ 38,203,210	\$ 38,522,849	\$ 12,545,621	24.6%
DEPARTMENT OPERATING TOTAL USES	\$ 43,755,971	\$ 46,879,857	\$ 68,452,367	\$ 52,063,362	\$ 54,171,149	\$ 14,281,218	20.9%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 1,657,826	\$ 156,436	\$ 234,731	\$ 125,731	\$ 325,679	\$ (90,948)	-38.7%
DEPARTMENT TOTAL USES	\$ 45,413,797	\$ 47,036,293	\$ 68,687,098	\$ 52,189,093	\$ 54,496,828	\$ 14,190,270	20.7%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.90	0.90	0.90	0.90	0.90	-	0.0%
EXECUTIVE MANAGEMENT	10.00	8.50	8.50	9.50	9.50	1.00	11.8%
FINANCIAL SERVICES	5.10	5.10	5.10	5.10	5.10	-	0.0%
HUMAN RESOURCES	7.00	7.00	7.00	7.00	7.00	-	0.0%
PROCUREMENT	8.00	8.00	8.00	7.00	7.00	(1.00)	-12.5%
PROGRAM TOTAL	31.00	29.50	29.50	29.50	29.50	-	0.0%
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	6.00	6.00	6.00	6.00	6.00	-	0.0%
PUBLIC HEALTH PHARMACY	3.00	3.00	3.00	3.25	3.25	0.25	8.3%
PROGRAM TOTAL	9.00	9.00	9.00	9.25	9.25	0.25	2.8%
EPI AND GEN DISEASE SURVEILL							
EPIDEMIOLOGICAL REPORTING	9.50	8.50	8.50	8.50	6.50	(2.00)	-23.5%
SINGLE CASE INV INTERVENTIONS	9.50	9.50	9.50	9.50	8.50	(1.00)	-10.5%
PROGRAM TOTAL	19.00	18.00	18.00	18.00	15.00	(3.00)	-16.7%
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	-	-	-	29.60	29.00	29.00	N/A
DENTAL SEALANTS	2.40	2.40	2.40	2.35	2.35	(0.05)	-2.1%
FAMILY HEALTH PARTNERSHIPS	13.50	9.00	9.00	11.00	11.00	2.00	22.2%
FAMILY PLANNING	4.80	-	-	-	-	-	N/A
HEALTHY START	6.00	6.00	6.00	14.50	14.50	8.50	141.7%
LEAD HAZARD REDUCTION	1.00	0.40	0.40	1.00	1.60	1.20	300.0%
NEWBORN INTENSIVE CARE	8.10	9.90	9.90	4.20	4.20	(5.70)	-57.6%
NURSE-FAMILY PARTNERSHIPS	-	-	-	4.90	4.90	4.90	N/A
PARENT SUPPORT	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
PREGNANCY CONNECTION	5.00	5.00	5.00	-	-	(5.00)	-100.0%
TEEN PREGNANCY PREVENTION	-	2.50	2.50	2.60	2.50	-	0.0%
WELL WOMAN HEALTHCHECK	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	45.80	40.20	40.20	76.15	76.05	35.85	89.2%
HEALTHCARE FOR HOMELESS INDVDL							
HEALTHCARE FOR THE HOMELESS	25.70	26.70	26.70	34.60	34.60	7.90	29.6%
PROGRAM TOTAL	25.70	26.70	26.70	34.60	34.60	7.90	29.6%
HIV HCV SERVICES							
HIV COUNSELING AND TESTING	10.00	9.60	9.60	8.60	8.60	(1.00)	-10.4%
HIV PREV COMM PLANNING GROUP	1.00	-	-	-	-	-	N/A
HIV SURVEILLANCE AMD INV	6.00	3.40	3.40	3.40	3.40	-	0.0%
PROGRAM TOTAL	17.00	13.00	13.00	12.00	12.00	(1.00)	-7.7%
IMMUNIZATION SERVICES							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	2.00	-	0.0%
CHILDHOOD IMMUNIZATIONS	25.00	25.00	25.00	25.00	25.00	-	0.0%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	28.00	28.00	28.00	28.00	28.00	-	0.0%
INFECTIOUS DISEASE CONTROL							
PHYS HEALTH SCREENING REFUGEE	7.00	7.00	7.00	11.25	11.25	4.25	60.7%
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
STD CASE SURV INVESTIGATION	19.50	19.50	19.50	19.00	19.00	(0.50)	-2.6%
STD EXAMINATIONS AMD TREATMEN	14.50	14.50	14.50	13.75	13.75	(0.75)	-5.2%
TB SURVEILLANCE AMD INVEST	9.33	1.33	1.33	1.50	4.50	3.17	238.3%
TB TESTING AMD TREATMENT	32.17	23.17	23.17	20.75	20.75	(2.42)	-10.4%
PROGRAM TOTAL	89.75	72.75	72.75	73.50	76.50	3.75	5.2%

Staffing by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	2.00	2.00	2.00	14.50	14.50	12.50	625.0%
PROMTNG LIFETIME ACT FOR YOUTH	2.00	2.00	2.00	1.50	1.50	(0.50)	-25.0%
SUPP NUTRITION ASST ED INTERV	9.75	9.50	9.50	9.50	9.50	-	0.0%
WOMEN INFANTS AND CHILDREN	149.80	168.70	168.70	186.70	187.70	19.00	11.3%
WOMEN TOGETHER FOR HEALTH	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	167.55	186.20	186.20	216.20	217.20	31.00	16.6%
PUBLIC HEALTH EMERGENCY MGMT							
PUBLIC HEALTH EMERGENCY MGMT	15.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	15.00	11.00	11.00	11.00	11.00	-	0.0%
RYAN WHITE TITLE I SERV							
RYAN WHITE DENTAL INSURANCE	0.90	1.00	1.00	2.00	1.00	-	0.0%
RYAN WHITE PLNG COUNCIL SUPP	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
PROGRAM TOTAL	2.90	3.00	3.00	3.00	2.00	(1.00)	-33.3%
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	-	4.00	4.00	3.00	3.00	(1.00)	-25.0%
TOB USE PREV TRNG DENTAL PROS	0.70	0.60	0.60	0.65	0.65	0.05	8.3%
TOBACCO USE PREVENTION	42.00	20.00	20.00	19.00	19.00	(1.00)	-5.0%
PROGRAM TOTAL	42.70	24.60	24.60	22.65	22.65	(1.95)	-7.9%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	39.00	46.00	46.00	43.00	43.00	(3.00)	-6.5%
PROGRAM TOTAL	39.00	46.00	46.00	43.00	43.00	(3.00)	-6.5%
DEPARTMENT TOTAL	532.40	507.95	507.95	576.85	576.75	68.80	13.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	7.00	6.00	6.00	5.00	5.00	(1.00)	-16.7%
Accounting Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Admin/Operations Specialist	16.50	15.00	15.00	14.00	14.00	(1.00)	-6.7%
Administrative Assistant	1.00	-	-	-	-	-	N/A
Administrative Manager	1.00	1.00	1.00	3.00	3.00	2.00	200.0%
Administrative Staff Supv	8.00	10.00	10.00	13.00	13.00	3.00	30.0%
Administrative Supervisor	19.00	21.00	21.00	21.00	21.00	-	0.0%
Administrator	4.00	4.00	4.00	2.00	4.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.50	1.00	1.00	2.00	2.00	1.00	100.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Counseling Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Counselor	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	1.70	6.70	6.70	16.70	16.70	10.00	149.3%
Dietitian/Nutritionist Supv	-	-	-	3.00	3.00	3.00	N/A
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist	13.00	12.00	12.00	10.00	10.00	(2.00)	-16.7%
Executive Assistant	1.00	-	-	1.00	1.00	1.00	N/A
Field Operations Supervisor	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Admin Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Health Educator	46.50	22.50	22.50	27.60	27.50	5.00	22.2%
Health Services Aide	101.20	106.60	106.60	113.60	113.60	7.00	6.6%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Infection Control Specialist	35.00	32.00	32.00	31.00	31.00	(1.00)	-3.1%
IS Project Manager	-	-	-	1.00	1.00	1.00	N/A
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	1.50	0.50	0.50	-	-	(0.50)	-100.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Licensed Practical Nurse	7.00	6.00	6.00	7.00	7.00	1.00	16.7%
Management Analyst	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Managing Physician	1.60	-	-	-	-	-	N/A
Materials Handling Worker	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Medical Assistant	6.00	6.00	6.00	8.00	8.00	2.00	33.3%
Medical Director	-	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	44.40	32.30	32.30	58.70	58.70	26.40	81.7%
Nurse Pract/Phys Asst	10.00	9.00	9.00	9.00	9.00	-	0.0%
Nursing Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	8.00	7.00	7.00	8.00	8.00	1.00	14.3%
Office Assistant	46.00	47.00	47.00	49.00	49.00	2.00	4.3%
Office Assistant Specialized	55.75	70.00	70.00	71.00	72.00	2.00	2.9%
Operations/Program Manager	2.00	2.00	2.00	3.00	2.00	-	0.0%
Operations/Program Supervisor	19.00	16.00	16.00	18.00	17.00	1.00	6.3%
Pharmacist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	2.00	1.60	1.60	2.00	2.00	0.40	25.0%
Planner - Facilities	-	-	-	1.00	1.00	1.00	N/A
Procurement Officer - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Program Coordinator	9.00	7.00	7.00	10.00	9.00	2.00	28.6%
Program Supervisor	2.00	-	-	-	-	-	N/A
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Psychiatrist	-	-	-	0.50	0.50	0.50	N/A
Radiologic Technologist	2.00	2.50	2.50	2.00	2.00	(0.50)	-20.0%
Risk Mgmt Supervisor	1.00	0.50	0.50	0.50	0.50	-	0.0%
Social Worker	10.50	10.50	10.50	13.00	13.00	2.50	23.8%
Social Worker Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	532.40	507.95	507.95	576.85	576.75	68.80	13.5%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	149.05	127.25	127.25	127.25	127.25	-	0.0%
265 - PUBLIC HEALTH FEES	49.00	55.00	55.00	51.00	51.00	(4.00)	-7.3%
532 - PUBLIC HEALTH GRANTS	334.35	325.70	325.70	398.60	398.50	72.80	22.4%
DEPARTMENT TOTAL	532.40	507.95	507.95	576.85	576.75	68.80	13.5%

Significant Variance Analysis

Public Health has seen an increase in FTE in the Public Health Grants Fund due to increased funding as a result of the American Recovery and Reinvestment Act and the State Tobacco Tax Proposition 203 (First Things First).

General Adjustments:

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits in the amount of \$132,335 for employee health and dental premium increases.
- Increase Regular Benefits by \$31,408 for the FY 2010-11 retirement contribution rate increase.
- Decrease Personal Services \$12,781 for employee participation in the retirement incentive plan.
- Decrease Debt Service (950) by \$39,228 to right size to FY 2009-10 levels.
- Decrease expenditures \$73,984 in Other Pay and Benefits and \$37,750 in Other Services to absorb benefits increases. These reductions bring the budget in line with forecast.

Public Health Fee Fund (265)

- Increase Regular Benefits in the amount of \$52,637 for employee health and dental premium increases.
- Increase Regular Benefits by \$8,655 for the FY 2010-11 retirement contribution rate increase.
- Right size Debt Service (950) by \$33,993 to anticipated debt schedule.
- Reduce Personal Services \$4,046 for employee participation in the retirement incentive plan.

Public Health Grant Fund (532)

- Increase Regular Benefits in the amount of \$410,382 for employee health and dental premium increases.
- Increase Regular Benefits by \$73,355 for the FY 2010-11 retirement contribution rate increase.
- Reduce Personal Services \$42,193 for employee participation in the retirement incentive plan.
- Reduce revenues and expenditures to reflect expected grant awards for FY 2010-11.

Strategic Business Plan Update

The Department of Public Health stopped providing the Family Planning and Pregnancy Connections services due to budget reductions. Their updated strategic plan reflects the elimination of these activities. New First Things First grants enabled the department to add Child Care Health Connections and Nurse-Family Partnerships. The department also updated various measures to improve reporting.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent registrations provided with a wait time of 15 minutes or less	N/A	60.0%	89.8%	29.8%	49.7%
Percent savings over wholesale price: Rifampin 300 mg	72.1%	59.1%	59.0%	(0.1%)	-0.1%
Percent savings over wholesale price: PZA 500 mg	59.4%	59.4%	58.9%	(0.5%)	-0.8%
Percent savings over wholesale price: Myambutol 400 mg	60.3%	59.7%	59.7%	0.0%	0.0%
Percent savings over wholesale price: Isoniazid 300 mg	75.0%	74.5%	74.6%	0.1%	0.1%

Activities that comprise this program include:

- Medical Records
- 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.

Measure Type	Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
		ACTUAL	REVISED	ADOPTED	VAR	%
Result	Percent registrations provided with a wait time of 15 minutes or less	N/A	60.0%	89.8%	29.8%	49.7%
Output	Number registrations provided	24,077	23,000	24,500	1,500	6.5%
Demand	Anticipated number registrations requested	24,077	23,000	24,500	1,500	6.5%
Efficiency	Cost per registration	\$ 10.78	\$ 14.91	\$ 13.89	\$ 1.02	6.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 259,587	\$ 342,933	\$ 340,382	\$ 2,551	0.7%
	TOTAL USES	\$ 259,587	\$ 342,933	\$ 340,382	\$ 2,551	0.7%

Activity Narrative: The anticipated number of registrations requested and the number of registrations provided are slightly above FY 2009-10 Revised levels, but are even with the forecasted amounts. The

change in output (Number of registrations provided) and the slight decrease in expenditures will increase efficiency (cost per registration) in the Activity.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent savings over wholesale price: Isoniazid 300 mg	75.0%	74.5%	74.6%	0.1%	0.1%
Result	Percent savings over wholesale price: Rifampin 300 mg	72.1%	59.1%	59.0%	(0.1%)	-0.1%
Result	Percent savings over wholesale price: PZA 500 mg	59.4%	59.4%	58.9%	(0.5%)	-0.8%
Result	Percent savings over wholesale price: Myambutol 400 mg	60.3%	59.7%	59.7%	0.0%	0.0%
Output	Number of prescriptions filled	17,827	17,000	17,000	-	0.0%
Demand	Number of prescriptions requested	17,827	17,000	17,000	-	0.0%
Efficiency	Cost per prescription filled	\$ 3.61	\$ 18.76	\$ 18.47	\$ 0.29	1.6%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 17,836	\$ 28,000	\$ 13,000	\$ (15,000)	-53.6%
	TOTAL SOURCES	\$ 17,836	\$ 28,000	\$ 13,000	\$ (15,000)	-53.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 257,339	\$ 290,987	\$ 301,041	\$ (10,054)	-3.5%
	265 - PUBLIC HEALTH FEES	(192,920)	28,000	13,000	15,000	53.6%
	TOTAL USES	\$ 64,419	\$ 318,987	\$ 314,041	\$ 4,946	1.6%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures \$15,000 due to lower than anticipated fee collection in prior years.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of disease reports completed within the appropriate time frame	88.2%	70.0%	93.5%	23.5%	33.6%
Percent of required reports provided	N/A	90.0%	96.7%	6.7%	7.4%
Percent of communicable disease reports investigated according to guidelines	50.7%	16.3%	11.0%	(5.3%)	-32.4%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of disease reports completed within the appropriate time frame	88.2%	70.0%	93.5%	23.5%	33.6%
Result	Percent of required reports provided	N/A	90.0%	96.7%	6.7%	7.4%
Output	Number of reports provided	774	756	752	(4)	-0.5%
Demand	Anticipated number reports requested	821	840	778	(62)	-7.4%
Efficiency	Cost per report provided	\$ 918.26	\$ 1,164.96	\$ 1,230.37	\$ (65.41)	-5.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 648,188	\$ 765,712	\$ 823,888	\$ (58,176)	-7.6%
	265 - PUBLIC HEALTH FEES	62,545	114,996	101,350	13,646	11.9%
	TOTAL USES	\$ 710,733	\$ 880,708	\$ 925,238	\$ (44,530)	-5.1%

Operating Adjustment:

Public Health Fee Fund (265)

- Reduce expenditures by \$13,646 to maintain structural balance in the fund due to a reduction in Vital Registration revenue.

Activity Narrative: In FY 2009-10 Epidemiology interns were budgeted in the Single Case Investigation and Interventions Activity. In FY 2010-11, these interns are budgeted in the Epidemiological Reporting Activity causing an increase in expenditures. Number of reports requested and the number of reports provided are lower than FY 2009-10 Revised but are higher than Forecasted amounts.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of communicable disease reports investigated according to guidelines	50.7%	16.3%	11.0%	(5.3%)	-32.4%
Output	Number of reports investigated according to guidelines	9,671	7,613	8,652	1,039	13.6%
Demand	Anticipated number disease reports received for investigation	53,609	46,620	78,407	31,787	68.2%
Efficiency	Cost per report investigated according to guidelines	\$ 82.98	\$ 142.68	\$ 118.75	\$ 23.93	16.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 750,209	\$ 971,560	\$ 926,083	\$ 45,477	4.7%
	265 - PUBLIC HEALTH FEES	52,252	114,637	101,350	13,287	11.6%
	TOTAL USES	\$ 802,461	\$ 1,086,197	\$ 1,027,433	\$ 58,764	5.4%

Operating Adjustment:

Public Health Fee Fund (265)

- Reduce expenditures by \$13,287 to maintain structural balance in the fund due to a reduction in Vital Registration revenue.

Activity Narrative: In FY 2009-10 Epidemiology interns were budgeted in the Single Case Investigation and Interventions Activity. In FY 2010-11, these interns are budgeted in the Epidemiological Reporting Activity causing a decrease in expenditures. While FY 2010-11 demand (number of disease reports received for investigation) and output (number of reports investigated according to guideline) appear to be decreasing over FY 2009-10 this is not completely accurate. The demand is forecasted to be 90,914 and the output 11,564. FY 2009-10 should be considered an outlier year due to H1N1. While outbreaks are still expected, they are not anticipated to be at FY 2009-10 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent women with abnormal screening results receiving diagnostic services within 60 days	N/A	75.0%	100.0%	25.0%	33.3%
Percent of coalition members who report that there is progress towards implementation of plan goals	75.0%	70.6%	70.0%	(0.6%)	-0.8%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	N/A	75.0%	85.0%	10.0%	13.3%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	N/A	80.0%	100.0%	20.0%	25.0%
Percent of eligible community members receiving educational services	N/A	50.0%	100.0%	50.0%	100.0%
Percent of children needing sealants who receive them	31.0%	75.0%	74.6%	(0.4%)	-0.5%
Percent of families who have increased knowledge of lead hazards	N/A	70.0%	70.0%	0.0%	0.0%
Percent families who take at least one new lead hazard reduction action	N/A	N/A	68.8%	N/A	N/A
Percent families contacted within 7 days of referral being received	N/A	N/A	85.3%	N/A	N/A
Percent of families contacted who are visited within 14 days of referral being received	N/A	N/A	55.2%	N/A	N/A
Percent of children with suspicious developmental screenings that are referred to early intervention services	N/A	100.0%	77.0%	(23.0%)	-23.0%
Percent individuals who made improvement on goals as measured by post-intervention evaluation	91.7%	90.0%	90.0%	0.0%	0.0%
Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	N/A	N/A	64.7%	N/A	N/A
Percent of child care providers who make progress toward meeting quality improvement goals as evidenced by compliance with their case plans	N/A	N/A	80.2%	N/A	N/A
Percent of families achieving case compliance as evidenced by number of pregnant mothers receiving regular prenatal care of infants receiving well care	N/A	N/A	85.0%	N/A	N/A

Activities that comprise this program include:

- Child Care Health Consultations
- Dental Sealants
- Lead Hazard Reduction
- Nurse-Family Partnerships
- Healthy Start
- Well Women Healthcheck
- Family Health Partnerships
- Newborn Intensive Care
- Parent Support
- Teen Pregnancy Prevention

Child Care Health Consultations Activity

The purpose of the Child Care Health Consultations Activity is to provide nurse consultation services to licensed child care providers so they can promote healthy and safe child care environments for infants and children as evidenced by meeting quality improvement goals.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of child care providers who make progress toward meeting quality improvement goals as evidenced by compliance with their case plans	N/A	N/A	80.2%	N/A	N/A
Output	Number of referrals assignment to case management	N/A	N/A	126	N/A	N/A
Output	Number of nurse consultation service contacts provided	N/A	N/A	4,500	N/A	N/A
Demand	Anticipated numer of referrals received for case management	N/A	N/A	126	N/A	N/A
Demand	Anticipated number of nurse consultation services contacts per referral requested	N/A	N/A	4,500	N/A	N/A
Efficiency	Expenditure per nurse consultation service contact provided	N/A	N/A	\$ 572.83	N/A	N/A
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 2,577,728	\$ 2,577,727	\$ (1)	-0.0%
	TOTAL SOURCES	\$ -	\$ 2,577,728	\$ 2,577,727	\$ (1)	-0.0%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 2,577,728	\$ 2,577,727	\$ 1	0.0%
	TOTAL USES	\$ -	\$ 2,577,728	\$ 2,577,727	\$ 1	0.0%

Activity Narrative: The Activity measures are new in FY 2010-11 not allowing for a valid historical comparison.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent women with abnormal screening results receiving diagnostic services within 60 days	N/A	75.0%	100.0%	25.0%	33.3%
Output	Number client visits	3,256	3,000	2,400	(600)	-20.0%
Demand	Anticipated number client visits	3,256	3,000	2,400	(600)	-20.0%
Efficiency	Cost per client visit	\$ 209.86	\$ 210.91	\$ 255.38	\$ (44.48)	-21.1%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 768,262	\$ 632,717	\$ 612,920	\$ (19,797)	-3.1%
	TOTAL SOURCES	\$ 768,262	\$ 632,717	\$ 612,920	\$ (19,797)	-3.1%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 683,304	\$ 632,717	\$ 612,920	\$ 19,797	3.1%
	TOTAL USES	\$ 683,304	\$ 632,717	\$ 612,920	\$ 19,797	3.1%

Activity Narrative: Due to a decrease in the anticipated number of client visits, expenditures are lower. Forecasted output and demand are around 2,100. Therefore, the FY 2010-11 budget is in line with forecast.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of children needing sealants who receive them	31.0%	75.0%	74.6%	(0.4%)	-0.5%
Output	Number eligible children receiving sealants	4,295	4,801	4,850	49	1.0%
Demand	Anticipated number children eligible to receive sealants	5,767	6,400	6,500	100	1.6%
Efficiency	Cost per eligible child receiving sealants	\$ 63.95	\$ 85.45	\$ 79.30	\$ 6.15	7.2%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 239,946	\$ 327,855	\$ 287,311	\$ (40,544)	-12.4%
	TOTAL SOURCES	\$ 239,946	\$ 327,855	\$ 287,311	\$ (40,544)	-12.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 78,749	\$ 82,380	\$ 97,285	\$ (14,905)	-18.1%
	532 - PUBLIC HEALTH GRANTS	244,229	327,855	287,311	40,544	12.4%
	TOTAL USES	\$ 322,978	\$ 410,235	\$ 384,596	\$ 25,639	6.2%

Activity Narrative: The State is reducing the grant to be closer to historical actuals. While revenues and expenditures appear to be decreasing, the FY 2010-11 budget is in line with FY 2008-09 actuals and FY 2009-10 forecast, allowing the department to provide the same number of sealants with a lower budget than FY 2009-10 revised.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of coalition members who report that there is progress towards implementation of plan goals	75.0%	70.6%	70.0%	(0.6%)	-0.8%
Output	Number of partnerships developed or retained	8	7	7	-	0.0%
Demand	Anticipated number of partnerships to be developed or retained	8	7	7	-	0.0%
Efficiency	Cost per partnership developed	\$ 141,631.75	\$ 139,053.86	\$ 146,670.14	\$ (7,616.29)	-5.5%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 333,675	\$ 244,627	\$ 198,652	\$ (45,975)	-18.8%
	TOTAL SOURCES	\$ 333,675	\$ 244,627	\$ 198,652	\$ (45,975)	-18.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 781,427	\$ 728,750	\$ 828,039	\$ (99,289)	-13.6%
	532 - PUBLIC HEALTH GRANTS	351,627	244,627	198,652	45,975	18.8%
	TOTAL USES	\$ 1,133,054	\$ 973,377	\$ 1,026,691	\$ (53,314)	-5.5%

Activity Narrative: Expenditures are decreasing due to the elimination of two small grants. The change in expenditures will have no impact on performance.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of families who have increased knowledge of lead hazards	N/A	70.0%	70.0%	0.0%	0.0%
Result	Percent families who take at least one new lead hazard reduction action	N/A	N/A	68.8%	N/A	N/A
Output	Number of educational home visits	24	50	50	-	0.0%
Demand	Anticipated number of educational home visits	24	50	50	-	0.0%
Efficiency	Cost per educational home visit	\$ 4,070.08	\$ 2,728.82	\$ 2,228.50	\$ 500.32	18.3%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 86,195	\$ 136,443	\$ 111,425	\$ (25,018)	-18.3%
	TOTAL SOURCES	\$ 86,195	\$ 136,443	\$ 111,425	\$ (25,018)	-18.3%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 97,682	\$ 136,441	\$ 111,425	\$ 25,016	18.3%
	TOTAL USES	\$ 97,682	\$ 136,441	\$ 111,425	\$ 25,016	18.3%

Activity Narrative: In FY 2009-10 the Activity has ARRA funding through the City of Phoenix budget at a higher rate than is actually being received. The FY 2010-11 budget is above FY 2009-10 forecasted expenditures as are output and demand.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent families contacted within 7 days of referral being received	N/A	N/A	85.3%	N/A	N/A
Result	Percent of families contacted who are visited within 14 days of referral being received	N/A	N/A	55.2%	N/A	N/A
Result	Percent of children with suspicious developmental screenings that are referred to early intervention services	N/A	100.0%	77.0%	(23.0%)	-23.0%
Output	Number of home visits provided	4,487	3,500	1,600	(1,900)	-54.3%
Demand	Number of home visits anticipated	4,487	3,500	1,600	(1,900)	-54.3%
Efficiency	Cost per home visit	\$ 170.27	\$ 111.25	\$ 248.35	\$ (137.10)	-123.2%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 788,555	\$ 389,372	\$ 397,353	\$ 7,981	2.0%
	TOTAL SOURCES	\$ 788,555	\$ 389,372	\$ 397,353	\$ 7,981	2.0%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 764,022	\$ 389,372	\$ 397,353	\$ (7,981)	-2.0%
	TOTAL USES	\$ 764,022	\$ 389,372	\$ 397,353	\$ (7,981)	-2.0%

Activity Narrative: The number of home visits planned and provided (demand and output) are far below FY 2009-10 Revised levels, but are consistent with the FY 2009-10 Forecast. The increase in expenditures is due the calculation of the indirect rate for FY 2010-11 which is lower than the FY 2009-10 indirect rate. The future of this program is uncertain as the grant may be eliminated next year as a part of State budget cuts.

Nurse-Family Partnerships Activity

The purpose of the Nurse-Family Partnerships Activity is to provide nurse home visits to low income, first-time parents in the South Phoenix Regional Council area so they can improve their prenatal health and provide competent care giving.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of families achieving case compliance as evidenced by number of pregnant mothers receiving regular prenatal care of infants receiving well care	N/A	N/A	85.0%	N/A	N/A
Output	Number of home visits received	N/A	N/A	1,800	N/A	N/A
Demand	Anticipated number of home visits requested	N/A	N/A	1,800	N/A	N/A
Efficiency	Expenditure per home visit received	N/A	N/A	\$ 505.05	N/A	N/A
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 952,129	\$ 909,091	\$ (43,038)	-4.5%
	TOTAL SOURCES	\$ -	\$ 952,129	\$ 909,091	\$ (43,038)	-4.5%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 952,129	\$ 909,091	\$ 43,038	4.5%
	TOTAL USES	\$ -	\$ 952,129	\$ 909,091	\$ 43,038	4.5%

Activity Narrative: The Activity measures are new in FY 2010-11 not allowing for a valid historical comparison.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent individuals who made improvement on goals as measured by post-intervention evaluation	91.7%	90.0%	90.0%	0.0%	0.0%
Output	Number educational services received	229	350	500	150	42.9%
Demand	Number educational services requested	229	500	575	75	15.0%
Efficiency	Cost per educational service received	\$ 205.02	\$ 351.88	\$ 191.38	\$ 160.50	45.6%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 36,967	\$ 123,159	\$ 95,691	\$ (27,468)	-22.3%
	TOTAL SOURCES	\$ 36,967	\$ 123,159	\$ 95,691	\$ (27,468)	-22.3%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 46,949	\$ 123,159	\$ 95,691	\$ 27,468	22.3%
	TOTAL USES	\$ 46,949	\$ 123,159	\$ 95,691	\$ 27,468	22.3%

Activity Narrative: The decrease in expenditures are due to a FY 2009-10 spend down of carryover. The former Choice for Families grant was terminated and the new activity is supported by a First Things First grant. The output, number of education services received, was artificially low in FY 2009-10 due to a delay in hiring staff for the activity because of uncertainty of funding.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	N/A	75.0%	85.0%	10.0%	13.3%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	N/A	80.0%	100.0%	20.0%	25.0%
Result	Percent of eligible community members receiving educational services	N/A	50.0%	100.0%	50.0%	100.0%
Output	Number of case management services received	22,895	200	400	200	100.0%
Output	Number of maternal/child health educational sessions received	N/A	15,000	180	(14,820)	-98.8%
Demand	Anticipated number case management services requested	22,895	200	400	200	100.0%
Demand	Anticipated number community based maternal/child health educational sessions requested	N/A	15,000	180	(14,820)	-98.8%
Efficiency	Cost per case management service received	\$ 3.85	\$ 4,064.67	\$ 2,013.34	\$ 2,051.33	50.5%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 353,603	\$ 812,933	\$ 805,334	\$ (7,599)	-0.9%
	TOTAL SOURCES	\$ 353,603	\$ 812,933	\$ 805,334	\$ (7,599)	-0.9%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 367,631	\$ 812,933	\$ 805,334	\$ 7,599	0.9%
	TOTAL USES	\$ 367,631	\$ 812,933	\$ 805,334	\$ 7,599	0.9%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	N/A	N/A	64.7%	N/A	N/A
Output	Number youth educated	N/A	60	170	110	183.3%
Demand	Anticipated number youth to be educated	N/A	80	170	90	112.5%
Efficiency	Cost per youth educated	N/A	\$ 3,371.50	\$ 1,142.96	\$ 2,228.54	66.1%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 202,290	\$ 194,303	\$ (7,987)	-3.9%
	TOTAL SOURCES	\$ -	\$ 202,290	\$ 194,303	\$ (7,987)	-3.9%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 202,290	\$ 194,303	\$ 7,987	3.9%
	TOTAL USES	\$ -	\$ 202,290	\$ 194,303	\$ 7,987	3.9%

Activity Narrative: The anticipated number of youth educated (demand) and number of youth educated (output) appear to be significantly above FY 2009-10 levels but are in line with the forecasted measures. The grant award itself is remaining flat, however the decrease in revenue and expenditures is due to a change in the indirect rate applied each year, which occurs in January.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of visits made in the clinic	N/A	97.0%	58.0%	(39.0%)	-40.2%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of visits made in the clinic	N/A	97.0%	58.0%	(39.0%)	-40.2%
Output	Number of client contacts	25,346	26,500	39,132	12,632	47.7%
Demand	Anticipated number of client contacts	26,617	27,288	40,176	12,888	47.2%
Efficiency	Cost per client contact	\$ 85.53	\$ 127.40	\$ 80.12	\$ 47.28	37.1%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ -	\$ 280,360	\$ -	\$ (280,360)	-100.0%
	532 - PUBLIC HEALTH GRANTS	2,177,771	3,095,813	3,135,362	39,549	1.3%
	TOTAL SOURCES	\$ 2,177,771	\$ 3,376,173	\$ 3,135,362	\$ (240,811)	-7.1%
<i>Expenditure</i>						
	265 - PUBLIC HEALTH FEES	\$ -	\$ 280,359	\$ -	\$ 280,359	100.0%
	532 - PUBLIC HEALTH GRANTS	2,167,882	3,095,813	3,135,362	(39,549)	-1.3%
	TOTAL USES	\$ 2,167,882	\$ 3,376,172	\$ 3,135,362	\$ 240,810	7.1%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures \$280,360 due to lower than anticipated fee collection in prior years.

Activity Narrative: The demand (anticipated number of client contacts) and the output (number of client contact) are in line with FY 2009-10 levels. The increased output is allowing the department to experience great efficiency (cost per client contact). In FY 2009-10 program income was placed in the Public Health Fee Fund (265). During FY 2009-10 grant true-up, the revenue was moved back to the grant fund under the advisement of Finance and OMB. The FY 2009-10 Revised budget was not reduced to reflect this change.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of clients who are positive who are referred for care within 30 working days	100.0%	80.0%	50.0%	(30.0%)	-37.5%
Percent of cases closed within 30 business days	97.5%	95.5%	71.4%	(24.1%)	-25.2%
Percent of cases where at least one contact was notified of exposure	N/A	40.2%	35.7%	(4.5%)	-11.2%

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.

Measure Type	Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
		ACTUAL	REVISED	ADOPTED	VAR	%
Result	Percent of clients who are positive who are referred for care within 30 working days	100.0%	80.0%	50.0%	(30.0%)	-37.5%
Output	Number client visits	1,794	1,500	2,000	500	33.3%
Demand	Anticipated number client visits	19,885	1,500	2,000	500	33.3%
Efficiency	Cost per client visit	\$ 139.70	\$ 359.35	\$ 247.22	\$ 112.14	31.2%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 287,372	\$ 539,031	\$ 494,430	\$ (44,601)	-8.3%
	TOTAL SOURCES	\$ 287,372	\$ 539,031	\$ 494,430	\$ (44,601)	-8.3%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 422,543	\$ 539,031	\$ 494,430	\$ 44,601	8.3%
	TOTAL USES	\$ 422,543	\$ 539,031	\$ 494,430	\$ 44,601	8.3%

Activity Narrative: Expenditures are decreasing due to a reduction in the State portion of the grant. FY 2010-11 demand (anticipated number of client visits) and output (number of client visits) are in line with FY 2009-10 Forecast. The reduction in expenditures, while maintaining the same level of service, will have a positive effect on efficiency.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of cases closed within 30 business days	97.5%	95.5%	71.4%	(24.1%)	-25.2%
Result	Percent of cases where at least one contact was notified of exposure	N/A	40.2%	35.7%	(4.5%)	-11.2%
Output	Number of positive HIV cases investigated	1,058	696	700	4	0.6%
Demand	Number of positive HIV case reports received	1,065	900	1,100	200	22.2%
Efficiency	Cost per positive HIV case investigated	\$ 119.54	\$ 406.78	\$ 217.77	\$ 189.01	46.5%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 145,541	\$ 283,116	\$ 152,439	\$ (130,677)	-46.2%
	TOTAL SOURCES	\$ 145,541	\$ 283,116	\$ 152,439	\$ (130,677)	-46.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ (217)	\$ -	\$ -	\$ -	N/A
	532 - PUBLIC HEALTH GRANTS	187,058	283,116	152,439	130,677	46.2%
	TOTAL USES	\$ 186,841	\$ 283,116	\$ 152,439	\$ 130,677	46.2%

Activity Narrative: Expenditures are decreasing due to a reduction in the State portion of the grant. FY 2010-11 demand (number of positive HIV care reports received) and output (number of positive HIV cases investigated.) are in line with FY 2009-10 Forecast. The increased output will allow the activity to experience greater efficiency (cost per client visit).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of clients choosing to receive all recommended vaccines for travel	90.9%	90.0%	85.0%	(5.0%)	-5.6%
Percent of children 0-2 years old receiving full complement of immunizations	49.0%	45.0%	55.0%	10.0%	22.2%
Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	N/A	90.0%	90.7%	0.7%	0.7%
Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	N/A	94.0%	94.4%	0.4%	0.4%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of clients choosing to receive all recommended vaccines for travel	90.9%	90.0%	85.0%	(5.0%)	-5.6%
Output	Number of immunizations provided	8,087	7,500	3,000	(4,500)	-60.0%
Demand	Number of immunizations anticipated	8,088	7,500	3,000	(4,500)	-60.0%
Efficiency	Cost per immunization provided	\$ 36.05	\$ 46.67	\$ 90.00	\$ (43.33)	-92.9%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 273,101	\$ 350,000	\$ 270,000	\$ (80,000)	-22.9%
	TOTAL SOURCES	\$ 273,101	\$ 350,000	\$ 270,000	\$ (80,000)	-22.9%
<i>Expenditure</i>						
	265 - PUBLIC HEALTH FEES	\$ 291,506	\$ 350,000	\$ 270,000	\$ 80,000	22.9%
	TOTAL USES	\$ 291,506	\$ 350,000	\$ 270,000	\$ 80,000	22.9%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures \$80,000 due to decrease in demand.

Activity Narrative: The number of immunizations anticipated (demand) and provided (output) are lower in FY 2010-11 based on the FY 2009-10 forecasted experience. In FY 2008-09 immunizations received in the Refugee clinic were inappropriately counted as Adult Immunizations. This leads to the appearance of a large decrease in demand and output. Demand is also down due to the State no longer offering a majority of the immunizations at no charge.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of children 0-2 years old receiving full complement of immunizations	49.0%	45.0%	55.0%	10.0%	22.2%
Output	Number of immunizations provided	275,724	319,968	300,000	(19,968)	-6.2%
Demand	Number of immunizations anticipated	275,724	319,968	300,000	(19,968)	-6.2%
Efficiency	Cost per immunization	\$ 10.17	\$ 9.89	\$ 11.60	\$ (1.71)	-17.3%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ -	\$ 200,000	\$ 100,000	\$ (100,000)	-50.0%
	532 - PUBLIC HEALTH GRANTS	1,898,103	2,094,755	2,377,181	282,426	13.5%
	TOTAL SOURCES	\$ 1,898,103	\$ 2,294,755	\$ 2,477,181	\$ 182,426	7.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,100,563	\$ 869,336	\$ 1,003,031	\$ (133,695)	-15.4%
	265 - PUBLIC HEALTH FEES	-	200,000	100,000	100,000	50.0%
	532 - PUBLIC HEALTH GRANTS	1,704,148	2,094,755	2,377,181	(282,426)	-13.5%
	TOTAL USES	\$ 2,804,711	\$ 3,164,091	\$ 3,480,212	\$ (316,121)	-10.0%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures \$100,000 due to lower demand and related fee collection.

Activity Narrative: FY 2009-10 was an outlier year for demand (number of immunizations anticipated) and output (number of immunizations provided) due to H1N1.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	N/A	90.0%	90.7%	0.7%	0.7%
Result	Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	N/A	94.0%	94.4%	0.4%	0.4%
Output	Number individuals educated	1,615	1,200	2,200	1,000	83.3%
Demand	Anticipated number individuals to be educated	1,615	1,200	2,200	1,000	83.3%
Efficiency	Cost per individual educated	\$ 59.08	\$ 82.74	\$ 44.57	\$ 38.17	46.1%
<i>Revenue</i>						
	100 - GENERAL	\$ 960	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 960	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 95,407	\$ 99,282	\$ 98,049	\$ 1,233	1.2%
	TOTAL USES	\$ 95,407	\$ 99,282	\$ 98,049	\$ 1,233	1.2%

Activity Narrative: The Activity has seen a marked increase in demand that is not able to be explained. However, the Activity can handle the additional demand without adding staff. The demand is

not linear and therefore difficult to forecast from year to year. Forecasted demand and output are at 2,087 individuals anticipated to be educated and educated, respectively.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of syphilis screening results reported within 1 working day	N/A	95.0%	100.0%	5.0%	5.3%
Percent of people confirmed with Hansen's Disease receiving treatment	N/A	100.0%	100.0%	0.0%	0.0%
Percent of refugees screened within 30 days of arrival in the country	N/A	90.0%	80.0%	(10.0%)	-11.1%
Percent of clients who test positive for a STD	21.0%	15.0%	20.0%	5.0%	33.3%
Percent of clients testing positive who received treatment	N/A	95.0%	92.9%	(2.2%)	-2.3%
Percent of cases and contacts referred within 24 hours	100.0%	50.0%	44.4%	(5.6%)	-11.1%
Percent case investigations closed within 7 business days	N/A	73.0%	66.7%	(6.3%)	-8.7%
Percent of case investigations started within 7 business days	N/A	90.0%	90.0%	0.0%	0.0%
Percent of clients who complete treatment within three months of the treatment goal	N/A	90.0%	100.0%	10.0%	11.1%

Activities that comprise this program include:

- Public Health Laboratory
- Hansen's Disease Treatment
- STD Examinations and Treatment
- Tuberculosis Surveillance & Investigation
- Physical Health Screening for Refugees
- STD Case Surveillance & Investigation
- Tuberculosis Testing & Treatment

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of syphilis screening results reported within 1 working day	N/A	95.0%	100.0%	5.0%	5.3%
Output	Number of lab test results reported	165,199	172,000	150,000	(22,000)	-12.8%
Demand	Number of lab tests requested	165,199	172,000	150,000	(22,000)	-12.8%
Efficiency	Cost per lab test	\$ 2.89	\$ 3.00	\$ 3.36	\$ (0.36)	-12.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 476,728	\$ 515,907	\$ 504,359	\$ 11,548	2.2%
	TOTAL USES	\$ 476,728	\$ 515,907	\$ 504,359	\$ 11,548	2.2%

Activity Narrative: The decrease in demand is not related to a specific cause. Some tests have been combined with other or deleted all together. Some grants and programs that submitted tests are no longer in operation. Budgeted measures and expenditures are in line with the FY 2009-10 forecasted experience.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of people confirmed with Hansen's Disease receiving treatment	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of people receiving treatment	62	70	70	-	0.0%
Demand	Number of people requesting treatment	62	70	70	-	0.0%
Efficiency	Cost per person treated	\$ 411.44	\$ 448.31	\$ 465.07	\$ (16.76)	-3.7%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 27,289	\$ 31,382	\$ 32,555	\$ 1,173	3.7%
	TOTAL SOURCES	\$ 27,289	\$ 31,382	\$ 32,555	\$ 1,173	3.7%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 25,509	\$ 31,382	\$ 32,555	\$ (1,173)	-3.7%
	TOTAL USES	\$ 25,509	\$ 31,382	\$ 32,555	\$ (1,173)	-3.7%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of refugees screened within 30 days of arrival in the country	N/A	90.0%	80.0%	(10.0%)	-11.1%
Output	Number of refugees screened	4,048	3,500	3,500	-	0.0%
Demand	Number of refugees presenting for screening	4,457	3,500	3,500	-	0.0%
Efficiency	Cost per refugee screened	\$ 383.87	\$ 586.51	\$ 551.93	\$ 34.58	5.9%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 47,095	\$ 39,000	\$ 14,000	\$ (25,000)	-64.1%
	532 - PUBLIC HEALTH GRANTS	1,773,040	1,937,460	1,834,363	(103,097)	-5.3%
	TOTAL SOURCES	\$ 1,820,135	\$ 1,976,460	\$ 1,848,363	\$ (128,097)	-6.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 73,014	\$ 76,328	\$ 83,397	\$ (7,069)	-9.3%
	265 - PUBLIC HEALTH FEES	14,715	39,000	14,000	25,000	64.1%
	532 - PUBLIC HEALTH GRANTS	1,466,187	1,937,460	1,834,363	103,097	5.3%
	TOTAL USES	\$ 1,553,916	\$ 2,052,788	\$ 1,931,760	\$ 121,028	5.9%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures \$25,000 due to lower than anticipated fee collection in prior years.

Activity Narrative: Lower than expected demand has led to a decrease in fee collection and therefore expenditures have been decreased as well. The decrease in demand can be seen when comparing FY 2008-09 to FY 2009-10 forecast and subsequently the FY 2010-11 budget.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of clients who test positive for a STD	21.0%	15.0%	20.0%	5.0%	33.3%
Result	Percent of clients testing positive who received treatment	N/A	95.0%	92.9%	(2.2%)	-2.3%
Output	Number of STD client visits	17,358	17,500	17,500	-	0.0%
Demand	Anticipated number of STD client visits	18,134	18,000	18,000	-	0.0%
Efficiency	Cost per client visit	\$ 57.49	\$ 85.78	\$ 85.22	\$ 0.55	0.6%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 285,356	\$ 270,000	\$ 270,000	\$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	54,012	113,000	113,000	-	0.0%
	TOTAL SOURCES	\$ 339,368	\$ 383,000	\$ 383,000	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,081,826	\$ 1,118,088	\$ 1,108,417	\$ 9,671	0.9%
	265 - PUBLIC HEALTH FEES	226,785	270,000	270,000	-	0.0%
	532 - PUBLIC HEALTH GRANTS	53,587	113,000	113,000	-	0.0%
	TOTAL USES	\$ 1,362,198	\$ 1,501,088	\$ 1,491,417	\$ 9,671	0.6%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of cases and contacts referred within 24 hours	100.0%	50.0%	44.4%	(5.6%)	-11.1%
Result	Percent case investigations closed within 7 business days	N/A	73.0%	66.7%	(6.3%)	-8.7%
Output	Number cases that were investigated	17,135	5,610	4,500	(1,110)	-19.8%
Demand	Number of positive STD case reports received	17,135	17,000	17,500	500	2.9%
Efficiency	Cost per positive STD report investigated	\$ 7.44	\$ 168.18	\$ 214.63	\$ (46.46)	-27.6%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 306,724	\$ 320,717	\$ 303,426	\$ (17,291)	-5.4%
	TOTAL SOURCES	\$ 306,724	\$ 320,717	\$ 303,426	\$ (17,291)	-5.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 603,363	\$ 622,749	\$ 662,418	\$ (39,669)	-6.4%
	532 - PUBLIC HEALTH GRANTS	293,562	320,717	303,426	17,291	5.4%
	TOTAL USES	\$ 896,925	\$ 943,466	\$ 965,844	\$ (22,378)	-2.4%

Activity Narrative: FY 2009-10 output is forecasted at 4,500 cases investigated. The budget is in line with forecast.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of case investigations started within 7 business days	N/A	90.0%	90.0%	0.0%	0.0%
Output	Number of positive cases investigated	295	500	150	(350)	-70.0%
Demand	Number of positive cases reported	916	1,000	1,000	-	0.0%
Efficiency	Cost per case investigation	\$ 1,423.66	\$ 146.00	\$ 2,022.38	\$ (1,876.38)	-1285.2%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 2,118	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 2,118	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 387,884	\$ 73,000	\$ 303,357	\$ (230,357)	-315.6%
	532 - PUBLIC HEALTH GRANTS	32,095	-	-	-	N/A
	TOTAL USES	\$ 419,979	\$ 73,000	\$ 303,357	\$ (230,357)	-315.6%

Activity Narrative: The large increase in expenditures is due to a shift in funding for Epidemiological Reporting and Single Case investigations and Interventions personnel that were moved to Tuberculosis Surveillance and Investigations. The FY 2009-10 Revised output (Number if positive cases investigated) was reported incorrectly and should be at 150, not 500.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of clients who complete treatment within three months of the treatment goal	N/A	90.0%	100.0%	10.0%	11.1%
Output	Number of clinic visits	N/A	9,000	9,000	-	0.0%
Demand	Anticipated number clinic visits	9,073	9,000	9,000	-	0.0%
Efficiency	Cost per clinic visit	N/A	\$ 252.29	\$ 233.37	\$ 18.93	7.5%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 92,857	\$ 83,000	\$ 83,000	\$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	843,861	640,073	527,802	(112,271)	-17.5%
	TOTAL SOURCES	\$ 936,718	\$ 723,073	\$ 610,802	\$ (112,271)	-15.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,770,578	\$ 1,482,579	\$ 1,489,487	\$ (6,908)	-0.5%
	265 - PUBLIC HEALTH FEES	75,822	148,000	83,000	65,000	43.9%
	532 - PUBLIC HEALTH GRANTS	580,247	640,073	527,802	112,271	17.5%
	TOTAL USES	\$ 2,426,647	\$ 2,270,652	\$ 2,100,289	\$ 170,363	7.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of students educated who incorporate physical activity into their daily lives	4.4%	N/A	30.0%	N/A	N/A
Percent change in vegetable consumption	N/A	7.0%	N/A	N/A	N/A
Percent change in daily consumption of calcium-containing dairy foods	N/A	24.0%	26.0%	2.0%	8.3%
Percent change in identification of correct daily value for calcium	N/A	50.0%	60.0%	10.0%	20.0%
Percent change in identification of foods containing calcium	N/A	15.0%	20.0%	5.0%	33.3%
Percent change in physical activity	N/A	27.0%	16.0%	(11.0%)	-40.7%
Percent of food drafts redeemed	N/A	89.0%	85.6%	(3.4%)	-3.8%
Percent women participating who increase their number of steps by 2,000 per day	N/A	60.0%	60.0%	0.0%	0.0%
Percent women participating who make at least one improvement to their dietary quality	N/A	60.0%	60.0%	0.0%	0.0%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	96.9%	93.9%	96.9%	3.1%	3.3%

Activities that comprise this program include:

- Promoting Lifetime Activity for Youth
- Women Infants and Children
- Child Passenger Safety
- Supplemental Nutrition Assistance Education and Intervention
- 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of students educated who incorporate physical activity into their daily lives	4.4%	N/A	30.0%	N/A	N/A
Output	Number of students educated	31,463	3,000	2,500	(500)	-16.7%
Demand	Anticipated number of students to be educated	2,622	750	625	(125)	-16.7%
Efficiency	Cost per student educated	\$ 3.31	\$ 53.66	\$ 45.81	\$ 7.85	14.6%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 150,257	\$ 160,993	\$ 114,537	\$ (46,456)	-28.9%
	TOTAL SOURCES	\$ 150,257	\$ 160,993	\$ 114,537	\$ (46,456)	-28.9%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 104,262	\$ 160,993	\$ 114,537	\$ 46,456	28.9%
	TOTAL USES	\$ 104,262	\$ 160,993	\$ 114,537	\$ 46,456	28.9%

Activity Narrative: The reduction in expenditures follows the 16.7% decline in the anticipated number of students to be educated.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent change in vegetable consumption	N/A	7.0%	N/A	N/A	N/A
Result	Percent change in daily consumption of calcium-containing dairy foods	N/A	24.0%	26.0%	2.0%	8.3%
Result	Percent change in identification of correct daily value for calcium	N/A	50.0%	60.0%	10.0%	20.0%
Result	Percent change in identification of foods containing calcium	N/A	15.0%	20.0%	5.0%	33.3%
Result	Percent change in physical activity	N/A	27.0%	16.0%	(11.0%)	-40.7%
Output	Number adults and children educated	7,008	6,001	6,000	(1)	-0.0%
Output	Number children receiving nutrition education from their teachers	N/A	-	5,000	5,000	N/A
Demand	Anticipated number adults and children educated	7,008	6,001	6,000	(1)	-0.0%
Demand	Anticipated number children receiving nutrition education from their teachers	N/A	-	5,000	5,000	N/A
Efficiency	Cost per adult/child educated	\$ 88.11	\$ 110.01	\$ 125.54	\$ (15.53)	-14.1%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 15,252	\$ 12,600	\$ 16,400	\$ 3,800	30.2%
	532 - PUBLIC HEALTH GRANTS	167,134	349,235	409,976	60,741	17.4%
	TOTAL SOURCES	\$ 182,386	\$ 361,835	\$ 426,376	\$ 64,541	17.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 284,903	\$ 298,340	\$ 326,843	\$ (28,503)	-9.6%
	265 - PUBLIC HEALTH FEES	13,870	12,600	16,400	(3,800)	-30.2%
	532 - PUBLIC HEALTH GRANTS	318,721	349,235	409,976	(60,741)	-17.4%
	TOTAL USES	\$ 617,494	\$ 660,175	\$ 753,219	\$ (93,044)	-14.1%

Operating Adjustment:

Public Health Fee Fund (265)

- Increase revenue and expenditures \$3,800.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of food drafts redeemed	N/A	89.0%	85.6%	(3.4%)	-3.8%
Output	Number client encounters	1,067,699	1,080,000	1,090,000	10,000	0.9%
Demand	Anticipated number client encounters	1,067,699	1,080,000	1,090,000	10,000	0.9%
Efficiency	Cost per client encounter	\$ 8.48	\$ 10.56	\$ 9.83	\$ 0.73	6.9%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 8,815,369	\$ 11,403,441	\$ 10,711,217	\$ (692,224)	-6.1%
	TOTAL SOURCES	\$ 8,815,369	\$ 11,403,441	\$ 10,711,217	\$ (692,224)	-6.1%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 9,058,977	\$ 11,403,441	\$ 10,711,217	\$ 692,224	6.1%
	TOTAL USES	\$ 9,058,977	\$ 11,403,441	\$ 10,711,217	\$ 692,224	6.1%

Activity Narrative: FY 2009-10 expenditures included one-time funding in the amount of \$870,000 for the 7th Avenue WIC site.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent women participating who increase their number of steps by 2,000 per day	N/A	60.0%	60.0%	0.0%	0.0%
Result	Percent women participating who make at least one improvement to their dietary quality	N/A	60.0%	60.0%	0.0%	0.0%
Output	Number women educated	4,490	3,500	4,000	500	14.3%
Demand	Anticipated number of women to be educated	4,490	3,500	4,000	500	14.3%
Efficiency	Cost per woman educated	\$ 87.03	\$ 103.59	\$ 94.28	\$ 9.31	9.0%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 628,946	\$ 362,578	\$ 377,121	\$ 14,543	4.0%
	TOTAL SOURCES	\$ 628,946	\$ 362,578	\$ 377,121	\$ 14,543	4.0%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 390,770	\$ 362,578	\$ 377,121	\$ (14,543)	-4.0%
	TOTAL USES	\$ 390,770	\$ 362,578	\$ 377,121	\$ (14,543)	-4.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	96.9%	93.9%	96.9%	3.1%	3.3%
Output	Number people educated	5,107	4,499	8,000	3,501	77.8%
Demand	Anticipated number of people to be educated	5,107	4,499	8,000	3,501	77.8%
Efficiency	Cost per person educated	\$ 33.38	\$ 225.39	\$ 126.91	\$ 98.48	43.7%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 11,129	\$ 847,489	\$ 846,170	\$ (1,319)	-0.2%
	TOTAL SOURCES	\$ 11,129	\$ 847,489	\$ 846,170	\$ (1,319)	-0.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 162,160	\$ 166,547	\$ 169,147	\$ (2,600)	-1.6%
	532 - PUBLIC HEALTH GRANTS	36,310	847,489	846,170	1,319	0.2%
	TOTAL USES	\$ 198,470	\$ 1,014,036	\$ 1,015,317	\$ (1,281)	-0.1%

Activity Narrative: Fiscal Year 2009-10 Forecasted demand (anticipated number of people to be educated) and output (Number of people educated) are 6,000. The FY 2010-11 budget reflects a full year's use of the new First Things First grants.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of those trained who indicate understanding of their roles and	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	12.5%	74.7%	75.1%	0.3%	0.5%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent 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	Percent of exercise evaluations rated as good or excellent	12.5%	74.7%	75.1%	0.3%	0.5%
Output	Number of people trained	3,324	1,200	1,200	-	0.0%
Demand	Number of people requiring training	3,324	1,200	1,200	-	0.0%
Efficiency	Cost per person trained	\$ 161.76	\$ 9,876.42	\$ 2,034.48	\$ 7,841.95	79.4%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 2,800,370	\$ 11,851,719	\$ 2,441,375	\$ (9,410,344)	-79.4%
	TOTAL SOURCES	\$ 2,800,370	\$ 11,851,719	\$ 2,441,375	\$ (9,410,344)	-79.4%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 2,874,603	\$ 11,851,709	\$ 2,441,375	\$ 9,410,334	79.4%
	TOTAL USES	\$ 2,874,603	\$ 11,851,709	\$ 2,441,375	\$ 9,410,334	79.4%

Activity Narrative: Fiscal year 2009-10 expenditures reflect the one-time effect of H1N1 funding. Fiscal Year 2010-11 brings expenditures back to a base level.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent Ryan White-eligible clients satisfied with dental insurance administration services	N/A	75.0%	75.0%	0.0%	0.0%
Percent of Planning Council members indicating satisfaction w/ staff administrative duties	98.2%	75.0%	100.0%	25.0%	33.3%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent Ryan White-eligible clients satisfied with dental insurance administration services	N/A	75.0%	75.0%	0.0%	0.0%
Output	Number Ryan White clients receiving dental insurance	1,583	600	1,305	705	117.5%
Demand	Anticipated number applicants for Ryan White Dental Insurance	1,671	700	1,374	674	96.3%
Efficiency	Cost per client receiving dental insurance	\$ 251.47	\$ 2,244.39	\$ 1,030.61	\$ 1,213.78	54.1%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 295,335	\$ 1,346,632	\$ 1,344,944	\$ (1,688)	-0.1%
	TOTAL SOURCES	\$ 295,335	\$ 1,346,632	\$ 1,344,944	\$ (1,688)	-0.1%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 398,080	\$ 1,346,632	\$ 1,344,944	\$ 1,688	0.1%
	TOTAL USES	\$ 398,080	\$ 1,346,632	\$ 1,344,944	\$ 1,688	0.1%

Activity Narrative: Fiscal Year 2010-11 demand (number of applicants) and output (number of clients) are in line with FY 2009-10 forecasted numbers.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Planning Council members indicating satisfaction w/ staff administrative duties	98.2%	75.0%	100.0%	25.0%	33.3%
Output	Number of meetings facilitated	83	90	74	(16)	-17.8%
Demand	Number of meetings scheduled	89	95	82	(13)	-13.7%
Efficiency	Cost per meeting held	\$ 1,967.42	\$ 2,818.07	\$ 3,168.14	\$ (350.07)	-12.4%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 150,516	\$ 253,626	\$ 234,442	\$ (19,184)	-7.6%
	TOTAL SOURCES	\$ 150,516	\$ 253,626	\$ 234,442	\$ (19,184)	-7.6%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 163,296	\$ 253,626	\$ 234,442	\$ 19,184	7.6%
	TOTAL USES	\$ 163,296	\$ 253,626	\$ 234,442	\$ 19,184	7.6%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Rate of tobacco use among 8th-grade children	8.2%	10.0%	10.0%	0.0%	0.0%
Percent attendees reporting that they will incorporate knowledge from the session into their practice	98.8%	90.0%	95.0%	5.0%	5.5%
Percent of inspected facilities in compliance	N/A	100.0%	50.0%	(50.0%)	-50.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Rate of tobacco use among 8th-grade children	8.2%	10.0%	10.0%	0.0%	0.0%
Output	Numberof students educated	21,312	15,003	16,000	997	6.6%
Demand	Anticipated number of students to be educated	21,312	15,003	16,000	997	6.6%
Efficiency	Cost per student educated	\$ 93.35	\$ 122.53	\$ 114.74	\$ 7.79	6.4%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 2,583,239	\$ 1,838,264	\$ 1,835,871	\$ (2,393)	-0.1%
	TOTAL SOURCES	\$ 2,583,239	\$ 1,838,264	\$ 1,835,871	\$ (2,393)	-0.1%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 1,991,154	\$ 1,838,274	\$ 1,835,871	\$ 2,403	0.1%
	TOTAL USES	\$ 1,991,154	\$ 1,838,274	\$ 1,835,871	\$ 2,403	0.1%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent attendees reporting that they will incorporate knowledge from the session into their practice	98.8%	90.0%	95.0%	5.0%	5.5%
Output	Number dental healthcare professionals trained	853	600	675	75	12.5%
Demand	Number dental healthcare professionals requesting training	853	600	675	75	12.5%
Efficiency	Cost per healthcare professional trained	\$ 59.10	\$ 85.30	\$ 73.31	\$ 11.98	14.0%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ (6,252)	\$ 51,178	\$ 49,487	\$ (1,691)	-3.3%
	TOTAL SOURCES	\$ (6,252)	\$ 51,178	\$ 49,487	\$ (1,691)	-3.3%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ 50,413	\$ 51,178	\$ 49,487	\$ 1,691	3.3%
	TOTAL USES	\$ 50,413	\$ 51,178	\$ 49,487	\$ 1,691	3.3%

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

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of inspected facilities in compliance	N/A	100.0%	50.0%	(50.0%)	-50.0%
Output	Number inspections completed	N/A	450	400	(50)	-11.1%
Demand	Number inspections needed	N/A	450	400	(50)	-11.1%
Efficiency	Cost per inspection	N/A	\$ 446.54	\$ 512.65	\$ (66.11)	-14.8%
<i>Revenue</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 200,941	\$ 205,060	\$ 4,119	2.0%
	TOTAL SOURCES	\$ -	\$ 200,941	\$ 205,060	\$ 4,119	2.0%
<i>Expenditure</i>						
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 200,941	\$ 205,060	\$ (4,119)	-2.0%
	TOTAL USES	\$ -	\$ 200,941	\$ 205,060	\$ (4,119)	-2.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of birth and death certificate copies provided within two working days	43.8%	85.0%	85.0%	0.0%	0.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of birth and death certificate copies provided within two working days	43.8%	85.0%	85.0%	0.0%	0.0%
Output	Number of certified copies of birth and death certificates provided	374,678	359,691	359,961	270	0.1%
Demand	Number of certified copies of birth and death certificates requested	374,678	359,691	359,961	270	0.1%
Efficiency	Cost per birth and/or death certificate provided	\$ 3.20	\$ 14.23	\$ 11.59	\$ 2.64	18.5%
<i>Revenue</i>						
	265 - PUBLIC HEALTH FEES	\$ 3,092,414	\$ 5,346,392	\$ 4,094,060	\$ (1,252,332)	-23.4%
	TOTAL SOURCES	\$ 3,092,414	\$ 5,346,392	\$ 4,094,060	\$ (1,252,332)	-23.4%
<i>Expenditure</i>						
	265 - PUBLIC HEALTH FEES	\$ 2,823,720	\$ 5,116,759	\$ 4,170,860	\$ 945,899	18.5%
	TOTAL USES	\$ 2,823,720	\$ 5,116,759	\$ 4,170,860	\$ 945,899	18.5%

Operating Adjustment:

Public Health Fee Fund (265)

- Decrease revenues by \$1,252,332 and operating expenditures by \$1,225,399 due to lower than anticipated fee collection in prior year.

Non Recurring Adjustment:

Public Health Fee Fund (265)

- Increase expenditures by \$325,679 in order to use fund balance for the development of the Vital Registration satellite office.

Activity Narrative: A drop in the birth rate has reduced demand below of FY 2008-09 levels. The Activity does not expect a rise in demand. Revenues have declined proportionately with demand. Therefore, growth anticipated and included in the FY 2009-10 budget has been eliminated in the FY 2010-11 budget. By opening a satellite office, the department expects to serve more clients and consequently increase revenue. The impact of the new facility will not be seen until FY 2011-12. Lower than expected demand has led to a decrease in fee collection and therefore expenditures have

been decreased as well. The decrease in demand can be seen when comparing FY 2008-09 to FY 2009-10 forecast and subsequently the FY 2010-11 budget.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 10,787,840	\$ -
FY 2010 Revised Budget	\$ 10,787,840	\$ -
FY 2011 Budget Target	\$ 10,787,840	\$ -
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 163,743	\$ -
<i>Employee Health/Dental Premiums</i>	132,335	-
<i>Retirement Contributions</i>	31,408	-
Base Adjustments	\$ (150,962)	\$ -
<i>Other Base Adjustments</i>	(111,734)	-
<i>Right Size Other Pay and Benefits to forecasted levels</i>	\$ (73,984)	-
<i>Right Size Other Services to forecasted levels</i>	(37,750)	-
<i>Debt Service</i>	(39,228)	-
Budget Balancing	\$ (12,781)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(12,781)	-
	C-49-10-032-M-00	-
FY 2011 Adopted Budget	\$ 10,787,840	\$ -
<i>Percent Change from Target Amount</i>		<i>0.0%</i>

Public Health Fee Fund (265)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 6,609,352	\$ 6,609,352
FY 2010 Revised Budget	\$ 6,609,352	\$ 6,609,352
FY 2011 Budget Target	\$ 6,609,352	\$ 6,609,352
Adjustments:	Agenda Item:	
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 61,292	\$ -
Employee Health/Dental Premiums	52,637	-
Retirement Contributions	8,655	-
Base Adjustments	\$ (57,246)	\$ -
Other Base Adjustments	(91,239)	-
Right Size Expenditures to Maintain Structural Balance	\$ (91,239)	-
Debt Service	33,993	-
Budget Balancing	\$ (4,046)	\$ -
PEHPEP FY 10 Adjustments	(4,046)	-
C-49-10-032-M-00		
Fees and Other Revenues	\$ (1,748,892)	\$ (1,748,892)
ProgRevenue Volume Inc/Dec	(1,748,892)	(1,748,892)
Decrease Pharmacy Activity	\$ (15,000)	-
Decrease Healthcare for the Homeless Activity	(280,360)	-
Decrease Adult Immunization & Foreign Travel Services Activity	(80,000)	-
Decrease Child Immunizations Activity	(100,000)	-
Decrease Physical Health Screening for Refugees Activity	(25,000)	-
Increase Supplemental Nutrition Assistance Education & Intervention Activity	3,800	-
Decrease Birth and Death Certificates Activity	(1,252,332)	-
FY 2011 Adopted Budget	\$ 4,860,460	\$ 4,860,460
Percent Change from Target Amount	-26.5%	-26.5%
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 156,436	\$ -
Adjustments:	Agenda Item:	
Non Recurring		
Pub Hlth X Ray Sftware Srvrs	\$ 65,000	\$ -
C-86-10-116-6-00	65,000	-
FY 2010 Revised Budget	\$ 221,436	\$ -
Adjustments:	Agenda Item:	
Non Recurring		
Pub Hlth X Ray Sftware Srvrs	\$ (221,436)	\$ -
C-86-10-116-6-00	(65,000)	-
Other Non-Recurring	(156,436)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring		
Other Non-Recurring	\$ 325,679	\$ -
Development of Vital Registration Satellite Office	\$ 325,679	-
FY 2011 Adopted Budget	\$ 325,679	\$ -
Percent Change from Target Amount		

Public Health Fee Fund (265) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 5,253,386	\$ 3,404,792	\$ 3,404,792	\$ 4,127,824	\$ 4,281,755
Sources:					
Operating	\$ 4,038,323	\$ 6,609,352	\$ 6,609,352	\$ 4,442,143	\$ 4,860,460
Non-Recurring	(2)	-	-	-	-
Total Sources:	\$ 4,038,321	\$ 6,609,352	\$ 6,609,352	\$ 4,442,143	\$ 4,860,460
Uses:					
Operating	\$ 3,506,073	\$ 6,609,352	\$ 6,609,352	\$ 4,175,776	\$ 4,860,460
Non-Recurring	1,657,826	156,436	221,436	112,436	325,679
Total Uses:	\$ 5,163,899	\$ 6,765,788	\$ 6,830,788	\$ 4,288,212	\$ 5,186,139
Structural Balance	\$ 532,250	\$ -	\$ -	\$ 266,367	\$ -
Accounting Adjustments	\$ 16	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,127,824	\$ 3,248,356	\$ 3,183,356	\$ 4,281,755	\$ 3,956,076
Total Ending Spendable Fund Balance	\$ 4,127,824	\$ 3,248,356	\$ 3,183,356	\$ 4,281,755	\$ 3,956,076

Public Health Grant Fund (532)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 29,482,665	\$ 29,482,665
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants		
ADHS Preparedness Response	\$ 21,572,510	\$ 21,585,805
Pub Health Grant Inc Oct 2009	10,809,229	10,809,229
	10,763,281	10,776,576
	\$ 51,055,175	\$ 51,068,470
Adjustments:		
Structural Balance	-	(13,295)
FY 2011 Budget Target	\$ 51,055,175	\$ 51,055,175
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 483,737	\$ -
Employee Health/Dental Premiums	410,382	-
Retirement Contributions	73,355	-
Budget Balancing	\$ (42,193)	\$ -
PEHPEP FY 10 Adjustments	(42,193)	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (12,973,870)	\$ (12,532,326)
Grant Reconciliation	(12,973,870)	(12,532,326)
FY 2011 Adopted Budget	\$ 38,522,849	\$ 38,522,849
Percent Change from Target Amount	-24.5%	-24.5%

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 28, 2012, Maricopa County Public Works will demonstrate leadership in environmental stewardship whereby County facilities will reduce overall energy usage by 5% to 228M kWh, water consumption by 10% to 417M gallons, and 100% of County Solid Waste Transfer Stations will accept all recyclables.**

Status: Facilities Management will begin the implementation of the ESCO energy and water saving measures and other planned conservation projects in July 2010. This implementation will enable achievement of energy and water usage reduction. The savings from these projects is projected to meet the targeted goal reductions. Current year-to-date consumption is 255M KWH of energy consumption which is not meeting the goal of 246M kWh for FY 2009-10.

Additionally, Solid Waste Management has exceeded performance expectations. All Maricopa County Transfer Stations currently accept recyclables which include: plastic, cardboard, glass, paper, electronics, and metal. Total tonnage collected from all sites for the month of February 2010 alone was 8.21 tons.

- **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: Facilities Management and the Flood Control District (FCD) are exceeding performance expectations for this goal by completing 100% of the critical maintenance tasks that impact public safety. The FCD is averaging 1.43 days to complete Priority 1 work orders and Facilities Management is averaging 4 days. The Department of Transportation has not met the standard at this time, but is working to achieve this goal by FY 2012-13. In FY 2009-10, an average of 86% of reported critical transportation maintenance tasks were completed within 14 days and an average of 97% of the reported tasks were open under 90 days.

- **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: The FCD is exceeding the 85% on-time delivery goal of Capital Improvement Program projects by FY 2013-14. During FY 2007-08, FCD executed 93% of its Capital Improvement Program, and during FY 2008-09, FCD executed 94% of its Capital Improvement Program.

The Facilities Management Department has developed a five year Major Maintenance and Capital Improvement Plan to enable the Department to plan and budget for future projects. Facilities Management is on target to complete 99.3% of scheduled FY 2009-10 projects by June 30, 2010.

In FY 2008-09, the Department of Transportation delivered 79% of its construction on time, and continues to improve construction on-time delivery rates in FY 2009-10 and beyond to reach the 85% delivery goal by FY 2013-14.

- **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: Through February 2010, the people on County property were 91% safer than in the surrounding geographic areas due to the efforts of Protective Services based on crime statistics on and adjacent to County property. Solid Waste Management has identified ten illegal dump sites, two of which have already been cleaned (Rainbow Valley tire site in District 5 was cleaned July 2009 and the New River tire and waste site in District 4 was cleaned in September 2009). By the end of FY 2009-10, Flood Control structures will have reduced the risk of flooding experienced by 1,946,175 residents which is 63% of the Maricopa County population, and floodplain delineations will have reduced the risk of flooding experienced by an additional 122,975 residences for a total of 67% of the County's population. Finally, the Department of Transportation is in the process of finalizing a draft of the "Roadway Safety Evaluation/Mitigation Plan and Guidelines" which focuses on intersections and "run of the road" incidents. This plan, scheduled for completion by June 2010, will identify locations for safety improvement evaluation and provide a tool for establishing a safety improvement program to proactively identify and prioritize safety improvements.

- **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: Due to budget reductions, the Facilities Management preventive maintenance program has been reduced to 45% from 47%. The Department of Transportation has targeted 69% of its

Operations & Maintenance resources (about \$9 million) to pavement preventative maintenance in FY 2010-11 which exceeds the goal expectation.

- **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: The 2008-09 Employee Satisfaction Survey (ESS) results included an "Overall Satisfaction Score" of 6.02 for the Public Works Department. In an effort to achieve Public Work's goal of 6.2, it was mandated that FY 2009-10 Public Works Performance Management Plans (PMP's) align with the PMP of the Assistant County Manager/Public Works Director. In conjunction with this mandate, ESS goals and measures were added to the PMPs of Public Works leadership, making it a priority for these leaders to find meaningful ways to attain higher employee satisfaction.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
RDCS - ROADWAY CONSTRUCTION	\$ 62,425,354	\$ 27,595,834	\$ 27,595,834	\$ 13,908,860	\$ 38,814,115	\$ 11,218,281	40.7%
SRVY - LAND SURVEYING SERVICES	24,098	-	-	-	-	-	N/A
64BT - BUILD ROADS AND STRUCT	\$ 62,449,452	\$ 27,595,834	\$ 27,595,834	\$ 13,908,860	\$ 38,814,115	\$ 11,218,281	40.7%
REGU - RIGHT OF WAY REGULATION	\$ 839,188	\$ 800,000	\$ 800,000	\$ 415,161	\$ 400,000	\$ (400,000)	-50.0%
UREL - UTILITIES ENGINEERING	253,815	263,089	263,089	323,396	263,089	-	0.0%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 1,093,003	\$ 1,063,089	\$ 1,063,089	\$ 738,557	\$ 663,089	\$ (400,000)	-37.6%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 92,766	\$ 57,000	\$ 57,000	\$ 42,379	\$ 51,043	\$ (5,957)	-10.5%
TRFE - TRAFF DESIGN AND STUDIES	158,408	180,000	180,000	2,987	-	(180,000)	-100.0%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	(1)	-	-	-	-	-	N/A
TRRS - REGIONAL TRAFFIC MGT SUPPORT	172,313	755,000	782,290	133,950	625,575	(156,715)	-20.0%
64MT - TRAFFIC MANAGEMENT	\$ 423,486	\$ 992,000	\$ 1,019,290	\$ 179,316	\$ 676,618	\$ (342,672)	-33.6%
ROAD - ROAD AND ROW MAINTENANCE	\$ 512,349	\$ 400,000	\$ 410,000	\$ 1,055,294	\$ 450,000	\$ 40,000	9.8%
SIGN - TRAFFIC SIGNS MAINT	25,275	25,000	25,000	17,500	20,000	(5,000)	-20.0%
64RB - ROADWAY MAINTENANCE	\$ 537,624	\$ 425,000	\$ 435,000	\$ 1,072,794	\$ 470,000	\$ 35,000	8.0%
ILDE - ILLEGAL DUMP ED AND OUTREACH	\$ -	\$ 190,000	\$ 190,000	\$ 205,000	\$ -	\$ (190,000)	-100.0%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,371,535	4,973,154	4,973,154	4,344,159	4,481,046	(492,108)	-9.9%
TRAN - WASTE TRANSFER STATION	514,146	200,000	200,000	157,700	220,400	20,400	10.2%
67SW - SOLID WASTE MANAGEMENT	\$ 4,885,681	\$ 5,363,154	\$ 5,363,154	\$ 4,706,859	\$ 4,701,446	\$ (661,708)	-12.3%
FCMP - FLOODPLAIN COMPLIANCE	\$ -	\$ 736,396	\$ 736,396	\$ 249,037	\$ -	\$ (736,396)	-100.0%
FREV - FLOODPLAIN REVIEW	-	1,458,792	1,458,792	528,716	-	(1,458,792)	-100.0%
69FH - FLOOD HAZARD REGULATION	\$ -	\$ 2,195,188	\$ 2,195,188	\$ 777,753	\$ -	\$ (2,195,188)	-100.0%
EDAY - FLOOD CNTRL PUBLIC INFORMATION	\$ -	\$ 221,953	\$ 221,953	\$ 81,039	\$ -	\$ (221,953)	-100.0%
FCSR - FLOOD CUSTOMER SERVICE	-	370,750	370,750	123,634	-	(370,750)	-100.0%
FWRN - FLOOD WARNING	-	1,184,226	1,184,226	487,034	-	(1,184,226)	-100.0%
MASM - FLOOD SAFETY EDUCATION	-	732,192	732,192	293,740	-	(732,192)	-100.0%
69HE - FLOOD HAZARD OUTREACH	\$ -	\$ 2,509,121	\$ 2,509,121	\$ 985,447	\$ -	\$ (2,509,121)	-100.0%
FLDP - FLOODPLAIN DELINEATION	\$ -	\$ 2,866,584	\$ 2,866,584	\$ 1,339,320	\$ -	\$ (2,866,584)	-100.0%
PLNG - FLOOD HAZARD PLANNING	-	6,922,263	6,922,263	2,716,105	-	(6,922,263)	-100.0%
69HI - FLOOD HAZARD IDENTIFICATION	\$ -	\$ 9,788,847	\$ 9,788,847	\$ 4,055,425	\$ -	\$ (9,788,847)	-100.0%
DAMS - DAM SAFETY	\$ -	\$ 3,015,051	\$ 3,015,051	\$ 1,266,319	\$ -	\$ (3,015,051)	-100.0%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	-	2,769,400	2,769,400	934,392	-	(2,769,400)	-100.0%
MAIN - FLOOD CTRL STRUCTURE MAINT	-	6,380,495	6,380,495	2,321,372	-	(6,380,495)	-100.0%
69HR - FLOOD HAZARD REMEDIATION	\$ -	\$ 12,164,946	\$ 12,164,946	\$ 4,522,083	\$ -	\$ (12,164,946)	-100.0%
SCRT - SECURITY	\$ 500,485	\$ 522,115	\$ 522,115	\$ 506,418	\$ 522,115	\$ -	0.0%
70PS - PROTECTIVE SERVICES	\$ 500,485	\$ 522,115	\$ 522,115	\$ 506,418	\$ 522,115	\$ -	0.0%
BDGT - BUDGETING	\$ -	\$ 80,766	\$ 80,766	\$ 48,091	\$ -	\$ (80,766)	-100.0%
FACI - FACILITIES MGMT PROF SUPP SVCS	104,510	629,985	629,985	204,749	42,835	(587,150)	-93.2%
FSAC - FINANCIAL SERVICES	-	255,746	255,746	85,248	-	(255,746)	-100.0%
HRAC - HUMAN RESOURCES	-	189,426	189,426	161,878	-	(189,426)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	32,451,872	1,224,966	1,224,966	20,374,137	35,597,851	34,372,885	2806.0%
PROC - PROCUREMENT	643	325,854	325,854	134,331	1,000	(324,854)	-99.7%
RECO - RECORDS MANAGEMENT	-	50,017	50,017	20,572	-	(50,017)	-100.0%
RWAY - REAL ESTATE SERVICES	1,518,280	857,447	857,447	405,128	67,592	(789,855)	-92.1%
99AS - ADMINISTRATIVE SERVICES	\$ 34,075,305	\$ 3,614,207	\$ 3,614,207	\$ 21,434,134	\$ 35,709,278	\$ 32,095,071	888.0%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ 1,306,871	\$ 1,306,871	\$ 544,528	\$ -	\$ (1,306,871)	-100.0%
GGOV - GENERAL GOVERNMENT	61,528,787	95,211,681	95,211,681	92,816,223	97,476,955	2,265,274	2.4%
ISFC - INTERNAL SERVICE FUND CHARGES	-	1,604,494	1,604,494	668,174	-	(1,604,494)	-100.0%
99GV - GENERAL GOVERNMENT	\$ 61,528,787	\$ 98,123,046	\$ 98,123,046	\$ 94,028,925	\$ 97,476,955	\$ (646,091)	-0.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ 483,388	\$ 483,388	\$ 201,512	\$ -	\$ (483,388)	-100.0%
DACR - DATA CENTER	-	310,800	310,800	132,170	-	(310,800)	-100.0%
DESK - DESKTOP SUPPORT	-	322,058	322,058	182,154	-	(322,058)	-100.0%
GISA - GIS APPLICATION DEV AND SUPP	-	1,647,559	1,647,559	747,767	-	(1,647,559)	-100.0%
HDSP - HELP DESK SUPPORT	-	34,313	34,313	14,300	-	(34,313)	-100.0%
99IT - INFORMATION TECHNOLOGY	\$ -	\$ 2,798,118	\$ 2,798,118	\$ 1,277,903	\$ -	\$ (2,798,118)	-100.0%
TOTAL PROGRAMS	\$ 165,493,823	\$ 167,154,665	\$ 167,191,955	\$ 148,194,474	\$ 179,033,616	\$ 11,841,661	7.1%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
CMGT - TRANSPORTATION CONSTRUCTN MGT	\$ 328,853	\$ 510,744	\$ 510,744	\$ 292,827	\$ 506,685	\$ 4,059	0.8%
FIVE - ARTICLE FIVE PROCUREMENT	179,425	182,123	182,123	180,482	187,740	(5,617)	-3.1%
MTEC - MATERIALS TECHNOLOGY	520,813	624,285	624,285	530,672	638,663	(14,378)	-2.3%
PRJT - TRANSPORTATION PROJECT MGT	155,413	175,267	175,267	175,903	186,887	(11,620)	-6.6%
RDCS - ROADWAY CONSTRUCTION	104,738,287	85,728,037	85,728,037	68,536,267	97,948,000	(12,219,963)	-14.3%
SRVY - LAND SURVEYING SERVICES	397,739	735,552	735,552	643,057	674,123	61,429	8.4%
TIPM - TIP PROGRAM MGT	368,218	566,575	566,575	378,844	571,697	(5,122)	-0.9%
64BT - BUILD ROADS AND STRUCT	\$ 106,688,748	\$ 88,522,583	\$ 88,522,583	\$ 70,738,052	\$ 100,713,795	\$ (12,191,212)	-13.8%
DSGN - ROADS STRUCTURES STDS DSGN	\$ 1,264,562	\$ 1,232,761	\$ 1,232,761	\$ 1,043,575	\$ 1,056,341	\$ 176,420	14.3%
IMPR - IMPROVEMENT DISTRICT ADMIN	(1)	-	-	(523)	-	-	N/A
REGU - RIGHT OF WAY REGULATION	1,431,159	1,540,342	1,540,342	1,337,775	1,426,563	113,779	7.4%
UREL - UTILITIES ENGINEERING	328,877	378,069	378,069	536,214	492,596	(114,527)	-30.3%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 3,024,597	\$ 3,151,172	\$ 3,151,172	\$ 2,917,041	\$ 2,975,500	\$ 175,672	5.6%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 1,283,817	\$ 1,451,858	\$ 1,451,858	\$ 1,370,805	\$ 1,493,757	\$ (41,899)	-2.9%
TRFE - TRAFF DESIGN AND STUDIES	1,524,196	1,650,651	1,650,651	1,432,588	1,659,242	(8,591)	-0.5%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	494,288	411,241	411,241	392,381	414,644	(3,403)	-0.8%
TRMG - REAL TIME TRAFFIC MANAGEMENT	675,315	674,294	674,294	620,534	678,924	(4,630)	-0.7%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	556,427	961,124	988,432	615,365	834,226	154,206	15.6%
64MT - TRAFFIC MANAGEMENT	\$ 4,534,043	\$ 5,149,186	\$ 5,176,476	\$ 4,431,673	\$ 5,080,793	\$ 95,683	1.8%
ROAD - ROAD AND ROW MAINTENANCE	\$ 27,538,369	\$ 30,344,365	\$ 30,367,965	\$ 29,919,514	\$ 31,855,048	\$ (1,487,083)	-4.9%
SIGN - TRAFFIC SIGNS MAINT	1,322,061	1,572,744	1,572,744	1,390,882	1,491,176	81,568	5.2%
STRP - ROADWAY STRIPING MAINT	1,923,879	2,145,424	2,145,424	1,929,048	2,075,415	70,009	3.3%
ZONE - WORK ZONE TRAFFIC CONTROL	1,358,414	1,487,275	1,487,275	1,399,061	1,515,084	(27,809)	-1.9%
64RB - ROADWAY MAINTENANCE	\$ 32,142,723	\$ 35,549,808	\$ 35,573,408	\$ 34,638,505	\$ 36,936,723	\$ (1,363,315)	-3.8%
ENVC - ENVIRONMENTAL CLEARANCE	\$ 130,940	\$ 294,552	\$ 294,552	\$ 64,531	\$ 143,613	\$ 150,939	51.2%
PART - PROJECT PARTNERSHIPS	263,865	377,520	377,520	323,260	379,948	(2,428)	-0.6%
POUT - TRANSPORTATION OUTREACH COMM	420,056	469,950	469,950	437,108	416,441	53,509	11.4%
PROG - TRANSP PROJECT PROGRAMMING	496,968	664,603	664,603	492,456	559,984	104,619	15.7%
TPLN - TRANSPORTATION SYSTEM PLANNING	306,948	485,294	485,294	351,156	472,230	13,064	2.7%
64SD - TRANSPORTATION PLANNING	\$ 1,618,777	\$ 2,291,919	\$ 2,291,919	\$ 1,668,511	\$ 1,972,216	\$ 319,703	13.9%
ILDE - ILLEGAL DUMP ED AND OUTREACH	\$ 116,544	\$ 190,000	\$ 190,000	\$ 77,518	\$ -	\$ 190,000	100.0%
MONT - LANDFILL POST CLOSURE MAINT	1,824,973	6,854,909	6,874,159	1,751,438	7,066,031	(191,872)	-2.8%
TIRE - WASTE TIRE COLLECT DISPOSAL	6,323,627	5,110,036	5,110,036	4,408,025	4,750,680	359,356	7.0%
TRAN - WASTE TRANSFER STATION	1,627,453	612,842	612,842	709,947	414,042	198,800	32.4%
67SW - SOLID WASTE MANAGEMENT	\$ 9,892,597	\$ 12,767,787	\$ 12,787,037	\$ 6,946,928	\$ 12,230,753	\$ 556,284	4.4%
FCMP - FLOODPLAIN COMPLIANCE	\$ 543,914	\$ 733,211	\$ 733,211	\$ 717,595	\$ 678,749	\$ 54,462	7.4%
FREV - FLOODPLAIN REVIEW	1,359,777	1,451,149	1,451,149	1,361,402	1,781,113	(329,964)	-22.7%
69FH - FLOOD HAZARD REGULATION	\$ 1,903,691	\$ 2,184,360	\$ 2,184,360	\$ 2,078,997	\$ 2,459,862	\$ (275,502)	-12.6%
EDAY - FLOOD CNTRL PUBLIC INFORMATION	\$ 325,020	\$ 220,263	\$ 220,263	\$ 239,414	\$ 254,940	\$ (34,677)	-15.7%
FCSR - FLOOD CUSTOMER SERVICE	362,662	365,174	365,174	442,135	377,728	(12,554)	-3.4%
FWRN - FLOOD WARNING	940,946	1,180,372	1,180,372	1,175,370	1,204,294	(23,922)	-2.0%
MASM - FLOOD SAFETY EDUCATION	627,127	729,688	729,688	719,178	779,909	(50,221)	-6.9%
69HE - FLOOD HAZARD OUTREACH	\$ 2,255,755	\$ 2,495,497	\$ 2,495,497	\$ 2,576,097	\$ 2,616,871	\$ (121,374)	-4.9%
FLDP - FLOODPLAIN DELINEATION	\$ 2,503,336	\$ 2,858,975	\$ 2,858,975	\$ 2,777,359	\$ 2,226,212	\$ 632,763	22.1%
PLNG - FLOOD HAZARD PLANNING	5,539,284	6,953,127	6,953,127	6,604,482	6,897,680	55,447	0.8%
69HI - FLOOD HAZARD IDENTIFICATION	\$ 8,042,620	\$ 9,812,102	\$ 9,812,102	\$ 9,381,841	\$ 9,123,892	\$ 688,210	7.0%
DAMS - DAM SAFETY	\$ 3,094,325	\$ 3,060,825	\$ 3,060,825	\$ 2,118,955	\$ 2,236,760	\$ 824,065	26.9%
FMLT - FLOOD MULTI PURP ENHANCEMENTS	787,848	-	-	-	-	-	N/A
HAZD - FLOOD CONTROL CAPITAL PROJECTS	1,306,202	2,747,078	2,747,078	2,089,280	2,559,522	187,556	6.8%
MAIN - FLOOD CTRL STRUCTURE MAINT	5,350,744	6,359,909	6,359,909	6,587,349	6,566,845	(206,936)	-3.3%
69HR - FLOOD HAZARD REMEDIATION	\$ 10,539,119	\$ 12,167,812	\$ 12,167,812	\$ 10,795,584	\$ 11,363,127	\$ 804,685	6.6%
CCLA - CAP IMP PLAN IMP	\$ 352,449	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ENMG - ENERGY MANAGEMENT	117,947	-	-	36	-	-	N/A
FACP - PLANNING	491,718	-	-	-	-	-	N/A
FREN - FACILITY RENOVATION	10,204,887	-	-	-	-	-	N/A
MJMT - MAJ MAINT PLAN IMP	2,978,587	6,940,763	-	(499)	-	-	N/A
70BC - CAPITAL FACILITY MANAGEMENT	\$ 14,145,588	\$ 6,940,763	\$ -	\$ (463)	\$ -	\$ -	N/A
BLDR - BUILDINGS AND GROUNDS	\$ 293,258	\$ 286,722	\$ 286,722	\$ 289,151	\$ 4,574,873	\$ (4,288,151)	-1495.6%
DSEC - DETENTION SECURITY MAINTENANCE	371,282	-	-	-	-	-	N/A
FAMT - FACILITIES MAINTENANCE	7,548,665	7,822,694	7,822,694	7,595,347	11,018,069	(3,195,375)	-40.8%
70OM - BLDG OPERATIONS AND MAINT	\$ 8,213,205	\$ 8,109,416	\$ 8,109,416	\$ 7,884,498	\$ 15,592,942	\$ (7,483,526)	-92.3%
PKMT - PARKING MANAGEMENT	\$ 78,147	\$ 74,747	\$ 74,747	\$ 77,422	\$ 77,952	\$ (3,205)	-4.3%
SCRT - SECURITY	3,725,129	3,736,281	3,736,281	3,588,024	4,007,193	(270,912)	-7.3%
70PS - PROTECTIVE SERVICES	\$ 3,803,276	\$ 3,811,028	\$ 3,811,028	\$ 3,665,446	\$ 4,085,145	\$ (274,117)	-7.2%
FACM - FACILITIES CONSTRUCTION MGMT	\$ 14,451,484	\$ 24,889,808	\$ 32,895,229	\$ 29,384,916	\$ 25,138,008	\$ 7,757,221	23.6%
FPDS - FACILITIES PROJECT DEV SUPP	19,944,498	22,658,134	23,123,134	22,951,630	26,456,532	(3,333,398)	-14.4%
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 34,395,982	\$ 47,547,942	\$ 56,018,363	\$ 52,336,546	\$ 51,594,540	\$ 4,423,823	7.9%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
BDGT - BUDGETING	\$ 301,595	\$ 250,337	\$ 250,337	\$ 210,425	\$ 276,838	\$ (26,501)	-10.6%
FACI - FACILITIES MGMT PROF SUPP SVCS	2,231,998	1,506,479	1,506,479	2,024,819	2,994,314	(1,487,835)	-98.8%
FSAC - FINANCIAL SERVICES	1,012,581	1,079,461	1,079,461	1,061,415	1,142,451	(62,990)	-5.8%
HRAC - HUMAN RESOURCES	662,803	682,058	682,058	610,646	794,935	(112,877)	-16.5%
ODIR - EXECUTIVE MANAGEMENT	4,338,102	4,438,330	4,438,330	4,194,810	4,849,370	(411,040)	-9.3%
PROC - PROCUREMENT	1,286,302	943,642	943,642	926,142	974,404	(30,762)	-3.3%
RECO - RECORDS MANAGEMENT	91,769	193,316	193,316	177,277	174,696	18,620	9.6%
RWAY - REAL ESTATE SERVICES	1,487,999	1,527,537	1,527,537	1,565,572	1,750,997	(223,460)	-14.6%
99AS - ADMINISTRATIVE SERVICES	\$ 11,413,149	\$ 10,621,160	\$ 10,621,160	\$ 10,771,106	\$ 12,958,005	\$ (2,336,845)	-22.0%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 3,292,122	\$ 3,439,223	\$ 3,439,223	\$ 3,439,223	\$ 3,569,345	\$ (130,122)	-3.8%
GGOV - GENERAL GOVERNMENT	(37,916,884)	-	-	2,449,418	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,749,416	3,526,459	3,526,459	3,289,807	2,921,131	605,328	17.2%
99GV - GENERAL GOVERNMENT	\$ (29,875,346)	\$ 6,965,682	\$ 6,965,682	\$ 9,178,448	\$ 6,490,476	\$ 475,206	6.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,442,484	\$ 1,676,110	\$ 1,676,110	\$ 1,531,655	\$ 1,707,337	\$ (31,227)	-1.9%
DACR - DATA CENTER	555,536	679,563	679,563	682,606	771,594	(92,031)	-13.5%
DESK - DESKTOP SUPPORT	1,349,716	1,182,846	1,182,846	1,324,581	1,225,906	(43,060)	-3.6%
GIS - GIS APPLICATION DEV AND SUPP	2,352,908	2,534,760	2,534,760	2,497,033	2,634,486	(99,726)	-3.9%
HDSP - HELP DESK SUPPORT	121,865	123,654	123,654	122,434	126,400	(2,746)	-2.2%
99IT - INFORMATION TECHNOLOGY	\$ 5,822,509	\$ 6,196,933	\$ 6,196,933	\$ 6,158,309	\$ 6,465,723	\$ (268,790)	-4.3%
TOTAL PROGRAMS	\$ 228,561,033	\$ 264,285,150	\$ 265,884,948	\$ 236,167,119	\$ 282,660,363	\$ (16,775,415)	-6.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	\$ 1,093,003	\$ 1,063,089	\$ 1,063,089	\$ 738,557	\$ 663,089	\$ (400,000)	-37.6%
SUBTOTAL	\$ 1,093,003	\$ 1,063,089	\$ 1,063,089	\$ 738,557	\$ 663,089	\$ (400,000)	-37.6%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 1,077,468	\$ 945,000	\$ 972,290	\$ 5,494,733	\$ 573,971	\$ (398,319)	-41.0%
0620 - OTHER INTERGOVERNMENTAL	4,319,136	6,423,154	6,423,154	4,272,673	4,421,046	(2,002,108)	-31.2%
0626 - STATE SHARED HIGHWAY USER REV	90,419,237	84,301,634	84,301,634	83,782,737	88,134,046	3,832,412	4.5%
0630 - STATE SHARED VEHICLE LICENSE	8,794,847	8,185,047	8,185,047	8,062,384	8,414,909	229,862	2.8%
SUBTOTAL	\$ 104,610,688	\$ 99,854,835	\$ 99,882,125	\$ 101,612,527	\$ 101,543,972	\$ 1,661,847	1.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 50,541,617	\$ 62,205,325	\$ 62,205,325	\$ 43,740,896	\$ 74,760,242	\$ 12,554,917	20.2%
0635 - OTHER CHARGES FOR SERVICES	496,911	436,974	436,974	421,785	446,974	10,000	2.3%
SUBTOTAL	\$ 51,038,528	\$ 62,642,299	\$ 62,642,299	\$ 44,162,681	\$ 75,207,216	\$ 12,564,917	20.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 2,013,619	\$ 2,725,000	\$ 2,725,000	\$ 971,102	\$ 928,000	\$ (1,797,000)	-65.9%
0650 - MISCELLANEOUS REVENUE	6,506,446	619,442	619,442	459,413	391,339	(228,103)	-36.8%
SUBTOTAL	\$ 8,520,065	\$ 3,344,442	\$ 3,344,442	\$ 1,430,515	\$ 1,319,339	\$ (2,025,103)	-60.6%
ALL REVENUES	\$ 165,262,284	\$ 166,904,665	\$ 166,931,955	\$ 147,944,280	\$ 178,733,616	\$ 11,801,661	7.1%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	\$ 231,539	\$ 250,000	\$ 250,000	\$ 250,194	\$ 300,000	\$ 50,000	20.0%
0680 - TRANSFERS IN	-	-	10,000	-	-	(10,000)	-100.0%
ALL OTHER FINANCING SOURCES	\$ 231,539	\$ 250,000	\$ 260,000	\$ 250,194	\$ 300,000	\$ 40,000	15.4%
TOTAL SOURCES	\$ 165,493,823	\$ 167,154,665	\$ 167,191,955	\$ 148,194,474	\$ 179,033,616	\$ 11,841,661	7.1%

Sources and Uses by Category (continued)

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 42,678,446	\$ 46,432,862	\$ 46,432,862	\$ 41,758,997	\$ 45,464,262	\$ 968,600	2.1%
0705 - TEMPORARY PAY	126,913	538,482	538,482	307,835	405,701	132,781	24.7%
0710 - OVERTIME	808,602	850,295	850,295	680,537	759,540	90,755	10.7%
0750 - FRINGE BENEFITS	14,712,415	15,212,803	15,212,803	14,127,341	16,493,767	(1,280,964)	-8.4%
0790 - OTHER PERSONNEL SERVICES	848,242	876,620	876,620	784,590	951,252	(74,632)	-8.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,726,875)	(15,173,612)	(15,173,612)	(13,679,694)	(15,979,835)	806,223	-5.3%
0796 - PERSONNEL SERVICES ALLOC-IN	11,250,659	11,421,480	11,421,480	12,036,075	11,686,684	(265,204)	-2.3%
SUBTOTAL	\$ 57,698,402	\$ 60,158,930	\$ 60,158,930	\$ 56,015,681	\$ 59,781,371	\$ 377,559	0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 3,961,595	\$ 4,298,117	\$ 4,298,117	\$ 4,226,027	\$ 3,789,997	\$ 508,120	11.8%
0802 - MEDICAL SUPPLIES	-	-	-	1,535	-	-	N/A
0803 - FUEL	1,845,291	2,425,023	2,425,023	1,703,988	1,975,633	449,390	18.5%
0804 - NON-CAPITAL EQUIPMENT	911,034	195,300	195,300	661,737	814,900	(619,600)	-317.3%
0805 - SUPPLIES-ALLOCATION OUT	(288,574)	(320,870)	(320,870)	(271,813)	(299,803)	(21,067)	6.6%
0806 - SUPPLIES-ALLOCATION IN	280,469	310,623	310,623	291,123	291,217	19,406	6.2%
SUBTOTAL	\$ 6,709,815	\$ 6,908,193	\$ 6,908,193	\$ 6,612,597	\$ 6,571,944	\$ 336,249	4.9%
SERVICES							
0810 - LEGAL SERVICES	\$ 288,406	\$ 421,753	\$ 421,753	\$ 353,690	\$ 336,081	\$ 85,672	20.3%
0811 - HEALTH CARE SERVICES	381	900	900	296	900	-	0.0%
0812 - OTHER SERVICES	29,238,936	32,430,444	33,987,392	31,347,943	35,622,371	(1,634,979)	-4.8%
0820 - RENT & OPERATING LEASES	987,588	940,845	940,845	791,225	782,549	158,296	16.8%
0825 - REPAIRS AND MAINTENANCE	40,700,837	52,753,097	52,753,097	40,005,042	53,010,420	(257,323)	-0.5%
0830 - INTERGOVERNMENTAL PAYMENTS	3,242,701	1,534,031	1,534,031	1,325,244	1,001,560	532,471	34.7%
0839 - INTERNAL SERVICE CHARGES	6,833,934	5,974,182	5,974,182	6,073,145	5,687,222	286,960	4.8%
0841 - TRAVEL	117,496	110,807	110,807	135,345	197,468	(86,661)	-78.2%
0842 - EDUCATION AND TRAINING	189,472	273,019	273,019	310,124	284,934	(11,915)	-4.4%
0843 - POSTAGE/FREIGHT/SHIPPING	575,767	87,100	87,100	86,531	682,281	(595,181)	-683.3%
0850 - UTILITIES	21,020,346	23,497,090	23,497,090	23,209,690	27,408,795	(3,911,705)	-16.6%
0872 - SERVICES-ALLOCATION OUT	(13,056,020)	(15,659,764)	(15,659,764)	(6,430,730)	(15,682,234)	22,470	-0.1%
0873 - SERVICES-ALLOCATION IN	13,086,416	15,743,330	15,743,330	15,820,755	15,963,826	(220,496)	-1.4%
SUBTOTAL	\$ 103,226,260	\$ 118,106,834	\$ 119,663,782	\$ 113,028,300	\$ 125,296,173	\$ (5,632,391)	-4.7%
CAPITAL							
0910 - LAND	\$ 3,462,881	\$ 17,146,000	\$ 2,146,000	\$ 2,097,965	\$ 10,650,000	\$ (8,504,000)	-396.3%
0915 - BUILDINGS AND IMPROVEMENTS	43,045	-	-	2,203,308	977,340	(977,340)	N/A
0920 - CAPITAL EQUIPMENT	708,320	1,392,200	1,392,200	484,015	254,800	1,137,400	81.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,551,411	4,240,800	4,240,800	3,414,200	7,745,671	(3,504,871)	-82.6%
0940 - INFRASTRUCTURE	47,507,269	52,131,000	67,131,000	48,063,221	67,086,000	45,000	0.1%
0950 - DEBT SERVICE	750,828	581,970	581,970	585,759	728,400	(146,430)	-25.2%
SUBTOTAL	\$ 55,023,754	\$ 75,491,970	\$ 75,491,970	\$ 56,848,468	\$ 87,442,211	\$ (11,950,241)	-15.8%
ALL EXPENDITURES	\$ 222,658,231	\$ 260,665,927	\$ 262,222,875	\$ 232,505,046	\$ 279,091,699	\$ (16,868,824)	-6.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 5,902,802	\$ 3,619,223	\$ 3,662,073	\$ 3,662,073	\$ 3,568,664	\$ 93,409	2.6%
ALL OTHER FINANCING USES	\$ 5,902,802	\$ 3,619,223	\$ 3,662,073	\$ 3,662,073	\$ 3,568,664	\$ 93,409	2.6%
TOTAL USES	\$ 228,561,033	\$ 264,285,150	\$ 265,884,948	\$ 236,167,119	\$ 282,660,363	\$ (16,775,415)	-6.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 610,959	\$ 604,827	\$ 604,827	\$ 634,656	\$ 604,827	\$ -	0.0%
FUND TOTAL SOURCES	\$ 610,959	\$ 604,827	\$ 604,827	\$ 634,656	\$ 604,827	\$ -	0.0%
223 TRANSPORTATION GRANTS							
OPERATING	\$ (7,688)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	180,000	755,000	782,290	794,050	573,971	(208,319)	-26.6%
FUND TOTAL SOURCES	\$ 172,312	\$ 755,000	\$ 782,290	\$ 794,050	\$ 573,971	\$ (208,319)	-26.6%
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 104,475,896	\$ 96,392,000	\$ 96,392,000	\$ 94,003,551	\$ 98,701,418	\$ 2,309,418	2.4%
NON-RECURRING	-	-	10,000	-	-	(10,000)	-100.0%
FUND TOTAL SOURCES	\$ 104,475,896	\$ 96,392,000	\$ 96,402,000	\$ 94,003,551	\$ 98,701,418	\$ 2,299,418	2.4%
234 TRANSPORTATION CAPITAL PROJECT							
OPERATING	\$ 39,733,638	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	22,691,716	63,140,120	63,140,120	49,453,146	75,612,541	12,472,421	19.8%
FUND TOTAL SOURCES	\$ 62,425,354	\$ 63,140,120	\$ 63,140,120	\$ 49,453,146	\$ 75,612,541	\$ 12,472,421	19.8%
290 WASTE TIRE							
OPERATING	\$ 4,454,854	\$ 5,173,154	\$ 5,173,154	\$ 4,368,677	\$ 4,511,046	\$ (662,108)	-12.8%
FUND TOTAL SOURCES	\$ 4,454,854	\$ 5,173,154	\$ 5,173,154	\$ 4,368,677	\$ 4,511,046	\$ (662,108)	-12.8%
580 SOLID WASTE MANAGEMENT							
OPERATING	\$ 536,521	\$ 725,000	\$ 725,000	\$ 304,800	\$ 318,400	\$ (406,600)	-56.1%
NON-RECURRING	6,656	-	-	-	-	-	N/A
FUND TOTAL SOURCES	\$ 543,177	\$ 725,000	\$ 725,000	\$ 304,800	\$ 318,400	\$ (406,600)	-56.1%
581 SOLID WASTE GRANTS							
OPERATING	\$ -	\$ -	\$ -	\$ (516)	\$ -	\$ -	N/A
NON-RECURRING	230,286	190,000	190,000	205,000	-	(190,000)	-100.0%
FUND TOTAL SOURCES	\$ 230,286	\$ 190,000	\$ 190,000	\$ 204,484	\$ -	\$ (190,000)	-100.0%
900 ELIMINATIONS							
OPERATING	\$ (39,698,916)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	-	(35,544,286)	(35,544,286)	(35,544,286)	(36,798,426)	(1,254,140)	3.5%
FUND TOTAL SOURCES	\$ (39,698,916)	\$ (35,544,286)	\$ (35,544,286)	\$ (35,544,286)	\$ (36,798,426)	\$ (1,254,140)	3.5%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	\$ 32,279,901	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839	\$ (209,011)	-0.6%
FUND TOTAL SOURCES	\$ 32,279,901	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839	\$ (209,011)	-0.6%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 142,385,165	\$ 138,613,831	\$ 138,613,831	\$ 133,286,564	\$ 139,645,530	\$ 1,031,699	0.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 23,108,658	\$ 28,540,834	\$ 28,578,124	\$ 14,907,910	\$ 39,388,086	\$ 10,809,962	37.8%
DEPARTMENT TOTAL SOURCES	\$ 165,493,823	\$ 167,154,665	\$ 167,191,955	\$ 148,194,474	\$ 179,033,616	\$ 11,841,661	7.1%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 36,213,746	\$ 41,148,605	\$ 41,148,605	\$ 37,509,322	\$ 44,514,611	\$ (3,366,006)	-8.2%
NON-RECURRING	21,040	-	1,327,158	6,248,565	1,061,000	266,158	20.1%
FUND TOTAL USES	\$ 36,234,786	\$ 41,148,605	\$ 42,475,763	\$ 43,757,887	\$ 45,575,611	\$ (3,099,848)	-7.3%
223 TRANSPORTATION GRANTS							
OPERATING	\$ 324,279	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON-RECURRING	473,868	755,000	782,290	464,000	573,971	208,319	26.6%
FUND TOTAL USES	\$ 798,147	\$ 755,000	\$ 782,290	\$ 464,000	\$ 573,971	\$ 208,319	26.6%
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 56,022,809	\$ 60,847,714	\$ 60,847,714	\$ 57,842,555	\$ 60,745,610	\$ 102,104	0.2%
NON-RECURRING	39,698,916	35,544,286	35,567,886	35,567,886	37,582,426	(2,014,540)	-5.7%
FUND TOTAL USES	\$ 95,721,725	\$ 96,392,000	\$ 96,415,600	\$ 93,410,441	\$ 98,328,036	\$ (1,912,436)	-2.0%
234 TRANSPORTATION CAPITAL PROJECT							
NON-RECURRING	\$ 65,039,371	\$ 85,728,037	\$ 85,728,037	\$ 68,536,267	\$ 98,872,518	\$ (13,144,481)	-15.3%
FUND TOTAL USES	\$ 65,039,371	\$ 85,728,037	\$ 85,728,037	\$ 68,536,267	\$ 98,872,518	\$ (13,144,481)	-15.3%
255 DETENTION OPERATIONS							
OPERATING	\$ 26,276,350	\$ 27,086,421	\$ 27,086,421	\$ 22,619,615	\$ 27,086,421	\$ -	0.0%
NON-RECURRING	(1)	-	202,500	1,718,080	971,128	(768,628)	-379.6%
FUND TOTAL USES	\$ 26,276,349	\$ 27,086,421	\$ 27,288,921	\$ 24,337,695	\$ 28,057,549	\$ (768,628)	-2.8%
290 WASTE TIRE							
OPERATING	\$ 5,417,765	\$ 5,173,154	\$ 5,173,154	\$ 4,470,879	\$ 4,816,896	\$ 356,258	6.9%
NON-RECURRING	2,757,032	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 8,174,797	\$ 5,173,154	\$ 5,173,154	\$ 4,470,879	\$ 4,816,896	\$ 356,258	6.9%
580 SOLID WASTE MANAGEMENT							
OPERATING	\$ 1,782,980	\$ 2,008,369	\$ 2,008,369	\$ 1,919,166	\$ 2,008,369	\$ -	0.0%
NON-RECURRING	1,605,036	5,629,000	5,648,250	762,156	5,716,000	(67,750)	-1.2%
FUND TOTAL USES	\$ 3,388,016	\$ 7,637,369	\$ 7,656,619	\$ 2,681,322	\$ 7,724,369	\$ (67,750)	-0.9%
581 SOLID WASTE GRANTS							
NON-RECURRING	\$ 346,831	\$ 190,000	\$ 190,000	\$ 77,518	\$ -	\$ 190,000	100.0%
FUND TOTAL USES	\$ 346,831	\$ 190,000	\$ 190,000	\$ 77,518	\$ -	\$ 190,000	100.0%
900 ELIMINATIONS							
NON-RECURRING	\$ (39,698,916)	\$ (35,544,286)	\$ (35,544,286)	\$ (35,544,286)	\$ (36,798,426)	\$ 1,254,140	-3.5%
FUND TOTAL USES	\$ (39,698,916)	\$ (35,544,286)	\$ (35,544,286)	\$ (35,544,286)	\$ (36,798,426)	\$ 1,254,140	-3.5%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	\$ 32,279,927	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839	\$ 209,011	0.6%
FUND TOTAL USES	\$ 32,279,927	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839	\$ 209,011	0.6%
DEPARTMENT OPERATING TOTAL USES	\$ 158,317,856	\$ 171,983,113	\$ 171,983,113	\$ 158,336,933	\$ 174,681,746	\$ (2,698,633)	-1.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 70,243,177	\$ 92,302,037	\$ 93,901,835	\$ 77,830,186	\$ 107,978,617	\$ (14,076,782)	-15.0%
DEPARTMENT TOTAL USES	\$ 228,561,033	\$ 264,285,150	\$ 265,884,948	\$ 236,167,119	\$ 282,660,363	\$ (16,775,415)	-6.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
910 - PUBLIC WORKS							
ADMINISTRATIVE SERVICES							
BUDGETING	5.25	3.85	3.85	3.85	3.85	-	0.0%
EXECUTIVE MANAGEMENT	31.50	26.00	26.00	27.00	26.00	-	0.0%
FACILITIES MGMT PROF SUPP SVCS	5.00	5.00	5.00	4.00	5.00	-	0.0%
FINANCIAL SERVICES	19.05	17.45	17.45	17.45	17.45	-	0.0%
HUMAN RESOURCES	9.20	8.70	8.70	8.70	9.70	1.00	11.5%
PROCUREMENT	15.03	14.00	14.00	14.00	14.00	-	0.0%
REAL ESTATE SERVICES	29.00	28.00	28.00	28.00	28.00	-	0.0%
RECORDS MANAGEMENT	1.00	4.00	4.00	4.00	3.00	(1.00)	-25.0%
PROGRAM TOTAL	115.03	107.00	107.00	107.00	107.00	-	0.0%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	5.00	5.00	5.00	5.00	5.00	-	0.0%
DETENTION SECURITY MAINTENANCE	4.00	-	-	-	-	-	N/A
FACILITIES MAINTENANCE	98.00	103.00	103.00	103.00	99.00	(4.00)	-3.9%
PROGRAM TOTAL	107.00	108.00	108.00	108.00	104.00	(4.00)	-3.7%

Staffing by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
BUILD ROADS AND STRUCT							
ARTICLE FIVE PROCUREMENT	4.00	3.00	3.00	3.00	3.00	-	0.0%
LAND SURVEYING SERVICES	16.00	16.00	16.00	16.00	16.00	-	0.0%
MATERIALS TECHNOLOGY	11.00	11.00	11.00	11.00	11.00	-	0.0%
TIP PROGRAM MGT	9.00	9.00	9.00	9.00	9.00	-	0.0%
TRANSPORTATION CONSTRUCTN MG'	11.00	11.00	11.00	10.00	11.00	-	0.0%
TRANSPORTATION PROJECT MGT	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	56.00	54.00	54.00	53.00	54.00	-	0.0%
CAPITAL FACILITIES DEVELOPMENT							
FACILITIES CONSTRUCTION MGMT	-	6.00	6.00	5.00	9.00	3.00	50.0%
FACILITIES PROJECT DEV SUPP	-	10.00	10.00	11.00	13.00	3.00	30.0%
PROGRAM TOTAL	-	16.00	16.00	16.00	22.00	6.00	37.5%
CAPITAL FACILITY MANAGEMENT							
CAP IMP PLAN IMP	10.00	-	-	-	-	-	N/A
ENERGY MANAGEMENT	3.00	-	-	-	-	-	N/A
MAJ MAINT PLAN IMP	6.00	-	-	-	-	-	N/A
PLANNING	7.00	-	-	-	-	-	N/A
PROGRAM TOTAL	26.00	-	-	-	-	-	N/A
ENGINEER ROADS AND STRUCTURES							
IMPROVEMENT DISTRICT ADMIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
RIGHT OF WAY REGULATION	21.00	21.00	21.00	21.00	19.00	(2.00)	-9.5%
ROADS STRUCTURES STDS DSGN	19.00	17.00	17.00	14.00	14.00	(3.00)	-17.6%
UTILITIES ENGINEERING	6.00	6.00	6.00	9.00	9.00	3.00	50.0%
PROGRAM TOTAL	48.00	46.00	46.00	46.00	44.00	(2.00)	-4.3%
FLOOD HAZARD IDENTIFICATION							
FLOOD HAZARD PLANNING	15.27	17.27	17.27	16.27	16.22	(1.05)	-6.1%
FLOODPLAIN DELINEATION	10.82	12.10	12.10	11.55	10.60	(1.50)	-12.4%
PROGRAM TOTAL	26.09	29.37	29.37	27.82	26.82	(2.55)	-8.7%
FLOOD HAZARD OUTREACH							
FLOOD CNTRL PUBLIC INFORMATION	2.55	2.55	2.55	2.55	2.55	-	0.0%
FLOOD CUSTOMER SERVICE	6.48	5.08	5.08	6.93	5.58	0.50	9.8%
FLOOD SAFETY EDUCATION	3.55	4.15	4.15	4.15	4.05	(0.10)	-2.4%
FLOOD WARNING	9.68	9.78	9.78	9.78	10.18	0.40	4.1%
PROGRAM TOTAL	22.26	21.56	21.56	23.41	22.36	0.80	3.7%
FLOOD HAZARD REGULATION							
FLOODPLAIN COMPLIANCE	8.00	7.55	7.55	6.80	8.65	1.10	14.6%
FLOODPLAIN REVIEW	15.40	14.60	14.60	15.85	15.20	0.60	4.1%
PROGRAM TOTAL	23.40	22.15	22.15	22.65	23.85	1.70	7.7%
FLOOD HAZARD REMEDIATION							
DAM SAFETY	10.32	10.12	10.12	10.32	11.22	1.10	10.9%
FLOOD CONTROL CAPITAL PROJECTS	32.10	33.85	33.85	34.85	32.90	(0.95)	-2.8%
FLOOD CTRL STRUCTURE MAINT	56.20	55.20	55.20	60.20	59.10	3.90	7.1%
FLOOD MULTI PURP ENHANCEMENTS	5.85	-	-	-	-	-	N/A
PROGRAM TOTAL	104.47	99.17	99.17	105.37	103.22	4.05	4.1%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	17.00	17.00	17.00	17.00	17.00	-	0.0%
DATA CENTER	3.00	3.00	3.00	3.00	3.00	-	0.0%
DESKTOP SUPPORT	9.00	9.00	9.00	10.00	9.00	-	0.0%
GIS APPLICATION DEV AND SUPP	15.50	16.50	16.50	16.50	17.50	1.00	6.1%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	46.50	47.50	47.50	48.50	48.50	1.00	2.1%

Staffing by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
PROTECTIVE SERVICES							
PARKING MANAGEMENT	1.50	1.50	1.50	1.50	1.50	-	0.0%
SECURITY	83.00	77.00	77.00	77.00	77.00	-	0.0%
PROGRAM TOTAL	84.50	78.50	78.50	78.50	78.50	-	0.0%
ROADWAY MAINTENANCE							
ROAD AND ROW MAINTENANCE	169.00	171.00	171.00	162.00	164.00	(7.00)	-4.1%
ROADWAY STRIPING MAINT	15.00	15.00	15.00	15.00	15.00	-	0.0%
TRAFFIC SIGNS MAINT	17.00	17.00	17.00	16.00	16.00	(1.00)	-5.9%
WORK ZONE TRAFFIC CONTROL	22.00	23.00	23.00	23.00	23.00	-	0.0%
PROGRAM TOTAL	223.00	226.00	226.00	216.00	218.00	(8.00)	-3.5%
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	8.00	8.00	8.00	9.00	9.00	1.00	12.5%
WASTE TIRE COLLECT DISPOSAL	7.00	12.50	12.50	12.50	12.50	-	0.0%
WASTE TRANSFER STATION	6.00	8.00	8.00	7.00	7.00	(1.00)	-12.5%
PROGRAM TOTAL	21.00	28.50	28.50	28.50	28.50	-	0.0%
TRAFFIC MANAGEMENT							
EMERGENCY TRAFFIC MANAGEMEN	2.00	2.00	2.00	2.00	2.00	-	0.0%
REAL TIME TRAFFIC MANAGEMENT	4.00	5.00	5.00	5.00	5.00	-	0.0%
REGIONAL TRAFFIC MGT SUPPORT	-	-	-	-	1.00	1.00	N/A
TRAFF DESIGN AND STUDIES	21.00	21.00	21.00	21.00	21.00	-	0.0%
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	37.00	38.00	38.00	38.00	39.00	1.00	2.6%
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	4.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
PROJECT PARTNERSHIPS	5.00	5.00	5.00	5.00	5.00	-	0.0%
TRANSP PROJECT PROGRAMMING	8.00	9.00	9.00	7.00	7.00	(2.00)	-22.2%
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNIN	6.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	29.00	29.00	29.00	26.00	26.00	(3.00)	-10.3%
DEPARTMENT TOTAL	969.25	950.75	950.75	944.75	945.75	(5.00)	-0.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
910 - PUBLIC WORKS							
Accountant	8.00	7.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Admin/Operations Specialist	18.00	19.00	19.00	19.00	19.00	-	0.0%
Admin/Operations Supv	5.00	6.00	6.00	-	1.00	(5.00)	-83.3%
Administrative Specialist	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
Applications Development Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Appraiser Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Atmospheric Science Pro	-	-	-	1.00	-	-	N/A
Business/Systems Analyst	-	-	-	1.00	-	-	N/A
Chemical Applicatns Tech	5.00	5.00	5.00	5.00	5.00	-	0.0%
Communicatn Ofcr/Govt Liaison	5.00	6.00	6.00	6.00	6.00	-	0.0%
Communicatn Officer Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Construction Maintenance Supv	13.00	13.00	13.00	12.00	12.00	(1.00)	-7.7%
Crew Leader	16.00	16.00	16.00	16.00	16.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Database Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director	2.00	2.00	2.00	3.00	2.00	-	0.0%
Development Svcs Specialist	11.00	10.00	10.00	9.00	9.00	(1.00)	-10.0%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Director	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Flood Control Dist	1.00	-	-	-	-	-	N/A
Director - Solid Waste	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	3.00	3.00	3.00	3.00	3.00	-	0.0%
Electrician	10.00	9.00	9.00	9.00	9.00	-	0.0%
Electronic Technician	7.00	7.00	7.00	9.00	9.00	2.00	28.6%
Engineer	27.00	26.00	26.00	57.75	56.75	30.75	118.3%
Engineer - Senior	27.75	27.75	27.75	-	-	(27.75)	-100.0%
Engineering Aide	8.00	7.00	7.00	-	-	(7.00)	-100.0%
Engineering Associate	17.00	18.00	18.00	34.00	35.00	17.00	94.4%
Engineering Manager	6.00	3.00	3.00	4.00	4.00	1.00	33.3%
Engineering Specialist	-	-	-	23.00	23.00	23.00	N/A
Engineering Supervisor	18.00	18.00	18.00	13.00	13.00	(5.00)	-27.8%
Engineering Technician	57.00	58.00	58.00	37.00	38.00	(20.00)	-34.5%
Environmental Specialist	2.00	2.00	2.00	-	-	(2.00)	-100.0%
Equipment Operator	57.00	57.00	57.00	56.00	56.00	(1.00)	-1.8%
Executive Assistant	4.00	3.00	3.00	3.00	3.00	-	0.0%
Field Operations Supervisor	22.00	22.00	22.00	21.00	21.00	(1.00)	-4.5%
Finan/Business Analyst - Dept	6.00	5.00	5.00	6.00	6.00	1.00	20.0%
Financial Supervisor - Dept	2.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Support Supv - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
General Laborer	3.00	3.00	3.00	3.00	3.00	-	0.0%
General Maintenance Worker	61.00	62.00	62.00	62.00	62.00	-	0.0%
GIS Programmer/Analyst	10.00	11.00	11.00	11.00	11.00	-	0.0%
Govt/Commun Affairs Ofcr	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	32.00	40.00	40.00	40.00	39.00	(1.00)	-2.5%
Heavy Equipment Operator - Sr.	8.00	-	-	-	-	-	N/A
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	4.00	3.00	3.00	5.00	5.00	2.00	66.7%
Human Resources Associate	-	1.00	1.00	-	-	(1.00)	-100.0%
Human Resources Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	9.00	9.00	9.00	7.00	7.00	(2.00)	-22.2%
Inspector	30.00	30.00	30.00	40.00	40.00	10.00	33.3%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	4.00	-	0.0%
IS Project Management Mgr	-	-	-	-	1.00	1.00	N/A
IS Project Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	3.00	3.00	11.00	11.00	8.00	266.7%
Management Assistant	-	-	-	1.00	1.00	1.00	N/A
Materials Handling Worker	-	12.00	12.00	14.00	14.00	2.00	16.7%
Materials Inventory Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Automotive	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Office Assistant	39.00	32.50	32.50	29.50	29.50	(3.00)	-9.2%
Office Assistant Specialized	10.00	9.00	9.00	10.00	10.00	1.00	11.1%
Operations Manager	5.00	4.00	4.00	-	-	(4.00)	-100.0%
Operations Supervisor - PW	8.00	8.00	8.00	12.00	12.00	4.00	50.0%
Operations/Program Manager	2.00	2.00	2.00	7.00	7.00	5.00	250.0%
Operations/Program Supervisor	3.00	3.00	3.00	2.00	2.00	(1.00)	-33.3%
PC/LAN Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	6.00	6.00	6.00	8.00	7.00	1.00	16.7%
Planner	9.00	9.00	9.00	11.00	11.00	2.00	22.2%
Planner - Senior	7.00	7.00	7.00	-	-	(7.00)	-100.0%
Planning Supervisor	5.00	4.00	4.00	3.00	3.00	(1.00)	-25.0%
Prgm Coordination Spec	15.00	15.00	15.00	-	-	(15.00)	-100.0%
Procurement Officer - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Officer - Dept	3.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	8.00	7.00	7.00	7.00	7.00	-	0.0%
Procurement Supervisor - Dept	1.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	4.00	4.00	4.00	6.00	7.00	3.00	75.0%
Program Supervisor	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Programmer/Analyst	6.00	6.00	6.00	6.00	5.00	(1.00)	-16.7%
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Project Manager	16.00	15.00	15.00	9.00	9.00	(6.00)	-40.0%
Real Property Specialist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Security Officer	71.50	65.50	65.50	65.50	65.50	-	0.0%
Security Officer Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Security Officer Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Software Sys Engineer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Survey Technician	9.00	9.00	9.00	-	-	(9.00)	-100.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Tech Support Specialist	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Technical Program Supv	4.00	4.00	4.00	2.00	2.00	(2.00)	-50.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer	-	-	-	1.00	1.00	1.00	N/A
Trades Generalist	33.00	31.00	31.00	31.00	33.00	2.00	6.5%
Trades Specialist	48.00	46.00	46.00	46.00	46.00	-	0.0%
Trades Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	969.25	950.75	950.75	944.75	945.75	(5.00)	-0.5%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	197.50	181.50	181.50	181.50	183.50	2.00	1.1%
223 - TRANSPORTATION GRANTS	-	-	-	-	1.00	1.00	N/A
232 - TRANSPORTATION OPERATIONS	522.00	522.00	522.00	508.00	509.00	(13.00)	-2.5%
255 - DETENTION OPERATIONS	34.00	32.00	32.00	32.00	32.00	-	0.0%
290 - WASTE TIRE	7.00	12.50	12.50	12.50	12.50	-	0.0%
580 - SOLID WASTE MANAGEMENT	16.00	18.00	18.00	18.00	18.00	-	0.0%
988 - PUBLIC WORKS FLOOD CONTROL	192.75	184.75	184.75	192.75	189.75	5.00	2.7%
DEPARTMENT TOTAL	969.25	950.75	950.75	944.75	945.75	(5.00)	-0.5%

Significant Variance Analysis

Public Works reduced their staff by a total of 6 FTEs. Transportation reduced their staff by 14 FTEs of which 11 of them are Early Retirement Participants. Flood Control increased their staff by 5 FTEs which included 4 Equipment Operators and 1 Investigator. Facilities Management and Solid Waste had minor activity in regards to their FTEs.

Transportation also had movement of positions within the Engineering Market range due to the FY 2007-08 Market Range Study that was implemented in FY 2009-10.

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing personnel costs as follows:

- Waste Tire Fund (290):
 - \$22,787 increase for health/dental and retirement costs.
 - \$75,495 decrease in cost for salary and benefit savings increase from zero to 13%.
 - In FY 2009-10, salary savings was 23.7% through December.
 - Net zero impact to the fund.
- Waste Management Fund (580):
 - \$15,447 increase for health/dental and retirement costs.
 - \$25,366 decrease in cost for salary and benefit savings increase from zero to 2.6%
 - In FY 2009-10, salary savings was 4.2% through December.
 - Net zero impact to the fund.
- General Fund (100):
 - \$220,673 increase for health/dental and retirement costs.
 - \$220,673 decrease in supplies.
 - Net zero impact to the fund.
- Detention Fund (255):
 - \$41,567 increase for health/dental and retirement costs.
 - \$41,567 decrease in supplies.
 - Net zero impact to the fund.
- Transportation Grants Fund (223):
 - \$1,274 increase for health/dental and retirement costs.
 - \$1,274 decrease in other services.
 - Net zero impact to the fund.
- Transportation Operations Fund (232):
 - \$678,233 increase for health/dental and retirement costs.
 - \$400,323 decrease in salaries and benefits from 8 inactivated positions.
 - \$63,450 decrease in salary and benefits savings increase from 8 inactivated positions.
 - The Department had sufficient revenue to absorb the remaining cost.
- Public Works Flood Control Fund (988):
 - \$312,660 increase for health/dental and retirement costs.
 - \$93,105 decrease in general supplies.
 - \$235,000 decrease in other services.
 - Net zero impact to the fund.

Interest Revenue: Interest revenue is decreasing due to the global financial markets' low interest rates.

- Waste Tire Fund (290):
 - \$170,000 decrease in interest revenue.

- Waste Management Fund (580):
 - \$427,000 decrease in interest revenue.
- Transportation Operations (232):
 - \$1,200,000 decrease in interest revenue.
- Public Works Flood Control (988):
 - \$160,000 decrease in interest revenue.

Revenues:

- Transportation Operations (232):
 - \$2,408,468 increase in Highways Users Revenue Fund (HURF) due to an upward trend in Elliot Pollack's forecast compared to April 2009.
 - \$229,862 increase in Vehicle License Tax (VLT) due to an upward trend in Elliot Pollack's forecast compared to April 2009.
 - \$400,000 decrease in Licenses and Permits due to a downward trend in the housing and development market.
- Transportation Capital Projects (234):
 - \$12,472,421 increase in Intergovernmental Charge for Services due to increase in revenue from 2 large projects: the Ellsworth Road Project (T178) and the Northern Avenue Project (T195).

Expenditures:

- General Fund (100) Restatements from Non-Departmental:
 - \$250,000 increase for 5th Avenue & Fillmore Property Security and Utilities.
 - \$3,705,000 increase for the Annual County Wide Operation Maintenance Program.
 - \$180,000 increase for Automated Inventory Management.
 - \$7,024,694 increase for Maintenance Contracts.
 - \$10,070,000 increase for Utilities.
 - \$8,577,906 increase for Major Maintenance.
 - \$3,379,163 increase for New Facility Operating Costs
- Detention Fund (255) Restatements from Non-Departmental:
 - \$3,900,000 increase for Annual Detention Facilities Operations Program.
 - \$1,400,000 increase for Maintenance Contracts.
 - \$12,200,000 increase for Utilities.
 - \$6,940,763 increase for Major Maintenance.
- Transportation Operations (232):
 - \$784,000 increase in Vehicles and Construction Equipment due to the carry-over of these items from FY 2009-10.
- Transportation Capital Projects (234):
 - \$13,144,481 increase in Capital Projects due to the purchase of land for the Ellsworth Road Project (T178) and the timing of the Northern Avenue Project (T195). Much of the Northern Avenue Project (T195) was to be completed in FY 2009-10 but will be completed in FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of construction projects executed per approved schedule	90.5%	83.3%	82.4%	(1.0%)	-1.2%
Percent of construction projects closed out in 90 days	94.4%	83.3%	82.4%	(1.0%)	-1.2%
Percent construction cost overrun (cost construction growth)	N/A	N/A	5.0%	N/A	N/A
Percent of design projects executed per approved schedule	N/A	N/A	88.0%	N/A	N/A
Percent of design projects executed per approved budget	N/A	N/A	88.0%	N/A	N/A
Percent of design projects executed per approved scope	N/A	N/A	88.0%	N/A	N/A
Percent of design projects executed per approved quality management plans	N/A	N/A	88.0%	N/A	N/A
Percent of contracts awarded that are within 10% of the Engineer's estimate	N/A	N/A	90.0%	N/A	N/A
Percent of Maricopa County arterial roads in "Good" or better condition	N/A	75.2%	85.0%	9.8%	13.0%
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	81.6%	81.8%	85.9%	4.1%	5.0%
Percent of construction project delay claims due to survey not meeting the schedule	N/A	100.0%	8.0%	(92.0%)	-92.0%
Percent of Transportation Improvement Program projects delivered on time	100.0%	87.5%	88.2%	0.7%	0.8%
Transportation Improvement Program budget utilization rate	N/A	N/A	95.0%	N/A	N/A
Percent of Transportation Improvement projects planned for completion that are completed	N/A	N/A	88.2%	N/A	N/A
Percent of contracts awarded within 30 calendar days of receipt of completed bid documents	100.0%	98.0%	86.4%	(11.6%)	-11.8%
Percent of contract insurance policies that do not lapse beyond expiration date	43.6%	13.7%	80.0%	66.3%	483.5%
Percent of contract file close-outs completed within 30 calendar days of expiration	80.8%	83.3%	100.0%	16.7%	20.0%
Percent of design projects serviced on time by Materials Technology	N/A	100.0%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
					VAR	%
Result	Percent of construction projects executed per approved schedule	90.5%	83.3%	82.4%	(1.0%)	-1.2%
Result	Percent of construction projects closed out in 90 days	94.4%	83.3%	82.4%	(1.0%)	-1.2%
Result	Percent construction cost overrun (cost construction growth)	N/A	N/A	5.0%	N/A	N/A
Output	Number of construction projects delivered	N/A	N/A	17	N/A	N/A
Demand	Number of construction projects scheduled	N/A	N/A	17	N/A	N/A
Efficiency	Total expenditure per constructed project	N/A	N/A	\$ 29,805.00	N/A	N/A
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 328,853	\$ 510,744	\$ 506,685	\$ 4,059	0.8%
	TOTAL USES	\$ 328,853	\$ 510,744	\$ 506,685	\$ 4,059	0.8%

Activity Narrative: Several of the performance measures are new for FY 2010-11. Therefore, there is no data from prior fiscal years to use as a comparison. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of contracts awarded within 30 calendar days of receipt of completed bid documents	100.0%	98.0%	86.4%	(11.6%)	-11.8%
Result	Percent of contract insurance policies that do not lapse beyond expiration date	43.6%	13.7%	80.0%	66.3%	483.5%
Result	Percent of contract file close-outs completed within 30 calendar days of expiration	80.8%	83.3%	100.0%	16.7%	20.0%
Output	Number of contracts awarded	55	50	53	3	6.0%
Demand	Number of requests for contracts received	57	51	53	2	3.9%
Efficiency	Total activity expenditure per contract awarded	\$ 3,262.27	\$ 3,642.46	\$ 3,542.26	\$ 100.20	2.8%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 179,425	\$ 182,123	\$ 187,740	\$ (5,617)	-3.1%
	TOTAL USES	\$ 179,425	\$ 182,123	\$ 187,740	\$ (5,617)	-3.1%

Activity Narrative: The result measure values are not consistent over the three years shown due to the implementation of recommended changes in calculation methodology by the County's Internal Audit Department. The results will therefore have great variance from FY 2009-10 to FY 2010-11. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of design projects serviced on time by Materials Technology	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of miles County roadway pavement condition evaluations completed	1,500	1,500	1,540	40	2.7%
Output	Number of quality assurance tests completed	3,156	2,500	2,500	-	0.0%
Output	Number of construction and maintenance projects completed for Quality Assurance testing	21	57	60	3	5.3%
Output	Number of design projects serviced	N/A	37	38	1	2.7%
Demand	Number of miles County roadway pavement condition evaluations needed	1,520	1,500	1,540	40	2.7%
Demand	Number of construction and maintenance projects expecting to require Quality Assurance (field inspection and sampling) in house testing	63	57	60	3	5.3%
Demand	Number of design projects to be serviced	N/A	37	38	1	2.7%
Demand	Number of quality assurance tests requested	N/A	2,500	2,500	-	0.0%
Efficiency	Total expenditure per mile evaluated for pavement condition	\$ 347.21	\$ 416.19	\$ 414.72	\$ 1.47	0.4%
Efficiency	Total expenditure per design project serviced	N/A	\$ 16,872.57	\$ 16,806.92	\$ 65.65	0.4%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 520,813	\$ 624,285	\$ 638,663	\$ (14,378)	-2.3%
	TOTAL USES	\$ 520,813	\$ 624,285	\$ 638,663	\$ (14,378)	-2.3%

Activity Narrative: Expenditures increased from FY 2008-09 to FY 2009-10 due to a number of factors. There were staff vacancies in FY 2008-09 and staff charged out more time to the Transportation Improvements Program (TIP) projects; thus reducing the operating expenditures. Also in FY 2009-10, supplies, services and capital budgets were increased to provide funding for Material Lab supplies, equipment replacements and repairs.

There are no major variances between FY 2009-10 and FY 2010-11. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of design projects executed per approved schedule	N/A	N/A	88.0%	N/A	N/A
Result	Percent of design projects executed per approved budget	N/A	N/A	88.0%	N/A	N/A
Result	Percent of design projects executed per approved scope	N/A	N/A	88.0%	N/A	N/A
Result	Percent of design projects executed per approved quality management plans	N/A	N/A	88.0%	N/A	N/A
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate	N/A	N/A	90.0%	N/A	N/A
Output	Number of design projects managed	N/A	N/A	25	N/A	N/A
Demand	Number of design projects to be managed this fiscal year	N/A	N/A	25	N/A	N/A
Efficiency	Total activity expenditure per design project managed	\$ 5,977.42	\$ 11,684.47	\$ 7,475.48	\$ 4,208.99	36.0%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 155,413	\$ 175,267	\$ 186,887	\$ (11,620)	-6.6%
	TOTAL USES	\$ 155,413	\$ 175,267	\$ 186,887	\$ (11,620)	-6.6%

Activity Narrative: Several of the measurements in this activity have had a significant change in the methodology of how they are measured. Therefore, only one year of measurements is posted here because the prior years do not offer a point of comparison. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Maricopa County arterial roads in "Good" or better condition	N/A	N/A	85.0%	N/A	N/A
Output	Number of bridge lane miles constructed or upgraded	N/A	N/A	1	N/A	N/A
Output	Number of bridge upgrades provided	N/A	N/A	1	N/A	N/A
Output	Number of road lane miles constructed	N/A	N/A	175	N/A	N/A
Demand	Number of bridge lane miles scheduled	N/A	N/A	1	N/A	N/A
Demand	Number of bridges requiring an upgrade	N/A	N/A	1	N/A	N/A
Demand	Number of road lane miles scheduled	N/A	N/A	175	N/A	N/A
Efficiency	Total expenditure per bridge lane mile constructed	N/A	N/A	\$ 97,948,000.00	N/A	N/A
Efficiency	Total expenditure per road lane mile constructed	N/A	N/A	\$ 559,702.86	N/A	N/A
<i>Revenue</i>						
	234 - TRANSPORTATION CAPITAL PROJECT	\$ 62,425,354	\$ 63,140,120	\$ 75,612,541	\$ 12,472,421	19.8%
	900 - ELIMINATIONS	-	(35,544,286)	(36,798,426)	(1,254,140)	-3.5%
	TOTAL SOURCES	\$ 62,425,354	\$ 27,595,834	\$ 38,814,115	\$ 11,218,281	40.7%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 39,698,916	\$ 35,544,286	\$ 36,798,426	\$ (1,254,140)	-3.5%
	234 - TRANSPORTATION CAPITAL PROJECT	65,039,371	85,728,037	97,948,000	(12,219,963)	-14.3%
	900 - ELIMINATIONS	-	(35,544,286)	(36,798,426)	1,254,140	-3.5%
	TOTAL USES	\$104,738,287	\$ 85,728,037	\$ 97,948,000	\$(12,219,963)	-14.3%

Activity Narrative: The percent of Maricopa County arterial roads in "Good" or "Better" condition is anticipated to increase by 13%. The American Recovery and Reinvestment Act (ARRA) is providing funding for the Department to do 35.5 linear miles of asphalt overlay work during FY 2010-11.

Revenue and expenditures are anticipated to increase in FY 2010-11 due to the size, number and status of each project. Some of the larger projects budgeted in FY 2009-10 are budgeted at a higher amount in FY 2010-11 based on the status and work requirements of these major projects.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	81.6%	81.8%	85.9%	4.1%	5.0%
Result	Percent of construction project delay claims due to survey not meeting the schedule	N/A	100.0%	8.0%	(92.0%)	-92.0%
Output	Number of Land Survey Requests completed	256	275	265	(10)	-3.6%
Demand	Number of Land Survey Requests submitted	287	310	300	(10)	-3.2%
Efficiency	Total expenditure per Land Survey Request completed	\$ 1,553.67	\$ 2,674.73	\$ 2,543.86	\$ 130.87	4.9%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 24,098	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 24,098	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 397,739	\$ 735,552	\$ 674,123	\$ 61,429	8.4%
	TOTAL USES	\$ 397,739	\$ 735,552	\$ 674,123	\$ 61,429	8.4%

Activity Narrative: The percent of construction project delay claims due to survey not meeting the schedule should have read 8.0% in FY 2009-10. The reason the result is 8.0% for FY 2009-10 and FY 2010-11 is that the Survey Branch has done a great job of ensuring that they have almost zero delays.

Expenditures increased from FY 2008-09 to FY 2009-10 because the Survey Branch no longer provided 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. Expenditures are anticipated to decrease from FY 2009-10 to FY 2010-11 due to an increase in the Personnel Services allocations to the Transportation Improvement Program (TIP) projects. This increase in Personnel Services allocations is based on the first two quarters of actuals in FY 2009-10.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Transportation Improvement Program projects delivered on time	100.0%	87.5%	88.2%	0.7%	0.8%
Result	Transportation Improvement Program budget utilization rate	N/A	N/A	95.0%	N/A	N/A
Result	Percent of Transportation Improvement projects planned for completion that are completed	N/A	N/A	88.2%	N/A	N/A
Output	Number of Transportation Improvement Program projects completed by end of Fiscal Year	22	16	17	1	6.3%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of Fiscal Year	22	16	17	1	6.3%
Efficiency	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year	N/A	N/A	\$ 38,113.13	N/A	N/A
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 368,218	\$ 566,575	\$ 571,697	\$ (5,122)	-0.9%
	TOTAL USES	\$ 368,218	\$ 566,575	\$ 571,697	\$ (5,122)	-0.9%

Activity Narrative: In FY 2008-09, the Percent of Transportation Improvement Projects delivered on time was 100% because it was based on the number of projects that were started and completed during the fiscal year. In FY 2009-10 and FY 2010-11, the calculations were based on the number of projects that were in the adopted budget and were planned for completion. Due to the varying number of projects, it is not anticipated that the Department will deliver 100% of the projects on time in FY 2010-11 but instead deliver 88.2%.

Expenditures decreased from FY 2008-09 to FY 2009-10 since positions were vacant in FY 2008-09. This therefore led to a decrease in the FY 2008-09 fiscal year's actual operating budget. The budgets for FY 2009-10 and FY 2010-11 are expected to be fully staffed with a small variance of expenditures between these two fiscal years. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of project plan reviews completed within 2 weeks of assignment	N/A	N/A	100.0%	N/A	N/A
Percent of project plans delivered within the agreed upon time frame	N/A	N/A	100.0%	N/A	N/A
Percent of plan reviews completed within specified time frame	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of permitted construction projects completed in compliance with applicable regulations	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	101.8%	100.0%	100.0%	0.0%	0.0%
Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	100.0%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of project plan reviews completed within 2 weeks of assignment	N/A	N/A	100.0%	N/A	N/A
Result	Percent of project plans delivered within the agreed upon timeframe	N/A	N/A	100.0%	N/A	N/A
Output	Number of project plans reviews provided (small, medium, large)	93	80	128	48	60.0%
Output	Number of project plans provided (small, medium, large)	10	10	10	-	0.0%
Output	Number of bridges and structures inspected	N/A	N/A	185	N/A	N/A
Demand	Number of project reviews required (small, medium, large)	93	80	128	48	60.0%
Demand	Number of project plans required (small, medium, large)	10	10	10	-	0.0%
Demand	Number of bridges and structures to be inspected this fiscal year	N/A	N/A	185	N/A	N/A
Efficiency	Total expenditure per project plan provided (small, medium, large)	\$ 126,456.20	\$ 123,276.10	\$ 105,634.10	\$ 17,642.00	14.3%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,264,562	\$ 1,232,761	\$ 1,056,341	\$ 176,420	14.3%
	TOTAL USES	\$ 1,264,562	\$ 1,232,761	\$ 1,056,341	\$ 176,420	14.3%

Activity Narrative: The number of project reviews both required and provided decreased from FY 2008-09 to FY 2009-10 because it was anticipated that there would be fewer, less complex structures planned for construction due to the economy. These measurements are anticipated to increase from FY 2009-10 to FY 2010-11 as the calculation of these measurements now include structural plan reviews of the impact of overweight vehicles and other projects.

Expenditures are decreasing between FY 2009-10 and FY 2010-11. Several positions moved to the Utilities Engineering activity resulting in decreased expenditures. This is reflected in the decrease in the Department's efficiency by 14.3%.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of plan reviews completed within specified time frame	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of permitted construction projects completed in compliance with applicable regulations	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	101.8%	100.0%	100.0%	0.0%	0.0%
Output	Number of plan sheets reviewed	574	500	800	300	60.0%
Output	Number of Planning & Development cases reviewed	726	480	400	(80)	-16.7%
Output	Number of construction permits issued	1,068	1,000	1,000	-	0.0%
Output	Number of Oversize/Overweight permits issued	332	800	520	(280)	-35.0%
Output	Number of Cease Work Order situations resolved	194	260	160	(100)	-38.5%
Demand	Number of Planning & Development cases submitted for review	726	480	400	(80)	-16.7%
Demand	Number of plan sheets submitted for review	574	500	800	300	60.0%
Demand	Number of construction permit applications submitted	1,068	1,000	1,000	-	0.0%
Demand	Number of Oversize/Overweight permit applications submitted	332	800	500	(300)	-37.5%
Demand	Number of Cease Work Orders issued	194	260	160	(100)	-38.5%
Efficiency	Total activity expenditure per plan sheet reviewed	\$ 2,493.31	\$ 3,080.68	\$ 1,783.20	\$ 1,297.48	42.1%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 839,188	\$ 800,000	\$ 400,000	\$ (400,000)	-50.0%
	TOTAL SOURCES	\$ 839,188	\$ 800,000	\$ 400,000	\$ (400,000)	-50.0%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,431,159	\$ 1,540,342	\$ 1,426,563	\$ 113,779	7.4%
	TOTAL USES	\$ 1,431,159	\$ 1,540,342	\$ 1,426,563	\$ 113,779	7.4%

Activity Narrative: The number of Planning and Development cases both submitted and reviewed is anticipated to decrease in FY 2010-11 from FY 2009-10. In FY 2009-10, it was expected that the economic downturn would have impacted these measures from FY 2008-09. The downward trend is anticipated to continue in FY 2010-11 based on the Department's actual figures for the first two quarters in FY 2009-10.

The number of Oversize/Overweight permits submitted and issued should have been 400 for FY 2009-10. The demand and outputs are expected to increase from FY 2009-10 to FY 2010-11 based on the actual demand for permits.

Cease Work Orders (CWO) that were submitted, issued or resolved decreased from FY 2009-10 to FY 2010-11. "Traffic control inspections" were included in the measurement of CWOs in FY 2009-10. The Department is no longer using "traffic control inspections" as a measurement of CWOs which leads to the decrease in FY 2010-11 corresponding demands and outputs.

The figures for the number of plan sheets submitted and reviewed have increased due to a change in methodology for calculating these measurements. In FY 2009-10, an audit was performed on this activity that resulted in this methodology change. The Department now has a better method in tracking the number of plan sheets.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed	41	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required	41	900	900	-	0.0%
Efficiency	Total expenditure per utility relocation and construction completed	\$ 7,963.12	\$ 420.08	\$ 547.33	\$ (127.25)	-30.3%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 253,815	\$ 263,089	\$ 263,089	\$ -	0.0%
	TOTAL SOURCES	\$ 253,815	\$ 263,089	\$ 263,089	\$ -	0.0%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 328,877	\$ 378,069	\$ 492,596	\$ (114,527)	-30.3%
	TOTAL USES	\$ 328,877	\$ 378,069	\$ 492,596	\$ (114,527)	-30.3%

Activity Narrative: The Department used a different methodology to measure the number of miles of utility relocation and construction in FY 2008-09 than they are using in FY 2009-10 and FY 2010-11. The Department has refined the definition of utilities.

Expenditures are anticipated to increase from FY 2009-10 to FY 2010-11. Several positions from the Roads Construction Standards Design activity were moved to this activity in FY 2009-10. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of unscheduled signal malfunction repair work orders completed within two hours	98.1%	100.0%	96.0%	(4.0%)	-4.0%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of utility location work orders completed within two business days	94.2%	100.0%	100.0%	0.0%	0.0%
Percent of plan review projects completed within agreed upon time period	89.5%	100.0%	100.0%	0.0%	0.0%
Percent of temporary and permanent traffic control device projects completed within agreed upon time period	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	57.2%	69.4%	90.9%	21.5%	30.9%
Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	100.0%	96.1%	100.0%	3.9%	4.0%
Percent of Closed Circuit Television Cameras that are fully operational	81.5%	90.2%	92.2%	1.9%	2.2%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	91.9%	91.9%	91.9%	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	87.5%	90.0%	100.0%	10.0%	11.1%
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	N/A	96.5%	100.0%	3.5%	3.7%
Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	N/A	75.9%	83.3%	7.5%	9.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	98.1%	100.0%	96.0%	(4.0%)	-4.0%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of utility location work orders completed within two business days	94.2%	100.0%	100.0%	0.0%	0.0%
Output	Number of work orders completed	1,630	1,600	1,900	300	18.8%
Output	Number of signalized and Intelligent Transportation intersections maintained	105	100	174	74	74.0%
Demand	Number of work order requests submitted	1,630	1,600	1,975	375	23.4%
Efficiency	Total activity expenditure per signalized and Intelligent Transportation intersection maintained	\$ 12,226.83	\$ 14,518.58	\$ 8,584.81	\$ 5,933.77	40.9%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 92,766	\$ 57,000	\$ 51,043	\$ (5,957)	-10.5%
	TOTAL SOURCES	\$ 92,766	\$ 57,000	\$ 51,043	\$ (5,957)	-10.5%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,283,817	\$ 1,451,858	\$ 1,493,757	\$ (41,899)	-2.9%
	TOTAL USES	\$ 1,283,817	\$ 1,451,858	\$ 1,493,757	\$ (41,899)	-2.9%

Activity Narrative: Based on FY 2009-10 actuals, the percent of unscheduled signal malfunction repair work orders completed within two hours will decrease by 4%. The Department has not been able to actually achieve the target of 100% during the first two quarters of FY 2009-10.

The number of signalized and Intelligent Transportation intersections maintained is anticipated to increase by 70.0% in FY 2010-11. The figure for this output in FY 2009-10 Revised did not include all signals. The Department's efficiency will decrease in FY 2010-11 with the anticipated increase in this output.

The number of work order requests submitted is anticipated to increase in FY 2010-11 with the anticipation of additional traffic signals.

Expenditures are anticipated to increase from FY 2009-10 to FY 2010-11 due to additional staff and field infrastructure.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of plan review projects completed within agreed upon time period	89.5%	100.0%	100.0%	0.0%	0.0%
Result	Percent of temporary and permanent traffic control device projects completed within agreed upon time period	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of temporary and permanent traffic control device projects completed	11	10	9	(1)	-10.0%
Output	Number of plan reviews completed	219	180	180	-	0.0%
Demand	Number of plan reviews requested	223	180	180	-	0.0%
Demand	Number of temporary and permanent traffic control devices projects needed	8	10	9	(1)	-10.0%
Efficiency	Total expenditure per plan review	\$ 6,959.80	\$ 9,170.28	\$ 9,218.01	\$ (47.73)	-0.5%
Efficiency	Total expenditure per temporary and permanent traffic control device project	\$ 138,563.27	\$ 165,065.10	\$ 184,360.22	\$ (19,295.12)	-11.7%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 158,408	\$ 180,000	\$ -	\$ (180,000)	-100.0%
	TOTAL SOURCES	\$ 158,408	\$ 180,000	\$ -	\$ (180,000)	-100.0%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,524,196	\$ 1,650,651	\$ 1,659,242	\$ (8,591)	-0.5%
	TOTAL USES	\$ 1,524,196	\$ 1,650,651	\$ 1,659,242	\$ (8,591)	-0.5%

Activity Narrative: Revenue decreased from FY 2009-10 to FY 2010-11 by 100% because traffic control support for the Phoenix International Raceway (PIR) was terminated in April 2009. PIR used to reimburse the Department for overtime and other expenses incurred while providing traffic control during race events twice a year (April and November). No revenues are expected for FY 2009-10 or FY 2010-11.

The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of traffic incident call out responses provided	139	168	160	(8)	-4.8%
Demand	Number of traffic incident call outs requested	161	180	180	-	0.0%
Efficiency	Total activity expenditure per call out response provided	\$ 3,556.03	\$ 2,447.86	\$ 2,591.53	\$ (143.66)	-5.9%
<i>Revenue</i>						
	223 - TRANSPORTATION GRANTS	\$ (1)	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ (1)	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 494,288	\$ 411,241	\$ 414,644	\$ (3,403)	-0.8%
	TOTAL USES	\$ 494,288	\$ 411,241	\$ 414,644	\$ (3,403)	-0.8%

Activity Narrative: Expenditures decreased from FY 2008-09 to FY 2009-10. The Department made a reduction in expenditures in this activity due to the decline in Transportation's overall revenues. Expenditures are anticipated to slightly increase from FY 2009-10 to FY 2010-11 due to the increase in Fringe Benefit costs. The Department is only required to respond to traffic incidents that impact the travelling public for 2 or more hours.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	57.2%	69.4%	90.9%	21.5%	30.9%
Result	Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	100.0%	96.1%	100.0%	3.9%	4.0%
Result	Percent of Closed Circuit Television Cameras that are fully operational	81.5%	90.2%	92.2%	1.9%	2.2%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	91.9%	91.9%	91.9%	0.0%	0.0%
Output	Number of Maricopa County traffic signals optimized	30	24	100	76	316.7%
Output	Number of traveler information messages verified and posted	551	515	540	25	4.9%
Demand	Number of Maricopa County traffic signals requiring optimization	25	24	100	76	316.7%
Demand	Number of traveler information messages received	551	530	600	70	13.2%
Demand	Number of Closed Circuit Television Cameras required	6	5	2	(3)	-60.0%
Efficiency	Total activity expenditure per Maricopa County traffic signal optimized	\$ 22,510.50	\$ 28,095.58	\$ 6,789.24	\$ 21,306.34	75.8%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 675,315	\$ 674,294	\$ 678,924	\$ (4,630)	-0.7%
	TOTAL USES	\$ 675,315	\$ 674,294	\$ 678,924	\$ (4,630)	-0.7%

Activity Narrative: The percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow is expected to increase by 21.5%. Improvements will be made with a purchase of equipment for the Traffic Management Center. This new initiative will improve real time monitoring of traffic activity.

It is anticipated that the number of Maricopa County signals requiring optimization will increase by 316.7%. Based on the first two quarter actuals in FY 2009-10, it is forecasted that more signals will require optimization studies in FY 2010-11. The Department's efficiency will increase by 75.8% with this anticipated increase of the number of signals needing optimization.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	87.5%	90.0%	100.0%	10.0%	11.1%
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	100.0%	96.5%	100.0%	3.5%	3.7%
Result	Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	70.7%	75.9%	83.3%	7.5%	9.8%
Output	Number of traffic signals optimized at the jurisdictional boundaries	28	10	12	2	20.0%
Output	Number of traveler information messages verified and posted	4,052	3,400	2,800	(600)	-17.6%
Output	Number of regionally shared freeway and arterial roadway cameras provided	810	220	250	30	13.6%
Demand	Number of traffic signals at jurisdictional boundaries requiring optimization	32	N/A	12	N/A	N/A
Demand	Number of regional traveler information messages received by the Regional Archived Data Server (RADS) for posting on 511 system	28,042	30,000	28,000	(2,000)	-6.7%
Demand	Number of freeway and arterial roadway Closed Circuit Television Cameras required to be shared in the metro region	2,296	574	580	6	1.0%
Efficiency	Total activity expenditure per traveler information message verified and posted	\$ 137.32	\$ 290.72	\$ 297.94	\$ (7.22)	-2.5%
<i>Revenue</i>						
	223 - TRANSPORTATION GRANTS	\$ 172,313	\$ 782,290	\$ 573,971	\$ (208,319)	-26.6%
	232 - TRANSPORTATION OPERATIONS	-	-	51,604	51,604	N/A
	TOTAL SOURCES	\$ 172,313	\$ 782,290	\$ 625,575	\$ (156,715)	-20.0%
<i>Expenditure</i>						
	223 - TRANSPORTATION GRANTS	\$ 468,097	\$ 782,290	\$ 573,971	\$ 208,319	26.6%
	232 - TRANSPORTATION OPERATIONS	88,330	206,142	260,255	(54,113)	-26.3%
	TOTAL USES	\$ 556,427	\$ 988,432	\$ 834,226	\$ 154,206	15.6%

Activity Narrative: The percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic has increase by 11.1% to 100% for FY 2010-11. Improvements will be made with a purchase of equipment for the Traffic Management Center. This new initiative will improve real time monitoring of traffic activity.

It is anticipated that the percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras will increase by 9.8% between FY 2009-10 and FY 2010-11. Other governments are installing CCTVs and the Department anticipates regional sharing.

The number of regional traveler information messages received by the Regional Archived Data Server (RADS) for posting on the 511 system is anticipated to decrease by 6.7% from FY 2009-10 to FY 2010-11 due to the report from the Arizona Department of Transportation (ADOT) stating that crashes were down in FY 2009-10. This statement also impacts the anticipated 17.6% decrease in the number of traveler information messages verified and posted.

Revenues will decrease for this activity from FY 2009-10 to FY 2010-11 since grant activity will decrease. Expenditures will increase in the Transportation Operations Fund (232) due to the required

increase in the local match for the REACT expansion grant. Revenue in the Transportation Operations Fund (232) will cover this increase in expenditures.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of annual sign replacement schedule completed	83.5%	100.0%	100.0%	0.0%	0.0%
Percent of emergency signs replaced within 3 hours of notification	67.3%	100.0%	100.0%	0.0%	0.0%
Percent of annual raised pavement marker install schedule completed	6.4%	52.3%	4.2%	(48.1%)	-92.0%
Percent of annual striping schedule completed (KRM)	100.0%	100.0%	99.7%	(0.3%)	-0.3%
Percent of County lane miles with Raised Pavement Markers	92.4%	25.5%	28.3%	2.8%	10.8%
Percent of County lane miles striped	92.4%	90.2%	100.0%	9.8%	10.8%
Percent of scheduled work zone jobsites completed	96.2%	100.0%	100.0%	0.0%	0.0%
Percent of work zone jobsites completed within prescribed completion time limit	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of paved roadway system mileage with pavement condition rating of "very good or better"	85.0%	80.3%	85.0%	4.7%	5.8%
Percent of roadway system centerline miles cleaned	27.0%	100.0%	20.4%	(79.6%)	-79.6%
Percent of potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	84.1%	97.9%	100.0%	2.1%	2.2%
Percent of storms responded to within 15 minutes to mitigate immediate safety hazards	86.8%	95.0%	100.0%	5.0%	5.3%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	80.1%	99.0%	100.0%	1.0%	1.1%
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	114.3%	98.0%	100.0%	2.0%	2.0%
Percent of the overall maintenance program that is preventative maintenance	N/A	82.9%	36.1%	(46.8%)	-56.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better"	85.0%	80.3%	85.0%	4.7%	5.8%
Result	Percent of roadway system centerline miles cleaned	27.0%	100.0%	20.4%	(79.6%)	-79.6%
Result	Percent of potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	84.1%	97.9%	100.0%	2.1%	2.2%
Result	Percent of storms responded to within 15 minutes to mitigate immediate safety hazards	86.8%	95.0%	100.0%	5.0%	5.3%
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	80.1%	99.0%	100.0%	1.0%	1.1%
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	114.3%	98.0%	100.0%	2.0%	2.0%
Result	Percent of the overall maintenance program that is preventative maintenance	N/A	82.9%	36.1%	(46.8%)	-56.4%
Output	Number of paved lane miles maintained with surface treatments	400	488	500	12	2.5%
Output	Number of roadway system centerline mileage	1,987	N/A	2,414	N/A	N/A
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	400	488	500	12	2.5%
Efficiency	Total activity expenditure per roadway system centerline mile maintained	\$ 13,859.27	N/A	\$ 13,195.96	N/A	N/A
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 512,349	\$ 410,000	\$ 450,000	\$ 40,000	9.8%
	TOTAL SOURCES	\$ 512,349	\$ 410,000	\$ 450,000	\$ 40,000	9.8%
<i>Expenditure</i>						
	223 - TRANSPORTATION GRANTS	\$ 330,050	\$ -	\$ -	\$ -	N/A
	232 - TRANSPORTATION OPERATIONS	27,208,319	30,367,965	31,855,048	(1,487,083)	-4.9%
	TOTAL USES	\$ 27,538,369	\$ 30,367,965	\$ 31,855,048	\$ (1,487,083)	-4.9%

Activity Narrative: The result for the percent of paved roadway system mileage with a pavement condition rating of "very good or better" should be 85.0% in FY 2009-10, leading to a 0% change in this result across the years.

The percent of roadway system centerline miles cleaned should read 24.2% in FY 2009-10. The Department is taking steps to improve this result by assigning more positions to this specific task.

There was a change in methodology between FY 2009-10 and FY 2010-11 for the percent of the overall maintenance that is preventative maintenance. In FY 2009-10, the result was based on the number of miles being addressed with preventative maintenance. The new calculation uses the number of dollars used for preventative maintenance which leads us to the new result calculation of 32.4%.

The number of critical maintenance tasks to sustain maintenance of the County's transportation infrastructure is anticipated to increase by 40% due to a change in methodology of the calculation. In FY 2008-09 the actual calculation only considered Guard Rail, Cattle Guards and Stop Sign maintenance only. The revised figure in FY 2009-10 and the adopted figure in FY 2010-11 includes other tasks such as Striping, Sign Maintenance, Stop Ahead and other miscellaneous tasks.

The 40% change in the number of critical maintenance tasks to sustain maintenance of the County's transportation infrastructure from FY 2009-10 to FY 2010-11 is due to the inclusion of trouble reports received by other offices within the County in the calculation.

Revenue is expected to increase by 12.5% because the Department will be replacing several pieces of construction equipment in FY 2010-11. The old pieces of equipment will be auctioned off and it is anticipated that the proceeds from the auction sales will be higher as the Department will have more equipment for sale compared to FY 2009-10.

Expenditures increased from FY 2008-09 to FY 2009-10 because the Department was expected to purchase several pieces of construction equipment in FY 2008-09. Since the pieces of equipment were not purchased in FY 2008-09, these items were budgeted in FY 2009-10. Expenditures are anticipated to increase in FY 2010-11 since a large amount of equipment is scheduled for replacement and several pieces of equipment that were ordered in FY 2009-10 will not be received until FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of annual sign replacement schedule completed	83.5%	100.0%	100.0%	0.0%	0.0%
Result	Percent of emergency signs replaced within 3 hours of notification	67.3%	100.0%	100.0%	0.0%	0.0%
Output	Number of traffic sign installations completed	3,341	3,000	4,920	1,920	64.0%
Output	Number of traffic sign maintenance repairs completed	6,682	7,300	9,840	2,540	34.8%
Demand	Number of traffic sign installations scheduled	3,346	3,000	4,920	1,920	64.0%
Demand	Number of traffic signs requiring repair	7,257	7,300	9,840	2,540	34.8%
Efficiency	Total activity expenditure per traffic sign maintained	\$ 197.85	\$ 215.44	\$ 151.54	\$ 63.90	29.7%
<i>Revenue</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 25,275	\$ 25,000	\$ 20,000	\$ (5,000)	-20.0%
	TOTAL SOURCES	\$ 25,275	\$ 25,000	\$ 20,000	\$ (5,000)	-20.0%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,322,061	\$ 1,572,744	\$ 1,491,176	\$ 81,568	5.2%
	TOTAL USES	\$ 1,322,061	\$ 1,572,744	\$ 1,491,176	\$ 81,568	5.2%

Activity Narrative: The output and demand regarding the number of traffic signs requiring repair and maintenance have increased 34.8% due to a new production model that has been incorporated by the Department. This production model will give each worker a production quota. It is also anticipated that more work orders will be generated as crews will be spending more time in the field leading to more repairs. This is also reflected in the decrease in the efficiency in FY 2010-11 by 29.7%.

It is also anticipated that the output and demand for the number of traffic sign installations will increase by 64.0% due to another new production model that takes into account such things as hours available for production per position, the time it takes to do certain jobs and the time it takes to drive from one location to another.

The Department will manufacture less signs for other departments within the County resulting in decreased revenue.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of annual raised pavement marker install schedule completed	6.4%	52.3%	4.2%	(48.1%)	-92.0%
Result	Percent of annual striping schedule completed (KRM)	100.0%	100.0%	99.7%	(0.3%)	-0.3%
Result	Percent of County lane miles with Raised Pavement Markers	92.4%	25.5%	28.3%	2.8%	10.8%
Result	Percent of County lane miles striped	92.4%	90.2%	100.0%	9.8%	10.8%
Output	County lane miles striped	4,999	6,000	5,400	(600)	-10.0%
Output	Number of County lane miles with Raised Pavement Markers installed	1,530	1,500	66	(1,434)	-95.6%
Demand	Number of County lane miles requiring striping	6,000	6,000	5,400	(600)	-10.0%
Demand	Number of County lane miles requiring Raised Pavement Markers	1,530	1,500	1,530	30	2.0%
Efficiency	Total expenditure per lane mile striped	\$ 384.85	\$ 357.57	\$ 384.34	\$ (26.77)	-7.5%
Efficiency	Total expenditure per lane mile with raised pavement markers installed	\$ 1,257.44	\$ 1,430.28	\$ 31,445.68	\$ (30,015.40)	-2098.6%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,923,879	\$ 2,145,424	\$ 2,075,415	\$ 70,009	3.3%
	TOTAL USES	\$ 1,923,879	\$ 2,145,424	\$ 2,075,415	\$ 70,009	3.3%

Activity Narrative: The percent of County lane miles with Raised Pavement markers is expected to increase by 2.8% between FY 2009-10 and FY 2010-11 due to the work completed in FY 2009-10. The information for this result was incorrectly entered in FY 2008-09.

The demand and output for County lane miles requiring striping is expected to decrease by 10% since it is anticipated that the Department would do striping for a few contractor jobs and Transportation Improvement Program (TIP) projects in addition to the roads they maintain in FY 2010-11. With less County miles requiring striping and the purchase of new striping trucks for the County, the percent of County lane miles striped is expected to increase by 9.8%. The Department expects to stripe all County lane miles requiring striping in FY 2010-11.

Since the striper trucks were down in FY 2009-10, the striping crews were able to install more Raised Pavement Markers (RPMs). This led to the 45.9% increase in the result of the percent of raised pavement install scheduled to be completed between FY 2008-09 and FY 2009-10.

The methodology for the number of County lane miles with RPMs installed has changed between FY 2009-10 and FY 2010-11. The 66 miles represents the number of County lane miles that will have RPMs installed or maintained in FY 2010-11 out of the 1,530 miles that already have RPMs. The FY 2008-09 and F 2008-10 figures were based on Country lane miles where RPMs already existed. This change in methodology has led to the significant cost per lane mile with RPMs installed.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of scheduled work zone jobsites completed	96.2%	100.0%	100.0%	0.0%	0.0%
Result	Percent of work zone jobsites completed within prescribed completion time limit	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of work zone jobsites completed	4,328	4,000	5,000	1,000	25.0%
Output	Number of Regional Emergency Event responses provided	21	20	20	-	0.0%
Demand	Number of work zone jobsites requested	4,500	4,800	6,000	1,200	25.0%
Demand	Number of Regional Emergency Events reported	21	20	20	-	0.0%
Efficiency	Total expenditure per Work Zone jobsite completed	\$ 313.87	\$ 371.82	\$ 303.02	\$ 68.80	18.5%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 1,358,414	\$ 1,487,275	\$ 1,515,084	\$ (27,809)	-1.9%
	TOTAL USES	\$ 1,358,414	\$ 1,487,275	\$ 1,515,084	\$ (27,809)	-1.9%

Activity Narrative: The demand for the number of work zone jobsites requested is expected to increase due to the increase in the number of projects funded by the American Recovery and Reinvestment Act.

The number of work zone jobsites completed in FY 2009-10 decreased due to the implementation of the hiring freeze policy. Transportation waited to request Traffic Control positions until they were absolutely necessary in FY 2009-10. This output is increasing from FY 2009-10 to FY 2010-11 due to the fact that this division will add 4 more Traffic Control positions and 4 new trucks which will result in more work zone jobsites completed.

Transportation Planning Program

The purpose of the Transportation Planning Program is to provide planning, programming, community and 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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of environmental clearances delivered prior to 70% project design completion	100.0%	100.0%	75.0%	(25.0%)	-25.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	N/A	100.0%	88.0%	(12.0%)	-12.0%
Press releases publish rate	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services	0.0%	100.0%	100.0%	0.0%	0.0%
Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	N/A	100.0%	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	N/A	100.0%	100.0%	0.0%	0.0%
Percent of analytical reports completed as identified in the Transportation System Plan	N/A	N/A	100.0%	N/A	N/A
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	100.0%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of environmental clearances delivered prior to 70% project design completion	100.0%	100.0%	75.0%	(25.0%)	-25.0%
Output	Number of environmental clearances provided	16	37	20	(17)	-45.9%
Demand	Number of projects requiring environmental clearance	22	37	20	(17)	-45.9%
Efficiency	Total activity expenditure per environmental clearance provided	\$ 8,183.75	\$ 7,960.86	\$ 7,180.65	\$ 780.21	9.8%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 130,940	\$ 294,552	\$ 143,613	\$ 150,939	51.2%
	TOTAL USES	\$ 130,940	\$ 294,552	\$ 143,613	\$ 150,939	51.2%

Activity Narrative: Environmental clearance is not required on all projects. FY 2009-10 had an unusually high number of projects requiring environmental clearance. The projects planned for FY 2010-11 have a more typical need for environmental clearance.

The result of the percent of environmental clearances delivered prior to 70% project design and completion will decrease between FY 2009-10 and FY 2010-11 because the department was very optimistic in FY 2008-09 and FY 2009-10. Since then, Transportation has had difficulties getting clearance from other agencies. Therefore, the FY 2010-11 result calculation is more realistic.

Expenditures increased from FY 2008-09 to FY 2009-10 because a Manager for this activity retired and more staff time was charged to the Transportation Improvement Program (TIP) projects. The expenditures from FY 2009-10 to FY 2010-11 are anticipated to decrease because the Manager position that retired in FY 2008-09 was inactivated in FY 2009-10 leading to a decrease in the FY 2010-11 budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	N/A	100.0%	88.0%	(12.0%)	-12.0%
Output	Number of partnership agreements completed	27	25	25	-	0.0%
Demand	Number of partnership agreements required	24	N/A	25	N/A	N/A
Efficiency	Total activity expenditure per partnership agreement completed	\$ 9,772.78	\$ 15,100.80	\$ 15,197.92	\$ (97.12)	-0.6%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 263,865	\$ 377,520	\$ 379,948	\$ (2,428)	-0.6%
	TOTAL USES	\$ 263,865	\$ 377,520	\$ 379,948	\$ (2,428)	-0.6%

Activity Narrative: The percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the project manager will decrease to 88% in FY 2010-11 because cities are backing out of projects due to their lack of funding.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Press releases publish rate	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	0.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	N/A	100.0%	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	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of press releases sent out	114	73	107	34	46.6%
Output	Number of public outreach events completed	17	60	59	(1)	-1.7%
Demand	Number of press releases needed	79	60	83	23	38.3%
Demand	Number of public outreach events required	19	20	30	10	50.0%
Efficiency	Total expenditure per press release	\$ 3,684.70	\$ 6,437.67	\$ 3,891.97	\$ 2,545.70	39.5%
Efficiency	Total expenditure per public outreach event	\$ 24,709.18	\$ 7,832.50	\$ 7,058.32	\$ 774.18	9.9%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 420,056	\$ 469,950	\$ 416,441	\$ 53,509	11.4%
	TOTAL USES	\$ 420,056	\$ 469,950	\$ 416,441	\$ 53,509	11.4%

Activity Narrative: The number of needed press releases should increase in FY 2010-11 due to the increased number of projects with the American Recovery and Reinvestment Act (ARRA) funds and the slight upturn in the economy. This is also leading to an increase in demand for Public Outreach events.

Actual expenditures in FY 2008-09 were less than FY 2009-10 revised because there was one communications position that was vacant for several months and labor from this department was being charged to the Transportation Improvement Program (TIP) projects and other departments. Expenditures for FY 2010-11 are expected to decrease from FY 2009-10 because it is anticipated that \$64,000 will be allocated out to the Court Tower project for labor support.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of analytical reports completed as identified in the Transportation System Plan	N/A	N/A	100.0%	N/A	N/A
Output	Number of analytical reports completed	6	6	6	-	0.0%
Demand	Number of analytical reports required	6	6	6	-	0.0%
Efficiency	Total expenditure per analytical report completed	\$ 82,828.00	\$ 110,767.17	\$ 93,330.67	\$ 17,436.50	15.7%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 496,968	\$ 664,603	\$ 559,984	\$ 104,619	15.7%
	TOTAL USES	\$ 496,968	\$ 664,603	\$ 559,984	\$ 104,619	15.7%

Activity Narrative: Actual expenditures in FY 2008-09 were lower compared to FY 2009-10 because two planning positions were vacant during FY 2008-09. Expenditures are decreasing between FY 2009-10 and FY 2010-11 because a Senior Planner is retiring and this position is being inactivated. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of corridor study miles completed	20	50	50	-	0.0%
Demand	Number of corridor miles requiring a corridor study	300	300	250	(50)	-16.7%
Efficiency	Total expenditure per corridor study mile completed	\$ 15,347.40	\$ 9,705.88	\$ 9,444.60	\$ 261.28	2.7%
<i>Expenditure</i>						
	232 - TRANSPORTATION OPERATIONS	\$ 306,948	\$ 485,294	\$ 472,230	\$ 13,064	2.7%
	TOTAL USES	\$ 306,948	\$ 485,294	\$ 472,230	\$ 13,064	2.7%

Activity Narrative: The number of corridor miles requiring a study is decreasing due to the 50 corridor miles studied in FY 2009-10. Three hundred corridor miles in FY 2009-10 less the 50 corridor study miles completed that year equals the remaining two-hundred and fifty studies that are to be completed in FY 2010-11.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of closed landfills that are environmentally sound as indicated by Federal	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of all waste tires collected that are properly disposed in accordance with Arizona state statutes	100.0%	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	84.8%	87.5%	87.5%	0.0%	0.0%
Percent of Solid Waste Transfer Stations accepting all recyclables	N/A	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of closed landfills maintained	10	10	10	-	0.0%
Demand	Number of closed landfills requiring maintenance	10	10	10	-	0.0%
Efficiency	Total activity expenditure per closed landfill maintained	\$ 182,497.30	\$ 687,415.90	\$ 706,603.10	\$ (19,187.20)	-2.8%
<i>Expenditure</i>						
	580 - SOLID WASTE MANAGEMENT	\$ 1,824,973	\$ 6,874,159	\$ 7,066,031	\$ (191,872)	-2.8%
	TOTAL USES	\$ 1,824,973	\$ 6,874,159	\$ 7,066,031	\$ (191,872)	-2.8%

Activity Narrative: Expenditures are anticipated to increase from FY 2009-10. This is due to increased charges for the Hassayampa Steering Committee, an increase to the non-recurring repairs and maintenance, and funding for additional vehicles. The budget for this activity includes a carry-over

of \$4,000,000 for the closure of the Queen Creek Landfill, \$750,000 for the repair of the drainage system at the Gilbert Landfill and \$400,000 for the Cave Creek contamination remediation.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of all waste tires collected that are properly disposed in accordance with Arizona state statutes	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	52,975	54,000	50,000	(4,000)	-7.4%
Demand	Number of tons of waste tires collected at all collection sites	52,975	54,000	50,000	(4,000)	-7.4%
Efficiency	Total expenditure per ton of waste tires properly disposed	\$ 119.37	\$ 94.63	\$ 95.01	\$ (0.38)	-0.4%
<i>Revenue</i>						
	290 - WASTE TIRE	\$ 4,371,535	\$ 4,973,154	\$ 4,481,046	\$ (492,108)	-9.9%
	TOTAL SOURCES	\$ 4,371,535	\$ 4,973,154	\$ 4,481,046	\$ (492,108)	-9.9%
<i>Expenditure</i>						
	290 - WASTE TIRE	\$ 6,323,627	\$ 5,110,036	\$ 4,750,680	\$ 359,356	7.0%
	TOTAL USES	\$ 6,323,627	\$ 5,110,036	\$ 4,750,680	\$ 359,356	7.0%

Activity Narrative: Revenue from the State of Arizona for tire disposal is expected to decrease from FY 2009-10 by \$502,108. Fewer tires are being sold and therefore the revenue has decreased from the State. Expenditures in FY 2010-11 will decrease because no Capital Improvement Projects are budgeted. The Cave Creek Transfer Station Capital Improvement Project will be completed by the end of FY 2009-10. Solid Waste also decreased their expenditures in relation to the decline in revenue.

The number of waste tires collected is expected to decrease in FY 2010-11 according to the actuals for the first three quarters in FY 2009-10. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	84.8%	87.5%	87.5%	0.0%	0.0%
Result	Percent of Solid Waste Transfer Stations accepting all recyclables	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of customers served	9,827	12,400	12,400	-	0.0%
Demand	Number of unincorporated Maricopa County residents	150,000	243,000	150,000	(93,000)	-38.3%
Efficiency	Total expenditure per customer served	\$ 165.61	\$ 49.42	\$ 33.39	\$ 16.03	32.4%
<i>Revenue</i>						
	580 - SOLID WASTE MANAGEMENT	\$ 283,860	\$ 200,000	\$ 220,400	\$ 20,400	10.2%
	581 - SOLID WASTE GRANTS	230,286	-	-	-	N/A
	TOTAL SOURCES	\$ 514,146	\$ 200,000	\$ 220,400	\$ 20,400	10.2%
<i>Expenditure</i>						
	580 - SOLID WASTE MANAGEMENT	\$ 1,397,166	\$ 612,842	\$ 414,042	\$ 198,800	32.4%
	581 - SOLID WASTE GRANTS	230,287	-	-	-	N/A
	TOTAL USES	\$ 1,627,453	\$ 612,842	\$ 414,042	\$ 198,800	32.4%

Activity Narrative: Survey responses are anticipated to remain the same with the same results of customer satisfaction. FY 2010-11 revenue is anticipated to increase in relation to FY 2009-10 because of miscellaneous revenue such as rental of land to Verizon and the collection and sale of scrap metal. The FY 2010-11 budget supports the Department in maintaining the operations of the transfer stations.

Flood Hazard Regulation Program

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of floodplain plan permits and clearances completed within 3 months of initial	N/A	75.0%	100.0%	25.0%	33.3%
Percent of first review of map changes completed within 3 months of initial submittal	N/A	62.5%	100.0%	37.5%	60.0%
Percent of floodplain complaint cases investigated within 30 days of receipt of violation	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of floodplain use permit inspections completed within one day of request	100.0%	90.0%	90.0%	0.0%	0.0%

Activities that comprise this program include:

- Floodplain Regulation Compliance
- Floodplain Permitting

Floodplain Compliance Activity

The purpose of the Floodplain 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of floodplain complaint cases investigated within 30 days of receipt of violation	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of floodplain use permit inspections completed within one day of request	100.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of floodplain complaint violation investigations completed	253	170	200	30	17.6%
Output	Number of floodplain use permit inspections completed	1,093	1,000	1,000	-	0.0%
Demand	Number of floodplain complaint violations requiring investigation	136	250	200	(50)	-20.0%
Demand	Number of floodplain use permits requiring inspection	1,093	1,000	1,000	-	0.0%
Efficiency	Total expenditure per floodplain complaint violation investigation completed	\$ 2,149.86	\$ 4,313.01	\$ 3,393.75	\$ 919.26	21.3%
Efficiency	Total expenditure per floodplain use permit inspection completed	\$ 497.63	\$ 733.21	\$ 678.75	\$ 54.46	7.4%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 736,396	\$ -	\$ (736,396)	-100.0%
	TOTAL SOURCES	\$ -	\$ 736,396	\$ -	\$ (736,396)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 543,914	\$ 733,211	\$ 678,749	\$ 54,462	7.4%
	TOTAL USES	\$ 543,914	\$ 733,211	\$ 678,749	\$ 54,462	7.4%

Activity Narrative: The percent of floodplain use permit inspections completed within one day of request decreased from FY 2008-09 to FY 2009-10 because several of the inspections were completed in two days instead of one with the increased number of complaint violations. This result is anticipated to remain the same between FY 2009-10 and FY 2010-11.

The output for the number of floodplain complaint violation investigations completed is greater than the demand for the number of floodplain complaint violations requiring investigation. Several of the complaint investigations from FY 2007-08 were completed in FY 2008-09.

In FY 2009-10, it was estimated that 170 floodplain complaint violation investigations would be completed. This estimate was based on the economic forecast which indicated less construction would occur. The Department assumed that less building would lead to fewer complaints. Based on the actual for the first two quarters of FY 2009-10 for complaint investigations, it is anticipated that this output will increase by 17.6% in FY 2010-11

The expenditures increased in FY 2009-10 in other services due to both the legal fees being paid for the Rock Raven Court Case and the consulting fees for outside contractors contributing to the preparation of Sand and Gravel guidelines for the Department.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

Floodplain Review Activity

The purpose of the Floodplain Review 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of floodplain plan permits and clearances completed within 3 months of initial submittal	N/A	N/A	100.0%	N/A	N/A
Result	Percent of first review of map changes completed within 3 months of initial submittal	N/A	N/A	100.0%	N/A	N/A
Output	Number of floodplain clearances and permits reviewed	N/A	N/A	400	N/A	N/A
Output	Number of map change reviews completed	N/A	N/A	8	N/A	N/A
Demand	Number of floodplain clearance and permit reviews submitted	N/A	N/A	400	N/A	N/A
Demand	Number of map change reviews requested	N/A	N/A	8	N/A	N/A
Efficiency	Total expenditure per clearance and permit review	N/A	N/A	\$ 4,452.78	N/A	N/A
Efficiency	Total expenditure per map change review	N/A	N/A	\$ 222,639.13	N/A	N/A
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 1,458,792	\$ -	\$ (1,458,792)	-100.0%
	TOTAL SOURCES	\$ -	\$ 1,458,792	\$ -	\$ (1,458,792)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 1,359,777	\$ 1,451,149	\$ 1,781,113	\$ (329,964)	-22.7%
	TOTAL USES	\$ 1,359,777	\$ 1,451,149	\$ 1,781,113	\$ (329,964)	-22.7%

Activity Narrative: Several of the measurements in this activity have had a significant change in the methodology of how they are measured. Therefore, only one year of measurements is posted here because the prior years do not offer a point of comparison. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of affected residents surveyed who report that the printed and electronic materials	71.0%	100.0%	100.0%	0.0%	0.0%
Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	N/A	N/A	100.0%	N/A	N/A
Percent of days that reliable weather, water level and stream flow information was available	99.5%	98.0%	98.0%	(0.0%)	-0.0%
Percent of needed flood response plans that were completed or updated and distributed to agencies	80.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers surveyed who were satisfied with the service/information that they received	100.0%	95.0%	100.0%	5.0%	5.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	71.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public meetings held	30	12	20	8	66.7%
Output	Number of printed materials produced	41	36	40	4	11.1%
Output	Number of website hits received	4,684,916	4,200,000	5,400,000	1,200,000	28.6%
Demand	Number of public meetings required	26	12	20	8	66.7%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed	52	36	40	4	11.1%
Efficiency	Total activity expenditure per affected resident contacted through public meetings, printed materials and website hits	\$ 628.67	\$ 2,202.63	\$ 2,124.50	\$ 78.13	3.5%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 221,953	\$ -	\$ (221,953)	-100.0%
	TOTAL SOURCES	\$ -	\$ 221,953	\$ -	\$ (221,953)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 325,020	\$ 220,263	\$ 254,940	\$ (34,677)	-15.7%
	TOTAL USES	\$ 325,020	\$ 220,263	\$ 254,940	\$ (34,677)	-15.7%

Activity Narrative: It is anticipated that the Department will increase the number of public meetings held from FY 2009-10 to FY 2010-11. The number of public meetings was high in FY 2008-09 because the Department was updating its comprehensive program of work and needed public feedback.

The number of websites hits received has fluctuated and is anticipated to fluctuate over fiscal years due to the public's interest and items such as better advertising and the media attention given to the FY 2009-10 floods in Maricopa County. Based on the first two quarters results in FY 2009-10, it is anticipated that the number of website hits will increase by 28.6% in FY 2010-11.

Expenditures decreased from FY 2008-09 to FY 2009-10 because the Department purchased a car in FY 2008-09 and had no personnel allocations to the Capital Improvement Projects (CIPs). In FY 2009-10, there were personnel allocations budgeted to the CIPs reducing FY 2009-10 expenditures. It is anticipated that there will be no allocations to the CIPs in FY 2010-11 resulting in the 15.7% increase of expenditures in FY 2010-11.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers surveyed who were satisfied with the service/information that they received	100.0%	95.0%	100.0%	5.0%	5.3%
Output	Number of customer information requests completed	1,980	3,000	3,000	-	0.0%
Demand	Number of customer information requests received	1,980	3,000	3,000	-	0.0%
Efficiency	Total activity expenditure per citizen information request response provided	\$ 183.16	\$ 121.72	\$ 125.91	\$ (4.18)	-3.4%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 370,750	\$ -	\$ (370,750)	-100.0%
	TOTAL SOURCES	\$ -	\$ 370,750	\$ -	\$ (370,750)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 362,662	\$ 365,174	\$ 377,728	\$ (12,554)	-3.4%
	TOTAL USES	\$ 362,662	\$ 365,174	\$ 377,728	\$ (12,554)	-3.4%

Activity Narrative: The number of customer information requests received and completed had increased from FY 2008-09 to FY 2009-10 because the Department began to use improvements in reporting in FY 2009-10 such as asking the public for more surveys, having walk-ins complete surveys and having call-ins go to the web to complete a survey. These plus internal improvements have led to the increase in this demand and output.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of days that reliable weather, water level and stream flow information was available	99.5%	98.0%	98.0%	(0.0%)	-0.0%
Result	Percent of needed flood response plans that were completed or updated and distributed to agencies	80.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of days the sensors were operational	222,948	227,754	231,882	4,128	1.8%
Output	Number of flood response plans completed	1	1	1	-	0.0%
Demand	Number of days the sensors are needed	218,632	232,402	236,615	4,213	1.8%
Demand	Number of flood response plans requested	1	1	1	-	0.0%
Efficiency	Total activity expenditure per flood response plan provided	\$ 940,946.00	\$ 1,180,372.00	\$ 1,204,294.00	\$ (23,922.00)	-2.0%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 1,184,226	\$ -	\$ (1,184,226)	-100.0%
	TOTAL SOURCES	\$ -	\$ 1,184,226	\$ -	\$ (1,184,226)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 940,946	\$ 1,180,372	\$ 1,204,294	\$ (23,922)	-2.0%
	TOTAL USES	\$ 940,946	\$ 1,180,372	\$ 1,204,294	\$ (23,922)	-2.0%

Activity Narrative: Expenditures increased from FY 2008-09 to FY 2009-10 due to increased costs for supplies, TV promotions and the cost for electronic tracking of the Department's television exposure. Funds were also allocated from the Public Service activity to this activity in FY 2009-10. The FY 2010-11 expenditure increase is due to the increased allocation of three positions from the Flood Warning Activity.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	N/A	N/A	100.0%	N/A	N/A
Output	Number of media messages generated	N/A	N/A	7	N/A	N/A
Output	Number of school and civic presentations	N/A	N/A	12	N/A	N/A
Demand	Number of media messages planned	N/A	N/A	7	N/A	N/A
Demand	Number of school and civic presentations requested	N/A	N/A	12	N/A	N/A
Efficiency	Total expenditure per school and civic presentation	N/A	N/A	\$ 64,992.42	N/A	N/A
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 732,192	\$ -	\$ (732,192)	-100.0%
	TOTAL SOURCES	\$ -	\$ 732,192	\$ -	\$ (732,192)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 627,127	\$ 729,688	\$ 779,909	\$ (50,221)	-6.9%
	TOTAL USES	\$ 627,127	\$ 729,688	\$ 779,909	\$ (50,221)	-6.9%

Activity Narrative: The measurements in this activity have had a change in the methodology of how they are measured. Therefore, only one year of measurements is posted here because the prior years do not offer a point of comparison.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of linear miles of watercourses requiring delineation where delineations were completed through the end of the fiscal year that will provide floodplain administrators necessary information about the flood hazards and associated risk	N/A	N/A	68.9%	N/A	N/A
Percent of square miles of Maricopa County contributing watersheds where completed Area Drainage Master Studies or Plans will provide residents with the information necessary to mitigate the identified flood and erosion hazards	N/A	N/A	47.0%	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of linear miles of watercourses requiring delineation where delineations were completed through the end of the fiscal year that will provide floodplain administrators necessary information about the flood hazards and associated risk	N/A	N/A	68.9%	N/A	N/A
Output	Number of cumulative linear miles of watercourse delineated through the end of the fiscal year	N/A	N/A	4,121	N/A	N/A
Demand	Total number of linear miles of watercourse requiring delineation this fiscal year	N/A	N/A	5,985	N/A	N/A
Efficiency	Total activity expenditure per linear mile of watercourse delineated	N/A	N/A	\$ 540.21	N/A	N/A
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 2,866,584	\$ -	\$ (2,866,584)	-100.0%
	TOTAL SOURCES	\$ -	\$ 2,866,584	\$ -	\$ (2,866,584)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 2,503,336	\$ 2,858,975	\$ 2,226,212	\$ 632,763	22.1%
	TOTAL USES	\$ 2,503,336	\$ 2,858,975	\$ 2,226,212	\$ 632,763	22.1%

Activity Narrative: Several of the measurements in this activity have had a change in the methodology of how they are measured. Therefore, only one year of measurements is posted here because the prior years do not offer a point of comparison.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of square miles of Maricopa County contributing watersheds where completed Area Drainage Master Studies or Plans will provide residents with the information necessary to mitigate the identified flood and erosion hazards	N/A	N/A	47.0%	N/A	N/A
Output	Cumulative square miles of Area Drainage Master Studies or Plans completed through the end of this fiscal year	N/A	N/A	2,831	N/A	N/A
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year	N/A	N/A	27	N/A	N/A
Output	Number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year	N/A	N/A	146,247	N/A	N/A
Demand	Total number of square miles identified for Area Drainage Master Studies or Plans	N/A	N/A	6,022	N/A	N/A
Demand	Number of linear miles of watercourse identified for Watercourse Master Plans	N/A	N/A	191	N/A	N/A
Demand	Number of population in areas identified for Area Drainage Master Studies or Plans	N/A	N/A	2,908,493	N/A	N/A
Efficiency	Total activity expenditure per number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year	N/A	N/A	\$ 47.16	N/A	N/A
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 6,922,263	\$ -	\$ (6,922,263)	-100.0%
	TOTAL SOURCES	\$ -	\$ 6,922,263	\$ -	\$ (6,922,263)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 5,539,284	\$ 6,953,127	\$ 6,897,680	\$ 55,447	0.8%
	TOTAL USES	\$ 5,539,284	\$ 6,953,127	\$ 6,897,680	\$ 55,447	0.8%

Activity Narrative: Several of the measurements in this activity have had a change in the methodology of how they are measured. Therefore, only one year of measurements is posted here because the prior years do not offer a point of comparison.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of square miles of area that receive physical protection benefits from projects in	8.0%	100.0%	4.4%	(95.6%)	-95.6%
Percent of Capital Improvement Program budget expended this fiscal year	94.3%	100.0%	100.0%	0.0%	0.0%
Percent of capital projects implemented with multi-purpose features this fiscal year	N/A	72.7%	50.0%	(22.7%)	-31.3%
Percent of Priority 1 (P1) 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	N/A	100.0%	100.0%	0.0%	0.0%
Percent of non-immediate safety Priority 1 (P1A) Work Orders completed within an average of 90 calendar days	N/A	100.0%	100.0%	0.0%	0.0%
Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	72.7%	72.7%	77.3%	4.5%	6.3%
Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	80.5%	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	72.7%	72.7%	77.3%	4.5%	6.3%
Result	Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	80.5%	100.0%	100.0%	0.0%	0.0%
Output	Number of dam repair and rehabilitation project milestones completed this fiscal year	2	2	4	2	100.0%
Output	Number of dam assessments completed this fiscal year	22	22	22	-	0.0%
Demand	Number of dam repair and rehabilitation project milestones identified for completion this fiscal year	4	2	4	2	100.0%
Demand	Number of dam assessments scheduled this fiscal year	22	22	22	-	0.0%
Efficiency	Total activity expenditure per dam repair and rehabilitation milestone completed this fiscal year	\$ 1,547,162.50	\$ 1,530,412.50	\$ 559,190.00	\$ 971,222.50	63.5%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 3,015,051	\$ -	\$ (3,015,051)	-100.0%
	TOTAL SOURCES	\$ -	\$ 3,015,051	\$ -	\$ (3,015,051)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 3,094,325	\$ 3,060,825	\$ 2,236,760	\$ 824,065	26.9%
	TOTAL USES	\$ 3,094,325	\$ 3,060,825	\$ 2,236,760	\$ 824,065	26.9%

Activity Narrative: Expenditures are anticipated to decrease from FY 2009-10 to FY 2010-11. The nature of dam rehabilitation and repair has different requirements and varying costs dependent on the project. The 4 projects planned for FY 2010-11 are less costly than the projects planned in the prior 2 fiscal years.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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	8.0%	100.0%	4.4%	(95.6%)	-95.6%
Result	Percent of Capital Improvement Program budget expended this fiscal year	94.3%	100.0%	100.0%	0.0%	0.0%
Result	Percent of capital projects implemented with multi-purpose features this fiscal year	N/A	72.7%	50.0%	(22.7%)	-31.3%
Output	Number of capital projects completed in this fiscal year	13	11	8	(3)	-27.3%
Output	Number of square miles of area benefited by projects completed this fiscal year	829	112	30	(82)	-73.0%
Demand	Number of square miles of area to be benefited by projects scheduled in five-year Capital Improvement Program beginning this fiscal year	829	754	690	(65)	-8.6%
Efficiency	Total expenditure per square mile of area benefited by projects completed this fiscal year	\$ 1,576.40	\$ 24,505.60	\$ 84,472.67	\$ (59,967.07)	-244.7%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 2,769,400	\$ -	\$ (2,769,400)	-100.0%
	TOTAL SOURCES	\$ -	\$ 2,769,400	\$ -	\$ (2,769,400)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 1,306,202	\$ 2,747,078	\$ 2,559,522	\$ 187,556	6.8%
	TOTAL USES	\$ 1,306,202	\$ 2,747,078	\$ 2,559,522	\$ 187,556	6.8%

Activity Narrative: The percent of capital projects implemented with multi-purpose features this fiscal year are anticipated to decrease from FY 2009-10 to FY 2010-11. District policy allows the use of the multi-purpose features in projects where this is feasible and consistent with flood control purposes. This is not feasible in 4 out of the 8 projects planned for FY 2010-11 completion. These projects include a storm drain project and the reinforcement/modification of 3 existing structures. There is no need for the multi-purpose feature with these types of projects.

The result of the 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 should have been 12% in FY 2009-10. The fluctuation between FY 2008-09 to FY 2009-10 and FY 2009-10 to FY 2010-11 is due to the progress and nature of the different projects. It is anticipated for FY 2010-11 that there will be less capital project completions benefiting fewer square miles than in FY 2009-10. This is reflected in the decrease of this result from 12% in FY 2009-10 to 4.4% in FY 2010-11.

The anticipated decrease in the number of capital projects for FY 2010-11 will also lead to a decrease in the number of square miles benefited by projects. This is also reflected in the increase of the Department's efficiency.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT	
					VAR	%
Result	Percent of Priority 1 (P1) 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	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of non-immediate safety Priority 1 (P1A) Work Orders completed within an average of 90 calendar days	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of critical maintenance Priority 1 (P1) Work Orders completed	70	60	40	(20)	-33.3%
Output	Number of Work Orders completed	70	900	900	-	0.0%
Output	Number of non-immediate safety Priority 1 (P1A) Work Orders completed	N/A	N/A	60	N/A	N/A
Demand	Number of Work Order requests submitted	547	900	900	-	0.0%
Efficiency	Total activity expenditure per Work Order completed (labor/materials)	\$ 76,439.20	\$ 7,066.57	\$ 7,296.49	\$ (229.93)	-3.3%
<i>Revenue</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ -	\$ 6,380,495	\$ -	\$ (6,380,495)	-100.0%
	TOTAL SOURCES	\$ -	\$ 6,380,495	\$ -	\$ (6,380,495)	-100.0%
<i>Expenditure</i>						
	988 - PUBLIC WORKS FLOOD CONTROL	\$ 5,350,744	\$ 6,359,909	\$ 6,566,845	\$ (206,936)	-3.3%
	TOTAL USES	\$ 5,350,744	\$ 6,359,909	\$ 6,566,845	\$ (206,936)	-3.3%

Activity Narrative: Several of the measurements in this activity have had a change in the methodology of how they are measured. Therefore, only two years of measurements is posted here because FY 2008-09 does not offer a point of comparison.

The number of critical maintenance Priority 1 (P1) Work Orders completed is anticipated to decrease. The first two quarter actuals for FY 2009-10 were less than expected at 15 work orders per quarter. FY 2010-11 Priority (P1) Work Order forecast is realistic based on current year performance.

Revenue will decrease by 100% from FY 2009-10 to FY 2010-11 because revenue received by the FCD is now deposited in the Administration Program.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of new, retrofitted, renovated or remodeled facility projects delivered	N/A	100.0%	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)	N/A	100.0%	100.0%	0.0%	0.0%
Percent of capital improvement and major maintenance projects delivered within 10% original cost estimate	N/A	100.0%	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 Construction Management (Facilities Management) Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments and Agencies so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Mandates: A.R.S. §41-1492 establishes standards and regulations, including building codes, for public accommodations and commercial facilities.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	N/A	100.0%	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)	N/A	100.0%	100.0%	0.0%	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	N/A	50	50	-	0.0%
Output	Number of Post Occupancy survey responses	N/A	50	50	-	0.0%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested	N/A	50	50	-	0.0%
Efficiency	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed	N/A	\$ 15,093.20	\$ 502,760.16	\$(487,666.96)	-3231.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 9,656,763	\$ 20,654,466	\$ 13,326,117	\$ 7,328,349	35.5%
	255 - DETENTION OPERATIONS	4,794,721	12,240,763	11,811,891	428,872	3.5%
	TOTAL USES	\$ 14,451,484	\$ 32,895,229	\$ 25,138,008	\$ 7,757,221	23.6%

Activity Narrative: Expenditures and the efficiency have increased due to the addition of the Annual County Wide Operation Maintenance Program, the addition of the Annual Detention Facilities Operations Program, the carryover of the Central Court 1st Floor remodel Project, the carryover of Plumbing Upgrades project, the increase in Personnel costs and the decrease in the Space Planning

Contingency and the Southeast Facility relocation. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of capital improvement and major maintenance projects delivered within 10% original cost estimate	N/A	100.0%	100.0%	0.0%	0.0%
Result	Percent of County facilities operating in an energy-efficient manner (per Energy Star rankings)	N/A	0.0%	30.0%	30.0%	9768173.3%
Output	Number of capital improvement and major maintenance projects completed this fiscal year	N/A	50	50	-	0.0%
Demand	Number of capital improvement and major maintenance projects to be completed this fiscal year	N/A	50	50	-	0.0%
Efficiency	Total activity expenditure per capital improvement and major maintenance project completed	N/A	\$ 2,762.68	\$ 529,130.64	\$(526,367.96)	-19052.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 8,480,821	\$ 10,720,634	\$ 14,255,226	\$ (3,534,592)	-33.0%
	255 - DETENTION OPERATIONS	11,463,677	12,402,500	12,201,306	201,194	1.6%
	TOTAL USES	\$ 19,944,498	\$ 23,123,134	\$ 26,456,532	\$ (3,333,398)	-14.4%

Activity Narrative: Expenditures and the efficiency have increased due to the addition of the County's utilities, 5th Avenue & Fillmore Property Utilities, Automated Inventory Management and the Case Management Warehouse Project to this activity's budget. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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, comprised of 167 buildings, based on replacement cost approaches \$2.779 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:

$$\text{Facility Condition Index} = \frac{\text{Total Cost of Deficiencies (\$)}}{\text{Replacement Value (\$)}}$$

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. The facilities assessment provides baseline data for all buildings surveyed.

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	CURRENT FCI	EXPECTED FCI	FY 2010-11 YEAR 1	FY 2011-12 YEAR 2	FY 2012-13 YEAR 3	FY 2013-14 YEAR 4	FY 2014-15 YEAR 5	FIVE-YEAR TOTAL
General Fund (100) Facility Renovation								
COURTS AREA - GENERAL (CACX) Electrical Switch Gear - Maintenance & Upgrade	37.64	37.49	\$ 307,377	\$ -	\$ -	\$ -	\$ -	\$ 307,377
CENTRAL COURT BUILDING (CCBI) Upgrade Security System and Video Cameras for the Court Security System in the Central Court Basement	37.64	37.14	\$ 3,450,000	\$ 1,063,923	\$ -	\$ -	\$ -	\$ 4,513,923
Remodel / Upgrade 1st Floor and Lower Level	37.64	35.90	2,700,000	-	-	-	-	2,700,000
DURANGO PARKING GARAGE (DPTI) Upgrade Existing Emergency Generator	0.00	0.00	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
EAST COURT INFRASTRUCTURE IMPROVEMENTS (EEII) Renovate Public Restrooms, Floors 2-9	34.58	34.11	\$ 488,232	\$ -	\$ -	\$ -	\$ -	\$ 488,232
GLENDALE - REGIONAL DAY REPORTING (GLDR) Remodel / Upgrade 1st Floor and Lower Level	44.08	43.68	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000
OLD COURT HOUSE BUILDING IMPROVEMENTS (OOHI) Weatherize Exterior Windows	34.03	33.30	\$ 327,660	\$ -	\$ -	\$ -	\$ -	\$ 327,660
SOUTHEAST REGIONAL INFRASTRUCTURE IMPROVEMENTS (SICU) Replace Carpet in Admin Areas, Floors 2-4	20.24	20.14	\$ 100,000	\$ 395,459	\$ -	\$ -	\$ -	\$ 495,459
SECURITY BUILDING (SIPN) Replace Air Handlers, Floors 9-12	45.97	43.57	\$ 1,081,259	\$ -	\$ -	\$ -	\$ -	\$ 1,081,259
SHERIFF WAREHOUSE (SWHS) Replace Roof	8.99	4.84	\$ 416,000	\$ -	\$ -	\$ -	\$ -	\$ 416,000
WEST COURT INFRASTRUCTURE IMPROVEMENTS (WCII) Upgrade Heating, Ventilating, and Air Conditioning (HVAC) System	37.37	37.18	\$ 490,000	\$ -	\$ -	\$ -	\$ -	\$ 490,000
Change Pneumatic Controls to Direct Digital Controls (DDC)	37.37	37.26	107,378	-	-	-	-	107,378
Facility Renovation Subtotal			\$ 7,302,906	\$ 1,459,382	\$ -	\$ -	\$ -	\$ 8,762,288
General Fund (100) Major Maintenance								
ENERGY MANAGEMENT PROGRAM (ENRG)	N/A	N/A	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
ENVIRONMENTAL PROJECTS DETAIL (ENVR)	N/A	N/A	100,000	100,000	100,000	100,000	100,000	500,000
PROGRAM FEES DETAIL (PPFE)	N/A	N/A	600,000	400,000	400,000	400,000	400,000	2,200,000
CODE COMPLIANCE RESERVE (RCCR)	N/A	N/A	200,000	100,000	100,000	100,000	100,000	600,000
BUILDING SECURITY PROGRAM (SECR)	N/A	N/A	400,000	300,000	400,000	400,000	400,000	1,900,000
LIFE/SAFETY PROGRAM (SFTY)	N/A	N/A	400,000	300,000	300,000	300,000	300,000	1,600,000
PROJECT RESERVE (MMPR)	N/A	N/A	-	5,228,524	6,877,906	6,877,906	6,877,906	25,862,242
Major Maintenance Subtotal			\$ 2,100,000	\$ 6,828,524	\$ 8,577,906	\$ 8,577,906	\$ 8,577,906	\$ 34,662,242
TOTAL FUND 100			\$ 9,402,906	\$ 8,287,906	\$ 8,577,906	\$ 8,577,906	\$ 8,577,906	\$ 43,424,530

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2010-11 YEAR 1	FY 2011-12 YEAR 2	FY 2012-13 YEAR 3	FY 2013-14 YEAR 4	FY 2014-15 YEAR 5	FIVE-YEAR TOTAL
Detention Fund (255) Facility Renovation								
DURANGO JUVENILE INFRASTRUCTURE IMPROVEMENTS (DDII)			\$ 277,085	\$ -	\$ -	\$ -	\$ -	277,085
Replace Chiller 1A (McQuay with Trane Unit)	58.48	49.99	277,085	-	-	-	-	277,085
DURANGO JAIL INFRASTRUCTURE IMPROVEMENTS (DDJS)			\$ 300,981	\$ -	\$ -	\$ -	\$ -	300,981
Upgrade Security System - 2nd Half of Facility	67.34	66.61	150,000	-	-	-	-	150,000
Replace All Evap Coolers over Kitchen Area (25% Left to Be Replaced)	67.34	66.97	75,919	-	-	-	-	75,919
Install Variable Frequency Drive (VFD) Drives on Tower Fan Motors	67.34	66.97	75,062	-	-	-	-	75,062
ESTRELLA JAIL INFRASTRUCTURE IMPROVEMENTS (EJIS)			\$ 1,535,066	\$ -	\$ -	\$ -	\$ -	1,535,066
Plumbing Upgrades	18.88	17.76	971,128	-	-	-	-	971,128
Replace Existing Fire Alarm Systems, Including Devices - Estrella Jail	18.88	18.33	422,389	-	-	-	-	422,389
Replace Existing Fire Alarm Systems, Including Devices - Estrella Support Building	11.40	8.53	141,549	-	-	-	-	141,549
FOURTH AVENUE JAIL (FAJI)			\$ 674,495	\$ 50,000	\$ -	\$ -	\$ -	724,495
Review Status Module within Transient Voltage Surge Suppression (TVSS)	0.00	0.00	40,079	-	-	-	-	40,079
Replace Barometric Dampers in Exhaust Fan System (South HVAC room)	0.00	0.00	50,000	50,000	-	-	-	100,000
Repair Roof	0.00	0.00	294,241	-	-	-	-	294,241
Replace/Repair Lighting Fixtures in Shower Areas	0.00	0.00	49,849	-	-	-	-	49,849
Improve Intake and Preintake Lights and Computer Circuits to be Emergency Power Backup	0.00	0.00	190,326	-	-	-	-	190,326
Update Facility Automation System (FAS) to Report to Boiler Room	0.00	0.00	50,000	-	-	-	-	50,000
LOWER BUCKEYE JAIL COMPLEX (LBJC)			\$ 2,261,602	\$ 200,000	\$ 500,000	\$ -	\$ -	2,961,602
<i>Central Services</i>								
Roof Repairs	1.32	0.73	200,000	200,000	500,000	-	-	900,000
Re-Engineer Boiler Condensate Lines - Kitchen	1.32	1.17	50,000	-	-	-	-	50,000
<i>Detention Facility</i>								
Epoxy "A" Side Showers	0.00	0.00	419,792	-	-	-	-	419,792
Replace Door Side Bars	0.00	0.00	75,000	-	-	-	-	75,000
Improve Security Fencing Around Employee Parking Lot	0.00	0.00	125,000	-	-	-	-	125,000
<i>Laundry</i>								
Separate Steam Line Supply from Water, Heating and HVAC in Vault	0.00	0.00	70,071	-	-	-	-	70,071
<i>Central Plant</i>								
Boiler Updates and Boiler Supply Isolation Valves	0.00	0.00	266,467	-	-	-	-	266,467
Improve FAS Computer To Capture All Equipment	0.00	0.00	200,000	-	-	-	-	200,000
Expansion of Chiller Room and New Chillers	0.00	0.00	855,272	-	-	-	-	855,272
SOUTHEAST JUVENILE (SJUI)			\$ 536,742	\$ 100,000	\$ -	\$ -	\$ -	636,742
Update FAS to report to Boiler Room	0.00	0.00	50,000	-	-	-	-	50,000
Replace wiring for FAS Controls	0.00	0.00	100,000	100,000	-	-	-	200,000
Switch Existing Control System Interface (CSI) Controls to Siemens	0.00	0.00	386,742	-	-	-	-	386,742
SOUTHEAST SHERIFF SUBSTATION (SESS)			\$ 377,730	\$ 100,000	\$ 100,000	\$ -	\$ -	577,730
Repair / Upgrade Piping and Air Handler Units (AHU)	50.99	48.51	277,730	-	-	-	-	277,730
Replace Wiring for FAS Controls	50.99	50.10	100,000	100,000	100,000	-	-	300,000
PROPERTY AND EVIDENCE (SPEW)			\$ 41,149	\$ -	\$ -	\$ -	\$ -	41,149
Increase Fencing along West Side of Building	0.00	0.00	41,149	-	-	-	-	41,149
SHERIFF'S TRAINING ACADEMY (STAC)			\$ 57,041	\$ -	\$ -	\$ -	\$ -	57,041
Refurbish Interior (Auditorium)	0.00	0.00	57,041	-	-	-	-	57,041
Facility Renovation Subtotal			\$ 6,061,891	\$ 450,000	\$ 600,000	\$ -	\$ -	7,111,891

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2010-11 YEAR 1	FY 2011-12 YEAR 2	FY 2012-13 YEAR 3	FY 2013-14 YEAR 4	FY 2014-15 YEAR 5	FIVE-YEAR TOTAL
<i>Detention Fund (255) Major Maintenance</i>								
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	100,000	100,000	100,000	100,000	100,000	500,000
ESTIMATING PROGRAM (PPFE)	N/A	N/A	400,000	400,000	400,000	400,000	400,000	2,000,000
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	500,000	300,000	300,000	300,000	300,000	1,700,000
LIFE SAFETY PROJECTS DETAIL (SFTY)	N/A	N/A	400,000	400,000	400,000	400,000	400,000	2,000,000
PROJECT RESERVE (MMPR)	N/A	N/A	-	4,840,764	4,690,765	5,290,766	5,290,767	20,113,062
Major Maintenance Subtotal			\$ 1,850,000	\$ 6,490,764	\$ 6,340,765	\$ 6,940,766	\$ 6,940,767	\$ 28,563,062
TOTAL FUND 255			\$ 7,911,891	\$ 6,940,764	\$ 6,940,765	\$ 6,940,766	\$ 6,940,767	\$ 35,674,953
TOTAL MAJOR MAINTENANCE (100 & 255)			\$ 17,314,797	\$ 15,228,670	\$ 15,518,671	\$ 15,518,672	\$ 15,518,673	\$ 79,099,483

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Percent of customers who report they are satisfied or very satisfied with the cleanliness	N/A	72.9%	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	N/A	87.1%	87.1%	0.0%	0.0%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	N/A	85.0%	85.0%	0.0%	0.0%
Percent of landscape quality inspections that received a passing rating	N/A	98.8%	98.8%	0.0%	0.0%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	N/A	354.6%	50.0%	(304.6%)	-85.9%
Percent Detention Security System is functional 24/7/365	N/A	0.1%	100.0%	99.9%	79536.4%
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	N/A	112.9%	92.9%	(20.0%)	-17.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	N/A	72.9%	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	N/A	87.1%	87.1%	0.0%	0.0%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	N/A	85.0%	85.0%	0.0%	0.0%
Result	Percent of landscape quality inspections that received a passing rating	N/A	98.8%	98.8%	0.0%	0.0%
Output	Number of square feet of facilities cleaned	N/A	2,837,049	2,837,049	-	0.0%
Demand	Number of square feet of facilities required to be cleaned	N/A	2,837,049	2,837,049	-	0.0%
Efficiency	Total expenditure per square foot of facilities cleaned	N/A	\$ 0.10	\$ 1.61	\$ (1.51)	-1495.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 293,258	\$ 286,722	\$ 3,718,955	\$ (3,432,233)	-1197.1%
	255 - DETENTION OPERATIONS	-	-	855,918	(855,918)	N/A
	TOTAL USES	\$ 293,258	\$ 286,722	\$ 4,574,873	\$ (4,288,151)	-1495.6%

Activity Narrative: Expenditures and the efficiency have increased due to the addition of the County's Maintenance contracts to this activity's budget. The FY 2010-11 budget supports the Department in providing 100% of demanded services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	N/A	354.6%	50.0%	(304.6%)	-85.9%
Result	Percent Detention Security System is functional 24/7/365	N/A	0.1%	100.0%	99.9%	79536.4%
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	N/A	112.9%	92.9%	(20.0%)	-17.7%
Output	Number of square feet of facilities maintained	N/A	39,145,088	9,786,272	(29,358,816)	-75.0%
Demand	Number of (factored) square feet required to be maintained	N/A	39,145,088	9,786,272	(29,358,816)	-75.0%
Efficiency	Total expenditure per square foot maintained	N/A	\$ 0.20	\$ 1.13	\$ (0.93)	-463.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 5,579,973	\$ 5,377,390	\$ 8,026,620	\$ (2,649,230)	-49.3%
	255 - DETENTION OPERATIONS	1,968,692	2,445,304	2,991,449	(546,145)	-22.3%
	TOTAL USES	\$ 7,548,665	\$ 7,822,694	\$ 11,018,069	\$ (3,195,375)	-40.8%

Activity Narrative: The percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition should have been 50.0% in FY 2009-10, leading to a 0% variance between FY 2009-10 and FY 2010-11.

The 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 should have been 93% for FY 2009-10, leading to a 0% variance between FY 2009-10 and FY 2010-11.

The percent Detention Security System is functional 24/7/365 in FY 2009-10 should have been 100% and not .1%. This leads to a 0% variance between FY 2009-10 and FY 2010-11.

The number of square feet of facilities maintained should have been 9,786,272 in FY 2009-10, leading to a 0% variance between FY 2009-10 and FY 2010-11.

Expenditures and the efficiency have increased due to the addition of the County's Maintenance Contracts to this activity's budget. Results for FY 2009-10 were incorrectly entered. These revised results in FY 2009-10 are very similar in measurement to FY 2010-11. Therefore, there would only be a small percentage of variation of the results.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of parking spaces utilized in County garages and lots	N/A	66.7%	69.4%	2.6%	4.0%
Percent of shuttle bus seats utilized	N/A	16.9%	16.9%	0.0%	0.0%
Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	N/A	N/A	100.0%	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of parking spaces utilized in County garages and lots	N/A	66.7%	69.4%	2.6%	4.0%
Result	Percent of shuttle bus seats utilized	N/A	16.9%	16.9%	0.0%	0.0%
Output	Number of vehicles parked in County garages & lots	N/A	14,216	14,780	564	4.0%
Demand	Number of vehicles requesting to park in County garages & lots	N/A	14,216	14,780	564	4.0%
Efficiency	Total expenditure per County garage and lot space	N/A	\$ 5.26	\$ 5.27	\$ (0.02)	-0.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 78,147	\$ 74,747	\$ 77,952	\$ (3,205)	-4.3%
	TOTAL USES	\$ 78,147	\$ 74,747	\$ 77,952	\$ (3,205)	-4.3%

Activity Narrative: The number of parking spaces in County garages and lots decreased from FY 2008-09 to FY 2009-10 because the Madison Street garage closed. The number of vehicles parked in County garages and lots increased in FY2010-11 by 4% due to the movement of employees from the Criminal Courts to the County's downtown campus.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	N/A	N/A	100.0%	N/A	N/A
Output	Number of crimes reported on County properties that were responded to by Protective Services	N/A	61,168	129,092	67,924	111.0%
Demand	Number of crime responses needed	N/A	61,168	129,092	67,924	111.0%
Efficiency	Total expenditure per crime response by Protective Services	N/A	\$ 61.08	\$ 31.04	\$ 30.04	49.2%
<i>Revenue</i>						
	100 - GENERAL	\$ 500,485	\$ 522,115	\$ 522,115	\$ -	0.0%
	TOTAL SOURCES	\$ 500,485	\$ 522,115	\$ 522,115	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,661,672	\$ 3,688,957	\$ 3,958,251	\$ (269,294)	-7.3%
	255 - DETENTION OPERATIONS	63,457	47,324	48,942	(1,618)	-3.4%
	TOTAL USES	\$ 3,725,129	\$ 3,736,281	\$ 4,007,193	\$ (270,912)	-7.3%

Activity Narrative: The number of crimes committed on County properties should have been 113,393 for FY 2009-2010. Based on the increased crime activity in the first two quarters of FY 2009-10, it is estimated that this crime activity will increase in FY 2010-11 over FY 2009-10. This also affects the efficiency calculation for FY 2009-10 which should have been \$32.94. As crime is increasing, additional resources are directed to this activity to meet the safety strategic goal.

The expenditures have increased due to the addition of the Security for 5th Avenue & Fillmore Property. FY 2010-11 budget supports the Department in providing 100% of demanded services.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 11,340,005	\$ 604,827
FY 2010 Revised Budget		\$ 11,340,005	\$ 604,827
Adjustments:	Agenda Item:		
Budget Balancing		\$ (10,441)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	C-49-09-066-2-00	(10,441)	-
Restatements		\$ 29,808,600	\$ -
<i>Fac Maint Util to Pub Wrks</i>		29,808,600	-
5th Avenue and Fillmore Security and Utilities	\$ 250,000		
Annual Countywide Operation Maintenance Program	3,705,000		
Automated Inventory Management	180,000		
Maintenance Contracts	7,025,694		
Utilities	10,070,000		
Major Maintenance	8,577,906		
FY 2011 Budget Target		\$ 41,138,164	\$ 604,827
Adjustments:	Agenda Item:		
Employee Compensation and Benefits		\$ 220,673	\$ -
Employee Retirement and Benefits		\$ 198,198	\$ -
<i>Employee Health/Dental Premiums</i>		22,475	-
<i>Retirement Contributions</i>		\$ 3,158,490	\$ -
Base Adjustments		\$ (220,673)	\$ -
<i>Other Base Adjustments</i>		3,379,163	-
<i>New Facility Operating Costs</i>		\$ (2,716)	\$ -
Budget Balancing		\$ (2,716)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	C-49-10-032-M-00	(2,716)	-
FY 2011 Adopted Budget		\$ 44,514,611	\$ 604,827
<i>Percent Change from Target Amount</i>		<i>8.2%</i>	<i>0.0%</i>
		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2010 Adopted Budget		\$ -	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ 653,452	\$ -
<i>Countywide Space Planning</i>	C-91-10-060-2-00	653,452	-
FY 2010 Revised Budget		\$ 653,452	\$ -
Adjustments:	Agenda Item:		
Non Recurring		\$ (653,452)	\$ -
<i>Countywide Space Planning</i>	C-91-10-060-2-00	(653,452)	-
Restatements		\$ (8,577,906)	\$ -
<i>Fac Maint Util to Pub Wrks</i>		(8,577,906)	-
FY 2011 Budget Target		\$ (8,577,906)	\$ -
Adjustments:			
Non Recurring		\$ 236,000	\$ -
<i>Other Non-Recurring</i>		236,000	-
<i>Casegoods Management Warehouse (CIM)</i>	\$ 236,000		
FY 2011 Adopted Budget		\$ (8,341,906)	\$ -
<i>Percent Change from Target Amount</i>		<i>-2.8%</i>	

General Fund (100) (continued)

	Expenditures	Revenue
MAJOR MAINTENANCE		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Adjustments:		
Restatements	\$ 8,577,906	\$ -
<i>Fac Maint Util to Pub Wrks</i>	<i>8,577,906</i>	<i>-</i>
FY 2011 Budget Target	\$ 8,577,906	\$ -
Adjustments:		
Capital Improvement Program	\$ (93,612)	\$ -
<i>Capital Improvement Prog Adj</i>	<i>(93,612)</i>	<i>-</i>
Major Maintenance Projects	\$ 918,612	\$ -
<i>Major Maintenance Program</i>	<i>918,612</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 9,402,906	\$ -
<i>Percent Change from Target Amount</i>		<i>9.6%</i>

Transportation Grants Fund (223)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 755,000	\$ 755,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 27,290	\$ 27,290
<i>FHA Safe Operations Academy</i>	<i>27,290</i>	<i>27,290</i>
Agenda Item:		
<i>C-91-10-058-M-00</i>		
FY 2010 Revised Budget	\$ 782,290	\$ 782,290
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (27,290)	\$ (27,290)
<i>FHA Safe Operations Academy</i>	<i>(27,290)</i>	<i>(27,290)</i>
Agenda Item:		
<i>C-91-10-058-M-00</i>		
FY 2011 Budget Target	\$ 755,000	\$ 755,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 1,274	\$ -
<i>Employee Health/Dental Premiums</i>	<i>1,092</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>182</i>	<i>-</i>
Base Adjustments	\$ (1,274)	\$ -
<i>Other Base Adjustments</i>	<i>(1,274)</i>	<i>-</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (181,029)	\$ (181,029)
<i>Grant Reconciliation</i>	<i>(181,029)</i>	<i>(181,029)</i>
FY 2011 Adopted Budget	\$ 573,971	\$ 573,971
<i>Percent Change from Target Amount</i>		<i>-24.0%</i>

Transportation Grants Fund (223) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ (57,196)	\$ (57,196)	\$ (506,586)	\$ (176,536)
Sources:					
Operating	\$ (7,688)	\$ -	\$ -	\$ -	\$ -
Non-Recurring	180,000	755,000	782,290	794,050	573,971
Total Sources:	\$ 172,312	\$ 755,000	\$ 782,290	\$ 794,050	\$ 573,971
Uses:					
Operating	\$ 324,279	\$ -	\$ -	\$ -	\$ -
Non-Recurring	473,868	755,000	782,290	464,000	573,971
Total Uses:	\$ 798,147	\$ 755,000	\$ 782,290	\$ 464,000	\$ 573,971
Structural Balance	\$ (331,967)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 119,249	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(506,586)	(57,196)	(57,196)	(176,536)	(176,536)
Total Ending Spendable Fund Balance	\$ (506,586)	\$ (57,196)	\$ (57,196)	\$ (176,536)	\$ (176,536)

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 2010 Adopted Budget	\$ 60,847,714	\$ 96,392,000
FY 2010 Revised Budget	\$ 60,847,714	\$ 96,392,000
Adjustments:	Agenda Item:	
Budget Balancing	\$ (368,666)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	<i>(368,666)</i>
General Revenues	\$ -	\$ 2,664,832
<i>State Shared HURF</i>	-	<i>2,408,468</i>
<i>State Shared VLT</i>	-	<i>256,364</i>
FY 2011 Budget Target	\$ 60,479,048	\$ 99,056,832
Adjustments:	Agenda Item:	
Employee Compensation and Benefits	\$ 678,233	\$ -
Employee Retirement and Benefits	\$ 566,365	\$ -
<i>Employee Health/Dental Premiums</i>	<i>111,868</i>	-
<i>Retirement Contributions</i>	-	-
Base Adjustments	\$ (356,722)	\$ -
<i>Other Base Adjustments</i>	<i>(356,722)</i>	-
Budget Balancing	\$ (54,949)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	<i>(54,949)</i>
Fees and Other Revenues	\$ -	\$ (1,779,358)
<i>ProgRevenue Volume Inc/Dec</i>	-	<i>(1,779,358)</i>
General Revenues	\$ -	\$ 1,423,944
<i>State Shared HURF</i>	-	<i>1,423,944</i>
FY 2011 Adopted Budget	\$ 60,745,610	\$ 98,701,418
<i>Percent Change from Target Amount</i>	<i>0.4%</i>	<i>-0.4%</i>
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 35,544,286	\$ -
Adjustments:	Agenda Item:	
Non Recurring	\$ 23,600	\$ 10,000
<i>Vehicle Pub Wks to Parks</i>	<i>C-30-10-025-V-00</i>	<i>-</i>
<i>Vehicles Planning to Transportation</i>	<i>C-44-10-059-V-00</i>	<i>23,600</i>
FY 2010 Revised Budget	\$ 35,567,886	\$ 10,000
Adjustments:	Agenda Item:	
Non Recurring	\$ (23,600)	\$ (10,000)
<i>Vehicle Pub Wks to Parks</i>	<i>C-30-10-025-V-00</i>	<i>-</i>
<i>Vehicles Planning to Transportation</i>	<i>C-44-10-059-V-00</i>	<i>(23,600)</i>
FY 2011 Budget Target	\$ 35,544,286	\$ -
Adjustments:		
Capital Improvement Program	\$ 1,254,140	\$ -
<i>Transfer to Capital Proj Fund</i>	<i>1,254,140</i>	-
Non Recurring	\$ 784,000	\$ -
<i>Non Recurring Carry Forward</i>	<i>784,000</i>	-
<i>Equipment (Paint Striper, Skip Loader and Two Wheel Loaders)</i>	<i>\$ 784,000</i>	-
FY 2011 Adopted Budget	\$ 37,582,426	\$ -
<i>Percent Change from Target Amount</i>	<i>5.7%</i>	<i>N/A</i>

Transportation Operations Fund (232) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 12,747,527	\$ 7,600,304	\$ 7,600,304	\$ 21,501,714	\$ 22,094,824
Sources:					
Operating	\$ 104,475,896	\$ 96,392,000	\$ 96,392,000	\$ 94,003,551	\$ 98,701,418
Non-Recurring	-	-	10,000	-	-
Total Sources:	\$ 104,475,896	\$ 96,392,000	\$ 96,402,000	\$ 94,003,551	\$ 98,701,418
Uses:					
Operating	\$ 56,022,809	\$ 60,847,714	\$ 60,847,714	\$ 57,842,555	\$ 60,745,610
Non-Recurring	39,698,916	35,544,286	35,567,886	35,567,886	37,582,426
Total Uses:	\$ 95,721,725	\$ 96,392,000	\$ 96,415,600	\$ 93,410,441	\$ 98,328,036
Structural Balance	\$ 48,453,087	\$ 35,544,286	\$ 35,544,286	\$ 36,160,996	\$ 37,955,808
Accounting Adjustments	\$ 16	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 21,501,714	\$ 7,600,304	\$ 7,586,704	\$ 22,094,824	\$ 22,468,206
Total Ending Spendable Fund Balance	\$ 21,501,714	\$ 7,600,304	\$ 7,586,704	\$ 22,094,824	\$ 22,468,206

Transportation Capital Projects Fund (234)

	Expenditures	Revenue
CAPITAL IMPROVEMENTS		
FY 2010 Adopted Budget	\$ 85,728,037	\$ 27,595,834
FY 2010 Revised Budget	\$ 85,728,037	\$ 27,595,834
FY 2011 Budget Target	\$ 85,728,037	\$ 27,595,834
Adjustments:		
Capital Improvement Program	\$ 13,144,481	\$ 11,218,281
<i>Capital Improvement Prog Adj</i>	13,144,481	11,218,281
FY 2011 Adopted Budget	\$ 98,872,518	\$ 38,814,115
<i>Percent Change from Target Amount</i>	15.3%	40.7%
Transportation Projects		
Administration (TADM)	\$ 7,491,000	\$ 28,897,448
County Arterials (ARTS)	23,485,000	9,500,000
Bridge Preservation (BRIG)	6,335,000	-
Planning (TPLN)	1,630,000	-
Dust Mitigation (DMIT)	4,035,000	-
Partnerships (PSUP)	3,981,000	416,667
Intelligent Transportation Systems (INTL)	2,390,000	-
MAG ALCP Projects (ALCP)	33,505,000	-
Pavement Preservation (PAVE)	6,260,000	-
Right-of-way (RWAY)	350,000	-
Safety Projects (SAFE)	1,660,000	-
Traffic Improvements (TIMP)	6,826,000	-
APS ES ESCO Improvements (ESCOPI)	924,518	-
	\$ 98,872,518	\$ 38,814,115

Transportation Capital Projects Fund (234) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ 35,544,286
FY 2010 Revised Budget	\$ -	\$ 35,544,286
FY 2011 Budget Target	\$ -	\$ 35,544,286
Adjustments:		
Capital Improvement Program	\$ -	\$ 1,254,140
<i>Transfer to Capital Proj Fund</i>		1,254,140
FY 2011 Adopted Budget	\$ -	\$ 36,798,426
<i>Percent Change from Target Amount</i>	<i>N/A</i>	<i>3.5%</i>

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 52,277,299	\$ 52,450,583	\$ 52,450,583	\$ 49,663,283	\$ 30,580,162
Sources:					
Operating	\$ 39,733,638	\$ -	\$ -	\$ -	\$ -
Non-Recurring	22,691,716	63,140,120	63,140,120	49,453,146	75,612,541
Total Sources:	\$ 62,425,354	\$ 63,140,120	\$ 63,140,120	\$ 49,453,146	\$ 75,612,541
Uses:					
Non-Recurring	65,039,371	85,728,037	85,728,037	68,536,267	98,872,518
Total Uses:	\$ 65,039,371	\$ 85,728,037	\$ 85,728,037	\$ 68,536,267	\$ 98,872,518
Structural Balance	\$ 39,733,638	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 49,663,283	\$ 29,862,666	\$ 29,862,666	\$ 30,580,162	\$ 7,320,185
Total Ending Spendable Fund Balance	\$ 49,663,283	\$ 29,862,666	\$ 29,862,666	\$ 30,580,162	\$ 7,320,185

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,645,658	\$ -
FY 2010 Revised Budget	\$ 2,645,658	\$ -
Adjustments:		
Restatements	\$ 24,440,763	\$ -
<i>Fac Maint Util to Pub Wrks</i>	<i>24,440,763</i>	<i>-</i>
FY 2011 Budget Target	\$ 27,086,421	\$ -
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 41,567	\$ -
<i>Employee Health/Dental Premiums</i>	<i>34,944</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>6,623</i>	<i>-</i>
Base Adjustments	\$ (41,567)	\$ -
<i>Other Base Adjustments</i>	<i>(41,567)</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 27,086,421	\$ -
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Adjustments:		
Restatements	\$ (6,940,763)	\$ -
<i>Fac Maint Util to Pub Wrks</i>	<i>(6,940,763)</i>	<i>-</i>
FY 2011 Budget Target	\$ (6,940,763)	\$ -
FY 2011 Adopted Budget	\$ (6,940,763)	\$ -
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	
	Expenditures	Revenue
MAJOR MAINTENANCE		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Adjustments:		
Restatements	\$ 6,940,763	\$ -
<i>Fac Maint Util to Pub Wrks</i>	<i>6,940,763</i>	<i>-</i>
FY 2011 Budget Target	\$ 6,940,763	\$ -
Adjustments:		
Major Maintenance Projects	\$ 971,128	\$ -
<i>Major Maintenance Program</i>	<i>971,128</i>	<i>-</i>
FY 2011 Adopted Budget	\$ 7,911,891	\$ -
<i>Percent Change from Target Amount</i>	<i>14.0%</i>	

Waste Tire Fund (290)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 5,173,154	\$ 5,173,154
FY 2010 Revised Budget	\$ 5,173,154	\$ 5,173,154
FY 2011 Budget Target	\$ 5,173,154	\$ 5,173,154
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 15,447	\$ -
<i>Employee Health/Dental Premiums</i>	<i>13,650</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>1,797</i>	<i>-</i>
Base Adjustments	\$ (371,705)	\$ -
<i>Other Base Adjustments</i>	<i>(296,210)</i>	<i>-</i>
<i>Personnel Savings</i>	<i>(75,495)</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ (492,108)
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(492,108)</i>
General Revenues	\$ -	\$ (170,000)
<i>Interest Revenue</i>	<i>-</i>	<i>(170,000)</i>
FY 2011 Adopted Budget	\$ 4,816,896	\$ 4,511,046
<i>Percent Change from Target Amount</i>	<i>-6.9%</i>	<i>-12.8%</i>

Waste Tire Fund (290) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 6,017,766	\$ 2,871,519	\$ 2,871,519	\$ 2,297,826	\$ 2,195,624
Sources:					
Operating	\$ 4,454,854	\$ 5,173,154	\$ 5,173,154	\$ 4,368,677	\$ 4,511,046
Total Sources:	\$ 4,454,854	\$ 5,173,154	\$ 5,173,154	\$ 4,368,677	\$ 4,511,046
Uses:					
Operating	\$ 5,417,765	\$ 5,173,154	\$ 5,173,154	\$ 4,470,879	\$ 4,816,896
Non-Recurring	2,757,032	-	-	-	-
Total Uses:	\$ 8,174,797	\$ 5,173,154	\$ 5,173,154	\$ 4,470,879	\$ 4,816,896
Structural Balance	\$ (962,911)	\$ -	\$ -	\$ (102,202)	\$ (305,850)
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,297,826	\$ 2,871,519	\$ 2,871,519	\$ 2,195,624	\$ 1,889,774
Total Ending Spendable Fund Balance	\$ 2,297,826	\$ 2,871,519	\$ 2,871,519	\$ 2,195,624	\$ 1,889,774

Solid Waste Management Fund (580)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,008,369	\$ 725,000
FY 2010 Revised Budget	\$ 2,008,369	\$ 725,000
FY 2011 Budget Target	\$ 2,008,369	\$ 725,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 22,787	\$ -
Employee Health/Dental Premiums	19,656	-
Retirement Contributions	3,131	-
Base Adjustments	\$ (22,787)	\$ -
Other Base Adjustments	2,579	-
Personnel Savings	(25,366)	-
Fees and Other Revenues	\$ -	\$ 20,400
ProgRevenue Volume Inc/Dec	-	20,400
General Revenues	\$ -	\$ (427,000)
Interest Revenue	-	(427,000)
FY 2011 Adopted Budget	\$ 2,008,369	\$ 318,400
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>-56.1%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 5,629,000	\$ -
Adjustments:		
Non Recurring		
Vehicle Air Qual to Pub Wks SW	\$ 19,250	\$ -
	19,250	-
FY 2010 Revised Budget	\$ 5,648,250	\$ -
Adjustments:		
Non Recurring		
Vehicle Air Qual to Pub Wks SW	\$ (19,250)	\$ -
	(19,250)	-
FY 2011 Budget Target	\$ 5,629,000	\$ -
Adjustments:		
Base Adjustments	\$ 267,000	\$ -
Other Base Adjustments	267,000	-
Capital Improvement Program	\$ (180,000)	\$ -
Capital Improvement Prog Adj	(180,000)	-
FY 2011 Adopted Budget	\$ 5,716,000	\$ -
<i>Percent Change from Target Amount</i>	<i>1.5%</i>	

Solid Waste Management Fund (580) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 13,524,368	\$ 11,194,798	\$ 11,194,798	\$ 10,679,535	\$ 8,303,013
Sources:					
Operating	\$ 536,521	\$ 725,000	\$ 725,000	\$ 304,800	\$ 318,400
Non-Recurring	6,656	-	-	-	-
Total Sources:	\$ 543,177	\$ 725,000	\$ 725,000	\$ 304,800	\$ 318,400
Uses:					
Operating	\$ 1,782,980	\$ 2,008,369	\$ 2,008,369	\$ 1,919,166	\$ 2,008,369
Non-Recurring	1,605,036	5,629,000	5,648,250	762,156	5,716,000
Total Uses:	\$ 3,388,016	\$ 7,637,369	\$ 7,656,619	\$ 2,681,322	\$ 7,724,369
Structural Balance	\$ (1,246,459)	\$ (1,283,369)	\$ (1,283,369)	\$ (1,614,366)	\$ (1,689,969)
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	10,679,535	4,282,429	4,263,179	8,303,013	897,044
Total Ending Spendable Fund Balance	\$ 10,679,535	\$ 4,282,429	\$ 4,263,179	\$ 8,303,013	\$ 897,044

Solid Waste Grants Fund (581)

NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 190,000	\$ 190,000
FY 2010 Revised Budget	\$ 190,000	\$ 190,000
FY 2011 Budget Target	\$ 190,000	\$ 190,000
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (190,000)	\$ (190,000)
<i>Grant Reconciliation</i>	<i>(190,000)</i>	<i>(190,000)</i>
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>-100.0%</i>	<i>-100.0%</i>

Solid Waste Grants Fund (581) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 18,317	\$ 18,317	\$ -	\$ 126,966
Sources:					
Operating	\$ -	\$ -	\$ -	\$ (516)	\$ -
Non-Recurring	230,286	190,000	190,000	205,000	-
Total Sources:	\$ 230,286	\$ 190,000	\$ 190,000	\$ 204,484	\$ -
Uses:					
Non-Recurring	346,831	190,000	190,000	77,518	-
Total Uses:	\$ 346,831	\$ 190,000	\$ 190,000	\$ 77,518	\$ -
Structural Balance	\$ -	\$ -	\$ -	\$ (516)	\$ -
Accounting Adjustments	\$ 116,545	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 18,317	\$ 18,317	\$ 126,966	\$ 126,966
Total Ending Spendable Fund Balance	\$ -	\$ 18,317	\$ 18,317	\$ 126,966	\$ 126,966

Public Works Flood Control Fund (988)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 35,718,850	\$ 35,718,850
FY 2010 Revised Budget	\$ 35,718,850	\$ 35,718,850
Adjustments:		
Budget Balancing	\$ (126,706)	\$ (126,706)
<i>PEHPEP FY 09 Adjustments</i>	(126,706)	(126,706)
Agenda Item: <i>C-49-09-066-2-00</i>		
FY 2011 Budget Target	\$ 35,592,144	\$ 35,592,144
Adjustments:		
Employee Compensation and Benefits	\$ 254,036	\$ -
Employee Retirement and Benefits	205,023	-
<i>Employee Health/Dental Premiums</i>	205,023	-
<i>Retirement Contributions</i>	49,013	-
Base Adjustments	\$ (269,481)	\$ (15,445)
<i>Other Base Adjustments</i>	(269,481)	(15,445)
Budget Balancing	\$ (16,889)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(16,889)	-
Agenda Item: <i>C-49-10-032-M-00</i>		
Fees and Other Revenues	\$ (49,971)	\$ (66,860)
<i>ProgRevenue Volume Inc/Dec</i>	(49,971)	(66,860)
FY 2011 Adopted Budget	\$ 35,509,839	\$ 35,509,839
<i>Percent Change from Target Amount</i>	-0.2%	-0.2%

Public Works Flood Control Fund (988) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Sources:					
Operating	\$ 32,279,901	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839
Total Sources:	\$ 32,279,901	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839
Uses:					
Operating	\$ 32,279,927	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839
Total Uses:	\$ 32,279,927	\$ 35,718,850	\$ 35,718,850	\$ 33,975,396	\$ 35,509,839
Structural Balance	\$ (26)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 26	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Recorder

Analysis by Julia Smith, Management & Budget Analyst

Mission

The mission of the Recorder's Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Strategic Goals

- **By June 2013, increase the percentage of documents recorded from digital and electronic sources to 75% of total recordings compared to 67.85% at June 30, 2009.**

Status: As of December 31, 2009, the Recorder processed 593,510 documents for FY 2009-2010 of which 426,972 were processed electronically. This equates to 71.9% of total recorded documents being recorded from digital and electronic sources.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
DCOP - DOCUMENT OPERATIONS	\$ 7,606,074	\$ 6,348,197	\$ 6,348,197	\$ 7,509,498	\$ 6,769,997	\$ 421,800	6.6%
MCRO - MICROGRAPHICS	69,470	74,400	74,400	46,898	50,000	(24,400)	-32.8%
MOUT - MAILOUT	223,462	180,000	180,000	174,395	180,000	-	0.0%
36RP - RECORDER	\$ 7,899,006	\$ 6,602,597	\$ 6,602,597	\$ 7,730,791	\$ 6,999,997	\$ 397,400	6.0%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 3	\$ 3	\$ -	\$ 3	\$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ -	\$ 3	\$ 3	\$ -	\$ 3	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 112,905	\$ -	\$ -	\$ 25,719	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 112,905	\$ -	\$ -	\$ 25,719	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 4,373,924	\$ 3,942,000	\$ 3,942,000	\$ 4,396,884	\$ 4,620,000	\$ 678,000	17.2%
99IT - INFORMATION TECHNOLOGY	\$ 4,373,924	\$ 3,942,000	\$ 3,942,000	\$ 4,396,884	\$ 4,620,000	\$ 678,000	17.2%
TOTAL PROGRAMS	\$ 12,385,835	\$ 10,544,600	\$ 10,544,600	\$ 12,153,394	\$ 11,620,000	\$ 1,075,400	10.2%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
DCOP - DOCUMENT OPERATIONS	\$ 900,499	\$ 1,044,030	\$ 1,044,030	\$ 825,076	\$ 1,043,843	\$ 187	0.0%
MCRO - MICROGRAPHICS	179,216	204,946	204,946	162,440	196,837	8,109	4.0%
MOU - MAILOUT	294,645	339,303	339,303	375,617	319,053	20,250	6.0%
36RP - RECORDER	\$ 1,374,360	\$ 1,588,279	\$ 1,588,279	\$ 1,363,133	\$ 1,559,733	\$ 28,546	1.8%
FSAC - FINANCIAL SERVICES	\$ 119,283	\$ 119,198	\$ 119,198	\$ 118,410	\$ 123,090	\$ (3,892)	-3.3%
HRAC - HUMAN RESOURCES	110,421	116,325	116,325	113,661	120,187	(3,862)	-3.3%
ODIR - EXECUTIVE MANAGEMENT	397,298	429,940	429,940	440,412	435,880	(5,940)	-1.4%
PROC - PROCUREMENT	61,436	66,486	66,486	63,382	68,463	(1,977)	-3.0%
99AS - ADMINISTRATIVE SERVICES	\$ 688,438	\$ 731,949	\$ 731,949	\$ 735,865	\$ 747,620	\$ (15,671)	-2.1%
GGOV - GENERAL GOVERNMENT	\$ 1,871,359	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,620	2,462	2,462	2,466	10,896	(8,434)	-342.6%
99GV - GENERAL GOVERNMENT	\$ 1,875,979	\$ 2,462	\$ 2,462	\$ 2,466	\$ 10,896	\$ (8,434)	-342.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,434,165	\$ 3,072,079	\$ 3,072,079	\$ 2,664,588	\$ 3,703,062	\$ (630,983)	-20.5%
DACR - DATA CENTER	(273)	-	-	-	-	-	N/A
HDSP - HELP DESK SUPPORT	586,761	563,646	563,646	645,312	622,619	(58,973)	-10.5%
99IT - INFORMATION TECHNOLOGY	\$ 4,020,653	\$ 3,635,725	\$ 3,635,725	\$ 3,309,900	\$ 4,325,681	\$ (689,956)	-19.0%
TOTAL PROGRAMS	\$ 7,959,430	\$ 5,958,415	\$ 5,958,415	\$ 5,411,364	\$ 6,643,930	\$ (685,515)	-11.5%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 11,689,353	\$ 9,900,002	\$ 9,900,002	\$ 11,680,166	\$ 11,119,802	\$ 1,219,800	12.3%
SUBTOTAL	\$ 11,689,353	\$ 9,900,002	\$ 9,900,002	\$ 11,680,166	\$ 11,119,802	\$ 1,219,800	12.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 112,905	\$ 390,000	\$ 102,000	\$ 45,719	\$ 60,000	\$ (42,000)	-41.2%
0650 - MISCELLANEOUS REVENUE	583,577	254,598	542,598	427,509	440,198	(102,400)	-18.9%
SUBTOTAL	\$ 696,482	\$ 644,598	\$ 644,598	\$ 473,228	\$ 500,198	\$ (144,400)	-22.4%
ALL REVENUES	\$ 12,385,835	\$ 10,544,600	\$ 10,544,600	\$ 12,153,394	\$ 11,620,000	\$ 1,075,400	10.2%
TOTAL SOURCES	\$ 12,385,835	\$ 10,544,600	\$ 10,544,600	\$ 12,153,394	\$ 11,620,000	\$ 1,075,400	10.2%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 3,048,858	\$ 3,021,202	\$ 3,021,202	\$ 2,782,410	\$ 2,940,170	\$ 81,032	2.7%
0710 - OVERTIME	24,080	11,496	11,496	7,493	27,000	(15,504)	-134.9%
0750 - FRINGE BENEFITS	1,032,398	1,045,619	1,045,619	936,395	1,149,906	(104,287)	-10.0%
0790 - OTHER PERSONNEL SERVICES	12,268	3,087	3,087	3,041	2,000	1,087	35.2%
SUBTOTAL	\$ 4,117,604	\$ 4,081,404	\$ 4,081,404	\$ 3,729,339	\$ 4,119,076	\$ (37,672)	-0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 494,270	\$ 405,875	\$ 405,875	\$ 291,671	\$ 1,012,025	\$ (606,150)	-149.3%
0804 - NON-CAPITAL EQUIPMENT	130,217	114,000	114,000	103,035	484,500	(370,500)	-325.0%
SUBTOTAL	\$ 624,487	\$ 519,875	\$ 519,875	\$ 394,706	\$ 1,496,525	\$ (976,650)	-187.9%
SERVICES							
0812 - OTHER SERVICES	\$ 336,505	\$ 292,900	\$ 292,900	\$ 219,865	\$ 224,900	\$ 68,000	23.2%
0820 - RENT & OPERATING LEASES	39,089	43,900	43,900	35,552	43,300	600	1.4%
0825 - REPAIRS AND MAINTENANCE	146,838	137,000	137,000	366,860	155,000	(18,000)	-13.1%
0830 - INTERGOVERNMENTAL PAYMENTS	1,871,359	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	57,706	95,100	95,100	78,523	95,100	-	0.0%
0841 - TRAVEL	13,147	29,050	29,050	22,903	29,050	-	0.0%
0842 - EDUCATION AND TRAINING	4,437	79,406	79,406	37,747	66,000	13,406	16.9%
0843 - POSTAGE/FREIGHT/SHIPPING	54,091	106,180	106,180	131,387	106,379	(199)	-0.2%
0850 - UTILITIES	2,932	3,600	3,600	2,643	3,600	-	0.0%
SUBTOTAL	\$ 2,526,104	\$ 787,136	\$ 787,136	\$ 895,480	\$ 723,329	\$ 63,807	8.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 691,235	\$ 570,000	\$ 570,000	\$ 391,839	\$ 305,000	\$ 265,000	46.5%
SUBTOTAL	\$ 691,235	\$ 570,000	\$ 570,000	\$ 391,839	\$ 305,000	\$ 265,000	46.5%
ALL EXPENDITURES	\$ 7,959,430	\$ 5,958,415	\$ 5,958,415	\$ 5,411,364	\$ 6,643,930	\$ (685,515)	-11.5%
TOTAL USES	\$ 7,959,430	\$ 5,958,415	\$ 5,958,415	\$ 5,411,364	\$ 6,643,930	\$ (685,515)	-11.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 7,899,006	\$ 6,602,600	\$ 6,602,600	\$ 7,730,791	\$ 7,000,000	\$ 397,400	6.0%
FUND TOTAL SOURCES	\$ 7,899,006	\$ 6,602,600	\$ 6,602,600	\$ 7,730,791	\$ 7,000,000	\$ 397,400	6.0%
236 RECORDERS SURCHARGE OPERATING	\$ 4,486,829	\$ 3,942,000	\$ 3,942,000	\$ 4,422,603	\$ 4,620,000	\$ 678,000	17.2%
FUND TOTAL SOURCES	\$ 4,486,829	\$ 3,942,000	\$ 3,942,000	\$ 4,422,603	\$ 4,620,000	\$ 678,000	17.2%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 12,385,835	\$ 10,544,600	\$ 10,544,600	\$ 12,153,394	\$ 11,620,000	\$ 1,075,400	10.2%
DEPARTMENT TOTAL SOURCES	\$ 12,385,835	\$ 10,544,600	\$ 10,544,600	\$ 12,153,394	\$ 11,620,000	\$ 1,075,400	10.2%

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 1,914,543	\$ 2,095,117	\$ 2,095,117	\$ 1,916,531	\$ 2,095,117	\$ -	0.0%
FUND TOTAL USES	\$ 1,914,543	\$ 2,095,117	\$ 2,095,117	\$ 1,916,531	\$ 2,095,117	\$ -	0.0%
236 RECORDERS SURCHARGE OPERATING	\$ 3,765,054	\$ 3,498,813	\$ 3,498,813	\$ 3,494,833	\$ 3,498,813	\$ -	0.0%
NON-RECURRING	2,279,833	364,485	364,485	-	1,050,000	(685,515)	-188.1%
FUND TOTAL USES	\$ 6,044,887	\$ 3,863,298	\$ 3,863,298	\$ 3,494,833	\$ 4,548,813	\$ (685,515)	-17.7%
DEPARTMENT OPERATING TOTAL USES	\$ 5,679,597	\$ 5,593,930	\$ 5,593,930	\$ 5,411,364	\$ 5,593,930	\$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 2,279,833	\$ 364,485	\$ 364,485	\$ -	\$ 1,050,000	\$ (685,515)	-188.1%
DEPARTMENT TOTAL USES	\$ 7,959,430	\$ 5,958,415	\$ 5,958,415	\$ 5,411,364	\$ 6,643,930	\$ (685,515)	-11.5%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.00	3.00	3.00	3.00	3.00	-	0.0%
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	9.00	8.00	8.00	8.00	8.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	27.00	22.00	22.00	22.00	22.00	-	0.0%
HELP DESK SUPPORT	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	32.00	26.00	26.00	26.00	26.00	-	0.0%
RECORDER							
DOCUMENT OPERATIONS	29.00	23.00	23.00	23.00	24.00	1.00	4.3%
MAILOUT	5.00	5.00	5.00	5.00	4.00	(1.00)	-20.0%
MICROGRAPHICS	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	36.00	29.00	29.00	29.00	29.00	-	0.0%
DEPARTMENT TOTAL	77.00	63.00	63.00	63.00	63.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	7.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	29.00	21.00	21.00	21.00	21.00	-	0.0%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	9.00	6.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Admin & Analysis Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	77.00	63.00	63.00	63.00	63.00	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	43.00	36.00	36.00	36.00	36.00	-	0.0%
236 - RECORDERS SURCHARGE	34.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	77.00	63.00	63.00	63.00	63.00	-	0.0%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$125,301 for FY 2010-11. The Department will absorb these increased costs by increasing their salary and benefit savings by \$69,654 in the General Fund and by \$55,647 in the Recorder's Surcharge Fund, resulting in a net zero impact in personnel costs.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percentage of customers satisfied with the timeliness in returning documents presented	N/A	N/A	100.0%	N/A	N/A
Percentage of documents recorded digitally successfully recorded without error	N/A	N/A	100.0%	N/A	N/A
Percent of documents made available to the public on Recorder website within timeliness standards	N/A	N/A	100.0%	N/A	N/A
Percent of documents prepared for delivery within timeliness standards	N/A	N/A	97.0%	N/A	N/A

Measures in the Recorder’s Program are newly established for FY 2010-11.

Activities that comprise this program include:

- Document Operations
- Micrographics
- Mail out

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	N/A	N/A	100.0%	N/A	N/A
Result	Percentage of documents recorded digitally successfully recorded without error	N/A	N/A	100.0%	N/A	N/A
Output	Number of documents recorded	1,122,287	960,000	1,125,000	165,000	17.2%
Output	Number of documents recorded digitally	N/A	N/A	822,500	N/A	N/A
Demand	Number of documents presented for recording	1,122,287	-	1,175,000	1,175,000	N/A
Demand	Number of documents presented for digital recording	N/A	N/A	822,500	N/A	N/A
Efficiency	Expenditure per document recorded	\$ 0.66	\$ 0.91	\$ 0.93	\$ (0.02)	-1.7%
<i>Revenue</i>						
	100 - GENERAL	\$ 7,606,074	\$ 6,348,197	\$ 6,769,997	\$ 421,800	6.6%
	TOTAL SOURCES	\$ 7,606,074	\$ 6,348,197	\$ 6,769,997	\$ 421,800	6.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 900,499	\$ 1,044,030	\$ 1,043,843	\$ 187	0.0%
	TOTAL USES	\$ 900,499	\$ 1,044,030	\$ 1,043,843	\$ 187	0.0%

Activity Narrative: The FY 2010-11 revenues for the Document Operations Activity are projected to increase from FY 2009-10 due to a higher number of documents presented for recording. The current resources can accommodate the increased number of recordings. The demand, “Number of documents presented for recording,” reflects the number of requests received. However, many requests contain errors, or are not ready for recording, and therefore are not recorded.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of documents prepared for delivery within timeliness standards	N/A	N/A	97.0%	N/A	N/A
Output	Number of documents prepared for delivery	N/A	N/A	820,000	N/A	N/A
Demand	Number of documents recorded for delivery	N/A	-	900,000	900,000	N/A
Efficiency	Expenditure per document prepared for delivery	N/A	N/A	\$ 0.39	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 223,462	\$ 180,000	\$ 180,000	\$ -	0.0%
	TOTAL SOURCES	\$ 223,462	\$ 180,000	\$ 180,000	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 294,645	\$ 339,303	\$ 319,053	\$ 20,250	6.0%
	TOTAL USES	\$ 294,645	\$ 339,303	\$ 319,053	\$ 20,250	6.0%

Activity Narrative: Expenditures are projected to decline for the Mail Out Activity during FY 2010-11 due to a reduced number of documents anticipated to be mailed back to customers. The current resources support the Department in meeting 91% of the documents requested to be delivered with 97% of the documents delivered being delivered within the time standards.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of documents made available to the public on Recorder website within timeliness standards	N/A	N/A	100.0%	N/A	N/A
Output	Number of documents scanned	-	77,500	77,500	-	0.0%
Demand	Number of documents presented for scanning	-	77,500	77,500	-	0.0%
Efficiency	Expenditure per document scanned	N/A	\$ 2.64	\$ 2.54	\$ 0.10	4.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 69,470	\$ 74,400	\$ 50,000	\$ (24,400)	-32.8%
	TOTAL SOURCES	\$ 69,470	\$ 74,400	\$ 50,000	\$ (24,400)	-32.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 89,973	\$ 44,946	\$ 46,837	\$ (1,891)	-4.2%
	236 - RECORDERS SURCHARGE	89,243	160,000	150,000	10,000	6.3%
	TOTAL USES	\$ 179,216	\$ 204,946	\$ 196,837	\$ 8,109	4.0%

Activity Narrative: The FY 2010-11 budget supports the Department in meeting 100% of the demand for documents scanned. Revenues for the Micrographics Activity are expected to decline from FY 2009-10 due to a decrease in requests for microfiche information by real estate companies based on the decreased number of home sales.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,095,117	\$ 6,602,600
FY 2010 Revised Budget	\$ 2,095,117	\$ 6,602,600
FY 2011 Budget Target	\$ 2,095,117	\$ 6,602,600
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 69,654	\$ -
Employee Health/Dental Premiums	38,448	-
Retirement Contributions	31,206	-
Base Adjustments	\$ (69,654)	\$ -
Personnel Savings	(69,654)	-
Fees and Other Revenues	\$ -	\$ 397,400
ProgRevenue Volume Inc/Dec	-	397,400
FY 2011 Adopted Budget	\$ 2,095,117	\$ 7,000,000
Percent Change from Target Amount	0.0%	6.0%

Recorder's Surcharge Fund (236)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,498,813	\$ 3,942,000
FY 2010 Revised Budget	\$ 3,498,813	\$ 3,942,000
FY 2011 Budget Target	\$ 3,498,813	\$ 3,942,000
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 55,647	\$ -
<i>Employee Health/Dental Premiums</i>	28,836	-
<i>Retirement Contributions</i>	26,811	-
Base Adjustments	\$ (55,647)	\$ -
<i>Personnel Savings</i>	(55,647)	-
Fees and Other Revenues	\$ -	\$ 678,000
<i>ProgRevenue Volume Inc/Dec</i>	-	678,000
FY 2011 Adopted Budget	\$ 3,498,813	\$ 4,620,000
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>17.2%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 364,485	\$ -
FY 2010 Revised Budget	\$ 364,485	\$ -
Adjustments:		
Base Adjustments	\$ (364,485)	\$ -
<i>Other Base Adjustments</i>	(364,485)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Base Adjustments	\$ 1,050,000	\$ -
<i>Other Base Adjustments</i>	1,050,000	-
<i>Technology Hardware & Software</i>	\$ 1,050,000	
FY 2011 Adopted Budget	\$ 1,050,000	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 5,368,706	\$ 3,531,359	\$ 3,531,359	\$ 3,810,641	\$ 4,738,411
Sources:					
Operating	\$ 4,486,829	\$ 3,942,000	\$ 3,942,000	\$ 4,422,603	\$ 4,620,000
Total Sources:	\$ 4,486,829	\$ 3,942,000	\$ 3,942,000	\$ 4,422,603	\$ 4,620,000
Uses:					
Operating	\$ 3,765,054	\$ 3,498,813	\$ 3,498,813	\$ 3,494,833	\$ 3,498,813
Non-Recurring	2,279,833	364,485	364,485	-	1,050,000
Total Uses:	\$ 6,044,887	\$ 3,863,298	\$ 3,863,298	\$ 3,494,833	\$ 4,548,813
Structural Balance	\$ 721,775	\$ 443,187	\$ 443,187	\$ 927,770	\$ 1,121,187
Accounting Adjustments	\$ (7)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,810,641	\$ 3,610,061	\$ 3,610,061	\$ 4,738,411	\$ 4,809,598
Total Ending Spendable Fund Balance	\$ 3,810,641	\$ 3,610,061	\$ 3,610,061	\$ 4,738,411	\$ 4,809,598

Research and Reporting

Analysis by Cynthia Goelz, Management & Budget Supervisor

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
46RR - RESEARCH AND REPORTING	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
TOTAL PROGRAMS	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
USES							
CDCS - COUNTY DEPT CONTRACTED SURVEYS	\$ (26,000)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	50,000	50,000	50,000	50,000	-	0.0%
SURV - COUNTY SPONSORED SURVEYS	252,263	257,156	257,156	244,642	186,156	71,000	27.6%
46RR - RESEARCH AND REPORTING	\$ 226,263	\$ 307,156	\$ 307,156	\$ 294,642	\$ 236,156	\$ 71,000	23.1%
FSAC - FINANCIAL SERVICES	\$ 8,666	\$ 9,079	\$ 9,079	\$ 8,661	\$ 8,698	\$ 381	4.2%
HRAC - HUMAN RESOURCES	8,521	9,079	9,079	8,380	8,698	381	4.2%
ODIR - EXECUTIVE MANAGEMENT	66,336	62,195	62,195	62,562	61,373	822	1.3%
99AS - ADMINISTRATIVE SERVICES	\$ 83,523	\$ 80,353	\$ 80,353	\$ 79,603	\$ 78,769	\$ 1,584	2.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 636	\$ 4,461	\$ 4,461	\$ 1,832	\$ 7,316	\$ (2,855)	-64.0%
99GV - GENERAL GOVERNMENT	\$ 636	\$ 4,461	\$ 4,461	\$ 1,832	\$ 7,316	\$ (2,855)	-64.0%
TOTAL PROGRAMS	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	\$ -	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
SUBTOTAL	\$ -	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 69,729	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ 69,729	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL REVENUES	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
TOTAL SOURCES	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 231,668	\$ 224,633	\$ 224,633	\$ 267,085	\$ 224,633	\$ -	0.0%
0705 - TEMPORARY PAY	15,209	87,007	87,007	54,032	24,604	62,403	71.7%
0750 - FRINGE BENEFITS	75,988	84,443	84,443	67,920	71,776	12,667	15.0%
0790 - OTHER PERSONNEL SERVICES	3,024	5,000	5,000	3,319	5,061	(61)	-1.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(26,000)	(112,000)	(112,000)	(112,000)	(92,000)	(20,000)	17.9%
0796 - PERSONNEL SERVICES ALLOC-IN	-	81,000	81,000	81,000	71,000	10,000	12.3%
SUBTOTAL	\$ 299,889	\$ 370,083	\$ 370,083	\$ 361,356	\$ 305,074	\$ 65,009	17.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 6,099	\$ 6,162	\$ 6,162	\$ 4,999	\$ 6,367	\$ (205)	-3.3%
SUBTOTAL	\$ 6,099	\$ 6,162	\$ 6,162	\$ 4,999	\$ 6,367	\$ (205)	-3.3%
SERVICES							
0812 - OTHER SERVICES	\$ -	\$ 2,000	\$ 2,000	\$ 664	\$ 2,000	\$ -	0.0%
0820 - RENT & OPERATING LEASES	-	6,000	6,000	5,000	3,000	3,000	50.0%
0825 - REPAIRS AND MAINTENANCE	-	1,000	1,000	332	1,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	569	3,945	3,945	1,987	3,945	-	0.0%
0841 - TRAVEL	1,188	1,980	1,980	1,275	555	1,425	72.0%
0842 - EDUCATION AND TRAINING	85	600	600	400	300	300	50.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	200	200	64	-	200	100.0%
SUBTOTAL	\$ 1,842	\$ 15,725	\$ 15,725	\$ 9,722	\$ 10,800	\$ 4,925	31.3%
CAPITAL							
0950 - DEBT SERVICE	\$ 2,592	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
SUBTOTAL	\$ 2,592	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALL EXPENDITURES	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%
TOTAL USES	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
FUND TOTAL SOURCES	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
DEPARTMENT TOTAL SOURCES	\$ 69,729	\$ 119,729	\$ 119,729	\$ 104,537	\$ 50,000	\$ (69,729)	-58.2%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%
FUND TOTAL USES	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%
DEPARTMENT OPERATING TOTAL USES	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%
DEPARTMENT TOTAL USES	\$ 310,422	\$ 391,970	\$ 391,970	\$ 376,077	\$ 322,241	\$ 69,729	17.8%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	0.50	0.50	0.50	0.50	0.50	-	0.0%
FINANCIAL SERVICES	0.20	0.20	0.20	0.20	0.20	-	0.0%
HUMAN RESOURCES	0.20	0.20	0.20	0.20	0.20	-	0.0%
PROGRAM TOTAL	0.90	0.90	0.90	0.90	0.90	-	0.0%
RESEARCH AND REPORTING							
COUNTY SPONSORED SURVEYS	4.85	4.85	4.85	4.85	4.85	-	0.0%
PROGRAM TOTAL	4.85	4.85	4.85	4.85	4.85	-	0.0%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	5.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Director - Research & Report	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.25	1.25	1.25	1.25	1.25	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	0.50	0.50	0.50	0.50	0.50	-	0.0%
Department Total	5.75	5.75	5.75	5.75	5.75	-	0.0%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	5.75	-	0.0%

General Adjustments

Operating Adjustments:

- Increase Regular Benefits in the amount of \$1,243 for employee health and dental premium increases.
- Increase Regular Benefits by \$1,108 for the FY 2010-11 retirement contribution rate increase.
- Decrease supply and internal services charges by (\$1,835) to align with historical trend.
- Right-size Worker's Compensation and Unemployment Compensation to scheduled charges for a decrease of \$516.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	N/A	95.0%	95.4%	0.4%	0.4%
Percent of of eligible respondents who are interviewed (Rate of Reponse or Participation Rate)	N/A	90.6%	95.0%	4.4%	4.8%
Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	N/A	96.0%	96.0%	(0.0%)	-0.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	N/A	95.0%	95.4%	0.4%	0.4%
Output	Number of interviews conducted	N/A	900	1,520	620	68.9%
Output	Number of eligible respondents	N/A	900	1,520	620	68.9%
Demand	Total number of respondents	N/A	950	1,600	650	68.4%
Efficiency	Cost per interview	N/A	\$ -	\$ -	-	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ (26,000)	\$ -	\$ -	\$ -	N/A
	TOTAL USES	\$ (26,000)	\$ -	\$ -	\$ -	N/A

Activity Narrative: Services provided in this Activity are reimbursed to the Department by departments within the County that contract for surveys; therefore, there is a zero net impact to this Activity's budget. In FY 2010-11, there will be an additional survey for the Parks and Recreation Department, increasing demand and output for this Activity.

County Sponsored Surveys Activity

The purpose of the County Sponsored Surveys Activity is to provide data collected from employees and customers and reports to County Management so they have statistically valid data upon which to base informed decisions.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of eligible respondents who are interviewed (Rate of Reponse or Participation Rate)	N/A	90.6%	95.0%	4.4%	4.8%
Output	Total number of respondents.	N/A	11,961	7,850	(4,111)	-34.4%
Output	Number of reports prepared	N/A	1,200	N/A	N/A	N/A
Output	Number of interviews conducted	N/A	10,840	7,456	(3,384)	-31.2%
Demand	Number of eligible respondents	N/A	11,961	11,961	-	0.0%
Efficiency	Cost per interview	N/A	\$ 23.72	\$ 24.97	\$ (1.24)	-5.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 252,263	\$ 257,156	\$ 186,156	\$ 71,000	27.6%
	TOTAL USES	\$ 252,263	\$ 257,156	\$ 186,156	\$ 71,000	27.6%

Activity Narrative: Output is expected to decrease due to the reduction in the resources available for this Activity. The benefit of revenue over expenditures in the prior year's Outside Agency Contracted Survey Activity provided resources to the Department to allow for a greater level of staffing in their other activities. The loss of that additional revenue requires the department to downsize its expenditure level to remain in line with available funding.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate)	N/A	96.0%	96.0%	(0.0%)	-0.0%
Output	Number of interviews conducted	N/A	6,208	3,000	(3,208)	-51.7%
Output	Number of reports prepared	N/A	27	10	(17)	-63.0%
Output	Number of eligible respondents	N/A	6,208	3,150	(3,058)	-49.3%
Demand	Number of eligible respondents	N/A	6,329	3,150	(3,179)	-50.2%
Efficiency	Cost per interview	N/A	\$ 8.05	\$ 16.67	\$ (8.61)	-106.9%
<i>Revenue</i>						
	100 - GENERAL	\$ 69,729	\$ 119,729	\$ 50,000	\$ (69,729)	-58.2%
	TOTAL SOURCES	\$ 69,729	\$ 119,729	\$ 50,000	\$ (69,729)	-58.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 50,000	\$ 50,000	\$ -	0.0%
	TOTAL USES	\$ -	\$ 50,000	\$ 50,000	\$ -	0.0%

Operating Adjustments:

- Decrease revenue and expenditures by \$69,729 due to one less Outside Agency survey in FY 2010-11

Activity Narrative: In FY 2010-11, the Department will conduct one survey for the State of Arizona. In FY 2009-10, there were contracts for two surveys, where the expenditures to deliver the services were estimated at \$50,000, which resulted in a net positive budgetary impact of \$69,729. Demand and output will decrease accordingly. This change also results in a negative impact to efficiency, as fixed overhead costs are spread over a smaller base.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 391,970	\$ 119,729
FY 2010 Revised Budget	\$ 391,970	\$ 119,729
FY 2011 Budget Target	\$ 391,970	\$ 119,729
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 2,351	\$ -
<i>Employee Health/Dental Premiums</i>	1,243	-
<i>Retirement Contributions</i>	1,108	-
Base Adjustments	\$ (2,351)	\$ -
<i>Other Base Adjustments</i>	(2,351)	-
<i>Right Size Supplies and Internal Services Charges</i>	\$ (1,835)	
<i>Right Size Worker's Compensation and Unemployment Compensation</i>	(516)	
Intergovernmental Agreements	\$ (69,729)	\$ (69,729)
<i>Other IGA</i>	(69,729)	(69,729)
FY 2011 Adopted Budget	\$ 322,241	\$ 50,000
<i>Percent Change from Target Amount</i>	-17.8%	-58.2%

Risk Management

Analysis by Lauren M. Cochran, 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 so they can 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 0.93% at the end of FY 2008-09. The department projects the cost of risk to be 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 continues to 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 2008-09, the rate increased to over 10%. Positions have been filled and personnel is 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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
ALCI - AUTO LIABILITY	\$ 1,270,214	\$ 1,067,245	\$ 1,067,245	\$ 1,067,245	\$ 941,179	\$ (126,066)	-11.8%
APDA - AUTO PROPERTY DAMAGE	882,130	718,606	718,606	718,606	623,249	(95,357)	-13.3%
GLCI - GENERAL LIABILITY	14,004,650	10,521,497	10,521,497	10,521,499	9,623,818	(897,679)	-8.5%
MMCI - MEDICAL MALPRACTICE	9,679,523	9,009,724	9,009,724	9,009,722	5,724,625	(3,285,099)	-36.5%
PDCI - PROPERTY DAMAGE	1,241,326	993,287	993,287	993,287	1,034,933	41,646	4.2%
UCIP - UNEMPLOYMENT	779,916	641,068	641,068	641,068	1,053,495	412,427	64.3%
WADM - WORKERS COMPENSATION	7,314,300	5,820,947	5,820,947	5,820,951	5,330,708	(490,239)	-8.4%
75CR - CLAIMS AND INSURANCE	\$ 35,172,059	\$ 28,772,374	\$ 28,772,374	\$ 28,772,378	\$ 24,332,007	\$ (4,440,367)	-15.4%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 720,000	\$ (280,000)	-28.0%
99AS - ADMINISTRATIVE SERVICES	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 720,000	\$ (280,000)	-28.0%
GGOV - GENERAL GOVERNMENT	\$ 1,132,429	\$ -	\$ -	\$ 700,000	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 1,132,429	\$ -	\$ -	\$ 700,000	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
USES							
PCPT - PROCUREMENT SERVICES	\$ 104	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
73BS - BUSINESS SERVICES	\$ 104	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALCI - AUTO LIABILITY	\$ 2,366,158	\$ 1,350,505	\$ 1,350,505	\$ 1,828,255	\$ 1,400,571	\$ (50,066)	-3.7%
APDA - AUTO PROPERTY DAMAGE	442,804	971,360	971,360	715,949	922,251	49,109	5.1%
GLCI - GENERAL LIABILITY	10,098,454	19,047,152	19,047,152	17,518,876	13,668,930	5,378,222	28.2%
MMCI - MEDICAL MALPRACTICE	4,754,543	6,350,367	6,350,367	6,085,183	8,405,473	(2,055,106)	-32.4%
PDCI - PROPERTY DAMAGE	899,498	1,454,234	1,454,234	1,578,436	1,547,272	(93,038)	-6.4%
UCIP - UNEMPLOYMENT	751,255	850,266	850,266	1,743,122	1,550,765	(700,499)	-82.4%
WADM - WORKERS COMPENSATION	7,755,208	8,561,010	8,561,010	8,523,292	7,755,025	805,985	9.4%
75CR - CLAIMS AND INSURANCE	\$ 27,067,920	\$ 38,584,894	\$ 38,584,894	\$ 37,993,113	\$ 35,250,287	\$ 3,334,607	8.6%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	\$ 351,582	\$ 325,257	\$ 325,257	\$ 339,934	\$ 454,262	\$ (129,005)	-39.7%
75EM - ENVIRONMENTAL MANAGEMENT	\$ 351,582	\$ 325,257	\$ 325,257	\$ 339,934	\$ 454,262	\$ (129,005)	-39.7%
SAMA - SAFETY MANAGEMENT SERVICES	\$ 640,387	\$ 662,628	\$ 662,628	\$ 707,372	\$ 749,449	\$ (86,821)	-13.1%
75SM - SAFETY MANAGEMENT	\$ 640,387	\$ 662,628	\$ 662,628	\$ 707,372	\$ 749,449	\$ (86,821)	-13.1%
BDGT - BUDGETING	\$ 55,638	\$ 87,043	\$ 87,043	\$ 69,036	\$ 92,059	\$ (5,016)	-5.8%
FSAC - FINANCIAL SERVICES	109,331	71,087	71,087	89,743	89,528	(18,441)	-25.9%
HRAC - HUMAN RESOURCES	60,511	30,805	30,805	27,737	32,460	(1,655)	-5.4%
ODIR - EXECUTIVE MANAGEMENT	254,213	222,775	222,775	322,617	252,632	(29,857)	-13.4%
PROC - PROCUREMENT	4,977	15,487	15,487	4,245	16,229	(742)	-4.8%
99AS - ADMINISTRATIVE SERVICES	\$ 484,670	\$ 427,197	\$ 427,197	\$ 513,378	\$ 482,908	\$ (55,711)	-13.0%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 181,216	\$ 186,696	\$ 186,696	\$ 186,696	\$ 207,485	\$ (20,789)	-11.1%
GGOV - GENERAL GOVERNMENT	-	7,915	7,915	7,915	-	7,915	100.0%
99GV - GENERAL GOVERNMENT	\$ 181,216	\$ 194,611	\$ 194,611	\$ 194,611	\$ 207,485	\$ (12,874)	-6.6%
TOTAL PROGRAMS	\$ 28,725,879	\$ 40,194,587	\$ 40,194,587	\$ 39,748,408	\$ 37,144,391	\$ 3,050,196	7.6%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 242,400	\$ 231,128	\$ 231,128	\$ 231,132	\$ 206,295	\$ (24,833)	-10.7%
0635 - OTHER CHARGES FOR SERVICES	8,931,551	7,425,665	7,425,665	7,425,665	5,496,752	(1,928,913)	-26.0%
0636 - INTERNAL SERVICE CHARGES	25,998,108	21,115,581	21,115,581	21,115,581	18,628,960	(2,486,621)	-11.8%
SUBTOTAL	\$ 35,172,059	\$ 28,772,374	\$ 28,772,374	\$ 28,772,378	\$ 24,332,007	\$ (4,440,367)	-15.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 1,132,429	\$ 1,000,000	\$ 1,000,000	\$ 700,000	\$ 720,000	\$ (280,000)	-28.0%
SUBTOTAL	\$ 1,132,429	\$ 1,000,000	\$ 1,000,000	\$ 700,000	\$ 720,000	\$ (280,000)	-28.0%
ALL REVENUES	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
TOTAL SOURCES	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 1,309,360	\$ 1,346,040	\$ 1,346,040	\$ 1,336,119	\$ 1,338,708	\$ 7,332	0.5%
0705 - TEMPORARY PAY	31,491	-	-	27,072	68,006	(68,006)	N/A
0750 - FRINGE BENEFITS	390,344	393,785	393,785	411,040	430,911	(37,126)	-9.4%
0790 - OTHER PERSONNEL SERVICES	2,799	1,700	1,700	2,115	2,400	(700)	-41.2%
SUBTOTAL	\$ 1,733,994	\$ 1,741,525	\$ 1,741,525	\$ 1,776,346	\$ 1,840,025	\$ (98,500)	-5.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 37,973	\$ 40,303	\$ 40,303	\$ 70,950	\$ 57,500	\$ (17,197)	-42.7%
0803 - FUEL	3,685	4,800	4,800	4,800	5,500	(700)	-14.6%
0804 - NON-CAPITAL EQUIPMENT	9,846	7,300	7,300	3,500	7,000	300	4.1%
SUBTOTAL	\$ 51,504	\$ 52,403	\$ 52,403	\$ 79,250	\$ 70,000	\$ (17,597)	-33.6%
SERVICES							
0810 - LEGAL SERVICES	\$ 5,419,017	\$ 8,520,999	\$ 8,520,999	\$ 8,520,999	\$ 8,410,220	\$ 110,779	1.3%
0812 - OTHER SERVICES	18,895,854	27,180,266	27,180,266	26,664,503	24,104,193	3,076,073	11.3%
0820 - RENT & OPERATING LEASES	16,595	18,000	18,000	18,000	21,500	(3,500)	-19.4%
0825 - REPAIRS AND MAINTENANCE	657	1,000	1,000	1,000	1,000	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	604,136	650,000	650,000	650,000	650,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,806,765	1,808,478	1,808,478	1,808,479	1,809,515	(1,037)	-0.1%
0841 - TRAVEL	4,305	4,000	4,000	4,000	4,250	(250)	-6.3%
0842 - EDUCATION AND TRAINING	3,582	5,100	5,100	5,100	6,800	(1,700)	-33.3%
0843 - POSTAGE/FREIGHT/SHIPPING	860	1,300	1,300	1,300	1,300	-	0.0%
0873 - SERVICES-ALLOCATION IN	7,400	7,400	7,400	7,400	1,000	6,400	86.5%
SUBTOTAL	\$ 26,759,171	\$ 38,196,543	\$ 38,196,543	\$ 37,680,781	\$ 35,009,778	\$ 3,186,765	8.3%
CAPITAL							
0950 - DEBT SERVICE	\$ (6)	\$ 17,420	\$ 17,420	\$ 25,335	\$ 17,103	\$ 317	1.8%
SUBTOTAL	\$ (6)	\$ 17,420	\$ 17,420	\$ 25,335	\$ 17,103	\$ 317	1.8%
ALL EXPENDITURES	\$ 28,544,663	\$ 40,007,891	\$ 40,007,891	\$ 39,561,712	\$ 36,936,906	\$ 3,070,985	7.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 181,216	\$ 186,696	\$ 186,696	\$ 186,696	\$ 207,485	\$ (20,789)	-11.1%
ALL OTHER FINANCING USES	\$ 181,216	\$ 186,696	\$ 186,696	\$ 186,696	\$ 207,485	\$ (20,789)	-11.1%
TOTAL USES	\$ 28,725,879	\$ 40,194,587	\$ 40,194,587	\$ 39,748,408	\$ 37,144,391	\$ 3,050,196	7.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
675 RISK MANAGEMENT							
OPERATING	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
FUND TOTAL SOURCES	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
DEPARTMENT TOTAL SOURCES	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007	\$ (4,720,367)	-15.9%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
675 RISK MANAGEMENT							
OPERATING	\$ 28,725,879	\$ 40,186,672	\$ 40,186,672	\$ 39,740,493	\$ 37,144,391	\$ 3,042,281	7.6%
NON-RECURRING	-	7,915	7,915	7,915	-	7,915	100.0%
FUND TOTAL USES	\$ 28,725,879	\$ 40,194,587	\$ 40,194,587	\$ 39,748,408	\$ 37,144,391	\$ 3,050,196	7.6%
DEPARTMENT OPERATING TOTAL USES	\$ 28,725,879	\$ 40,186,672	\$ 40,186,672	\$ 39,740,493	\$ 37,144,391	\$ 3,042,281	7.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 7,915	\$ 7,915	\$ 7,915	\$ -	\$ 7,915	100.0%
DEPARTMENT TOTAL USES	\$ 28,725,879	\$ 40,194,587	\$ 40,194,587	\$ 39,748,408	\$ 37,144,391	\$ 3,050,196	7.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.11	1.10	1.10	1.10	1.10	-	0.0%
EXECUTIVE MANAGEMENT	1.28	1.29	1.29	1.40	1.45	0.16	12.6%
FINANCIAL SERVICES	0.70	0.68	0.68	0.50	0.90	0.22	32.4%
HUMAN RESOURCES	0.48	0.48	0.48	0.48	0.48	-	0.0%
PROCUREMENT	0.33	0.30	0.30	0.12	0.32	0.02	6.7%
PROGRAM TOTAL	3.89	3.85	3.85	3.60	4.25	0.40	10.5%
CLAIMS AND INSURANCE							
AUTO LIABILITY	0.80	0.79	0.79	0.70	0.70	(0.09)	-11.1%
AUTO PROPERTY DAMAGE	1.55	1.55	1.55	0.75	0.75	(0.80)	-51.6%
GENERAL LIABILITY	3.83	3.66	3.66	3.95	3.45	(0.21)	-5.6%
MEDICAL MALPRACTICE	1.60	1.53	1.53	1.60	1.60	0.08	4.9%
PROPERTY DAMAGE	0.85	0.84	0.84	0.80	0.80	(0.04)	-4.5%
UNEMPLOYMENT	0.30	0.30	0.30	0.30	0.30	-	0.0%
WORKERS COMPENSATION	1.59	1.59	1.59	1.70	1.55	(0.04)	-2.4%
PROGRAM TOTAL	10.51	10.24	10.24	9.80	9.15	(1.09)	-10.7%
ENVIRONMENTAL MANAGEMENT							
ENVIRONMENTAL MANAGEMENT SVC	1.81	1.79	1.79	1.65	1.70	(0.09)	-5.2%
PROGRAM TOTAL	1.81	1.79	1.79	1.65	1.70	(0.09)	-5.2%
SAFETY MANAGEMENT							
SAFETY MANAGEMENT SERVICES	8.04	8.02	8.02	7.95	7.90	(0.12)	-1.5%
PROGRAM TOTAL	8.04	8.02	8.02	7.95	7.90	(0.12)	-1.5%
DEPARTMENT TOTAL	24.25	23.90	23.90	23.00	23.00	(0.90)	-3.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	1.00	0.90	0.90	-	-	(0.90)	-100.0%
Admin/Operations Specialist	4.25	4.25	4.25	5.00	5.00	0.75	17.6%
Claims Adjuster	5.00	4.75	4.75	4.00	4.00	(0.75)	-15.8%
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Risk Mgmt Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Department Total	24.25	23.90	23.90	23.00	23.00	(0.90)	-3.8%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
675 - RISK MANAGEMENT	24.25	23.90	23.90	23.00	23.00	(0.90)	-3.8%
DEPARTMENT TOTAL	24.25	23.90	23.90	23.00	23.00	(0.90)	-3.8%

Significant Variance Analysis

There is no significant staffing variance between activities or in the department as a whole.

General Adjustments

Operating Adjustments:

- Decrease expenditures \$3,085,292 to due to a decrease in claims and related costs based on an 80% confidence level.

- Reduce Base Internal Service Charge revenues \$4,560,367 based on a funding plan at 80% confidence for FY 2010-11 and 80% in FY 2011-12.
- Increase temporary pay \$5,732 in order to bring the position in line with the Funded Positions Policy.
- Increase Regular Benefits in the amount of \$31,100 for employee health and dental premium increases.
- Increase Regular Benefits by \$6,179 for the FY 2010-11 retirement contribution rate increase.
- Reduce revenue \$160,000 to reflect lower than anticipated interest earnings.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of AL claims closed	N/A	35.5%	40.6%	5.1%	14.4%
Percent of APD claims closed	N/A	49.2%	55.4%	6.2%	12.7%
Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	1.3%	1.0%	(0.3%)	-21.5%
Percent of GL claims closed	N/A	27.2%	27.7%	0.6%	2.1%
Percent of MM claims closed	N/A	27.7%	21.8%	(5.9%)	-21.4%
Percent of PD claims closed	N/A	62.8%	55.6%	(7.3%)	-11.6%
Percent of potential liability saved	N/A	15.2%	19.8%	4.7%	30.7%
Percent of WC claims closed	N/A	39.3%	37.1%	(2.2%)	-5.6%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	1.3%	1.0%	(0.3%)	-21.5%
Result	Percent of GL claims closed	N/A	27.2%	27.7%	0.6%	2.1%
Output	Number of GL claims closed	568	1,752	476	(1,276)	-72.8%
Demand	Number of GL claims opened and pending	417	438	429	(9)	-2.1%
Efficiency	Cost per GL claim closed	\$ 17,778.97	\$ 10,871.66	\$ 28,716.24	\$ (17,844.58)	-164.1%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 14,004,650	\$ 10,521,497	\$ 9,623,818	\$ (897,679)	-8.5%
	TOTAL SOURCES	\$ 14,004,650	\$ 10,521,497	\$ 9,623,818	\$ (897,679)	-8.5%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 10,098,454	\$ 19,047,152	\$ 13,668,930	\$ 5,378,222	28.2%
	TOTAL USES	\$ 10,098,454	\$ 19,047,152	\$ 13,668,930	\$ 5,378,222	28.2%

Activity Narrative: Comparing to FY 2008-09 actuals, the number of claims opened and pending is anticipated to increase while claims closed and cost per claim will decrease. Overall costs in this activity are decreasing and based on the first two quarters of actuals for FY 2009-10 efficiencies will be gained in FY 2010-11. In FY 2009-10 the output measure was changed from closed and pending to closed not allowing for an accurate comparison.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of AL claims closed	N/A	35.5%	40.6%	5.1%	14.4%
Output	Number of AL claims closed	113	310	112	(198)	-63.9%
Demand	Number of AL claims opened and pending	64	78	69	(9)	-11.0%
Efficiency	Cost per AL claim closed	\$ 20,939.45	\$ 4,356.47	\$ 12,505.10	\$ (8,148.63)	-187.0%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 1,270,214	\$ 1,067,245	\$ 941,179	\$ (126,066)	-11.8%
	TOTAL SOURCES	\$ 1,270,214	\$ 1,067,245	\$ 941,179	\$ (126,066)	-11.8%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 2,366,158	\$ 1,350,505	\$ 1,400,571	\$ (50,066)	-3.7%
	TOTAL USES	\$ 2,366,158	\$ 1,350,505	\$ 1,400,571	\$ (50,066)	-3.7%

Activity Narrative: In comparison to FY 2008-09 actuals, claims opened and pending is anticipated to slightly increase while claims closed will remain relatively stable. Overall costs in this activity are increasing slightly over FY 2009-10 and based on the first two quarters of actuals for FY 2009-10 efficiencies are expected to be gained in FY 2010-11. A comparison to FY 2009-10 Revised is not valid due to a change in output from “Number of AL claims closed and pending” back to “Number of AL claims closed.”

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of MM claims closed	N/A	27.7%	21.8%	(5.9%)	-21.4%
Output	Number of MM claims closed	70	238	68	(170)	-71.4%
Demand	Number of MM claims opened and pending	74	60	78	19	31.1%
Efficiency	Cost per MM claim closed	\$ 67,922.04	\$ 26,682.21	\$ 123,609.90	\$ (96,927.68)	-363.3%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 9,679,523	\$ 9,009,724	\$ 5,724,625	\$ (3,285,099)	-36.5%
	TOTAL SOURCES	\$ 9,679,523	\$ 9,009,724	\$ 5,724,625	\$ (3,285,099)	-36.5%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 4,754,543	\$ 6,350,367	\$ 8,405,473	\$ (2,055,106)	-32.4%
	TOTAL USES	\$ 4,754,543	\$ 6,350,367	\$ 8,405,473	\$ (2,055,106)	-32.4%

Activity Narrative: Overall expenditures are up while keeping claims opened and pending as well as claims closed relatively flat over FY 2008-09 levels. This can be attributed to claims history. Based on two quarters of actuals, the activity is expected to decrease cost per claim closed. However FY 2009-10 actual expenditures are at lower than expected levels causing this cost to be lower than expected. The large increase in expenditures is due to claims that are projected by the actuary based on what is to be paid. A comparison to FY 2009-10 Revised is not valid due to a change in output from “Number of MM claims closed and pending” back to “Number of MM claims closed.”

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of APD claims closed	N/A	49.2%	55.4%	6.2%	12.7%
Output	Number of APD claims closed	460	964	472	(492)	-51.0%
Demand	Number of APD claims opened and pending	197	241	213	(28)	-11.6%
Efficiency	Cost per APD claim closed	\$ 962.62	\$ 1,007.63	\$ 1,953.92	\$ (946.29)	-93.9%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 882,130	\$ 718,606	\$ 623,249	\$ (95,357)	-13.3%
	TOTAL SOURCES	\$ 882,130	\$ 718,606	\$ 623,249	\$ (95,357)	-13.3%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 442,804	\$ 971,360	\$ 922,251	\$ 49,109	5.1%
	TOTAL USES	\$ 442,804	\$ 971,360	\$ 922,251	\$ 49,109	5.1%

Activity Narrative: Overall expenditures have decreased over FY 2009-10 Revised. Claims opened and pending, as well as claims closed, have increased over FY 2008-09 actual levels. However, claims opened and pending has slightly decreased from FY 2009-10 revised, resulting in the lower expenditure level. Expenditures are increasing over FY 2008-09 due to projected claims based on actuary projections. A comparison to FY 2009-10 Revised is not valid due to a change in output from “Number of APD claims closed and pending” back to “Number of APD claims closed.”

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of PD claims closed	N/A	62.8%	55.6%	(7.3%)	-11.6%
Output	Number of PD claims closed	N/A	156	100	(56)	-35.9%
Demand	Number of PD claims opened and pending	34	39	45	6	15.4%
Efficiency	Cost per PD claim closed	N/A	\$ 9,322.01	\$ 15,472.72	\$ (6,150.71)	-66.0%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 1,241,326	\$ 993,287	\$ 1,034,933	\$ 41,646	4.2%
	TOTAL SOURCES	\$ 1,241,326	\$ 993,287	\$ 1,034,933	\$ 41,646	4.2%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 899,498	\$ 1,454,234	\$ 1,547,272	\$ (93,038)	-6.4%
	TOTAL USES	\$ 899,498	\$ 1,454,234	\$ 1,547,272	\$ (93,038)	-6.4%

Activity Narrative: Overall expenditures have increased from FY 2009-10 Revised. AN increase in the number of claims opened and pending has led to increased expenditures. A comparison to FY 2009-10 Revised measures is not valid due to a change in output from “Number of PD claims closed and pending” back to “Number of PD claims closed.”

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.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of potential liability saved	N/A	15.2%	19.8%	4.7%	30.7%
Output	Number of non-protestable claims	795	696	1,100	404	58.0%
Demand	Number of unemployment claims	347	296	420	125	42.1%
Efficiency	Cost per non-protestable claim	\$ 944.97	\$ 1,221.65	\$ 1,409.79	\$ (188.14)	-15.4%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 779,916	\$ 641,068	\$ 1,053,495	\$ 412,427	64.3%
	TOTAL SOURCES	\$ 779,916	\$ 641,068	\$ 1,053,495	\$ 412,427	64.3%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 751,255	\$ 850,266	\$ 1,550,765	\$ (700,499)	-82.4%
	TOTAL USES	\$ 751,255	\$ 850,266	\$ 1,550,765	\$ (700,499)	-82.4%

Activity Narrative: Due to changes in the economy, claims, and therefore expenditure, have greatly increased. Not only has there been an increase in claims, benefits have also been extended during the economic downturn. This leads to an increase in the cost per claim.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of WC claims closed	N/A	39.3%	37.1%	(2.2%)	-5.6%
Output	Number of WC claims closed	1,263	3,270	1,240	(2,030)	-62.1%
Demand	number of claims opened and pending	820	818	836	19	2.3%
Efficiency	Cost per WC claim closed	\$ 6,140.31	\$ 2,618.05	\$ 2,313.09	\$ 304.96	11.6%
<i>Revenue</i>						
	675 - RISK MANAGEMENT	\$ 7,314,300	\$ 5,820,947	\$ 5,330,708	\$ (490,239)	-8.4%
	TOTAL SOURCES	\$ 7,314,300	\$ 5,820,947	\$ 5,330,708	\$ (490,239)	-8.4%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 7,755,208	\$ 8,561,010	\$ 7,755,025	\$ 805,985	9.4%
	TOTAL USES	\$ 7,755,208	\$ 8,561,010	\$ 7,755,025	\$ 805,985	9.4%

Activity Narrative: Overall expenditures have decreased from FY 2009-10 Revised. A comparison of output measures to FY 2009-10 Revised is not valid due to a change in output from “Number of WC claims closed and pending” back to “Number of WC claims closed.” However, compared to FY 2008-09 levels, the number of claims closed decreased slightly. The number of claims opened and pending, as well as the cost per claims closed, are increasing over FY 2009-10 Revised.

Safety Management Program

The purpose of the Safety Management 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent reduction/increase of County injury incident rate compared to a 3 year average	30.8%	5.5%	0.4%	(5.1%)	-92.0%
Percent of County employees not injured	99.4%	94.6%	94.9%	0.3%	0.4%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent reduction/increase of County injury incident rate compared to a 3 year average rate	30.8%	5.5%	0.4%	(5.1%)	-92.0%
Result	Percent of County employees not injured	99.4%	94.6%	94.9%	0.3%	0.4%
Output	Number of County employees not injured	18,122	16,900	16,100	(800)	-4.7%
Demand	Number of County employees	18,236	18,500	16,958	(1,542)	-8.3%
Efficiency	Cost per County employee not injured	\$ 8.83	\$ 39.21	\$ 46.56	\$ (7.35)	-18.7%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 640,387	\$ 662,628	\$ 749,449	\$ (86,821)	-13.1%
	TOTAL USES	\$ 640,387	\$ 662,628	\$ 749,449	\$ (86,821)	-13.1%

Activity Narrative: The number of employees not injured is decreasing as expected given the decrease in the county workforce. Overall expenditures are increasing in this activity due to the need to make the temp position full-time rather than quarter time for an increase of \$68,006. The change to full-time is needed to increase training for operation of vehicles 1 Ton to 26,000 lbs. The decrease in number of employees not injured relies partly on increasing training to this group. Also, there was a \$19,000 increase in benefits related to Safety Management personnel.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent reduction/increase in possible environmental liability exposures	13.1%	2.0%	(1.0%)	(3.0%)	-149.0%

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent reduction/increase in possible environmental liability exposures	13.1%	2.0%	(1.0%)	(3.0%)	-149.0%
Output	Number of environmental projects closed.	79	20	80	60	300.0%
Demand	Number of environmental projects open and pending.	112	40	100	60	150.0%
Efficiency	Cost per environmental project closed	\$ 4,450.41	\$ 16,262.85	\$ 5,678.28	\$ 10,584.58	65.1%
<i>Expenditure</i>						
	675 - RISK MANAGEMENT	\$ 351,582	\$ 325,257	\$ 454,262	\$ (129,005)	-39.7%
	TOTAL USES	\$ 351,582	\$ 325,257	\$ 454,262	\$ (129,005)	-39.7%

Activity Narrative: While overall expenditures are increasing, the department is becoming more efficient. The number of environmental projects open and pending, as well as the number of project closed, is increasing. The department is expecting an increase in projects for FY 2010-11 therefore expenditures are increasing to pay for these project as well as specialized consultants for Phase I and Phase II environmental work assessments.

Appropriated Budget Reconciliation

Risk Management Fund (675)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 40,186,672	\$ 29,772,374
FY 2010 Revised Budget	\$ 40,186,672	\$ 29,772,374
FY 2011 Budget Target	\$ 40,186,672	\$ 29,772,374
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 37,279	\$ -
<i>Employee Health/Dental Premiums</i>	31,100	-
<i>Retirement Contributions</i>	6,179	-
Base Adjustments	\$ (3,079,560)	\$ (4,560,367)
<i>Other Base Adjustments</i>	5,732	-
<i>Increase Temporary Pay</i>	\$ 5,732	-
<i>Internal Service Charges</i>	(3,085,292)	(4,560,367)
General Revenues	\$ -	\$ (160,000)
<i>Interest Revenue</i>	-	(160,000)
FY 2011 Adopted Budget	\$ 37,144,391	\$ 25,052,007
<i>Percent Change from Target Amount</i>	-7.6%	-15.9%

Risk Management Fund (675) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 19,051,274	\$ 20,957,481	\$ 20,957,481	\$ 33,303,636	\$ 23,027,606
Sources:					
Operating	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007
Total Sources:	\$ 36,304,488	\$ 29,772,374	\$ 29,772,374	\$ 29,472,378	\$ 25,052,007
Uses:					
Operating	\$ 28,725,879	\$ 40,186,672	\$ 40,186,672	\$ 39,740,493	\$ 37,144,391
Non-Recurring	-	7,915	7,915	7,915	-
Total Uses:	\$ 28,725,879	\$ 40,194,587	\$ 40,194,587	\$ 39,748,408	\$ 37,144,391
Structural Balance	\$ 7,578,609	\$ (10,414,298)	\$ (10,414,298)	\$ (10,268,115)	\$ (12,092,384)
Accounting Adjustments	\$ 6,673,753	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 33,303,636	\$ 10,535,268	\$ 10,535,268	\$ 23,027,606	\$ 10,935,222
Total Ending Spendable Fund Balance	\$ 33,303,636	\$ 10,535,268	\$ 10,535,268	\$ 23,027,606	\$ 10,935,222

Sheriff

Analysis by Bradley Kendrex, Senior Management & Budget Analyst and Ryan Wimmer, Management & Budget Supervisor

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.

The following narrative does not include a discussion of performance metrics or detailed analysis of activity-based budgets, as there are questions regarding the accuracy of this data.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
IARP - INMATE ADDICTIVE RECOVERY	\$ 45,586	\$ 74,110	\$ 76,924	\$ 61,503	\$ 74,393	\$ (2,531)	-3.3%
IEPA - INMATE EDUCATION	346,270	462,400	310,965	473,326	357,729	46,764	15.0%
INRL - INMATE RELEASE	138,501	138,500	136,500	182,672	136,500	-	0.0%
INSS - INMATE CANTEEN AND SPEC SVCS	8,903,368	14,520,364	14,520,364	10,757,715	10,799,768	(3,720,596)	-25.6%
ISTP - INMATE SKILLS TRAINING	12,033	36,139	36,139	19,247	15,000	(21,139)	-58.5%
NTAK - INTAKE	6,463	-	-	-	-	-	N/A
PRDM - ADULT DETENTION MANAGEMENT	37,795,157	35,218,455	35,218,455	33,482,797	31,660,955	(3,557,500)	-10.1%
50CM - CUSTODY MANAGEMENT	\$ 47,247,378	\$ 50,449,968	\$ 50,299,347	\$ 44,977,260	\$ 43,044,345	\$ (7,255,002)	-14.4%
MCSI - INFORMATION TECHNOLOGY	\$ 20,952	\$ 113,839	\$ 119,569	\$ 22,334	\$ 111,038	\$ (8,531)	-7.1%
TRAG - MANDATED ENF AND DET TRAINING	132,783	-	90,143	31,120	-	(90,143)	-100.0%
50CO - CENTRALIZED MCSO OPERATIONS	\$ 153,735	\$ 113,839	\$ 209,712	\$ 53,454	\$ 111,038	\$ (98,674)	-47.1%
CVPR - CIVIL PROCESS	\$ 696,842	\$ 474,000	\$ 474,000	\$ 691,166	\$ 489,000	\$ 15,000	3.2%
DISP - DISPATCH	15,972	446,231	446,231	45,000	312,858	(133,373)	-29.9%
DSTR - DISASTER AND DISRUPTION RESP	1,277,186	839,293	533,139	2,259,983	1,063,736	530,597	99.5%
ENFO - ENF SUPPORT AND SPEC RESPONSE	475,664	307,701	307,701	388,589	350,500	42,799	13.9%
INTL - INTELLIGENCE	585,230	1,600,000	3,025,872	1,733,336	-	(3,025,872)	-100.0%
INVT - INVESTIGATIONS	2,926,242	3,002,211	5,108,455	4,768,809	2,598,125	(2,510,330)	-49.1%
PATR - PATROL	11,460,537	9,982,135	10,480,680	10,634,436	9,928,681	(551,999)	-5.3%
PPEV - PROPERTY AND EVIDENCE	85,118	14,000	14,000	4,672	14,000	-	0.0%
WRNT - WARRANTS INFO PROCESSING	61,705	65,000	65,000	59,385	65,000	-	0.0%
50EN - ENFORCEMENT	\$ 17,584,496	\$ 16,730,571	\$ 20,455,078	\$ 20,585,376	\$ 14,821,900	\$ (5,633,178)	-27.5%
FSAC - FINANCIAL SERVICES	\$ 425,000	\$ 460,800	\$ 460,800	\$ 375,119	\$ 475,800	\$ 15,000	3.3%
99AS - ADMINISTRATIVE SERVICES	\$ 425,000	\$ 460,800	\$ 460,800	\$ 375,119	\$ 475,800	\$ 15,000	3.3%
GGOV - GENERAL GOVERNMENT	\$ 489,126	\$ -	\$ -	\$ 87,093	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 489,126	\$ -	\$ -	\$ 87,093	\$ -	\$ -	N/A
TOTAL PROGRAMS	\$ 65,899,735	\$ 67,755,178	\$ 71,424,937	\$ 66,078,302	\$ 58,453,083	\$ (12,971,854)	-18.2%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
DTNW - DATA NETWORK	\$ 77,330	\$ 71,827	\$ 71,827	\$ 74,388	\$ 73,204	\$ (1,377)	-1.9%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 77,330	\$ 71,827	\$ 71,827	\$ 74,388	\$ 73,204	\$ (1,377)	-1.9%
IARP - INMATE ADDICTIVE RECOVERY	\$ 852,831	\$ 1,966,233	\$ 1,397,137	\$ 1,099,374	\$ 1,430,974	\$ (33,837)	-2.4%
IEPA - INMATE EDUCATION	1,471,509	2,227,814	2,076,377	1,569,496	1,830,142	246,235	11.9%
IFID - INMATE FINGERPRINT IDENT	1,640,073	1,614,545	1,726,988	1,614,411	1,770,703	(43,715)	-2.5%
INLA - INMATE LABOR	604,481	674,697	674,697	599,302	604,181	70,516	10.5%
INRL - INMATE RELEASE	4,382,227	4,751,686	5,101,921	4,603,525	5,109,921	(8,000)	-0.2%
INSS - INMATE CANTEEN AND SPEC SVCS	5,540,702	4,199,144	4,035,579	4,800,543	3,900,525	135,054	3.3%
INTR - INMATE TRANSPORT	20,333,646	19,041,230	18,922,414	18,772,610	18,182,070	740,344	3.9%
ISTP - INMATE SKILLS TRAINING	687,177	269,165	228,047	587,636	673,239	(445,192)	-195.2%
MANS - INMATE RELATED MANDATES	8,962,518	9,570,325	9,909,148	8,751,768	9,181,909	727,239	7.3%
MEAL - INMATE MEALS	19,102,760	15,052,520	15,745,400	16,659,947	20,466,528	(4,721,128)	-30.0%
NTAK - INTAKE	15,379,413	16,706,557	16,759,724	14,735,684	15,417,678	1,342,046	8.0%
PRDM - ADULT DETENTION MANAGEMENT	88,402,423	90,216,860	90,315,886	85,047,796	80,307,667	10,008,219	11.1%
SMIT - INMATE SMI ADDICTIVE RECOV	264	21	21	(3)	-	21	100.0%
50CM - CUSTODY MANAGEMENT	\$ 167,360,024	\$ 166,290,797	\$ 166,893,339	\$ 158,842,089	\$ 158,875,537	\$ 8,017,802	4.8%
FMGT - FLEET MANAGEMENT	\$ 661,149	\$ 282,708	\$ 644,452	\$ 207,075	\$ 200,910	\$ 443,542	68.8%
MCSI - INFORMATION TECHNOLOGY	4,487,503	4,424,026	4,429,756	2,978,539	3,147,325	1,282,431	29.0%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,556,283	2,623,479	2,411,067	2,331,179	2,365,023	46,044	1.9%
TRAG - MANDATED ENF AND DET TRAINING	6,377,065	5,555,046	5,321,281	4,584,860	5,139,385	181,896	3.4%
50CO - CENTRALIZED MCSO OPERATIONS	\$ 14,082,000	\$ 12,885,259	\$ 12,806,556	\$ 10,101,653	\$ 10,852,643	\$ 1,953,913	15.3%
CVPR - CIVIL PROCESS	\$ 4,245,931	\$ 3,945,840	\$ 3,854,930	\$ 3,962,866	\$ 4,096,287	\$ (241,357)	-6.3%
DISP - DISPATCH	2,483,056	2,958,242	3,513,031	2,787,338	3,189,747	323,284	9.2%
DSTR - DISASTER AND DISRUPTION RESP	1,733,420	877,758	571,604	2,166,362	1,072,241	(500,637)	-87.6%
ENFO - ENF SUPPORT AND SPEC RESPONSE	11,842,629	11,176,483	10,816,078	10,197,258	10,709,547	106,531	1.0%
EXTR - EXTRADITIONS	1,419,308	963,210	963,210	1,013,769	879,022	84,188	8.7%
INTL - INTELLIGENCE	3,041,744	5,075,748	6,263,552	4,394,947	2,765,921	3,497,631	55.8%
INVT - INVESTIGATIONS	16,031,437	15,167,924	16,947,243	16,733,502	14,877,430	2,069,813	12.2%
OUTR - COMMUNITY OUTREACH	-	1,926	1,926	615	2,605	(679)	-35.3%
PATR - PATROL	32,274,631	25,795,174	26,485,281	26,277,231	26,646,118	(160,837)	-0.6%
PPEV - PROPERTY AND EVIDENCE	1,084,983	1,049,436	817,862	905,613	806,065	11,797	1.4%
SMIA - SMI APPREHENSION INTERVENTION	21,024	21	21	-	-	21	100.0%
SRCH - SEARCH AND RESCUE	(21,214)	106,399	106,399	23,004	106,378	21	0.0%
WRNT - WARRANTS INFO PROCESSING	1,947,991	1,849,575	1,837,863	1,512,640	1,823,660	14,203	0.8%
50EN - ENFORCEMENT	\$ 76,104,940	\$ 68,967,736	\$ 72,179,000	\$ 69,975,145	\$ 66,975,021	\$ 5,203,979	7.2%
BLDR - BUILDINGS AND GROUNDS	\$ 2,340,600	\$ 1,957,364	\$ 1,995,549	\$ 2,036,799	\$ 1,949,988	\$ 45,561	2.3%
70OM - BLDG OPERATIONS AND MAINT	\$ 2,340,600	\$ 1,957,364	\$ 1,995,549	\$ 2,036,799	\$ 1,949,988	\$ 45,561	2.3%
BDGT - BUDGETING	\$ 104,758	\$ 98,934	\$ 98,934	\$ 100,421	\$ 102,283	\$ (3,349)	-3.4%
FSAC - FINANCIAL SERVICES	1,224,170	1,283,817	1,283,817	868,822	1,301,843	(18,026)	-1.4%
HRAC - HUMAN RESOURCES	2,834,554	3,048,254	2,668,244	2,631,036	2,444,989	223,255	8.4%
ODIR - EXECUTIVE MANAGEMENT	4,680,923	3,592,525	3,907,635	6,145,764	3,933,008	(25,373)	-0.6%
PROC - PROCUREMENT	718,272	764,571	721,739	671,120	746,656	(24,917)	-3.5%
RMGT - RISK MANAGEMENT	278,732	237,518	241,721	259,940	128,201	113,520	47.0%
99AS - ADMINISTRATIVE SERVICES	\$ 9,841,409	\$ 9,025,619	\$ 8,922,090	\$ 10,677,103	\$ 8,656,980	\$ 265,110	3.0%
GGOV - GENERAL GOVERNMENT	\$ 7,992,194	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	8,877,936	6,306,762	6,306,762	6,559,943	6,658,241	(351,479)	-5.6%
99GV - GENERAL GOVERNMENT	\$ 16,870,130	\$ 6,306,762	\$ 6,306,762	\$ 6,559,943	\$ 6,658,241	\$ (351,479)	-5.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 2,153,465	\$ 2,171,281	\$ 2,171,281	\$ 2,209,139	\$ 2,824,430	\$ (653,149)	-30.1%
DACR - DATA CENTER	1,936,827	1,645,067	1,645,067	1,790,283	1,742,931	(97,864)	-5.9%
DESK - DESKTOP SUPPORT	733,388	704,103	704,103	677,298	768,234	(64,131)	-9.1%
GISA - GIS APPLICATION DEV AND SUPP	458,155	228,567	228,567	374,330	412,411	(183,844)	-80.4%
HDSP - HELP DESK SUPPORT	262,872	254,983	254,983	256,369	264,647	(9,664)	-3.8%
VANS - INFRASTRUCTURE NETWORK SVCS	373,637	322,041	322,041	294,216	307,149	14,892	4.6%
99IT - INFORMATION TECHNOLOGY	\$ 5,918,344	\$ 5,326,042	\$ 5,326,042	\$ 5,601,635	\$ 6,319,802	\$ (993,760)	-18.7%
TOTAL PROGRAMS	\$ 292,594,777	\$ 270,831,406	\$ 274,501,165	\$ 263,868,755	\$ 260,361,416	\$ 14,139,749	5.2%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 162,519,237	\$ 162,923,645	\$ 162,199,325	\$ 154,794,162	\$ 154,752,788	\$ 7,446,537	4.6%
0705 - TEMPORARY PAY	294,291	64,332	297,801	272,549	342,420	(44,619)	-15.0%
0710 - OVERTIME	2,097,811	4,702,328	5,373,557	3,162,359	3,070,281	2,303,276	42.9%
0750 - FRINGE BENEFITS	65,077,496	64,279,241	64,022,462	61,523,527	65,127,142	(1,104,680)	-1.7%
0790 - OTHER PERSONNEL SERVICES	4,710,004	4,351,821	4,352,710	4,605,379	4,343,165	9,545	0.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(16,737,333)	(17,416,090)	(17,295,600)	(16,967,615)	(18,658,134)	1,362,534	-7.9%
0796 - PERSONNEL SERVICES ALLOC-IN	14,756,215	15,469,097	15,469,097	15,096,951	16,996,162	(1,527,065)	-9.9%
SUBTOTAL	\$ 232,717,721	\$ 234,374,374	\$ 234,419,352	\$ 222,487,312	\$ 225,973,824	\$ 8,445,528	3.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 20,766,445	\$ 13,579,291	\$ 12,660,171	\$ 13,749,807	\$ 11,345,670	\$ 1,314,501	10.4%
0802 - MEDICAL SUPPLIES	49,554	149,458	147,841	60,055	149,341	(1,500)	-1.0%
0803 - FUEL	3,430,685	2,551,763	2,601,437	3,217,900	2,818,921	(217,484)	-8.4%
0804 - NON-CAPITAL EQUIPMENT	516,243	550,562	723,088	349,034	56,360	666,728	92.2%
0805 - SUPPLIES-ALLOCATION OUT	(1,737,256)	(1,834,640)	(1,834,640)	(1,645,220)	(2,136,606)	301,966	-16.5%
0806 - SUPPLIES-ALLOCATION IN	1,082,688	1,018,006	1,018,006	1,018,008	1,468,162	(450,155)	-44.2%
SUBTOTAL	\$ 24,108,359	\$ 16,014,440	\$ 15,315,903	\$ 16,749,584	\$ 13,701,847	\$ 1,614,056	10.5%
SERVICES							
0810 - LEGAL SERVICES	\$ 185,485	\$ 118,199	\$ 185,399	\$ 2,198,019	\$ 203,399	\$ (18,000)	-9.7%
0811 - HEALTH CARE SERVICES	1,086,336	469,897	439,097	962,980	950,401	(511,304)	-116.4%
0812 - OTHER SERVICES	1,150,439	1,798,053	2,000,470	1,024,958	1,349,504	650,966	32.5%
0820 - RENT & OPERATING LEASES	3,355,055	1,777,142	3,485,968	3,262,272	3,179,629	306,339	8.8%
0825 - REPAIRS AND MAINTENANCE	4,719,925	5,177,597	5,080,781	4,997,642	4,500,727	580,054	11.4%
0830 - INTERGOVERNMENTAL PAYMENTS	8,250,785	196,000	270,172	243,592	331,186	(61,014)	-22.6%
0839 - INTERNAL SERVICE CHARGES	7,456,286	5,732,648	5,730,897	5,741,455	5,932,007	(201,110)	-3.5%
0841 - TRAVEL	1,169,487	839,423	1,021,030	1,150,646	672,385	348,645	34.1%
0842 - EDUCATION AND TRAINING	91,533	360,373	475,827	156,399	83,148	392,679	82.5%
0843 - POSTAGE/FREIGHT/SHIPPING	397,974	313,161	319,579	237,438	250,982	68,597	21.5%
0850 - UTILITIES	462,206	452,838	470,165	454,091	423,766	46,399	9.9%
0872 - SERVICES-ALLOCATION OUT	(1,090,674)	(1,022,156)	(1,022,156)	(1,026,761)	(1,220,612)	198,456	-19.4%
0873 - SERVICES-ALLOCATION IN	992,004	951,534	951,534	951,536	1,220,612	(269,078)	-28.3%
SUBTOTAL	\$ 28,226,841	\$ 17,164,709	\$ 19,408,763	\$ 20,354,267	\$ 17,877,134	\$ 1,531,629	7.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 99,365	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0920 - CAPITAL EQUIPMENT	3,007,283	1,660,924	3,260,145	2,447,911	847,464	2,412,681	74.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,177,482	466,630	911,789	313,718	270,040	641,749	70.4%
0950 - DEBT SERVICE	3,207,878	1,150,329	1,181,213	1,515,963	1,091,107	90,106	7.6%
0955 - CAPITAL-ALLOCATION OUT	(276,864)	(330,793)	(330,793)	(330,796)	(558,065)	227,272	-68.7%
0956 - CAPITAL-ALLOCATION IN	276,864	330,793	330,793	330,796	558,065	(227,272)	-68.7%
SUBTOTAL	\$ 7,492,008	\$ 3,277,883	\$ 5,353,147	\$ 4,277,592	\$ 2,208,611	\$ 3,144,536	58.7%
ALL EXPENDITURES	\$ 292,544,929	\$ 270,831,406	\$ 274,497,165	\$ 263,868,755	\$ 259,761,416	\$ 14,735,749	5.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 49,848	\$ -	\$ 4,000	\$ -	\$ 600,000	\$ (596,000)	-14900.0%
ALL OTHER FINANCING USES	\$ 49,848	\$ -	\$ 4,000	\$ -	\$ 600,000	\$ (596,000)	-14900.0%
TOTAL USES	\$ 292,594,777	\$ 270,831,406	\$ 274,501,165	\$ 263,868,755	\$ 260,361,416	\$ 14,139,749	5.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 12,396,984	\$ 11,391,043	\$ 11,468,373	\$ 11,337,066	\$ 11,141,754	\$ (326,619)	-2.8%
NON-RECURRING	133,213	-	5,500	5,597	-	(5,500)	-100.0%
FUND TOTAL SOURCES	\$ 12,530,197	\$ 11,391,043	\$ 11,473,873	\$ 11,342,663	\$ 11,141,754	\$ (332,119)	-2.9%
203 SHERIFF DONATIONS							
OPERATING	\$ 42,774	\$ 84,640	\$ 84,640	\$ 29,060	\$ 26,300	\$ (58,340)	-68.9%
FUND TOTAL SOURCES	\$ 42,774	\$ 84,640	\$ 84,640	\$ 29,060	\$ 26,300	\$ (58,340)	-68.9%
212 SHERIFF RICO							
OPERATING	\$ 1,052,391	\$ 1,155,000	\$ 2,655,000	\$ 2,652,897	\$ -	\$ (2,655,000)	-100.0%
FUND TOTAL SOURCES	\$ 1,052,391	\$ 1,155,000	\$ 2,655,000	\$ 2,652,897	\$ -	\$ (2,655,000)	-100.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,799,981	\$ 2,205,000	\$ 2,205,000	\$ 1,573,915	\$ -	\$ (2,205,000)	-100.0%
FUND TOTAL SOURCES	\$ 1,799,981	\$ 2,205,000	\$ 2,205,000	\$ 1,573,915	\$ -	\$ (2,205,000)	-100.0%
251 SHERIFF GRANTS							
OPERATING	\$ 5,089,894	\$ 4,852,537	\$ 6,939,466	\$ 7,546,574	\$ 4,824,306	\$ (2,115,160)	-30.5%
NON-RECURRING	-	533,139	533,139	177,712	-	(533,139)	-100.0%
FUND TOTAL SOURCES	\$ 5,089,894	\$ 5,385,676	\$ 7,472,605	\$ 7,724,286	\$ 4,824,306	\$ (2,648,299)	-35.4%
252 INMATE SERVICES							
OPERATING	\$ 9,375,532	\$ 14,520,364	\$ 14,520,364	\$ 10,843,032	\$ 10,799,768	\$ (3,720,596)	-25.6%
FUND TOTAL SOURCES	\$ 9,375,532	\$ 14,520,364	\$ 14,520,364	\$ 10,843,032	\$ 10,799,768	\$ (3,720,596)	-25.6%
254 INMATE HEALTH SERVICES							
OPERATING	\$ 109,348	\$ 149,715	\$ 149,715	\$ 91,174	\$ 97,215	\$ (52,500)	-35.1%
FUND TOTAL SOURCES	\$ 109,348	\$ 149,715	\$ 149,715	\$ 91,174	\$ 97,215	\$ (52,500)	-35.1%
255 DETENTION OPERATIONS							
OPERATING	\$ 35,899,618	\$ 32,863,740	\$ 32,863,740	\$ 31,821,275	\$ 31,563,740	\$ (1,300,000)	-4.0%
FUND TOTAL SOURCES	\$ 35,899,618	\$ 32,863,740	\$ 32,863,740	\$ 31,821,275	\$ 31,563,740	\$ (1,300,000)	-4.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 65,766,522	\$ 67,222,039	\$ 70,886,298	\$ 65,894,993	\$ 58,453,083	\$ (12,433,215)	-17.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	\$ 133,213	\$ 533,139	\$ 538,639	\$ 183,309	\$ -	\$ (538,639)	-100.0%
DEPARTMENT TOTAL SOURCES	\$ 65,899,735	\$ 67,755,178	\$ 71,424,937	\$ 66,078,302	\$ 58,453,083	\$ (12,971,854)	-18.2%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 71,178,867	\$ 62,324,473	\$ 62,401,803	\$ 60,921,616	\$ 61,380,923	\$ 1,020,880	1.6%
NON-RECURRING	2,393,415	-	5,500	(549)	-	5,500	100.0%
FUND TOTAL USES	\$ 73,572,282	\$ 62,324,473	\$ 62,407,303	\$ 60,921,067	\$ 61,380,923	\$ 1,026,380	1.6%
203 SHERIFF DONATIONS							
OPERATING	\$ 40,340	\$ 84,640	\$ 84,640	\$ 19,724	\$ 26,300	\$ 58,340	68.9%
FUND TOTAL USES	\$ 40,340	\$ 84,640	\$ 84,640	\$ 19,724	\$ 26,300	\$ 58,340	68.9%
212 SHERIFF RICO							
OPERATING	\$ 1,079,579	\$ 1,155,000	\$ 2,655,000	\$ 2,614,389	\$ -	\$ 2,655,000	100.0%
FUND TOTAL USES	\$ 1,079,579	\$ 1,155,000	\$ 2,655,000	\$ 2,614,389	\$ -	\$ 2,655,000	100.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,862,758	\$ 2,205,000	\$ 2,205,000	\$ 1,119,718	\$ -	\$ 2,205,000	100.0%
NON-RECURRING	517,954	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 2,380,712	\$ 2,205,000	\$ 2,205,000	\$ 1,119,718	\$ -	\$ 2,205,000	100.0%
251 SHERIFF GRANTS							
OPERATING	\$ 5,021,868	\$ 4,852,537	\$ 6,939,466	\$ 7,050,137	\$ 4,824,306	\$ 2,115,160	30.5%
NON-RECURRING	-	533,139	533,139	177,704	-	533,139	100.0%
FUND TOTAL USES	\$ 5,021,868	\$ 5,385,676	\$ 7,472,605	\$ 7,227,841	\$ 4,824,306	\$ 2,648,299	35.4%
252 INMATE SERVICES							
OPERATING	\$ 16,390,427	\$ 14,520,364	\$ 14,520,364	\$ 14,276,730	\$ 10,799,768	\$ 3,720,596	25.6%
NON-RECURRING	8,500,455	1,328,541	1,328,541	106,137	-	1,328,541	100.0%
FUND TOTAL USES	\$ 24,890,882	\$ 15,848,905	\$ 15,848,905	\$ 14,382,867	\$ 10,799,768	\$ 5,049,137	31.9%
254 INMATE HEALTH SERVICES							
OPERATING	\$ -	\$ 149,715	\$ 149,715	\$ -	\$ 97,215	\$ 52,500	35.1%
NON-RECURRING	147,597	-	-	-	600,000	(600,000)	N/A
FUND TOTAL USES	\$ 147,597	\$ 149,715	\$ 149,715	\$ -	\$ 697,215	\$ (547,500)	-365.7%
255 DETENTION OPERATIONS							
OPERATING	\$ 185,199,537	\$ 183,677,997	\$ 183,677,997	\$ 177,583,149	\$ 182,132,904	\$ 1,545,093	0.8%
NON-RECURRING	261,980	-	-	-	500,000	(500,000)	N/A
FUND TOTAL USES	\$ 185,461,517	\$ 183,677,997	\$ 183,677,997	\$ 177,583,149	\$ 182,632,904	\$ 1,045,093	0.6%
DEPARTMENT OPERATING TOTAL USES	\$ 280,773,376	\$ 268,969,726	\$ 272,633,985	\$ 263,585,463	\$ 259,261,416	\$ 13,372,569	4.9%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 11,821,401	\$ 1,861,680	\$ 1,867,180	\$ 283,292	\$ 1,100,000	\$ 767,180	41.1%
DEPARTMENT TOTAL USES	\$ 292,594,777	\$ 270,831,406	\$ 274,501,165	\$ 263,868,755	\$ 260,361,416	\$ 14,139,749	5.2%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	35.00	34.00	34.00	34.00	32.00	(2.00)	-5.9%
FINANCIAL SERVICES	21.00	20.00	20.00	20.00	20.00	-	0.0%
HUMAN RESOURCES	43.00	40.00	40.00	34.00	32.00	(8.00)	-20.0%
PROCUREMENT	12.00	12.00	12.00	12.00	12.00	-	0.0%
RISK MANAGEMENT	2.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
PROGRAM TOTAL	114.00	109.00	109.00	103.00	98.00	(11.00)	-10.1%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	47.00	34.00	34.00	35.00	34.00	-	0.0%
PROGRAM TOTAL	47.00	34.00	34.00	35.00	34.00	-	0.0%
CENTRALIZED MCSO OPERATIONS							
EMPLOYEE PROFESSIONAL STANDARDS	38.00	34.00	34.00	32.00	32.00	(2.00)	-5.9%
FLEET MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
INFORMATION TECHNOLOGY	6.20	6.20	6.20	6.20	5.60	(0.60)	-9.7%
MANDATED ENF AND DET TRAINING	83.00	82.00	82.00	82.00	77.00	(5.00)	-6.1%
PROGRAM TOTAL	130.20	124.20	124.20	122.20	116.60	(7.60)	-6.1%
CUSTODY MANAGEMENT							
ADULT DETENTION MANAGEMENT	1,498.00	1,490.00	1,490.00	1,491.00	1,366.00	(124.00)	-8.3%
INMATE ADDICTIVE RECOVERY	14.00	17.00	17.00	7.00	7.00	(10.00)	-58.8%
INMATE CANTEEN AND SPEC SVCS	39.00	31.00	31.00	28.00	28.00	(3.00)	-9.7%
INMATE EDUCATION	35.00	35.00	35.00	35.00	35.00	-	0.0%
INMATE FINGERPRINT IDENT	48.00	32.00	32.00	35.00	35.00	3.00	9.4%
INMATE LABOR	10.00	10.00	10.00	10.00	9.00	(1.00)	-10.0%
INMATE MEALS	196.00	181.00	181.00	191.00	282.00	101.00	55.8%
INMATE RELATED MANDATES	164.00	142.00	142.00	145.00	141.00	(1.00)	-0.7%
INMATE RELEASE	105.00	92.00	92.00	101.00	101.00	9.00	9.8%
INMATE SKILLS TRAINING	1.00	1.00	1.00	-	-	(1.00)	-100.0%
INMATE SMI ADDICTIVE RECOV	3.00	-	-	-	-	-	N/A
INMATE TRANSPORT	253.50	269.00	269.00	268.00	263.00	(6.00)	-2.2%
INTAKE	268.00	267.00	267.00	268.00	249.00	(18.00)	-6.7%
PROGRAM TOTAL	2,634.50	2,567.00	2,567.00	2,579.00	2,516.00	(51.00)	-2.0%
ENFORCEMENT							
CIVIL PROCESS	54.00	54.00	54.00	52.00	53.00	(1.00)	-1.9%
DISPATCH	42.00	37.00	37.00	42.00	42.00	5.00	13.5%
ENF SUPPORT AND SPEC RESPONSI	130.00	123.00	123.00	119.00	117.00	(6.00)	-4.9%
EXTRADITIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
INTELLIGENCE	53.00	53.00	53.00	36.00	34.00	(19.00)	-35.8%
INVESTIGATIONS	159.00	153.00	153.00	152.00	151.00	(2.00)	-1.3%
PATROL	319.00	295.50	295.50	310.00	304.00	8.50	2.9%
PROPERTY AND EVIDENCE	13.00	13.00	13.00	11.00	10.00	(3.00)	-23.1%
WARRANTS INFO PROCESSING	42.00	37.00	37.00	39.00	37.00	-	0.0%
PROGRAM TOTAL	816.00	769.50	769.50	765.00	752.00	(17.50)	-2.3%
INFO TECHNOLOGY INFRASTRUCTURE							
DATA NETWORK	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	24.40	19.40	19.40	19.40	19.40	-	0.0%
DATA CENTER	16.00	13.00	13.00	13.00	13.00	-	0.0%
DESKTOP SUPPORT	10.50	10.50	10.50	10.50	10.50	-	0.0%
GIS APPLICATION DEV AND SUPP	6.00	6.00	6.00	6.00	6.00	-	0.0%
HELP DESK SUPPORT	4.25	4.25	4.25	4.25	4.25	-	0.0%
INFRASTRUCTURE NETWORK SVCS	5.65	4.65	4.65	4.65	4.25	(0.40)	-8.6%
PROGRAM TOTAL	66.80	57.80	57.80	57.80	57.40	(0.40)	-0.7%
NOT ALLOCATED							
NOT ALLOCATED	-	-	-	57.00	-	-	N/A
PROGRAM TOTAL	-	-	-	57.00	-	-	N/A
DEPARTMENT TOTAL	3,809.50	3,662.50	3,662.50	3,720.00	3,575.00	(87.50)	-2.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Accounting Specialist	13.00	13.00	13.00	13.00	12.00	(1.00)	-7.7%
Admin & Operations Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	23.00	20.00	20.00	20.00	19.00	(1.00)	-5.0%
Admin/Operations Supv	3.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	5.00	7.00	7.00	7.00	6.00	(1.00)	-14.3%
Administrator	4.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Care Technician	2.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	2.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chaplain	5.00	5.00	5.00	5.00	4.00	(1.00)	-20.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	-	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	6.00	4.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Counselor	9.00	8.00	8.00	8.00	4.00	(4.00)	-50.0%
Crime Scene Specialist	50.00	-	-	-	-	-	N/A
Crime Scene Specialist-Sheriff	-	4.00	4.00	8.00	8.00	4.00	100.0%
Crime Scene Supervisor	7.00	3.00	3.00	3.00	3.00	-	0.0%
Database Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director	9.00	8.00	8.00	8.00	8.00	-	0.0%
Detention Officer	1,898.50	1,896.00	1,896.00	1,899.00	1,743.00	(153.00)	-8.1%
Detention Officer Captain	14.00	13.00	13.00	14.00	11.00	(2.00)	-15.4%
Detention Officer Lieutenant	73.00	72.00	72.00	73.00	64.00	(8.00)	-11.1%
Detention Officer Sergeant	216.00	215.00	215.00	216.00	201.00	(14.00)	-6.5%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Educator - Detention	17.00	17.00	17.00	17.00	17.00	-	0.0%
Educator Assistant	14.00	14.00	14.00	14.00	14.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	25.00	25.00	29.00	29.00	4.00	16.0%
Emergency Operator	6.00	5.00	5.00	6.00	6.00	1.00	20.0%
Environmental Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Equipment Operator	3.00	1.00	1.00	3.00	3.00	2.00	200.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	4.00	4.00	4.00	4.00	4.00	-	0.0%
Fingerprint Analyst	-	16.00	16.00	16.00	15.00	(1.00)	-6.3%
Fingerprint Supervisor	-	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	-	12.00	12.00	15.00	15.00	3.00	25.0%
Food Service Worker	10.00	7.00	7.00	10.00	77.00	70.00	1000.0%
Food Services Shift Supervisor	12.00	10.00	10.00	12.00	17.00	7.00	70.0%
General Laborer	46.00	33.00	33.00	35.00	58.00	25.00	75.8%
General Laborer Supervisor	5.00	4.00	4.00	4.00	4.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator - Sr/Ld	1.00	-	-	-	-	-	N/A
Human Resources Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	3.00	3.00	3.00	3.00	2.00	(1.00)	-33.3%
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	-	5.00	5.00	2.00	2.00	(3.00)	-60.0%
Investigator	9.00	-	-	-	-	-	N/A

Staffing by Market Range Title (continued)

MARKET RANGE TITLE - CONTINUED	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
IS Project Manager - Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk	66.00	54.00	54.00	63.00	63.00	9.00	16.7%
Justice System Clerk Lead	7.00	7.00	7.00	7.00	7.00	-	0.0%
Justice System Clerk Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	22.00	19.00	19.00	22.00	17.00	(2.00)	-10.5%
Law Enforcement Lieutenant	36.00	36.00	36.00	35.00	32.00	(4.00)	-11.1%
Law Enforcement Officer	655.00	632.00	632.00	636.00	621.00	(11.00)	-1.7%
Law Enforcement Sergeant	93.00	92.00	92.00	91.00	89.00	(3.00)	-3.3%
Legal Support Specialist	13.00	12.00	12.00	12.00	11.00	(1.00)	-8.3%
Legal Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Librarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Clerk	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Materials Handling Worker	20.00	20.00	20.00	20.00	18.00	(2.00)	-10.0%
Materials Inventory Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic Supervisor	1.00	-	-	-	-	-	N/A
Mechanic Supervisor - Aviation	-	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	1.00	3.00	2.00	1.00	100.0%
Office Assistant	75.00	60.00	60.00	60.00	59.00	(1.00)	-1.7%
Office Assistant Specialized	40.00	32.00	32.00	33.00	28.00	(4.00)	-12.5%
Operations Support Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	5.00	4.00	4.00	6.00	6.00	2.00	50.0%
Operations/Program Supervisor	7.00	8.00	8.00	8.00	7.00	(1.00)	-12.5%
PC/LAN Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	5.00	-	0.0%
Pilot	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Polygraph Examiner	4.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	-	0.50	0.50	-	-	(0.50)	-100.0%
Procurement Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Supervisor	3.00	3.00	3.00	3.00	2.00	(1.00)	-33.3%
Programmer/Analyst	8.00	6.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Psychologist	3.00	1.00	1.00	2.00	2.00	1.00	100.0%
Sheriff Record Specialist	50.00	46.00	46.00	51.00	48.00	2.00	4.3%
Sheriff Record Specialist Lead	6.00	5.00	5.00	5.00	3.00	(2.00)	-40.0%
Sheriff Record Specialist Supv	8.00	7.00	7.00	8.00	8.00	1.00	14.3%
Social Worker	47.00	46.00	46.00	47.00	43.00	(3.00)	-6.5%
Social Worker Supervisor	9.00	7.00	7.00	8.00	8.00	1.00	14.3%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Systems/Network Administrator	4.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	5.00	5.00	5.00	5.00	5.00	-	0.0%
Technical Support Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecommunications Tech-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Trades Specialist	7.00	2.00	2.00	7.00	7.00	5.00	250.0%
Trades Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	3,809.50	3,662.50	3,662.50	3,720.00	3,575.00	(87.50)	-2.4%

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	967.00	908.50	908.50	909.00	919.00	10.50	1.2%
251 - SHERIFF GRANTS	35.00	29.00	29.00	18.00	18.00	(11.00)	-37.9%
252 - INMATE SERVICES	126.00	164.00	164.00	148.00	95.00	(69.00)	-42.1%
255 - DETENTION OPERATIONS	2,681.50	2,561.00	2,561.00	2,572.00	2,543.00	(18.00)	-0.7%
DEPARTMENT TOTAL	3,809.50	3,662.50	3,662.50	3,720.00	3,575.00	(87.50)	-2.4%

Significant Variance Analysis

The majority of FTE changes in FY 2010-11 result from:

1. Shifting Court Security positions (16 FTE) from the Inmate Services Fund to the General Fund.
2. Shifting Inmate Classification positions (37 FTE) from the Inmate Services Fund to the Detention Fund.
3. Eliminating Detention positions (67 FTE) at the Towers Jail due to a decline in the inmate population.
4. Converting food service positions from Detention Officers to Food Service Workers (67 FTE) per the approved Detention staffing plan (Liebert).
5. Converting Food Service positions from Detention Sergeants to Food Service Supervisors (5 FTE) per the approved Detention staffing plan (Liebert).
6. Converting Distribution positions from Detention Officers to General Laborers (24 FTE) per the approved Detention staffing plan (Liebert).
7. Creating Detention Officer positions (9 FTE) to staff additional Power Squad units for Correctional Health Services.

General Adjustments

Adjustments:

General Fund (100)

- Increase Licenses and Permit revenue and Miscellaneous revenue, \$95,000.
- Increase Regular Benefits by \$1,075,140 for employee health and dental premium increases.
- Increase Regular Benefits by \$294,633 for an increase in retirement contribution rates.
- Right-size expenditures to FY 2010 forecasted levels for a net increase of \$669,462 which includes:
 - Other Pay, (\$27,275)
 - Overtime, (\$205,315)
 - Reducing budgeted pay to actual pay (salary slack), (\$1,228)
 - Fuel, \$500,000
 - Non-Capital Equipment, (\$30,000)
 - Health Services, (\$45,000)
 - Repairs and Maintenance, \$100,000
 - Travel, \$20,000
 - Education and Training, (\$15,000)
 - Utilities, \$65,000
 - Capital Equipment (\$9,000)
 - Debt Service, \$317,280.
- Increase vacancy savings to 6% to reflect a higher level of vacant positions, (\$661,901).
- Increase vacancy savings for temporary positions, (\$130,000).

- Eliminate various positions vacated in the FY 2009-10 Post Employment Health Plan Enhancement Program, (\$683,011).
- Reduce expenditures for the annual update to the allocation of indirect costs from the General Fund to the Detention Fund, (\$2,385,933).

Donations Fund (203)

- Right-size revenue and expenditures to FY 2010 forecasted levels, (\$58,340).

Sheriff RICO Fund (212)

- Eliminate the revenue and expenditure appropriations until an audit is performed to determine the appropriateness of expenditures (\$2,655,000).

Sheriff Jail Enhancement Fund (214)

- Eliminate the revenue and expenditure appropriations until an audit is performed to determine the appropriateness of expenditures, (\$2,205,000).

Sheriff Grants Fund (251)

- Increase Regular Benefits by \$21,384 for employee health and dental premium increases.
- Increase Regular Benefits by \$6,274 for an increase in retirement contribution rates.
- Reduce General Supplies to absorb increased benefit costs, (\$27,658).
- Reduce revenues and expenditures to reflect lower anticipated grant receipts, (\$2,115,160).

Inmate Services Fund (252)

- Increase Regular Benefits by \$175,827 for employee health and dental premium increases.
- Increase Regular Benefits by \$14,927 for an increase in retirement contribution rates.
- Right-size expenditures to FY 2010 forecasted levels for a net reduction of \$263,468 which includes:
 - Other Pay, (\$14,819)
 - Other Services, (\$138,649)
 - Repairs and Maintenance, (\$50,000)
 - Postage/Freight/Shipping, (\$60,000).
- Reduce expenditures for the required savings of two positions vacated in the FY 2009-10 Post Employment Health Plan Enhancement Program, including the inactivation of a Law Enforcement Officer position, (\$75,087).
- Reduce interest revenue due to lower fund balance and interest rates, (\$250,000).

Inmate Health Services Fund (254)

- (Non-Recurring) – A fund transfer to utilize fund balance for the Electronic Medical Records Project is budgeted in Non-Recurring/Non-Project (0001), \$600,000.

Detention Fund (255)

- Increase Regular Benefits by \$3,055,536 for employee health and dental premium increases.
- Reduce Regular Benefits by \$784,783 for an increase in retirement contribution rates.
- Right-size expenditures to FY 2010 forecasted levels for a net decrease of \$2,767,198 which includes:
 - Other Pay, (\$100,864)
 - Reducing budgeted pay to actual pay, (\$9,679)
 - Travel, \$30,000
 - Utilities, (\$75,000)
 - Capital Equipment (\$396,548)
 - Debt Service, \$238,850
 - Healthcare Services, (\$75,000)
 - Other Services, (\$165,000)
 - Overtime, (\$2,110,505)
 - Allocating the salary and benefits of the Jail Management System (JMS) programmer to the JMS project budget, (\$103,452).

- Increase expenditures due to increased County Risk Management charges, \$140,722.
- Eliminate various positions vacated in the FY 2009-10 Post Employment Health Plan Enhancement Program, (\$897,006).
- Increase expenditures for the annual update to the allocation of indirect costs from the General Fund to the Detention Fund, \$2,385,933.

NOTE: Telecommunication charges for Detention Fund radios in the amount of \$1,019,005 are funded in Non-Departmental.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	0.0%	87.0%	0.0%	(87.0%)	-100.0%
Percent of adult inmate participants who receive GEDs	0.0%	9.7%	0.0%	(9.7%)	-100.0%
% of Eligible inmate population participating in education classes	0.0%	79.6%	63.0%	(16.5%)	-20.8%
Percent of fingerprint sets processed	0.0%	59.3%	100.0%	40.7%	68.6%
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)	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requested items sold	0.0%	77.0%	100.0%	23.0%	29.9%
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A
% of MEAL activity food costs avoided using donated food	0.0%	0.0%	0.0%	0.0%	N/A
% of prisoners handled within 24 hours (booked/classified/or released)	0.0%	100.0%	100.0%	0.0%	0.0%
% of Inmates not assaulted by other inmates while in custody	99.3%	99.6%	99.6%	(0.0%)	-0.0%
% of seriously mentally ill addictive treatment participants who don't return to jail within two years	N/A	N/A	N/A	N/A	N/A

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

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	0.0%	87.0%	0.0%	(87.0%)	-100.0%
Output	# of Alpha program participants	777	656	656	-	0.0%
Output	Number of Inmates graduating from Alpha classes	390	524	260	(264)	-50.4%
Demand	# of Alpha program applicants	671	656	1,224	568	86.6%
Efficiency	Cost per Alpha program participant	\$ 1,097.59	\$ 2,129.78	\$ 2,181.36	\$ (51.58)	-2.4%
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 45,586	\$ 76,924	\$ 74,393	\$ (2,531)	-3.3%
	TOTAL SOURCES	\$ 45,586	\$ 76,924	\$ 74,393	\$ (2,531)	-3.3%
<i>Expenditure</i>						
	251 - SHERIFF GRANTS	\$ 48,800	\$ 76,924	\$ 75,027	\$ 1,897	2.5%
	252 - INMATE SERVICES	786,127	1,320,192	1,355,947	(35,755)	-2.7%
	255 - DETENTION OPERATIONS	17,904	21	-	21	100.0%
	TOTAL USES	\$ 852,831	\$ 1,397,137	\$ 1,430,974	\$ (33,837)	-2.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of adult inmate participants who receive GEDs	0.0%	9.7%	0.0%	(9.7%)	-100.0%
Result	% of Eligible inmate population participating in education classes	0.0%	79.6%	63.0%	(16.5%)	-20.8%
Output	# of inmates participating in education classes	2,829	3,041	2,199	(842)	-27.7%
Output	# of inmate population eligible for education classes	3,795	3,821	3,488	(333)	-8.7%
Demand	Number of Inmate population eligible for education classes	3,795	3,821	3,488	(333)	-8.7%
Efficiency	Cost per inmate education participant	\$ 520.20	\$ 682.79	\$ 832.26	\$ (149.47)	-21.9%
<i>Revenue</i>						
	203 - SHERIFF DONATIONS	\$ 1,000	\$ -	\$ -	\$ -	N/A
	251 - SHERIFF GRANTS	345,270	310,965	357,729	46,764	15.0%
	TOTAL SOURCES	\$ 346,270	\$ 310,965	\$ 357,729	\$ 46,764	15.0%
<i>Expenditure</i>						
	251 - SHERIFF GRANTS	\$ 303,566	\$ 310,963	\$ 355,860	\$ (44,897)	-14.4%
	252 - INMATE SERVICES	1,012,252	1,667,242	1,325,597	341,645	20.5%
	255 - DETENTION OPERATIONS	155,691	98,172	148,685	(50,513)	-51.5%
	TOTAL USES	\$ 1,471,509	\$ 2,076,377	\$ 1,830,142	\$ 246,235	11.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of fingerprint sets processed	0.0%	59.3%	100.0%	40.7%	68.6%
Output	# of fingerprint sets processed (verified)	158,280	164,316	144,296	(20,020)	-12.2%
Demand	Number of Fingerprint sets taken	140,460	143,000	170,448	27,448	19.2%
Efficiency	Cost per fingerprint set processed (verified)	\$ 10.36	\$ 10.51	\$ 12.27	\$ (1.76)	-16.8%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 1,640,073	\$ 1,726,988	\$ 1,770,703	\$ (43,715)	-2.5%
	TOTAL USES	\$ 1,640,073	\$ 1,726,988	\$ 1,770,703	\$ (43,715)	-2.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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%
Demand	Number of Inmate labor hours worked	3,509,352	3,509,352	3,509,352	-	0.0%
Efficiency	INLA Cost Per Inmate Labor Hour Worked	\$ 0.17	\$ 0.19	\$ 0.17	\$ 0.02	10.5%
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 604,481	\$ 674,697	\$ 604,181	\$ 70,516	10.5%
	TOTAL USES	\$ 604,481	\$ 674,697	\$ 604,181	\$ 70,516	10.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Accurate inmate releases (inmates released according to procedure)	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Inmates released	130,808	130,528	124,036	(6,492)	-5.0%
Demand	# of Inmates ordered for release	130,808	130,531	124,036	(6,495)	-5.0%
Efficiency	Cost per inmate released	\$ 33.50	\$ 39.09	\$ 41.20	\$ (2.11)	-5.4%
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 138,501	\$ 136,500	\$ 136,500	\$ -	0.0%
	TOTAL SOURCES	\$ 138,501	\$ 136,500	\$ 136,500	\$ -	0.0%
<i>Expenditure</i>						
	214 - SHERIFF JAIL ENHANCEMENT	\$ 1,759	\$ 122,182	\$ -	\$ 122,182	100.0%
	251 - SHERIFF GRANTS	137,946	136,500	139,763	(3,263)	-2.4%
	255 - DETENTION OPERATIONS	4,242,522	4,843,239	4,970,158	(126,919)	-2.6%
	TOTAL USES	\$ 4,382,227	\$ 5,101,921	\$ 5,109,921	\$ (8,000)	-0.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of requested items sold	0.0%	77.0%	100.0%	23.0%	29.9%
Output	# of items sold	351,158	343,236	308,916	(34,320)	-10.0%
Demand	# of items requested	459,566	447,892	404,324	(43,568)	-9.7%
Efficiency	Cost per item sold	\$ 15.78	\$ 11.76	\$ 12.63	\$ (0.87)	-7.4%
<i>Revenue</i>						
	252 - INMATE SERVICES	\$ 8,903,368	\$ 14,520,364	\$ 10,799,768	\$ (3,720,596)	-25.6%
	TOTAL SOURCES	\$ 8,903,368	\$ 14,520,364	\$ 10,799,768	\$ (3,720,596)	-25.6%
<i>Expenditure</i>						
	203 - SHERIFF DONATIONS	\$ 445	\$ -	\$ -	\$ -	N/A
	252 - INMATE SERVICES	5,540,257	4,035,558	3,900,525	135,033	3.3%
	255 - DETENTION OPERATIONS	-	21	-	21	100.0%
	TOTAL USES	\$ 5,540,702	\$ 4,035,579	\$ 3,900,525	\$ 135,054	3.3%

Adjustments:

- Reduce canteen and telephone revenue as a result of a decline in inmate population, (\$3,470,596).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	# of Inmates transported to court	161,324	167,304	148,016	(19,288)	-11.5%
Demand	# of Court ordered transports	161,324	167,304	148,016	(19,288)	-11.5%
Efficiency	Cost per inmate transported to court	\$ 126.04	\$ 113.10	\$ 122.84	\$ (9.74)	-8.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 1,264,236	\$ (1,264,236)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	487,218	70,333	-	70,333	100.0%
	252 - INMATE SERVICES	1,245,622	1,306,772	-	1,306,772	100.0%
	255 - DETENTION OPERATIONS	18,600,806	17,545,309	16,917,834	627,475	3.6%
	TOTAL USES	\$ 20,333,646	\$ 18,922,414	\$ 18,182,070	\$ 740,344	3.9%

Adjustments:

- Transfer Court Security positions (16.0 FTE) from the Inmate Services Fund to the General Fund, \$1,344,933 (net \$0).
- Eliminate vacant Detention Officer Lieutenant position in the Detention Fund to bring command staff more in line with benchmark staffing ratios, (\$91,634).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	# of Inmate Skills Training Participants	8,084	9,616	6,464	(3,152)	-32.8%
Demand	# of Inmates Eligible for Skills Training	8,084	9,616	6,464	(3,152)	-32.8%
Efficiency	Cost of skills training program per participant	\$ 85.00	\$ 23.72	\$ 104.15	\$ (80.44)	-339.2%
<i>Revenue</i>						
	203 - SHERIFF DONATIONS	\$ 12,033	\$ 36,139	\$ 15,000	\$ (21,139)	-58.5%
	TOTAL SOURCES	\$ 12,033	\$ 36,139	\$ 15,000	\$ (21,139)	-58.5%
<i>Expenditure</i>						
	203 - SHERIFF DONATIONS	\$ -	\$ 45,260	\$ 15,000	\$ 30,260	66.9%
	252 - INMATE SERVICES	687,177	182,766	658,239	(475,473)	-260.2%
	255 - DETENTION OPERATIONS	-	21	-	21	100.0%
	TOTAL USES	\$ 687,177	\$ 228,047	\$ 673,239	\$ (445,192)	-195.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	# of Inmates receiving mandated services	9,215	9,472	8,927	(545)	-5.8%
Demand	# of Inmates requiring inmate related mandated services	9,215	9,472	8,927	(545)	-5.8%
Efficiency	Mandated inmate service cost per inmate	\$ 972.63	\$ 1,046.15	\$ 1,028.55	\$ 17.60	1.7%
<i>Expenditure</i>						
	203 - SHERIFF DONATIONS	\$ 595	\$ 50	\$ 50	\$ -	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	12,897	32,160	-	32,160	100.0%
	252 - INMATE SERVICES	1,708,575	1,870,346	1,367,570	502,776	26.9%
	255 - DETENTION OPERATIONS	7,240,451	8,006,592	7,814,289	192,303	2.4%
	TOTAL USES	\$ 8,962,518	\$ 9,909,148	\$ 9,181,909	\$ 727,239	7.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of MEAL activity food costs avoided using donated food	0.0%	0.0%	0.0%	0.0%	N/A
Output	# of Inmate Meals Served	13,186,218	13,993,924	13,462,552	(531,372)	-3.8%
Output	\$ of MEAL activity food costs	5,088,132	18,303,764	18,038,080	(265,684)	-1.5%
Demand	# of Inmate Meals Needed	13,186,218	13,993,924	13,462,552	(531,372)	-3.8%
Efficiency	Cost per Meal Served (fully loaded)	\$ 1.45	\$ 1.13	\$ 1.52	\$ (0.40)	-35.1%
<i>Expenditure</i>						
	252 - INMATE SERVICES	\$ 2,356,169	\$ 1,833,034	\$ 2,017,515	\$ (184,481)	-10.1%
	255 - DETENTION OPERATIONS	16,746,591	13,912,366	18,449,013	(4,536,647)	-32.6%
	TOTAL USES	\$ 19,102,760	\$ 15,745,400	\$ 20,466,528	\$ (4,721,128)	-30.0%

Activity Narrative: The increase in the Detention Fund Inmate Meals Activity budget is primarily the result of converting vacant Detention Officers and Sergeants (funded in FY 2010 in various other activities) to Food Service and General Laborer positions.

Adjustments:

Detention Fund (255)

- Convert vacant Detention positions to align with the recommendations in the approved Detention Staffing Plan (Liebert). This includes converting Detention Officer positions to Food Service Worker positions (67 FTE) and Detention Officer Sergeant positions to Food Service Supervisor positions (5 FTE), as well as converting Detention Officer positions to General Laborer positions (24 FTE) (for Distribution), (\$791,871).

NOTE: The Sheriff's Office is experiencing \$970,000 in savings on the Bulk Flour food contract over 3 years due to a change in procurement process.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of prisoners handled within 24 hours (booked/classified/or released)	0.0%	100.0%	100.0%	0.0%	0.0%
Output	# of inmates booked and classified or released	130,029	130,600	130,600	-	0.0%
Demand	# of Prisoners requiring booking (presented for booking)	130,054	130,648	130,648	-	0.0%
Efficiency	Cost per prisoner booked	\$ 118.28	\$ 128.33	\$ 118.05	\$ 10.28	8.0%
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 6,463	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 6,463	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>						
	214 - SHERIFF JAIL ENHANCEMENT	\$ 108,720	\$ 74,698	\$ -	\$ 74,698	100.0%
	252 - INMATE SERVICES	1,968,413	2,211,290	69,726	2,141,564	96.8%
	255 - DETENTION OPERATIONS	13,302,280	14,473,736	15,347,952	(874,216)	-6.0%
	TOTAL USES	\$ 15,379,413	\$ 16,759,724	\$ 15,417,678	\$ 1,342,046	8.0%

Adjustments:

- Transfer Inmate Classification positions (37 FTE) from the Inmate Services Fund to the Detention Fund, (\$2,227,862).

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of Inmates not assaulted by other inmates while in custody	99.3%	99.6%	99.6%	(0.0%)	-0.0%
Output	# Inmates Detained	9,215	9,472	8,927	(545)	-5.8%
Demand	Number of inmates requiring detention	9,215	9,472	8,927	(545)	-5.8%
Efficiency	Quarterly cost per inmate detained	\$ 9,593.58	\$ 9,535.04	\$ 8,996.04	\$ 539.00	5.7%
Revenue						
	214 - SHERIFF JAIL ENHANCEMENT	\$ 1,799,981	\$ 2,205,000	\$ -	\$ (2,205,000)	-100.0%
	254 - INMATE HEALTH SERVICES	95,558	149,715	97,215	(52,500)	-35.1%
	255 - DETENTION OPERATIONS	35,899,618	32,863,740	31,563,740	(1,300,000)	-4.0%
	TOTAL SOURCES	\$ 37,795,157	\$ 35,218,455	\$ 31,660,955	\$ (3,557,500)	-10.1%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	\$ 808,313	\$ 1,529,505	\$ -	\$ 1,529,505	100.0%
	252 - INMATE SERVICES	780,601	-	-	-	N/A
	254 - INMATE HEALTH SERVICES	-	149,715	97,215	52,500	35.1%
	255 - DETENTION OPERATIONS	86,813,509	88,636,666	80,210,452	8,426,214	9.5%
	TOTAL USES	\$ 88,402,423	\$ 90,315,886	\$ 80,307,667	\$ 10,008,219	11.1%

Activity Narrative: In addition to the adjustments listed below, the decrease in the Detention Fund budget is the result of converting vacant Detention Officers and Sergeants to Food Service and General Laborer positions. Booking and per diem rates charged to cities and towns for holding inmates in County detention facilities are displayed in the table below:

Jail Housing Rates			
	FY 2010	FY 2011	Change
Booking	\$ 192.26	\$ 188.48	\$(3.78)
Per Diem	\$ 71.66	\$ 73.54	\$ 1.88

Adjustments:

Inmate Health Services Fund (254)

- Right-size inmate health services co-payment revenue due to a decline in the inmate population, (\$52,500).
- Increase expenditures to fund a Counseling Supervisor in the Correctional Health department, \$90,182.
- Reduce General Supplies, (\$142,682).

Detention Fund (255)

- Reduce booking and per diem revenue as a result of a decline in the inmate population, (\$1,300,000).
- Reduce Detention staffing at Towers Jail by 50% (Lieutenants, 3 FTE; Sergeants, 5 FTE; Detention Officers, 59 FTE), (\$3,615,639). The inmate population is well below the staffed capacity level, and actual utilization at Towers Jail in April 2010 was approximately 33%.
- Create additional Detention Officer positions (9 FTE) assigned to Power Squads and allocate the \$532,792 cost to Correctional Health Services. This will assist Correctional Health to comply with court orders regarding mental health services. These adjustments have a net impact of zero on the Sheriff's Office budget.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
% of vehicles receiving preventative maintenance in 24 hrs. or less	0.0%	73.0%	73.0%	0.0%	0.0%
% of Information System Availability (24x7)	100.0%	100.0%	100.0%	0.0%	0.0%
% of Applicants that meet Sheriff's Office new hire standards	15.8%	19.0%	14.3%	(4.7%)	-24.9%
% FTE meeting mandated proficiency	N/A	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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of vehicles receiving preventative maintenance in 24 hrs. or less	0.0%	73.0%	73.0%	0.0%	0.0%
Output	# of Vehicles on preventive maintenance inventory (assigned vehicles managed)	744	743	743	-	0.0%
Demand	# of vehicles in MCSO fleet	769	764	764	-	0.0%
Efficiency	Cost per vehicle managed	\$ 888.64	\$ 867.36	\$ 270.40	\$ 596.96	68.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 407,529	\$ 381,886	\$ (69,147)	\$ 451,033	118.1%
	255 - DETENTION OPERATIONS	253,620	262,566	270,057	(7,491)	-2.9%
	TOTAL USES	\$ 661,149	\$ 644,452	\$ 200,910	\$ 443,542	68.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of Information System Availability (24x7)	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Days information/telecommunications systems operational (24x7)	364	365	365	-	0.0%
Demand	Number of Days information/telecommunications systems required	365	365	365	-	0.0%
Efficiency	MCSI cost per operational day	\$ 12,331.69	\$ 12,136.32	\$ 8,622.81	\$ 3,513.51	29.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 20,952	\$ 119,569	\$ 111,038	\$ (8,531)	-7.1%
	TOTAL SOURCES	\$ 20,952	\$ 119,569	\$ 111,038	\$ (8,531)	-7.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,711,948	\$ 2,203,995	\$ 1,381,256	\$ 822,739	37.3%
	252 - INMATE SERVICES	1,177,235	1,348,741	20,200	1,328,541	98.5%
	255 - DETENTION OPERATIONS	598,320	877,020	1,745,869	(868,849)	-99.1%
	TOTAL USES	\$ 4,487,503	\$ 4,429,756	\$ 3,147,325	\$ 1,282,431	29.0%

Adjustments:

General Fund (100)

- Eliminate vacant Systems Administration and Analysis Manager position vacated in the FY 2008-09 Post Employment Health Plan Enhancement Program, (\$90,659).

Inmate Services Fund (252)

- (Non-Recurring) - Increase expenditures by \$500,000 to fund professional services and training to complete the Jail Management System (JMS) Migration project. Phase 1 of the project is scheduled for completion in FY 2009-10; Phase 2 is scheduled for completion in FY 2010-11.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of Applicants that meet Sheriff's Office new hire standards	15.8%	19.0%	14.3%	(4.7%)	-24.9%
Output	# of new hire standards reviews conducted	848	1,376	804	(572)	-41.6%
Demand	# of new hire standards reviews required	1,287	2,256	804	(1,452)	-64.4%
Efficiency	Cost per Sheriff's Office applicant standards review	\$ 3,014.48	\$ 1,752.23	\$ 2,941.57	\$ (1,189.34)	-67.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 897,063	\$ 981,770	\$ 1,715,041	\$ (733,271)	-74.7%
	212 - SHERIFF RICO	9,400	3,000	-	3,000	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	5,200	-	5,200	100.0%
	255 - DETENTION OPERATIONS	1,649,820	1,421,097	649,982	771,115	54.3%
	TOTAL USES	\$ 2,556,283	\$ 2,411,067	\$ 2,365,023	\$ 46,044	1.9%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% FTE meeting mandated proficiency	N/A	100.0%	100.0%	0.0%	0.0%
Output	# of Mandated Proficiency Standards Training Program Participants	2,864	2,889	2,794	(95)	-3.3%
Output	# FTE	-	2,889	2,794	(95)	-3.3%
Demand	# of MCSO FTE who are required to meet mandated proficiency standards	2,864	2,889	2,794	(95)	-3.3%
Efficiency	Cost per mandated training program participant	\$ 2,226.82	\$ 1,841.91	\$ 1,839.44	\$ 2.47	0.1%
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 132,783	\$ 90,143	\$ -	\$ (90,143)	-100.0%
	TOTAL SOURCES	\$ 132,783	\$ 90,143	\$ -	\$ (90,143)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,964,412	\$ 864,981	\$ 305,394	\$ 559,587	64.7%
	212 - SHERIFF RICO	14,125	3,000	-	3,000	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	13,449	20,900	-	20,900	100.0%
	251 - SHERIFF GRANTS	121,190	90,143	-	90,143	100.0%
	255 - DETENTION OPERATIONS	3,263,889	4,342,257	4,833,991	(491,734)	-11.3%
	TOTAL USES	\$ 6,377,065	\$ 5,321,281	\$ 5,139,385	\$ 181,896	3.4%

Adjustments:

General Fund (100)

- Eliminate vacant Detention Officer Sergeant position to bring command staff more in line with benchmark staffing ratios, (\$69,263).

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
TBD	N/A	N/A	N/A	N/A	N/A
% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	87.5%	86.9%	0.0%	(86.9%)	-100.0%
TBD	N/A	N/A	N/A	N/A	N/A
% of Zero-injury Enforcement Support Specialized Responses	N/A	100.0%	N/A	N/A	N/A
Percent of Court employees surveyed who respond they feel reasonably secure at work	N/A	N/A	N/A	N/A	N/A
(%) 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	N/A	49.2%	N/A	N/A	N/A
% of General investigation cases cleared by arrest	28.3%	26.0%	0.0%	(26.0%)	-100.0%
% of cases cleared	31.9%	62.9%	61.9%	(1.0%)	-1.5%
% of Participants (respondents) who benefit from MCSO crime prevention program	N/A	N/A	N/A	N/A	N/A
% of Priority 1 calls responded to within 5 minutes or less	50.5%	44.9%	50.7%	5.8%	13.0%
Percent of item records managed with automation	N/A	N/A	N/A	N/A	N/A
% Calls for SMI evaluations resulting in transport to a non-jail facility	N/A	N/A	N/A	N/A	N/A
% of missions resulting in rescue	0.0%	100.0%	100.0%	0.0%	0.0%
TBD	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of items served or processed	44,680	43,848	39,696	(4,152)	-9.5%
Output	TBD	N/A	N/A	N/A	N/A	N/A
Demand	Number of items received for action	54,497	52,792	54,824	2,032	3.8%
Efficiency	Cost per item served or procesed (as defined)	\$ 95.03	\$ 87.92	\$ 103.19	\$ (15.28)	-17.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 696,842	\$ 474,000	\$ 489,000	\$ 15,000	3.2%
	TOTAL SOURCES	\$ 696,842	\$ 474,000	\$ 489,000	\$ 15,000	3.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 4,245,319	\$ 3,854,662	\$ 4,096,185	\$ (241,523)	-6.3%
	255 - DETENTION OPERATIONS	612	268	102	166	61.9%
	TOTAL USES	\$ 4,245,931	\$ 3,854,930	\$ 4,096,287	\$ (241,357)	-6.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	87.5%	86.9%	0.0%	(86.9%)	-100.0%
Output	# of Police Service Communications Dispatched	240,156	237,376	234,944	(2,432)	-1.0%
Demand	# of Incoming police service communications	240,156	237,376	234,944	(2,432)	-1.0%
Efficiency	Cost per Police Service call dispatched.	\$ 10.34	\$ 14.80	\$ 13.58	\$ 1.22	8.3%
<i>Revenue</i>						
	100 - GENERAL	\$ 15,972	\$ 446,231	\$ 312,858	\$ (133,373)	-29.9%
	TOTAL SOURCES	\$ 15,972	\$ 446,231	\$ 312,858	\$ (133,373)	-29.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,452,856	\$ 2,355,859	\$ 1,798,498	\$ 557,361	23.7%
	255 - DETENTION OPERATIONS	1,030,200	1,157,172	1,391,249	(234,077)	-20.2%
	TOTAL USES	\$ 2,483,056	\$ 3,513,031	\$ 3,189,747	\$ 323,284	9.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	# of Days MCSO is prepared to respond to threats and disasters.	365	367	367	-	0.0%
Output	TBD	N/A	N/A	N/A	N/A	N/A
Demand	# of Days MCSO is required to be prepared to respond to threats and disasters	365	367	367	-	0.0%
Efficiency	Preparedness cost per day	\$ 4,749.10	\$ 1,557.50	\$ 2,921.64	\$ (1,364.13)	-87.6%
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 1,277,186	\$ 533,139	\$ 1,063,736	\$ 530,597	99.5%
	TOTAL SOURCES	\$ 1,277,186	\$ 533,139	\$ 1,063,736	\$ 530,597	99.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 20,051	\$ 6,950	\$ 3,485	\$ 3,465	49.9%
	212 - SHERIFF RICO	-	29,960	-	29,960	100.0%
	251 - SHERIFF GRANTS	1,704,693	533,139	1,063,736	(530,597)	-99.5%
	255 - DETENTION OPERATIONS	8,676	1,555	5,020	(3,465)	-222.8%
	TOTAL USES	\$ 1,733,420	\$ 571,604	\$ 1,072,241	\$ (500,637)	-87.6%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Zero-injury Enforcement Support Specialized Responses	N/A	100.0%	N/A	N/A	N/A
Result	Percent of Court employees surveyed who respond they feel reasonably secure at work	N/A	N/A	N/A	N/A	N/A
Output	Number of Calls for Service Responses by Patrol Resources Bureau units	-	3,980	-	(3,980)	-100.0%
Output	# of Enforcement Support Specialized Responses	-	3,980	-	(3,980)	-100.0%
Output	Number of Court employees surveyed	N/A	N/A	N/A	N/A	N/A
Demand	Number of Calls for Service requiring Patrol Resource Bureau assistance	-	3,980	-	(3,980)	-100.0%
Efficiency	Cost per Enforcement Support Specialized Response	N/A	\$ 2,717.61	N/A	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 449,095	\$ 260,000	\$ 340,000	\$ 80,000	30.8%
	203 - SHERIFF DONATIONS	26,569	47,701	10,500	(37,201)	-78.0%
	TOTAL SOURCES	\$ 475,664	\$ 307,701	\$ 350,500	\$ 42,799	13.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 10,543,251	\$ 9,945,758	\$ 10,029,180	\$ (83,422)	-0.8%
	203 - SHERIFF DONATIONS	39,300	37,230	9,700	27,530	73.9%
	212 - SHERIFF RICO	148,233	67,960	-	67,960	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	107,457	121,822	-	121,822	100.0%
	252 - INMATE SERVICES	244,553	-	-	-	N/A
	255 - DETENTION OPERATIONS	759,835	643,308	670,667	(27,359)	-4.3%
	TOTAL USES	\$ 11,842,629	\$ 10,816,078	\$ 10,709,547	\$ 106,531	1.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	(%) Subjects returned within court requested time frame	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# Subjects returned	558	548	528	(20)	-3.6%
Demand	# Requests for return of subjects	558	548	528	(20)	-3.6%
Efficiency	Cost per subject returned	\$ 2,543.56	\$ 1,757.68	\$ 1,664.81	\$ 92.87	5.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 9	\$ 14,509	\$ 14,509	\$ -	0.0%
	255 - DETENTION OPERATIONS	1,419,299	948,701	864,513	84,188	8.9%
	TOTAL USES	\$ 1,419,308	\$ 963,210	\$ 879,022	\$ 84,188	8.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Jail and Criminal Intelligence items forwarded to law enforcement	N/A	49.2%	N/A	N/A	N/A
Output	# Jail and criminal intelligence items processed (reviewed/analyzed)	-	28,992	-	(28,992)	-100.0%
Demand	Number of intelligence items/requests (jail and criminal) received	-	22,404	-	(22,404)	-100.0%
Efficiency	Cost per intelligence item analyzed	N/A	\$ 216.04	N/A	N/A	N/A
<i>Revenue</i>						
	251 - SHERIFF GRANTS	\$ 585,230	\$ 3,025,872	\$ -	\$ (3,025,872)	-100.0%
	TOTAL SOURCES	\$ 585,230	\$ 3,025,872	\$ -	\$ (3,025,872)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 88,561	\$ 357,379	\$ 100,082	\$ 257,297	72.0%
	212 - SHERIFF RICO	47,004	33,300	-	33,300	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	2,527	64,800	-	64,800	100.0%
	251 - SHERIFF GRANTS	90,027	3,025,874	-	3,025,874	100.0%
	255 - DETENTION OPERATIONS	2,813,625	2,782,199	2,665,839	116,360	4.2%
	TOTAL USES	\$ 3,041,744	\$ 6,263,552	\$ 2,765,921	\$ 3,497,631	55.8%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of General investigation cases cleared by arrest	28.3%	26.0%	0.0%	(26.0%)	-100.0%
Result	% of cases cleared	31.9%	62.9%	61.9%	(1.0%)	-1.5%
Output	Number of cases investigated (open cases)	18,663	9,768	9,384	(384)	-3.9%
Output	# of Cases Cleared	5,951	6,140	5,808	(332)	-5.4%
Demand	# of Cases assigned/undertaken (cases to be handled)	18,663	9,768	9,384	(384)	-3.9%
Efficiency	Cost per case investigated	\$ 859.00	\$ 1,734.98	\$ 1,585.40	\$ 149.57	8.6%
<i>Revenue</i>						
	212 - SHERIFF RICO	\$ 1,052,391	\$ 2,655,000	\$ -	\$ (2,655,000)	-100.0%
	251 - SHERIFF GRANTS	1,873,851	2,453,455	2,598,125	144,670	5.9%
	TOTAL SOURCES	\$ 2,926,242	\$ 5,108,455	\$ 2,598,125	\$ (2,510,330)	-49.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 9,745,480	\$ 7,704,008	\$ 7,606,185	\$ 97,823	1.3%
	212 - SHERIFF RICO	761,432	2,414,920	-	2,414,920	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	443	80,400	-	80,400	100.0%
	251 - SHERIFF GRANTS	1,882,037	2,453,455	2,575,093	(121,638)	-5.0%
	255 - DETENTION OPERATIONS	3,642,045	4,294,460	4,696,152	(401,692)	-9.4%
	TOTAL USES	\$ 16,031,437	\$ 16,947,243	\$ 14,877,430	\$ 2,069,813	12.2%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Participants (respondents) who benefit from MCSO crime prevention program	N/A	N/A	N/A	N/A	N/A
Output	# Participants who benefit as a result of attending an MCSO crime prevention program	-	-	-	-	N/A
Demand	# Community outreach program participants	-	-	-	-	N/A
Efficiency	Cost per community outreach participant	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 1,855	\$ 1,855	\$ -	0.0%
	203 - SHERIFF DONATIONS	-	50	750	(700)	-1400.0%
	255 - DETENTION OPERATIONS	-	21	-	21	100.0%
	TOTAL USES	\$ -	\$ 1,926	\$ 2,605	\$ (679)	-35.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of Priority 1 calls responded to within 5 minutes or less	50.5%	44.9%	50.7%	5.8%	13.0%
Output	# of Radio calls for service responses (# of responses)	178,783	203,664	176,464	(27,200)	-13.4%
Output	# of Priority 1 calls responded to	1,844	2,200	1,924	(276)	-12.5%
Demand	# Radio calls for service dispatched to patrol (# of incidents)	178,926	204,436	176,580	(27,856)	-13.6%
Efficiency	Cost per call for service response	\$ 180.52	\$ 130.04	\$ 151.00	\$ (20.96)	-16.1%
<i>Revenue</i>						
	100 - GENERAL	\$ 10,775,513	\$ 9,635,073	\$ 9,334,858	\$ (300,215)	-3.1%
	251 - SHERIFF GRANTS	685,024	845,607	593,823	(251,784)	-29.8%
	TOTAL SOURCES	\$ 11,460,537	\$ 10,480,680	\$ 9,928,681	\$ (551,999)	-5.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 31,376,232	\$ 25,452,264	\$ 25,904,052	\$ (451,788)	-1.8%
	203 - SHERIFF DONATIONS	-	2,000	750	1,250	62.5%
	212 - SHERIFF RICO	15,386	41,960	-	41,960	100.0%
	251 - SHERIFF GRANTS	733,609	845,607	596,697	248,910	29.4%
	255 - DETENTION OPERATIONS	149,404	143,450	144,619	(1,169)	-0.8%
	TOTAL USES	\$ 32,274,631	\$ 26,485,281	\$ 26,646,118	\$ (160,837)	-0.6%

Adjustments:

General Fund (100)

- Reduce revenue (\$102,720) and expenditures (\$80,776) due to an amendment to the law enforcement IGA with Carefree, including the inactivation of 1.0 FTE Law Enforcement Officer.
- Reduce Law Enforcement intergovernmental agreement revenue (\$339,763) and expenditures (\$232,856) due to changes in billing practices. The difference in revenue and expenditures is the result of some indirect costs for command staff being recovered in the IGAs, funding for uniform allowances having already been removed in FY 2009-10, and vehicle costs being funded in other County department budgets.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of item records managed with automation	N/A	N/A	N/A	N/A	N/A
Output	# of items of property and evidence stored	40,310	49,368	-	(49,368)	-100.0%
Output	Number of item records managed	N/A	N/A	N/A	N/A	N/A
Demand	Number of items of property and evidence required to be stored.	40,310	49,367	-	(49,367)	-100.0%
Efficiency	Cost per item stored	\$ 26.92	\$ 16.57	N/A	N/A	N/A
<i>Revenue</i>						
	100 - GENERAL	\$ 85,118	\$ 14,000	\$ 14,000	\$ -	0.0%
	TOTAL SOURCES	\$ 85,118	\$ 14,000	\$ 14,000	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 552,723	\$ 297,605	\$ 258,995	\$ 38,610	13.0%
	214 - SHERIFF JAIL ENHANCEMENT	8,904	33,600	-	33,600	100.0%
	255 - DETENTION OPERATIONS	523,356	486,657	547,070	(60,413)	-12.4%
	TOTAL USES	\$ 1,084,983	\$ 817,862	\$ 806,065	\$ 11,797	1.4%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	% of missions resulting in rescue	0.0%	100.0%	100.0%	0.0%	0.0%
Output	# Search and rescue missions undertaken	59	52	52	-	0.0%
Demand	# Search and rescue incidents	59	52	52	-	0.0%
Efficiency	Cost per search and rescue mission undertaken	\$ (359.56)	\$ 2,046.13	\$ 2,045.73	\$ 0.40	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ (21,214)	\$ 106,328	\$ 106,328	\$ -	0.0%
	203 - SHERIFF DONATIONS	-	50	50	-	0.0%
	255 - DETENTION OPERATIONS	-	21	-	21	100.0%
	TOTAL USES	\$ (21,214)	\$ 106,399	\$ 106,378	\$ 21	0.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	# of Items Processed	55,358	61,404	50,528	(10,876)	-17.7%
Demand	Number of Items received	82,911	88,784	77,920	(10,864)	-12.2%
Efficiency	Cost per item processed	\$ 35.19	\$ 29.93	\$ 36.09	\$ (6.16)	-20.6%
<i>Revenue</i>						
	100 - GENERAL	\$ 61,705	\$ 65,000	\$ 65,000	\$ -	0.0%
	TOTAL SOURCES	\$ 61,705	\$ 65,000	\$ 65,000	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,947,991	\$ 1,837,843	\$ 1,823,660	\$ 14,183	0.8%
	255 - DETENTION OPERATIONS	-	20	-	20	100.0%
	TOTAL USES	\$ 1,947,991	\$ 1,837,863	\$ 1,823,660	\$ 14,203	0.8%

Building Operations and Maintenance Program

The purpose of the Building Operations and Maintenance Program is to provide TBD to TBD so they can TBD.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
% of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Building and Grounds

Building and Grounds Activity

The purpose of the Building Operations and Maintenance Program is to provide TBD to TBD so they can TBD.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	% of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A
Output	# of facilities cleaned	N/A	N/A	N/A	N/A	N/A
Demand	# of facilities that require cleaning	N/A	N/A	N/A	N/A	N/A
Efficiency	Average cost per facility cleaned	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,930	\$ 11,804	\$ 8,168	\$ 3,636	30.8%
	255 - DETENTION OPERATIONS	2,336,670	1,983,745	1,941,820	41,925	2.1%
	TOTAL USES	\$ 2,340,600	\$ 1,995,549	\$ 1,949,988	\$ 45,561	2.3%

Information Technology Infrastructure Program

The purpose of the Information Technology Infrastructure Program is to provide TBD to TBD so they can TBD.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
NA	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Data Network

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: This is a non-mandated activity.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	NA	N/A	N/A	N/A	N/A	N/A
Output	NA	N/A	N/A	N/A	N/A	N/A
Demand	NA	N/A	N/A	N/A	N/A	N/A
Efficiency	NA	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>						
	255 - DETENTION OPERATIONS	\$ 77,330	\$ 71,827	\$ 73,204	\$ (1,377)	-1.9%
	TOTAL USES	\$ 77,330	\$ 71,827	\$ 73,204	\$ (1,377)	-1.9%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 62,324,473	\$ 11,391,043
Adjustments:	Agenda Item:		
Intergovernmental Agreements		\$ 77,330	\$ 77,330
<i>Law Enforcement IGA/Youngtown</i>	<i>C-50-07-034-2-03</i>	230	230
<i>Sheriff Flood Control Dist IGA</i>	<i>C-50-10-036-M-00</i>	62,100	62,100
<i>Sheriff Land Dept OHV IGA</i>	<i>C-50-10-079-M-00</i>	15,000	15,000
FY 2010 Revised Budget		\$ 62,401,803	\$ 11,468,373
Adjustments:	Agenda Item:		
Budget Balancing		\$ (134,523)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	(134,523)	-
Intergovernmental Agreements		\$ 20,864	\$ 20,864
<i>Law Enforcement IGA/Youngtown</i>	<i>C-50-07-034-2-03</i>	164	164
<i>Sheriff Flood Control Dist IGA</i>	<i>C-50-10-036-M-00</i>	20,700	20,700
Information and Communications Technology			
<i>IT Loan Repayment Program</i>		43,010	-
FY 2011 Budget Target		\$ 62,331,154	\$ 11,489,237
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		\$ 1,369,773	\$ -
<i>Employee Health/Dental Premiums</i>		1,075,140	-
<i>Retirement Contributions</i>		294,633	-
Base Adjustments		\$ (122,439)	\$ -
<i>Other Base Adjustments</i>		669,462	-
<i>Rightsize Other Pay</i>		\$ (27,275)	
<i>Rightsize Overtime</i>		(205,315)	
<i>Reduce Requested Pay Rates to Actual Pay Rates</i>		(1,228)	
<i>Rightsize Fuel</i>		500,000	
<i>Rightsize Non-Capital Equipment</i>		(30,000)	
<i>Rightsize Health Services</i>		(45,000)	
<i>Rightsize Repairs and Maintenance</i>		100,000	
<i>Rightsize Travel</i>		20,000	
<i>Rightsize Education and Training</i>		(15,000)	
<i>Rightsize Utilities</i>		65,000	
<i>Rightsize Capital Equipment</i>		(9,000)	
<i>Rightsize Debt Service</i>		317,280	
<i>Personnel Savings</i>		(791,901)	-
<i>Increase Vacancy Savings to 6%</i>		\$ (791,901)	
Budget Balancing		\$ (842,933)	\$ -
<i>Elimination of Vacant Positions</i>		(69,263)	-
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	(90,659)	-
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	(683,011)	-
Fees and Other Revenues		\$ -	\$ 95,000
<i>ProgRevenue Volume Inc/Dec</i>		-	95,000
<i>Rightsize Licenses and Permits and Miscellaneous Revenue</i>		\$ 95,000	
Intergovernmental Agreements		\$ (313,632)	\$ (442,483)
<i>Law Enforcement IGA/Carefree</i>	<i>C-50-08-007-2-00</i>	(80,776)	(102,720)
<i>Other IGA</i>		(232,856)	(339,763)
<i>Changes to Law Enforcement IGA billing to Cities and Towns</i>		\$ (339,763)	
<i>Reduced Costs for Law Enforcement IGAs with Cities and Towns</i>		\$ (232,856)	
Reallocations		\$ (1,041,000)	\$ -
<i>Reallocation Between Funds</i>		(1,041,000)	-
<i>Adjust Indirect Cost Allocation to Detention Fund (255)</i>		\$ (2,385,933)	
<i>Transfer Court Security Function from Inmate Services Fund (252)</i>		1,344,933	
FY 2011 Adopted Budget		\$ 61,380,923	\$ 11,141,754
<i>Percent Change from Target Amount</i>		<i>-1.5%</i>	<i>-3.0%</i>

Sheriff Donations Fund (203)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 84,640	\$ 84,640
FY 2010 Revised Budget	\$ 84,640	\$ 84,640
FY 2011 Budget Target	\$ 84,640	\$ 84,640
Adjustments:		
Base Adjustments	\$ (58,340)	\$ (58,340)
Other Base Adjustments	(58,340)	(58,340)
Rightsize Donation Revenue and Expenditures	\$ (58,340)	
FY 2011 Recommended Budget	\$ 26,300	\$ 26,300
<i>Percent Change from Target Amount</i>	-68.9%	-68.9%
FY 2011 Tentative Budget	\$ 26,300	\$ 26,300
<i>Percent Change from Target Amount</i>	-68.9%	-68.9%
FY 2011 Adopted Budget	\$ 26,300	\$ 26,300
<i>Percent Change from Target Amount</i>	-68.9%	-68.9%

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 120,172	\$ 105,573	\$ 105,573	\$ 122,604	\$ 131,940
Sources:					
Operating	\$ 42,774	\$ 84,640	\$ 84,640	\$ 29,060	\$ 26,300
Total Sources:	\$ 42,774	\$ 84,640	\$ 84,640	\$ 29,060	\$ 26,300
Uses:					
Operating	\$ 40,340	\$ 84,640	\$ 84,640	\$ 19,724	\$ 26,300
Total Uses:	\$ 40,340	\$ 84,640	\$ 84,640	\$ 19,724	\$ 26,300
Structural Balance	\$ 2,434	\$ -	\$ -	\$ 9,336	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 122,604	\$ 105,573	\$ 105,573	\$ 131,940	\$ 131,940
Total Ending Spendable Fund Balance	\$ 122,604	\$ 105,573	\$ 105,573	\$ 131,940	\$ 131,940

Sheriff RICO Fund (212)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,155,000	\$ 1,155,000
Adjustments:		
Fees and Other Revenues	\$ 1,500,000	\$ 1,500,000
<i>RICO Fund Increase</i>	<i>1,500,000</i>	<i>1,500,000</i>
Agenda Item:		
<i>C-50-10-096-M-00</i>		
FY 2010 Revised Budget	\$ 2,655,000	\$ 2,655,000
FY 2011 Budget Target	\$ 2,655,000	\$ 2,655,000
Adjustments:		
Base Adjustments	\$ (2,655,000)	\$ (2,655,000)
<i>Elim Approp Pending Audit</i>	<i>(2,655,000)</i>	<i>(2,655,000)</i>
Agenda Item:		
FY 2011 Recommended Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>-100.0%</i>	<i>-100.0%</i>
FY 2011 Tentative Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>-100.0%</i>	<i>-100.0%</i>
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>	<i>-100.0%</i>	<i>-100.0%</i>

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (740)	\$ -	\$ -	\$ (27,933)	\$ 10,575
Sources:					
Operating	\$ 1,052,391	\$ 1,155,000	\$ 2,655,000	\$ 2,652,897	\$ -
Total Sources:	\$ 1,052,391	\$ 1,155,000	\$ 2,655,000	\$ 2,652,897	\$ -
Uses:					
Operating	\$ 1,079,579	\$ 1,155,000	\$ 2,655,000	\$ 2,614,389	\$ -
Total Uses:	\$ 1,079,579	\$ 1,155,000	\$ 2,655,000	\$ 2,614,389	\$ -
Structural Balance	\$ (27,188)	\$ -	\$ -	\$ 38,508	\$ -
Accounting Adjustments	\$ (5)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 10,575	\$ 10,575
Unassigned	(27,933)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (27,933)	\$ -	\$ -	\$ 10,575	\$ 10,575

Sheriff Jail Enhancement Fund (214)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,205,000	\$ 2,205,000
FY 2010 Revised Budget	\$ 2,205,000	\$ 2,205,000
FY 2011 Budget Target	\$ 2,205,000	\$ 2,205,000
Adjustments:		
Agenda Item:		
Base Adjustments	\$ (2,205,000)	\$ (1,600,000)
Structural Balance	(605,000)	-
Elim Approp Pending Audit	(1,600,000)	(1,600,000)
Fees and Other Revenues	\$ -	\$ (605,000)
ProgRevenue Volume Inc/Dec	-	(605,000)
Rightsize Jail Enhancement Revenue	\$ (605,000)	
FY 2011 Recommended Budget	\$ -	\$ -
Percent Change from Target Amount	-100.0%	-100.0%
FY 2011 Tentative Budget	\$ -	\$ -
Percent Change from Target Amount	-100.0%	-100.0%
FY 2011 Adopted Budget	\$ -	\$ -
Percent Change from Target Amount	-100.0%	-100.0%

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,465,697	\$ 1,057,853	\$ 1,057,853	\$ 884,969	\$ 1,339,166
Sources:					
Operating	\$ 1,799,981	\$ 2,205,000	\$ 2,205,000	\$ 1,573,915	\$ -
Total Sources:	\$ 1,799,981	\$ 2,205,000	\$ 2,205,000	\$ 1,573,915	\$ -
Uses:					
Operating	\$ 1,862,758	\$ 2,205,000	\$ 2,205,000	\$ 1,119,718	\$ -
Non-Recurring	517,954	-	-	-	-
Total Uses:	\$ 2,380,712	\$ 2,205,000	\$ 2,205,000	\$ 1,119,718	\$ -
Structural Balance	\$ (62,777)	\$ -	\$ -	\$ 454,197	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 884,969	\$ 1,057,853	\$ 1,057,853	\$ 1,339,166	\$ 1,339,166
Total Ending Spendable Fund Balance	\$ 884,969	\$ 1,057,853	\$ 1,057,853	\$ 1,339,166	\$ 1,339,166

Sheriff Grants Fund (251)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 4,852,537	\$ 4,852,537
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 2,086,929	\$ 2,086,929
<i>Sheriff FY 10 Grant Recon</i>	<i>2,086,929</i>	<i>2,086,929</i>
Agenda Item:		
<i>C-50-10-090-2-00</i>		
FY 2010 Revised Budget	\$ 6,939,466	\$ 6,939,466
FY 2011 Budget Target	\$ 6,939,466	\$ 6,939,466
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 27,658	\$ -
<i>Employee Health/Dental Premiums</i>	<i>21,384</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>6,274</i>	<i>-</i>
Base Adjustments	\$ (27,658)	\$ -
<i>Structural Balance</i>	<i>(27,658)</i>	<i>-</i>
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (2,115,160)	\$ (2,115,160)
<i>Grant Reconciliation</i>	<i>(2,115,160)</i>	<i>(2,115,160)</i>
Agenda Item:		
FY 2011 Recommended Budget	\$ 4,824,306	\$ 4,824,306
<i>Percent Change from Target Amount</i>	<i>-30.5%</i>	<i>-30.5%</i>
FY 2011 Tentative Budget	\$ 4,824,306	\$ 4,824,306
<i>Percent Change from Target Amount</i>	<i>-30.5%</i>	<i>-30.5%</i>
FY 2011 Adopted Budget	\$ 4,824,306	\$ 4,824,306
<i>Percent Change from Target Amount</i>	<i>-30.5%</i>	<i>-30.5%</i>

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (773,140)	\$ (405,161)	\$ (405,161)	\$ (1,448,590)	\$ (952,145)
Sources:					
Operating	\$ 5,089,894	\$ 4,852,537	\$ 6,939,466	\$ 7,546,574	\$ 4,824,306
Non-Recurring	-	533,139	533,139	177,712	-
Total Sources:	\$ 5,089,894	\$ 5,385,676	\$ 7,472,605	\$ 7,724,286	\$ 4,824,306
Uses:					
Operating	\$ 5,021,868	\$ 4,852,537	\$ 6,939,466	\$ 7,050,137	\$ 4,824,306
Non-Recurring	-	533,139	533,139	177,704	-
Total Uses:	\$ 5,021,868	\$ 5,385,676	\$ 7,472,605	\$ 7,227,841	\$ 4,824,306
Structural Balance	\$ 68,026	\$ -	\$ -	\$ 496,437	\$ -
Accounting Adjustments	\$ (743,476)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(1,448,590)	(405,161)	(405,161)	(952,145)	(952,145)
Total Ending Spendable Fund Balance	\$ (1,448,590)	\$ (405,161)	\$ (405,161)	\$ (952,145)	\$ (952,145)

Inmate Services Fund (252)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 14,520,364	\$ 14,520,364
FY 2010 Revised Budget	\$ 14,520,364	\$ 14,520,364
FY 2011 Budget Target	\$ 14,520,364	\$ 14,520,364
Adjustments:		
Agenda Item:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 190,754	\$ -
<i>Employee Health/Dental Premiums</i>	175,827	-
<i>Retirement Contributions</i>	14,927	-
Base Adjustments	\$ (263,468)	\$ -
<i>Other Base Adjustments</i>	(263,468)	-
<i>Rightsize Other Pay</i>	\$ (14,819)	-
<i>Rightsize Other Services</i>	(198,649)	-
<i>Rightsize Repairs and Maintenance</i>	(50,000)	-
Budget Balancing	\$ (75,087)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(75,087)	-
<i>PEHPEP FY 10 Adjustments</i>	C-49-10-032-M-00	-
Fees and Other Revenues	\$ -	\$ (3,470,596)
<i>ProgRevenue Volume Inc/Dec</i>	-	(3,470,596)
<i>Rightsize Inmate Canteen and Phone Revenue</i>	\$ (3,470,596)	-
General Revenues	\$ -	\$ (250,000)
<i>Interest Revenue</i>	-	(250,000)
Reallocations	\$ (3,572,795)	\$ -
<i>Reallocation Between Funds</i>	(3,572,795)	-
<i>Transfer Inmate Classification Function to Detention Fund (255)</i>	\$ (2,227,862)	-
<i>Transfer Court Security Function to General Fund (100)</i>	(1,344,933)	-
FY 2011 Recommended Budget	\$ 10,799,768	\$ 10,799,768
<i>Percent Change from Target Amount</i>	-25.6%	-25.6%
FY 2011 Tentative Budget	\$ 10,799,768	\$ 10,799,768
<i>Percent Change from Target Amount</i>	-25.6%	-25.6%
FY 2011 Adopted Budget	\$ 10,799,768	\$ 10,799,768
<i>Percent Change from Target Amount</i>	-25.6%	-25.6%

Inmate Services Fund (252) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 27,363,308	\$ 9,375,731	\$ 9,375,731	\$ 11,847,961	\$ 8,308,126
Sources:					
Operating	\$ 9,375,532	\$ 14,520,364	\$ 14,520,364	\$ 10,843,032	\$ 10,799,768
Total Sources:	\$ 9,375,532	\$ 14,520,364	\$ 14,520,364	\$ 10,843,032	\$ 10,799,768
Uses:					
Operating	\$ 16,390,427	\$ 14,520,364	\$ 14,520,364	\$ 14,276,730	\$ 10,799,768
Non-Recurring	8,500,455	1,328,541	1,328,541	106,137	-
Total Uses:	\$ 24,890,882	\$ 15,848,905	\$ 15,848,905	\$ 14,382,867	\$ 10,799,768
Structural Balance	\$ (7,014,895)	\$ -	\$ -	\$ (3,433,698)	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 11,847,961	\$ 8,047,190	\$ 8,047,190	\$ 8,308,126	\$ 8,308,126
Total Ending Spendable Fund Balance	\$ 11,847,961	\$ 8,047,190	\$ 8,047,190	\$ 8,308,126	\$ 8,308,126

Inmate Health Services Fund (254)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 149,715	\$ 149,715
FY 2010 Revised Budget	\$ 149,715	\$ 149,715
FY 2011 Budget Target	\$ 149,715	\$ 149,715
Adjustments:	Agenda Item:	
Base Adjustments		\$ (142,682)
Other Base Adjustments		(142,682)
Rightsize General Supplies	\$ (142,682)	
Fees and Other Revenues		\$ (52,500)
ProgRevenue Volume Inc/Dec		(52,500)
Rightsize Inmate Health Services Co-pay Revenue	\$ (52,500)	
Reallocations		\$ 90,182
Sheriff-CHS Staff Reallocation		90,182
Allocation In from Correctional Health for Counseling Supervisor	\$ 90,182	
FY 2011 Recommended Budget	\$ 97,215	\$ 97,215
Percent Change from Target Amount	-35.1%	-35.1%
FY 2011 Tentative Budget	\$ 97,215	\$ 97,215
Percent Change from Target Amount	-35.1%	-35.1%
FY 2011 Adopted Budget	\$ 97,215	\$ 97,215
Percent Change from Target Amount	-35.1%	-35.1%

Inmate Health Services Fund (254)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 600,000	\$ -
<i>Non Recurring Fund Transfer E</i>	600,000	-
<i>Electronic Medical Records Project</i>	\$ 600,000	-
FY 2011 Recommended Budget	\$ 600,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 600,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 600,000	\$ -
<i>Percent Change from Target Amount</i>		

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 567,667	\$ 466,531	\$ 466,531	\$ 529,416	\$ 620,590
Sources:					
Operating	\$ 109,348	\$ 149,715	\$ 149,715	\$ 91,174	\$ 97,215
Total Sources:	\$ 109,348	\$ 149,715	\$ 149,715	\$ 91,174	\$ 97,215
Uses:					
Operating	\$ -	\$ 149,715	\$ 149,715	\$ -	\$ 97,215
Non-Recurring	147,597	-	-	-	600,000
Total Uses:	\$ 147,597	\$ 149,715	\$ 149,715	\$ -	\$ 697,215
Structural Balance	\$ 109,348	\$ -	\$ -	\$ 91,174	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 529,416	\$ 466,531	\$ 466,531	\$ 620,590	\$ 20,590
Total Ending Spendable Fund Balance	\$ 529,416	\$ 466,531	\$ 466,531	\$ 620,590	\$ 20,590

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 183,677,997	\$ 32,863,740
FY 2010 Revised Budget	\$ 183,677,997	\$ 32,863,740
Adjustments:	Agenda Item:	
Budget Balancing	\$ (418,629)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>(418,629)</i>	<i>-</i>
Information and Communications Technology	11,614	-
<i>IT Loan Repayment Program</i>	<i>11,614</i>	<i>-</i>
FY 2011 Budget Target	\$ 183,270,982	\$ 32,863,740
Adjustments:	Agenda Item:	
Employee Retirement and Benefits	\$ 2,270,753	\$ -
<i>Employee Health/Dental Premiums</i>	<i>3,055,536</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>(784,783)</i>	<i>-</i>
Base Adjustments	\$ (7,033,986)	\$ -
<i>Other Base Adjustments</i>	<i>(2,767,198)</i>	<i>-</i>
<i>Rightsize Other Pay</i>	<i>\$ (100,864)</i>	<i>-</i>
<i>Reduce Requested Pay Rates to Actual Pay Rates</i>	<i>(9,679)</i>	<i>-</i>
<i>Rightsize Travel</i>	<i>30,000</i>	<i>-</i>
<i>Rightsize Utilities</i>	<i>(75,000)</i>	<i>-</i>
<i>Rightsize Capital Equipment</i>	<i>(396,548)</i>	<i>-</i>
<i>Rightsize Debt Service</i>	<i>238,850</i>	<i>-</i>
<i>Rightsize Healthcare Services</i>	<i>(75,000)</i>	<i>-</i>
<i>Rightsize Other Services</i>	<i>(165,000)</i>	<i>-</i>
<i>Rightsize Overtime</i>	<i>(2,110,505)</i>	<i>-</i>
<i>Allocate JMS Programmer Salary to JMS Project Budget</i>	<i>(103,452)</i>	<i>-</i>
<i>Internal Service Charges</i>	<i>140,722</i>	<i>-</i>
<i>Risk Management Cost Increase</i>	<i>\$ 140,722</i>	<i>-</i>
<i>Jail Population Increase/Decrease</i>	<i>(3,615,639)</i>	<i>-</i>
<i>Reduce Towers Jail Staffing by 50%</i>	<i>\$ (3,615,639)</i>	<i>-</i>
<i>Realign Jail Food/Dist Liebert</i>	<i>(791,871)</i>	<i>-</i>
<i>Convert Detention Officer/Sergeant Positions to Food Service Worker/Supervisor Positions</i>	<i>\$ (791,871)</i>	<i>-</i>
Budget Balancing	\$ (988,640)	\$ -
<i>Elimination of Vacant Positions</i>	<i>(91,634)</i>	<i>-</i>
<i>PEHPEP FY 10 Adjustments</i>	<i>(897,006)</i>	<i>-</i>
Fees and Other Revenues	\$ -	\$ (1,300,000)
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(1,300,000)</i>
<i>Reduce Booking and Per Diem Revenue Based on Jail Population</i>	<i>\$ (1,300,000)</i>	<i>-</i>
Reallocations	\$ 4,081,003	\$ -
<i>Reallocation Between Funds</i>	<i>4,613,795</i>	<i>-</i>
<i>Adjust Indirect Cost Allocation from General Fund (100)</i>	<i>\$ 2,385,933</i>	<i>-</i>
<i>Transfer Inmate Classification Function from Inmate Services Fund (252)</i>	<i>2,227,862</i>	<i>-</i>
<i>Sheriff-CHS Staff Reallocation</i>	<i>(532,792)</i>	<i>-</i>
<i>Allocate Cost of Additional Power Squad Positions to Correctional Health</i>	<i>\$ (532,792)</i>	<i>-</i>
Supplemental Funding		
Results Initiatives	\$ 532,792	\$ -
<i>CHS Mental Health Staff</i>	<i>532,792</i>	<i>-</i>
<i>Additional Power Squad Positions to Assist Correctional Health</i>	<i>\$ 532,792</i>	<i>-</i>
FY 2011 Recommended Budget	\$ 182,132,904	\$ 31,563,740
<i>Percent Change from Target Amount</i>	<i>-0.6%</i>	<i>-4.0%</i>
FY 2011 Tentative Budget	\$ 182,132,904	\$ 31,563,740
<i>Percent Change from Target Amount</i>	<i>-0.6%</i>	<i>-4.0%</i>
FY 2011 Adopted Budget	\$ 182,132,904	\$ 31,563,740
<i>Percent Change from Target Amount</i>	<i>-0.6%</i>	<i>-4.0%</i>

Detention Fund (255) (continued)

	Expenditures	Revenue	
JMS MIGRATION			
FY 2010 Adopted Budget	\$ -	\$ -	-
FY 2010 Revised Budget	\$ -	\$ -	-
FY 2011 Budget Target	\$ -	\$ -	-
Adjustments:			
Non Recurring		\$ 500,000	-
<i>Non Recurring Carry Forward</i>		500,000	-
<i>Completion of JMS Migration Phase 2 Project</i>	\$ 500,000		
FY 2011 Recommended Budget	\$ 500,000	\$ -	-
<i>Percent Change from Target Amount</i>			
FY 2011 Tentative Budget	\$ 500,000	\$ -	-
<i>Percent Change from Target Amount</i>			
FY 2011 Adopted Budget	\$ 500,000	\$ -	-
<i>Percent Change from Target Amount</i>			

Special Litigation

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Special Litigation Department is to provide outstanding and fiscally responsible legal representation to Maricopa County, its officers, and employees so they can serve, protect, and advance the interests of the citizens of Maricopa County.

Strategic Goals

- **By June, 2015, 80% of total dollars will be spent on in-house counsel.**

Status: The department is forecasted to spend 65% of its Litigation Program budget on in-house counsel. This percentage is based on seven months of actuals.

- **By June, 2015, 90% of legal representation will be done in-house.**

Status: The department is forecasted to have 93% of their new cases represented by in-house counsel.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
CVLD - CIVIL LITIGATION DEFENSE	\$ -	\$ 1,689,992	\$ 1,743,642	\$ 1,424,572	\$ 1,788,702	\$ (45,060)	-2.6%
CVLP - CIVIL LITIGATION PROSECUTION	-	298,236	273,955	158,534	89,917	184,038	67.2%
33CL - CIVIL LITIGATION	\$ -	\$ 1,988,228	\$ 2,017,597	\$ 1,583,106	\$ 1,878,619	\$ 138,978	6.9%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 147,600	\$ 118,231	\$ 88,507	\$ 117,041	\$ 1,190	1.0%
99AS - ADMINISTRATIVE SERVICES	\$ -	\$ 147,600	\$ 118,231	\$ 88,507	\$ 117,041	\$ 1,190	1.0%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ -	\$ -	\$ -	\$ -	\$ 293	\$ (293)	N/A
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 293	\$ (293)	N/A
TOTAL PROGRAMS	\$ -	\$ 2,135,828	\$ 2,135,828	\$ 1,671,613	\$ 1,995,953	\$ 139,875	6.5%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ -	\$ 1,072,568	\$ 858,500	\$ 776,394	\$ 877,604	\$(19,104)	-2.2%
0750 - FRINGE BENEFITS	-	299,938	224,955	183,798	257,878	\$(32,923)	-14.6%
0790 - OTHER PERSONNEL SERVICES	-	140,684	-	-	-	-	N/A
SUBTOTAL	\$ -	\$ 1,513,190	\$ 1,083,455	\$ 960,192	\$ 1,135,482	\$(62,027)	-4.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ -	\$ 35,525	\$ 37,911	\$ 37,959	\$ 20,000	\$ 17,911	47.2%
0804 - NON-CAPITAL EQUIPMENT	-	6,000	6,000	6,000	51,000	\$(45,000)	-750.0%
SUBTOTAL	\$ -	\$ 41,525	\$ 43,911	\$ 43,959	\$ 71,000	\$(27,089)	-61.7%
SERVICES							
0810 - LEGAL SERVICES	\$ -	\$ 422,778	\$ 799,105	\$ 475,875	\$ 709,256	\$ 89,849	11.2%
0812 - OTHER SERVICES	-	140,868	140,000	142,664	-	140,000	100.0%
0820 - RENT & OPERATING LEASES	-	10,329	12,768	12,307	16,704	\$(3,936)	-30.8%
0825 - REPAIRS AND MAINTENANCE	-	865	30,724	21,127	34,578	\$(3,854)	-12.5%
0839 - INTERNAL SERVICE CHARGES	-	-	6,664	7,335	7,369	\$(705)	-10.6%
0841 - TRAVEL	-	-	-	1,030	-	-	N/A
0842 - EDUCATION AND TRAINING	-	3,245	10,925	3,713	15,000	\$(4,075)	-37.3%
0843 - POSTAGE/FREIGHT/SHIPPING	-	3,028	5,000	1,823	1,800	3,200	64.0%
SUBTOTAL	\$ -	\$ 581,113	\$ 1,005,186	\$ 665,874	\$ 784,707	\$ 220,479	21.9%
CAPITAL							
0950 - DEBT SERVICE	\$ -	\$ -	\$ 3,276	\$ 1,588	\$ 4,764	\$(1,488)	-45.4%
SUBTOTAL	\$ -	\$ -	\$ 3,276	\$ 1,588	\$ 4,764	\$(1,488)	-45.4%
ALL EXPENDITURES	\$ -	\$ 2,135,828	\$ 2,135,828	\$ 1,671,613	\$ 1,995,953	\$ 139,875	6.5%
TOTAL USES	\$ -	\$ 2,135,828	\$ 2,135,828	\$ 1,671,613	\$ 1,995,953	\$ 139,875	6.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ -	\$ 1,979,828	\$ 1,979,828	\$ 1,515,613	\$ 1,944,953	\$ 34,875	1.8%
NON-RECURRING	-	156,000	156,000	156,000	51,000	105,000	67.3%
FUND TOTAL USES	\$ -	\$ 2,135,828	\$ 2,135,828	\$ 1,671,613	\$ 1,995,953	\$ 139,875	6.5%
DEPARTMENT OPERATING TOTAL USES	\$ -	\$ 1,979,828	\$ 1,979,828	\$ 1,515,613	\$ 1,944,953	\$ 34,875	1.8%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ 156,000	\$ 156,000	\$ 156,000	\$ 51,000	\$ 105,000	67.3%
DEPARTMENT TOTAL USES	\$ -	\$ 2,135,828	\$ 2,135,828	\$ 1,671,613	\$ 1,995,953	\$ 139,875	6.5%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	-	-	1.30	1.30	1.30	N/A
PROGRAM TOTAL	-	-	-	1.30	1.30	1.30	N/A
CIVIL LITIGATION							
CIVIL LITIGATION DEFENSE	-	-	-	9.30	10.20	10.20	N/A
CIVIL LITIGATION PROSECUTION	-	-	-	1.40	0.50	0.50	N/A
PROGRAM TOTAL	-	-	-	10.70	10.70	10.70	N/A
DEPARTMENT TOTAL	-	-	-	12.00	12.00	12.00	N/A

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Administrative Supervisor	-	-	-	1.00	1.00	1.00	N/A
Attorney - Senior	-	-	-	2.00	2.00	2.00	N/A
Attorney - Senior Counsel	-	-	-	2.00	2.00	2.00	N/A
Director - Litigation	-	-	-	1.00	1.00	1.00	N/A
Legal Assistant	-	-	-	2.00	2.00	2.00	N/A
Legal Support Specialist	-	-	-	2.00	2.00	2.00	N/A
Office Assistant Specialized	-	-	-	2.00	2.00	2.00	N/A
Department Total	-	-	-	12.00	12.00	12.00	N/A

Staffing by Fund

FUND	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
100 - GENERAL	-	-	-	12.00	12.00	12.00	N/A
DEPARTMENT TOTAL	-	-	-	12.00	12.00	12.00	N/A

Significant Variance Analysis

The addition of 12 FTE fully staffs the department enabling more caseload to stay internal thus reducing costs.

General Adjustments

Operating Adjustments:

- Increase Regular Benefits in the amount of \$22,606 for employee health and dental premium increases.
- Increase Regular Benefits by \$4,040 for the FY 2010-11 retirement contribution rate increase.
- Right size Internal Service Fund Charges and Outside Counsel for a total reduction of \$26,646.
- Increase Personnel Savings from 0% to 3% for a net budget reduction of \$34,875.

Programs and Activities

Civil Litigation Program

The purpose of the Civil Litigation Program is to provide representation and advocacy services to the elected officials, County management and employees of Maricopa County so they can experience cost-effective, high-quality dispute resolution.

Mandates: Administrative mandate.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Percent of defense expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Percent of defense cases that remain in house	N/A	N/A	91.7%	N/A	N/A
Percent of plaintiff cases that remain in house	N/A	N/A	75.0%	N/A	N/A
Percent of plaintiff costs spent on outside counsel	N/A	N/A	39.9%	N/A	N/A

Activities that comprise this program include:

- Civil Litigation Defense
- Civil Litigation Plaintiff

Civil Litigation Defense Activity

The purpose of the Civil Litigation Defense Activity is to provide legal representation and advocacy services to elected officials, County management and employees when a suit is brought against them so they can experience cost-effective, high-quality dispute resolution.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Result	Percent of defense expenditures spent on outside counsel	N/A	N/A	38.8%	N/A	N/A
Result	Percent of defense cases that remain in house	N/A	N/A	91.7%	N/A	N/A
Output	Total number of defense cases closed	N/A	N/A	48	N/A	N/A
Demand	Total new defense cases assigned	N/A	N/A	120	N/A	N/A
Efficiency	Expenditure per defense case closed	N/A	N/A	\$ 37,264.63	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 1,743,642	\$ 1,788,702	\$ (45,060)	-2.6%
	TOTAL USES	\$ -	\$ 1,743,642	\$ 1,788,702	\$ (45,060)	-2.6%

Non Recurring Adjustments:

- Increase Non-Recurring Non-Project expenditures by \$51,000 to carry over start up money for the purchase of software.

Activity Narrative: The department's focus for the first several months of the fiscal year was on hiring staff and transitioning cases and clients from the County Attorney-Civil Division. Due to this, an analysis with a full year's worth of actuals is not possible. Demand and output are expected to remain at levels similar to FY 2009-10 forecasted levels. It is expected that the number of cases remaining in house will increase.

Civil Litigation Plaintiff Activity

The purpose of the Civil Litigation Plaintiff Activity is to provide legal representation and advocacy services to elected officials, officers and employees when bringing a suit against another so they can experience cost-effective, high-quality dispute resolution.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of plaintiff cases that remain in house	N/A	N/A	75.0%	N/A	N/A
Result	Percent of plaintiff costs spent on outside counsel	N/A	N/A	39.9%	N/A	N/A
Output	Total number of plaintiff cases closed	N/A	N/A	2	N/A	N/A
Demand	Total new plaintiff cases assigned	N/A	N/A	4	N/A	N/A
Efficiency	Expenditure per plaintiff case closed	N/A	N/A	\$ 44,958.50	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ 273,955	\$ 89,917	\$ 184,038	67.2%
	TOTAL USES	\$ -	\$ 273,955	\$ 89,917	\$ 184,038	67.2%

Activity Narrative: The department's focus for the first several months of the fiscal year was on hiring staff and transitioning cases and clients from the County Attorney-Civil Division. Due to this, an analysis with a full year's worth of actuals is not possible. Demand and output are expected to remain at levels similar to FY 2009-10 forecasted levels. It is expected that the number of cases remaining in house will increase.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,979,828	\$ -
FY 2010 Revised Budget	\$ 1,979,828	\$ -
FY 2011 Budget Target	\$ 1,979,828	\$ -
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 26,646	\$ -
Employee Health/Dental Premiums	22,606	-
Retirement Contributions	4,040	-
Base Adjustments	\$ (61,521)	\$ -
Other Base Adjustments	(26,646)	-
Reduce ISF Charges and Outside Counsel	\$ (26,646)	-
Personnel Savings	(34,875)	-
FY 2011 Adopted Budget	\$ 1,944,953	\$ -
Percent Change from Target Amount		-1.8%
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ 156,000	\$ -
FY 2010 Revised Budget	\$ 156,000	\$ -
Adjustments:		
Non Recurring	\$ (156,000)	\$ -
Other Non-Recurring	(156,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 51,000	\$ -
Non Recurring Carry Forward	51,000	-
Funding for software.	\$ 51,000	-
FY 2011 Adopted Budget	\$ 51,000	\$ -
Percent Change from Target Amount		

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: Superior Court is 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 is scheduled to complete their strategic goals by June 2010 as part of the strategic planning update process for FY 2011-12.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
CPAD - CAPITAL ADJUDICATION	\$ 152,552	\$ 187,628	\$ 187,628	\$ 153,362	\$ 177,516	\$ (10,112)	-5.4%
FELA - GENERAL FELONY ADJUDICATION	2,495,203	2,750,728	2,944,773	3,069,697	3,103,250	158,477	5.4%
80CJ - CRIMINAL JUSTICE	\$ 2,647,755	\$ 2,938,356	\$ 3,132,401	\$ 3,223,059	\$ 3,280,766	\$ 148,365	4.7%
CVAD - GENERAL CIVIL ADJUDICATION	\$ 3,711,982	\$ 3,536,119	\$ 3,536,119	\$ 3,704,319	\$ 4,133,307	\$ 597,188	16.9%
80CV - CIVIL JUSTICE	\$ 3,711,982	\$ 3,536,119	\$ 3,536,119	\$ 3,704,319	\$ 4,133,307	\$ 597,188	16.9%
FPRE - FAMILY PRE DECREE	\$ 2,664,469	\$ 2,771,186	\$ 2,771,186	\$ 2,420,066	\$ 2,285,758	\$ (485,428)	-17.5%
FPST - FAMILY POST DECREE	1,283,253	1,669,158	1,669,158	1,318,448	1,350,182	(318,976)	-19.1%
80FA - FAMILY ADJUDICATION	\$ 3,947,722	\$ 4,440,344	\$ 4,440,344	\$ 3,738,514	\$ 3,635,940	\$ (804,404)	-18.1%
JDEL - JUVENILE DELINQUENCY ADJUD	\$ 114,037	\$ 280,534	\$ 280,534	\$ 101,259	\$ 262,016	\$ (18,518)	-6.6%
JDEP - JUVENILE DEPENDENCY ADJUD	848,510	1,060,579	1,060,579	1,005,237	906,632	(153,947)	-14.5%
80JU - JUVENILE JUSTICE	\$ 962,547	\$ 1,341,113	\$ 1,341,113	\$ 1,106,496	\$ 1,168,648	\$ (172,465)	-12.9%
MENT - MENTAL HEALTH	\$ -	\$ 48,000	\$ 48,000	\$ 16,000	\$ -	\$ (48,000)	-100.0%
80MH - MENTAL HEALTH COURT	\$ -	\$ 48,000	\$ 48,000	\$ 16,000	\$ -	\$ (48,000)	-100.0%
CINT - COURT INTERPRETATION	\$ 310	\$ 500	\$ 500	\$ -	\$ 500	\$ -	0.0%
CSEC - COURT SECURITY	570,465	548,601	548,601	319,007	8,601	(540,000)	-98.4%
JURR - JURORS	804,954	935,083	935,083	722,557	915,083	(20,000)	-2.1%
OCRK - OFFICIAL COURT RECORD KEEPING	62,926	65,040	65,040	66,751	65,040	-	0.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,652,406	1,228,500	1,228,500	1,683,151	1,713,500	485,000	39.5%
80OS - COURT OPERATIONS SUPPORT	\$ 3,091,061	\$ 2,777,724	\$ 2,777,724	\$ 2,791,466	\$ 2,702,724	\$ (75,000)	-2.7%
EPTA - ESTATE PROB AND TRUST ADMIN	\$ 459,775	\$ 450,847	\$ 450,847	\$ 463,026	\$ 464,531	\$ 13,684	3.0%
80PC - PROBATE COURT	\$ 459,775	\$ 450,847	\$ 450,847	\$ 463,026	\$ 464,531	\$ 13,684	3.0%
BDGT - BUDGETING	\$ -	\$ -	\$ -	\$ -	\$ 172,073	\$ 172,073	N/A
HRAC - HUMAN RESOURCES	550	500	500	-	1,500	1,000	200.0%
ODIR - EXECUTIVE MANAGEMENT	4,724	4,500	4,500	441	4,500	-	0.0%
PROC - PROCUREMENT	51	500	500	982	500	-	0.0%
99AS - ADMINISTRATIVE SERVICES	\$ 5,325	\$ 5,500	\$ 5,500	\$ 1,423	\$ 178,573	\$ 173,073	3146.8%
GGOV - GENERAL GOVERNMENT	\$ 178,362	\$ -	\$ -	\$ 41,107	\$ -	\$ -	N/A
99GV - GENERAL GOVERNMENT	\$ 178,362	\$ -	\$ -	\$ 41,107	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	N/A
DESK - DESKTOP SUPPORT	1,567,217	1,296,000	1,296,000	1,562,148	1,637,580	341,580	26.4%
99IT - INFORMATION TECHNOLOGY	\$ 1,567,217	\$ 1,296,000	\$ 1,296,000	\$ 1,592,148	\$ 1,637,580	\$ 341,580	26.4%
TOTAL PROGRAMS	\$ 16,571,746	\$ 16,834,003	\$ 17,028,048	\$ 16,677,558	\$ 17,202,069	\$ 174,021	1.0%

Sources and Uses by Program and Activity (continued)

USES								
CPAD - CAPITAL ADJUDICATION	\$ 432,918	\$ 473,863	\$ 473,863	\$ 459,433	\$ 557,778	\$ (83,915)	-17.7%	
FDAD - FELONY DUI ADJUDICATION	621,249	648,224	648,224	583,972	695,244	(47,020)	-7.3%	
FELA - GENERAL FELONY ADJUDICATION	15,337,380	14,788,009	14,792,054	14,501,575	17,051,127	(2,259,073)	-15.3%	
80CJ - CRIMINAL JUSTICE	\$ 16,391,547	\$ 15,910,096	\$ 15,914,141	\$ 15,544,980	\$ 18,304,149	\$ (2,390,008)	-15.0%	
CVAD - GENERAL CIVIL ADJUDICATION	\$ 6,436,762	\$ 6,655,599	\$ 6,293,095	\$ 6,597,958	\$ 8,705,512	\$ (2,412,417)	-38.3%	
80CV - CIVIL JUSTICE	\$ 6,436,762	\$ 6,655,599	\$ 6,293,095	\$ 6,597,958	\$ 8,705,512	\$ (2,412,417)	-38.3%	
FPRE - FAMILY PRE DECREE	\$ 9,484,200	\$ 8,129,967	\$ 8,105,156	\$ 7,683,890	\$ 9,401,038	\$ (1,295,882)	-16.0%	
FPST - FAMILY POST DECREE	3,277,365	3,228,537	3,228,537	3,500,788	4,294,767	(1,066,230)	-33.0%	
80FA - FAMILY ADJUDICATION	\$ 12,761,565	\$ 11,358,504	\$ 11,333,693	\$ 11,184,678	\$ 13,695,805	\$ (2,362,112)	-20.8%	
JDEL - JUVENILE DELINQUENCY ADJUD	\$ 4,082,543	\$ 4,152,069	\$ 4,276,250	\$ 3,659,340	\$ 4,876,385	\$ (600,135)	-14.0%	
JDEP - JUVENILE DEPENDENCY ADJUD	3,917,403	3,997,487	3,997,487	3,909,053	4,678,861	(681,374)	-17.0%	
80JJ - JUVENILE JUSTICE	\$ 7,999,946	\$ 8,149,556	\$ 8,273,737	\$ 7,568,393	\$ 9,555,246	\$ (1,281,509)	-15.5%	
MENT - MENTAL HEALTH	\$ 928,378	\$ 974,788	\$ 974,788	\$ 881,585	\$ 888,053	\$ 86,735	8.9%	
80MH - MENTAL HEALTH COURT	\$ 928,378	\$ 974,788	\$ 974,788	\$ 881,585	\$ 888,053	\$ 86,735	8.9%	
CINT - COURT INTERPRETATION	\$ 3,420,682	\$ 3,069,563	\$ 3,069,563	\$ 3,023,207	\$ 3,544,399	\$ (474,836)	-15.5%	
CSEC - COURT SECURITY	6,555,065	6,131,979	6,131,979	6,040,520	5,767,108	364,871	6.0%	
CTRN - COURT TRANSLATION	930,471	381,737	480,949	283,576	406,405	74,544	15.5%	
JURR - JURORS	5,207,758	4,225,025	4,225,025	4,582,581	4,533,821	(308,796)	-7.3%	
OCRK - OFFICIAL COURT RECORD KEEPING	4,442,381	3,277,038	3,654,359	3,795,471	4,284,597	(630,238)	-17.2%	
PICO - PUB INFO AND COMMUNITY OUTRCH	3,595,351	3,587,247	3,930,747	3,266,733	3,907,107	23,640	0.6%	
80OS - COURT OPERATIONS SUPPORT	\$ 24,151,708	\$ 20,672,589	\$ 21,492,622	\$ 20,992,088	\$ 22,443,437	\$ (950,815)	-4.4%	
EPTA - ESTATE PROB AND TRUST ADMIN	\$ 1,815,216	\$ 1,907,214	\$ 1,907,214	\$ 1,828,314	\$ 2,242,955	\$ (335,741)	-17.6%	
80PC - PROBATE COURT	\$ 1,815,216	\$ 1,907,214	\$ 1,907,214	\$ 1,828,314	\$ 2,242,955	\$ (335,741)	-17.6%	
LRTA - LARGE RECORD TAX ADJUD	\$ 332,164	\$ 336,099	\$ 336,099	\$ 246,657	\$ 333,859	\$ 2,240	0.7%	
SRTA - SMALL RECORD TAX ADJUD	205,932	138,185	138,185	144,037	147,796	(9,611)	-7.0%	
80TA - TAX ADJUDICATION	\$ 538,096	\$ 474,284	\$ 474,284	\$ 390,694	\$ 481,655	\$ (7,371)	-1.6%	
BDGT - BUDGETING	\$ 194,672	\$ 471,143	\$ 471,143	\$ 128,125	\$ 234,404	\$ 236,739	50.2%	
FSAC - FINANCIAL SERVICES	320,882	302,050	302,050	(36,360)	344,198	(42,148)	-14.0%	
HRAC - HUMAN RESOURCES	1,836,094	1,838,773	1,838,773	1,678,907	1,784,735	54,038	2.9%	
ODIR - EXECUTIVE MANAGEMENT	3,063,840	3,023,812	3,157,625	2,839,345	3,323,682	(166,057)	-5.3%	
PROC - PROCUREMENT	439,001	480,806	480,806	401,172	485,985	(5,179)	-1.1%	
RMGT - RISK MANAGEMENT	-	-	-	-	463,316	(463,316)	N/A	
99AS - ADMINISTRATIVE SERVICES	\$ 5,854,489	\$ 6,116,584	\$ 6,250,397	\$ 5,011,189	\$ 6,636,320	\$ (385,923)	-6.2%	
GGOV - GENERAL GOVERNMENT	\$ 1,599,539	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
ISFC - INTERNAL SERVICE FUND CHARGES	328,496	394,828	394,828	356,182	372,513	22,315	5.7%	
99GV - GENERAL GOVERNMENT	\$ 1,928,035	\$ 394,828	\$ 394,828	\$ 356,182	\$ 372,513	\$ 22,315	5.7%	
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,840,900	\$ 1,922,661	\$ 2,472,661	\$ 2,106,342	\$ 2,150,961	\$ 321,700	13.0%	
DACR - DATA CENTER	1,377,174	1,886,889	3,086,889	1,206,686	1,514,061	1,572,828	51.0%	
DESK - DESKTOP SUPPORT	823,351	373,251	493,651	529,674	379,360	114,291	23.2%	
HDSP - HELP DESK SUPPORT	485,942	569,753	569,753	435,120	544,547	25,206	4.4%	
99IT - INFORMATION TECHNOLOGY	\$ 4,527,367	\$ 4,752,554	\$ 6,622,954	\$ 4,277,822	\$ 4,588,929	\$ 2,034,025	30.7%	
TOTAL PROGRAMS	\$ 83,333,109	\$ 77,366,596	\$ 79,931,753	\$ 74,633,883	\$ 87,914,574	\$ (7,982,821)	-10.0%	

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	\$ 1,277,170	\$ 2,012,724	\$ 2,012,724	\$ 1,489,528	\$ 1,488,714	\$ (524,010)	-26.0%
SUBTOTAL	\$ 1,277,170	\$ 2,012,724	\$ 2,012,724	\$ 1,489,528	\$ 1,488,714	\$ (524,010)	-26.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 2,910,971	\$ 2,852,643	\$ 2,852,643	\$ 2,199,086	\$ 1,946,118	\$ (906,525)	-31.8%
0635 - OTHER CHARGES FOR SERVICES	12,164,122	11,800,611	11,994,656	12,900,685	13,669,817	1,675,161	14.0%
SUBTOTAL	\$ 15,075,093	\$ 14,653,254	\$ 14,847,299	\$ 15,099,771	\$ 15,615,935	\$ 768,636	5.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	\$ 2,772	\$ 2,900	\$ 2,900	\$ 2,180	\$ 2,900	\$ -	0.0%
SUBTOTAL	\$ 2,772	\$ 2,900	\$ 2,900	\$ 2,180	\$ 2,900	\$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 178,362	\$ 85,525	\$ 85,525	\$ 62,387	\$ 62,920	\$ (22,605)	-26.4%
0650 - MISCELLANEOUS REVENUE	38,349	79,600	79,600	23,692	31,600	(48,000)	-60.3%
SUBTOTAL	\$ 216,711	\$ 165,125	\$ 165,125	\$ 86,079	\$ 94,520	\$ (70,605)	-42.8%
ALL REVENUES	\$ 16,571,746	\$ 16,834,003	\$ 17,028,048	\$ 16,677,558	\$ 17,202,069	\$ 174,021	1.0%
TOTAL SOURCES	\$ 16,571,746	\$ 16,834,003	\$ 17,028,048	\$ 16,677,558	\$ 17,202,069	\$ 174,021	1.0%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 53,363,948	\$ 52,833,803	\$ 52,866,495	\$ 51,132,474	\$ 59,271,577	\$ (6,405,082)	-12.1%
0705 - TEMPORARY PAY	348,891	524,162	524,162	375,385	694,764	(170,602)	-32.5%
0710 - OVERTIME	114,953	139,455	139,455	102,585	122,613	16,842	12.1%
0750 - FRINGE BENEFITS	17,651,985	17,297,734	17,304,454	16,634,465	19,861,668	(2,557,214)	-14.8%
0790 - OTHER PERSONNEL SERVICES	271,119	822,546	797,735	96,419	244,260	553,475	69.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(11,483,922)	(13,572,091)	(13,992,595)	(14,049,970)	(15,061,450)	1,068,855	-7.6%
0796 - PERSONNEL SERVICES ALLOC-IN	8,178,563	8,503,753	8,503,753	8,505,446	9,617,230	(1,113,477)	-13.1%
SUBTOTAL	\$ 68,445,537	\$ 66,549,362	\$ 66,143,459	\$ 62,796,804	\$ 74,750,662	\$ (8,607,203)	-13.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 2,007,247	\$ 1,902,175	\$ 2,092,175	\$ 1,691,189	\$ 2,158,000	\$ (65,825)	-3.1%
0803 - FUEL	8,726	16,200	16,200	11,007	16,200	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	632,053	-	147,000	151,441	-	147,000	100.0%
SUBTOTAL	\$ 2,648,026	\$ 1,918,375	\$ 2,255,375	\$ 1,853,637	\$ 2,174,200	\$ 81,175	3.6%
SERVICES							
0810 - LEGAL SERVICES	\$ 6,153,304	\$ 4,304,152	\$ 4,491,473	\$ 5,243,989	\$ 5,188,787	\$ (697,314)	-15.5%
0811 - HEALTH CARE SERVICES	512,383	577,296	701,477	506,747	474,000	227,477	32.4%
0812 - OTHER SERVICES	813,631	1,190,995	1,952,440	1,916,340	2,093,207	(140,767)	-7.2%
0820 - RENT & OPERATING LEASES	443,788	104,941	104,941	123,249	116,858	(11,917)	-11.4%
0825 - REPAIRS AND MAINTENANCE	840,968	1,007,616	1,007,616	945,237	992,343	15,273	1.5%
0830 - INTERGOVERNMENTAL PAYMENTS	1,599,539	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	353,182	439,138	439,138	391,809	348,400	90,738	20.7%
0841 - TRAVEL	78,078	104,852	104,852	95,244	105,072	(220)	-0.2%
0842 - EDUCATION AND TRAINING	58,269	35,419	35,419	39,747	35,819	(400)	-1.1%
0843 - POSTAGE/FREIGHT/SHIPPING	717,769	337,845	471,658	467,789	508,800	(37,142)	-7.9%
0850 - UTILITIES	45,074	45,600	45,600	7,505	-	45,600	100.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	463,316	(463,316)	N/A
SUBTOTAL	\$ 11,615,985	\$ 8,147,854	\$ 9,354,614	\$ 9,737,656	\$ 10,326,602	\$ (971,988)	-10.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	\$ 15,129	\$ -	\$ 1,427,300	\$ -	\$ -	\$ 1,427,300	100.0%
0950 - DEBT SERVICE	608,432	751,005	751,005	245,786	663,110	87,895	11.7%
SUBTOTAL	\$ 623,561	\$ 751,005	\$ 2,178,305	\$ 245,786	\$ 663,110	\$ 1,515,195	69.6%
ALL EXPENDITURES	\$ 83,333,109	\$ 77,366,596	\$ 79,931,753	\$ 74,633,883	\$ 87,914,574	\$ (7,982,821)	-10.0%
TOTAL USES	\$ 83,333,109	\$ 77,366,596	\$ 79,931,753	\$ 74,633,883	\$ 87,914,574	\$ (7,982,821)	-10.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 1,785,634	\$ 2,383,080	\$ 2,383,080	\$ 1,516,177	\$ 1,393,080	\$ (990,000)	-41.5%
FUND TOTAL SOURCES	\$ 1,785,634	\$ 2,383,080	\$ 2,383,080	\$ 1,516,177	\$ 1,393,080	\$ (990,000)	-41.5%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 580,696	\$ 433,277	\$ 433,277	\$ 573,209	\$ 570,600	\$ 137,323	31.7%
FUND TOTAL SOURCES	\$ 580,696	\$ 433,277	\$ 433,277	\$ 573,209	\$ 570,600	\$ 137,323	31.7%
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 1,277,170	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648	\$ 131,924	6.6%
FUND TOTAL SOURCES	\$ 1,277,170	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648	\$ 131,924	6.6%
256 PROBATE FEES							
OPERATING	\$ 471,877	\$ 389,531	\$ 389,531	\$ 466,117	\$ 464,531	\$ 75,000	19.3%
FUND TOTAL SOURCES	\$ 471,877	\$ 389,531	\$ 389,531	\$ 466,117	\$ 464,531	\$ 75,000	19.3%
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,567,044	\$ 1,695,930	\$ 1,695,930	\$ 1,389,660	\$ 1,390,000	\$ (305,930)	-18.0%
FUND TOTAL SOURCES	\$ 1,567,044	\$ 1,695,930	\$ 1,695,930	\$ 1,389,660	\$ 1,390,000	\$ (305,930)	-18.0%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 6,730,538	\$ 6,100,817	\$ 6,100,817	\$ 6,477,038	\$ 6,477,000	\$ 376,183	6.2%
FUND TOTAL SOURCES	\$ 6,730,538	\$ 6,100,817	\$ 6,100,817	\$ 6,477,038	\$ 6,477,000	\$ 376,183	6.2%
261 LAW LIBRARY							
OPERATING	\$ 1,393,159	\$ 940,000	\$ 940,000	\$ 1,427,124	\$ 1,425,000	\$ 485,000	51.6%
FUND TOTAL SOURCES	\$ 1,393,159	\$ 940,000	\$ 940,000	\$ 1,427,124	\$ 1,425,000	\$ 485,000	51.6%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 1,724,709	\$ 2,010,454	\$ 2,204,499	\$ 2,330,695	\$ 2,329,600	\$ 125,101	5.7%
FUND TOTAL SOURCES	\$ 1,724,709	\$ 2,010,454	\$ 2,204,499	\$ 2,330,695	\$ 2,329,600	\$ 125,101	5.7%
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 592,842	\$ 445,580	\$ 445,580	\$ 585,124	\$ 585,000	\$ 139,420	31.3%
FUND TOTAL SOURCES	\$ 592,842	\$ 445,580	\$ 445,580	\$ 585,124	\$ 585,000	\$ 139,420	31.3%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 114,917	\$ 115,921	\$ 115,921	\$ 98,688	\$ 115,921	\$ -	0.0%
FUND TOTAL SOURCES	\$ 114,917	\$ 115,921	\$ 115,921	\$ 98,688	\$ 115,921	\$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 133,991	\$ 115,007	\$ 115,007	\$ 138,077	\$ 115,007	\$ -	0.0%
FUND TOTAL SOURCES	\$ 133,991	\$ 115,007	\$ 115,007	\$ 138,077	\$ 115,007	\$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 199,169	\$ 190,682	\$ 190,682	\$ 186,122	\$ 190,682	\$ -	0.0%
FUND TOTAL SOURCES	\$ 199,169	\$ 190,682	\$ 190,682	\$ 186,122	\$ 190,682	\$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 16,571,746	\$ 16,834,003	\$ 17,028,048	\$ 16,677,558	\$ 17,202,069	\$ 174,021	1.0%
DEPARTMENT TOTAL SOURCES	\$ 16,571,746	\$ 16,834,003	\$ 17,028,048	\$ 16,677,558	\$ 17,202,069	\$ 174,021	1.0%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 68,041,347	\$ 62,531,673	\$ 64,071,085	\$ 60,475,763	\$ 71,111,106	\$ (7,040,021)	-11.0%
FUND TOTAL USES	\$ 68,041,347	\$ 62,531,673	\$ 64,071,085	\$ 60,475,763	\$ 71,111,106	\$ (7,040,021)	-11.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 431,147	\$ 433,277	\$ 433,277	\$ 275,728	\$ 570,600	\$ (137,323)	-31.7%
NON-RECURRING	510,002	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 941,149	\$ 433,277	\$ 433,277	\$ 275,728	\$ 570,600	\$ (137,323)	-31.7%
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 1,284,111	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648	\$ (131,924)	-6.6%
FUND TOTAL USES	\$ 1,284,111	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648	\$ (131,924)	-6.6%
256 PROBATE FEES							
OPERATING	\$ 389,531	\$ 389,531	\$ 389,531	\$ 389,531	\$ 464,531	\$ (75,000)	-19.3%
NON-RECURRING	-	-	-	-	100,000	(100,000)	N/A
FUND TOTAL USES	\$ 389,531	\$ 389,531	\$ 389,531	\$ 389,531	\$ 564,531	\$ (175,000)	-44.9%
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,390,000	\$ 305,930	18.0%
NON-RECURRING	63,651	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 1,759,581	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,390,000	\$ 305,930	18.0%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 5,680,313	\$ 6,100,817	\$ 6,100,817	\$ 5,867,508	\$ 6,477,000	\$ (376,183)	-6.2%
NON-RECURRING	1,302,588	384,000	872,200	828,787	559,000	313,200	35.9%
FUND TOTAL USES	\$ 6,982,901	\$ 6,484,817	\$ 6,973,017	\$ 6,696,295	\$ 7,036,000	\$ (62,983)	-0.9%
261 LAW LIBRARY							
OPERATING	\$ 861,938	\$ 940,000	\$ 940,000	\$ 731,491	\$ 1,425,000	\$ (485,000)	-51.6%
NON-RECURRING	291,676	-	343,500	211,480	-	343,500	100.0%
FUND TOTAL USES	\$ 1,153,614	\$ 940,000	\$ 1,283,500	\$ 942,971	\$ 1,425,000	\$ (141,500)	-11.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 1,733,119	\$ 2,010,454	\$ 2,204,499	\$ 1,800,948	\$ 2,329,600	\$ (125,101)	-5.7%
NON-RECURRING	180,567	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 1,913,686	\$ 2,010,454	\$ 2,204,499	\$ 1,800,948	\$ 2,329,600	\$ (125,101)	-5.7%
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 445,580	\$ 445,580	\$ 445,580	\$ 445,580	\$ 585,000	\$ (139,420)	-31.3%
NON-RECURRING	-	-	-	-	335,479	(335,479)	N/A
FUND TOTAL USES	\$ 445,580	\$ 445,580	\$ 445,580	\$ 445,580	\$ 920,479	\$ (474,899)	-106.6%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 115,920	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921	\$ -	0.0%
FUND TOTAL USES	\$ 115,920	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921	\$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ -	0.0%
FUND TOTAL USES	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ -	0.0%
FUND TOTAL USES	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 80,984,625	\$ 76,982,596	\$ 78,716,053	\$ 73,593,616	\$ 86,920,095	\$ (8,204,042)	-10.4%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 2,348,484	\$ 384,000	\$ 1,215,700	\$ 1,040,267	\$ 994,479	\$ 221,221	18.2%
DEPARTMENT TOTAL USES	\$ 83,333,109	\$ 77,366,596	\$ 79,931,753	\$ 74,633,883	\$ 87,914,574	\$ (7,982,821)	-10.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	2.00	6.00	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	47.75	40.00	40.00	41.00	41.00	1.00	2.5%
FINANCIAL SERVICES	5.00	31.00	31.00	31.00	31.00	-	0.0%
HUMAN RESOURCES	38.50	32.50	32.50	31.50	31.50	(1.00)	-3.1%
PROCUREMENT	7.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	100.25	121.50	121.50	121.50	121.50	-	0.0%
CIVIL JUSTICE							
GENERAL CIVIL ADJUDICATION	101.00	94.00	94.00	102.00	99.00	5.00	5.3%
PROGRAM TOTAL	101.00	94.00	94.00	102.00	99.00	5.00	5.3%
COURT OPERATIONS SUPPORT							
COURT INTERPRETATION	36.50	36.50	36.50	36.50	36.60	0.10	0.3%
COURT SECURITY	146.00	139.00	139.00	141.00	133.00	(6.00)	-4.3%
COURT TRANSLATION	3.00	3.00	3.00	4.50	4.50	1.50	50.0%
JURORS	13.00	13.00	13.00	14.00	14.00	1.00	7.7%
OFFICIAL COURT RECORD KEEPING	50.50	42.50	42.50	46.50	47.50	5.00	11.8%
PUB INFO AND COMMUNITY OUTRCH	47.50	41.50	41.50	36.50	36.50	(5.00)	-12.0%
PROGRAM TOTAL	296.50	275.50	275.50	279.00	272.10	(3.40)	-1.2%
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	7.00	6.00	6.00	6.00	6.00	-	0.0%
FELONY DUI ADJUDICATION	9.00	8.00	8.00	8.00	8.00	-	0.0%
GENERAL FELONY ADJUDICATION	252.00	234.00	234.00	234.00	235.00	1.00	0.4%
PROGRAM TOTAL	268.00	248.00	248.00	248.00	249.00	1.00	0.4%
FAMILY ADJUDICATION							
FAMILY POST DECREE	58.00	54.00	54.00	52.00	52.00	(2.00)	-3.7%
FAMILY PRE DECREE	155.00	125.00	125.00	120.00	121.00	(4.00)	-3.2%
PROGRAM TOTAL	213.00	179.00	179.00	172.00	173.00	(6.00)	-3.4%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	38.00	38.00	38.00	38.00	-	0.0%
DATA CENTER	11.00	11.00	11.00	11.00	11.00	-	0.0%
DESKTOP SUPPORT	19.00	14.00	14.00	14.00	14.00	-	0.0%
HELP DESK SUPPORT	13.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	43.00	75.00	75.00	75.00	75.00	-	0.0%
JUVENILE JUSTICE							
JUVENILE DELINQUENCY ADJUD	66.50	60.50	60.50	61.30	61.30	0.80	1.3%
JUVENILE DEPENDENCY ADJUD	64.00	62.00	62.00	63.50	63.50	1.50	2.4%
PROGRAM TOTAL	130.50	122.50	122.50	124.80	124.80	2.30	1.9%
MENTAL HEALTH COURT							
MENTAL HEALTH	14.00	13.00	13.00	13.00	12.00	(1.00)	-7.7%
PROGRAM TOTAL	14.00	13.00	13.00	13.00	12.00	(1.00)	-7.7%
PROBATE COURT							
ESTATE PROB AND TRUST ADMIN	33.00	29.00	29.00	32.00	30.00	1.00	3.4%
PROGRAM TOTAL	33.00	29.00	29.00	32.00	30.00	1.00	3.4%
TAX ADJUDICATION							
LARGE RECORD TAX ADJUD	5.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
SMALL RECORD TAX ADJUD	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	7.00	6.00	6.00	5.00	5.00	(1.00)	-16.7%
DEPARTMENT TOTAL	1,206.25	1,163.50	1,163.50	1,172.30	1,161.40	(2.10)	-0.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	3.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist	2.00	16.00	16.00	16.00	16.00	-	0.0%
Admin & Operations Mgr	11.00	11.00	11.00	8.00	8.00	(3.00)	-27.3%
Admin/Office Support	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Office Support Supv	4.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Admin/Operations Specialist	22.00	21.00	21.00	21.80	21.80	0.80	3.8%
Admin/Operations Supv	14.00	11.00	11.00	8.00	9.00	(2.00)	-18.2%
Administrative Specialist	7.50	1.50	1.50	2.00	2.00	0.50	33.3%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	3.00	3.00	5.00	5.00	2.00	66.7%
Administrator	-	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Mgr	-	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Supv	-	2.00	2.00	2.00	2.00	-	0.0%
Attorney	4.00	5.00	5.00	-	-	(5.00)	-100.0%
Attorney - Associate	-	-	-	5.00	5.00	5.00	N/A
Attorney - Senior	1.00	-	-	-	-	-	N/A
Bailiff	120.00	114.00	114.00	114.00	114.00	-	0.0%
Business/Systems Analyst	-	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	-	2.00	2.00	2.00	2.00	-	0.0%
Collections Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Collector	-	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	3.00	2.00	2.00	2.00	2.00	-	0.0%
Computer Operator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Conference Officer	12.00	10.00	10.00	13.00	13.00	3.00	30.0%
Counseling Supervisor	2.00	-	-	-	-	-	N/A
Counselor	30.00	10.00	10.00	11.00	11.00	1.00	10.0%
Court Commissioner	58.00	58.00	58.00	58.00	58.00	-	0.0%
Court Interpreter	30.50	31.50	31.50	32.00	32.10	0.60	1.9%
Court Interpreter Supervisor	4.00	3.00	3.00	4.00	4.00	1.00	33.3%
Court Reporter	65.50	55.50	55.50	56.50	56.50	1.00	1.8%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	9.00	8.00	8.00	8.00	8.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator	2.00	-	-	-	-	-	N/A
Educator Bachelor's	-	2.00	2.00	5.00	5.00	3.00	150.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	3.00	4.00	4.00	4.00	4.00	-	0.0%
Financial Supervisor - Dept	1.00	3.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator	8.00	7.00	7.00	7.00	7.00	-	0.0%
Help Desk Coordinator - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	7.00	-	-	-	-	-	N/A
Human Resources Associate	-	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Specialist	7.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	4.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Support Supv	-	4.00	4.00	4.00	4.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
IT Division Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	2.00	3.00	3.00	3.00	3.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Judicial Assistant	151.00	151.00	151.00	152.00	152.00	1.00	0.7%
Justice System Clerk	194.00	165.00	165.00	164.00	164.00	(1.00)	-0.6%
Justice System Clerk Lead	23.00	21.00	21.00	20.00	20.00	(1.00)	-4.8%
Justice System Clerk Supv	27.00	26.00	26.00	24.00	24.00	(2.00)	-7.7%
Legal Assistant	13.00	12.00	12.00	12.00	12.00	-	0.0%
Librarian	5.00	5.00	5.00	5.00	5.00	-	0.0%
Library Clerk	0.50	0.50	0.50	0.50	0.50	-	0.0%
Library Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	6.00	5.00	5.00	5.00	5.00	-	0.0%
Management Analyst	9.00	8.00	8.00	9.00	9.00	1.00	12.5%
Materials Handling Worker	6.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant	7.50	4.50	4.50	4.50	4.50	-	0.0%
Office Assistant Specialized	20.00	23.00	23.00	20.00	20.00	(3.00)	-13.0%
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	1.00	-	-	3.00	3.00	3.00	N/A
Operations/Program Supervisor	1.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
PC/LAN Tech Support	11.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	4.00	6.00	6.00	6.00	6.00	-	0.0%
Procurement Supervisor - Dept	1.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	3.00	2.00	2.00	2.00	1.00	(1.00)	-50.0%
Program Manager	1.75	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	-	9.00	9.00	9.00	9.00	-	0.0%
Programmer/Analyst - Sr/Ld	-	5.00	5.00	5.00	5.00	-	0.0%
Psychologist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Officer	127.00	123.00	123.00	123.00	115.00	(8.00)	-6.5%
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	11.00	9.00	9.00	11.00	11.00	2.00	22.2%
Social Worker	4.00	4.00	4.00	6.00	5.00	1.00	25.0%
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Systems Admin & Analysis Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	6.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	6.00	5.00	5.00	5.00	5.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	5.00	8.00	8.00	8.00	8.00	-	0.0%
Web Designer/Developer	-	3.00	3.00	3.00	3.00	-	0.0%
Web Designer/Developer-Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	1,206.25	1,163.50	1,163.50	1,172.30	1,161.40	(2.10)	-0.2%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	1,141.75	1,101.00	1,101.00	1,108.60	1,099.60	(1.40)	-0.1%
208 - JUDICIAL ENHANCEMENT	5.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
238 - SUPERIOR COURT GRANTS	27.50	25.50	25.50	25.80	25.80	0.30	1.2%
264 - SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
DEPARTMENT TOTAL	1,206.25	1,163.50	1,163.50	1,172.30	1,161.40	(2.10)	-0.2%

Significant Variance Analysis

Eight (8.0 FTEs) vacant Security Officer positions are eliminated in the budget as a result of the cancellation of intergovernmental agreements for court security by cities and towns.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by \$1,089,878 for employee health and dental premium increases.
- Increase Regular Benefits by \$589,865 for retirement contribution rate increase.
- The expenditure budget is increased by \$349,511 as Other Base Adjustments by rightsizing Overtime (\$50,000); Overtime Benefits (\$12,952); General Supplies (\$144,779); Legal Services \$450,000 for Jury Reimbursement/Mileage, Contract Interpreters and Grand Jury Transcripts; Healthcare Services \$50,200; Other Services \$100,000; Travel (\$10,400) and Postage/Freight/Shipping (\$32,558) to FY 2010 forecast levels.
- The expenditure budget is reduced by \$635,304 as a result of increasing Personnel Savings from 3% to 4%.
- The expenditure budget is reduced by \$29,313 as a result of savings associated with employee participation in the Post Employment Health Plan Enhancement Program (PEHPEP).
- The expenditure budget is increased by \$463,316 as a result of allocating the payment made to the State for risk management charges from the Adult Probation Fees Fund (201).
- The expenditure budget is increased by \$8,157,042 as a result of a cost shift from the State requiring Counties to pay 100% (instead of 50%) of the salaries of Superior Court Judges.
- The expenditure budget is reduced by \$1,002,177 shifting personnel costs from the General Fund (100) to the Special Revenue Fund 259 (\$1,101,183), the Grant Fund (238) for Title IVD IGA with DES (\$131,924), and the Probate Fund (256) (\$75,000) due to increased revenue in those funds. These reductions are partially offset by a \$305,930 reduction in personnel expenditures allocated from the General Fund (100) to the Conciliation Court Fees Fund (257) due to decreased revenue in this fund.

Superior Court Judicial Enhancement Fund (208)

- Increase Regular Benefits by \$3,936 for employee health and dental premium increases.
- Increase Regular Benefits by \$801 for retirement contribution rate increase.

Superior Court Grants Fund (238)

- Increase Regular Benefits by \$25,387 for employee health and dental premium increases.
- Increase Regular Benefits by \$4,327 for retirement contribution rate increase.

Superior Court Special Revenue Fund (259)

- The expenditure budget is reduced by \$725,000 by rightsizing Other Services.
- The expenditure budget is increased by \$1,101,183 as a result of increasing the allocation of personnel expenditures from the General Fund (100).

Superior Court Special Revenue Fund (259)

Non Recurring/Non Project (0001)

- The one-time expenditure budget of \$175,000 is for consultants for the Integrated Court Information System (iCIS) upgrades. The contract consultants are necessary to provide the expertise, supplementing existing CTS staff, to develop and program iCIS after the servers and storage equipment are purchased in FY 2011.

Superior Court Special Revenue Fund (259)

Jury Rewrite Project (JURY)

- The one-time expenditure budget of \$384,000 is for the Jury Rewrite Project. The one-time funding will be used by the department for contract consultants to develop and write the

programming necessary for the jury system. The project is scheduled to be completed and fully operational in the first quarter of 2011.

Superior Court Fill the Gap Fund (264)

- Increase Regular Benefits by \$31,488 for employee health and dental premium increases.
- Increase Regular Benefits by \$19,049 for retirement contribution rate increase.
- The expenditure budget is increased by \$74,564 as a result of rightsizing Other Services \$125,101 and Legal Services (\$50,537).

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Civil cases resolved within 18 months.	96.2%	90.0%	95.9%	5.9%	6.6%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Civil cases resolved within 18 months.	96.2%	N/A	N/A	N/A	N/A
Output	Number of Civil cases resolved.	60,050	59,800	68,400	8,600	14.4%
Demand	Number of Civil (CVAD) cases filed.	67,687	6,500	72,000	65,500	1007.7%
Efficiency	Cost per Civil case resolved.	\$ 107.19	\$ 105.24	\$ 127.27	\$ (22.03)	-20.9%
<i>Revenue</i>						
	259 - SUPERIOR COURT SPECIAL REVENUE	\$ 3,711,982	\$ 3,536,119	\$ 4,133,307	\$ 597,188	16.9%
	TOTAL SOURCES	\$ 3,711,982	\$ 3,536,119	\$ 4,133,307	\$ 597,188	16.9%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,369,200	\$ 2,738,722	\$ 4,667,685	\$ (1,928,963)	-70.4%
	208 - JUDICIAL ENHANCEMENT	95,162	103,469	94,331	9,138	8.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,972,400	3,450,904	3,943,496	(492,592)	-14.3%
	TOTAL USES	\$ 6,436,762	\$ 6,293,095	\$ 8,705,512	\$ (2,412,417)	-38.3%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$1,928,963 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary. The increase in civil case filings is directly related to the economic downturn being experienced in Maricopa County.

Base Adjustments:

Superior Court Special Revenue Fund (259)

- The revenue budget is increased by \$376,183 as a result of increasing fee collections for case management.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
TBD	N/A	N/A	N/A	N/A	N/A
Percent of people screened without incident	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A
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 Interpretation

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Translations completed.	21,330	22,500	400	(22,100)	-98.2%
Demand	Number of Translation requests received.	21,367	22,500	400	(22,100)	-98.2%
Efficiency	Cost per Translation request completed.	\$ 43.62	\$ 21.86	\$ 1,016.01	\$ (994.15)	-4547.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 930,471	\$ 421,149	\$ 406,405	\$ 14,744	3.5%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	59,800	-	59,800	100.0%
	TOTAL USES	\$ 930,471	\$ 480,949	\$ 406,405	\$ 74,544	15.5%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of jurors sent to a courtroom.	44,292	68,000	55,000	(13,000)	-19.1%
Demand	Number of jurors reporting for service.	54,176	80,000	66,000	(14,000)	-17.5%
Efficiency	Cost per juror sent to a courtroom.	\$ 117.58	\$ 62.13	\$ 82.43	\$ (20.30)	-32.7%
<i>Revenue</i>						
	100 - GENERAL	\$ 694,966	\$ 794,083	\$ 794,083	\$ -	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	109,988	141,000	121,000	(20,000)	-14.2%
	TOTAL SOURCES	\$ 804,954	\$ 935,083	\$ 915,083	\$ (20,000)	-2.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 5,044,935	\$ 4,112,385	\$ 4,392,821	\$ (280,436)	-6.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	162,823	112,640	141,000	(28,360)	-25.2%
	TOTAL USES	\$ 5,207,758	\$ 4,225,025	\$ 4,533,821	\$ (308,796)	-7.3%

Activity Narrative: The expenditure budget increased by \$308,796 for reimbursement payments made to jurors for mileage.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of hours of Court proceedings that were recorded.	217,824	215,000	218,736	3,736	1.7%
Demand	Number of hours of Court proceedings that need to be recorded.	217,824	215,000	218,736	3,736	1.7%
Efficiency	Cost per hour of Court proceedings recorded.	\$ 20.39	\$ 17.00	\$ 19.59	\$ (2.59)	-15.2%
<i>Revenue</i>						
	259 - SUPERIOR COURT SPECIAL REVENUE	\$ 62,926	\$ 65,040	\$ 65,040	\$ -	0.0%
	TOTAL SOURCES	\$ 62,926	\$ 65,040	\$ 65,040	\$ -	0.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 4,106,993	\$ 3,399,319	\$ 4,150,094	\$ (750,775)	-22.1%
	259 - SUPERIOR COURT SPECIAL REVENUE	335,388	65,040	65,040	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	-	190,000	69,463	120,537	63.4%
	TOTAL USES	\$ 4,442,381	\$ 3,654,359	\$ 4,284,597	\$ (630,238)	-17.2%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$750,775 to pay for contract court reporting services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of user satisfaction.	6995.1%	N/A	N/A	N/A	N/A
Output	Number of website sessions completed.	257,978,960	270,878,184	292,000,000	21,121,816	7.8%
Demand	Number of website sessions requested.	262,239,130	270,878,184	292,000,000	21,121,816	7.8%
Efficiency	Cost per website session.	\$ 0.01	\$ 0.01	\$ 0.01	-	0.0%
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 500	\$ 500	\$ -	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	280,775	288,000	288,000	-	0.0%
	261 - LAW LIBRARY	1,371,631	940,000	1,425,000	485,000	51.6%
	TOTAL SOURCES	\$ 1,652,406	\$ 1,228,500	\$ 1,713,500	\$ 485,000	39.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,400,926	\$ 2,359,247	\$ 2,194,107	\$ 165,140	7.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	285,067	288,000	288,000	-	0.0%
	261 - LAW LIBRARY	909,358	1,283,500	1,425,000	(141,500)	-11.0%
	TOTAL USES	\$ 3,595,351	\$ 3,930,747	\$ 3,907,107	\$ 23,640	0.6%

Base Adjustments:

Law Library Fund (261)

- The revenue budget is increased by \$485,000 as a result of increasing fee collections for usage of library resources.
- The expenditure budget is increased by \$485,000 as a result of increasing General Supplies.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of people screened without incident	N/A	N/A	N/A	N/A	N/A
Output	Number of people screened.	3,500,000	3,500,000	3,750,000	250,000	7.1%
Demand	Number of people entering court facilities.	3,500,000	3,500,000	3,750,000	250,000	7.1%
Efficiency	Cost per person screened.	\$ 1.87	\$ 1.75	\$ 1.54	\$ 0.21	12.0%
<i>Revenue</i>						
	100 - GENERAL	\$ 570,465	\$ 548,601	\$ 8,601	\$ (540,000)	-98.4%
	TOTAL SOURCES	\$ 570,465	\$ 548,601	\$ 8,601	\$ (540,000)	-98.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 6,523,915	\$ 6,131,979	\$ 5,767,108	\$ 364,871	6.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	31,150	-	-	-	N/A
	TOTAL USES	\$ 6,555,065	\$ 6,131,979	\$ 5,767,108	\$ 364,871	6.0%

Activity Narrative: The increase in demand and output is the result of Superior Court utilizing the actual daily counts of individuals entering courts to develop the FY 2011 performance data versus an estimated number in prior years.

Base Adjustments:

General Fund (100)

- The revenue budget is reduced by \$540,000 as a result of cities and towns cancelling security contracts with the Superior Court.
- The expenditure budget is reduced by \$348,363 as a result of a reduction in staff funded through contracts with cities and towns.

Court Interpretation Activity

The purpose of the Court Interpretation Activity is to provide interpretation to non-English speaking litigants so they can understand 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Interpretation requests completed	26,731	28,000	43,200	15,200	54.3%
Demand	Number of Interpretation requests received	26,731	28,000	57,600	29,600	105.7%
Efficiency	Cost per Interpretation request completed	\$ 127.97	\$ 109.63	\$ 82.05	\$ 27.58	25.2%
Revenue						
	100 - GENERAL	\$ 310	\$ 500	\$ 500	\$ -	0.0%
	TOTAL SOURCES	\$ 310	\$ 500	\$ 500	\$ -	0.0%
Expenditure						
	100 - GENERAL	\$ 3,267,838	\$ 2,852,199	\$ 3,318,597	\$ (466,398)	-16.4%
	264 - SUPERIOR COURT FILL THE GAP	152,844	217,364	225,802	(8,438)	-3.9%
	TOTAL USES	\$ 3,420,682	\$ 3,069,563	\$ 3,544,399	\$ (474,836)	-15.5%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$466,398 to pay for contract court interpreting services.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Capital cases resolved within 545 days.	18.2%	33.3%	33.3%	0.0%	0.0%
Percent of Felony DUI cases resolved within 180 days.	82.9%	90.0%	82.7%	(7.3%)	-8.1%
Percent of General Felony cases resolved within 180 days.	81.3%	90.0%	81.0%	(9.0%)	-10.0%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Capital cases resolved within 545 days.	18.2%	33.3%	33.3%	0.0%	0.0%
Output	Number of Capital cases resolved.	33	36	36	-	0.0%
Demand	Number of Capital cases filed.	32	40	40	-	0.0%
Efficiency	Cost per Capital case resolved.	\$ 13,118.73	\$ 13,162.86	\$ 15,493.83	\$ (2,330.97)	-17.7%
<i>Revenue</i>						
	238 - SUPERIOR COURT GRANTS	\$ 152,552	\$ 187,628	\$ 177,516	\$ (10,112)	-5.4%
	TOTAL SOURCES	\$ 152,552	\$ 187,628	\$ 177,516	\$ (10,112)	-5.4%
<i>Expenditure</i>						
	100 - GENERAL	\$ 278,726	\$ 286,235	\$ 377,669	\$ (91,434)	-31.9%
	238 - SUPERIOR COURT GRANTS	154,192	187,628	180,109	7,519	4.0%
	TOTAL USES	\$ 432,918	\$ 473,863	\$ 557,778	\$ (83,915)	-17.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Felony DUI cases resolved within 180 days.	82.9%	90.0%	82.7%	(7.3%)	-8.1%
Output	Number of Felony DUI cases resolved.	1,020	1,150	1,160	10	0.9%
Demand	Number of Felony DUI cases filed.	878	1,250	1,200	(50)	-4.0%
Efficiency	Cost per Felony DUI case resolved.	\$ 609.07	\$ 563.67	\$ 599.35	\$ (35.68)	-6.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 621,249	\$ 648,224	\$ 695,244	\$ (47,020)	-7.3%
	TOTAL USES	\$ 621,249	\$ 648,224	\$ 695,244	\$ (47,020)	-7.3%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of General Felony cases resolved within 180 days.	81.3%	90.0%	81.0%	(9.0%)	-10.0%
Output	Number of General Felony cases resolved.	39,671	4,100	36,000	31,900	778.0%
Demand	Number of General Felony cases filed.	37,152	41,000	36,400	(4,600)	-11.2%
Efficiency	Cost per General Felony case resolved.	\$ 386.61	\$ 360.78	\$ 473.64	\$ (112.86)	-31.3%
Revenue						
	100 - GENERAL	\$ 131	\$ 500	\$ 500	\$ -	0.0%
	208 - JUDICIAL ENHANCEMENT	560,544	433,277	570,600	137,323	31.7%
	238 - SUPERIOR COURT GRANTS	129,702	246,497	142,550	(103,947)	-42.2%
	259 - SUPERIOR COURT SPECIAL REVENUE	80,490	60,000	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,724,336	2,204,499	2,329,600	125,101	5.7%
	TOTAL SOURCES	\$ 2,495,203	\$ 2,944,773	\$ 3,103,250	\$ 158,477	5.4%
Expenditure						
	100 - GENERAL	\$ 13,506,840	\$ 12,632,904	\$ 14,747,402	\$ (2,114,498)	-16.7%
	208 - JUDICIAL ENHANCEMENT	61,240	55,518	63,452	(7,934)	-14.3%
	238 - SUPERIOR COURT GRANTS	129,026	246,497	145,938	100,559	40.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	59,999	60,000	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,580,275	1,797,135	2,034,335	(237,200)	-13.2%
	TOTAL USES	\$ 15,337,380	\$ 14,792,054	\$ 17,051,127	\$ (2,259,073)	-15.3%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$2,114,498 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary.

Base Adjustments:

Superior Court Judicial Enhancement Fund (208)

- The revenue budget is increased by \$137,323 as a result of increase fee collections for time payment.

Superior Court Fill the Gap Fund (264)

- The revenue budget is increased by \$125,101 as a result of rightsizing Other Charges for Services \$381,351, Intergovernmental Charges for Service (\$235,850) and Interest Earnings (\$20,400).

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of Pre-Decree Family Court cases resolved within 12 months.	95.9%	92.0%	96.1%	4.1%	4.5%
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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	95.9%	92.0%	96.1%	4.1%	4.5%
Output	Number of Pre-Decree Family Court cases resolved.	31,299	31,500	30,600	(900)	-2.9%
Demand	Number of Pre-Decree Family Court cases filed.	30,378	33,000	31,000	(2,000)	-6.1%
Efficiency	Cost per Pre-Decree Family Court case resolved.	\$ 303.02	\$ 257.31	\$ 307.22	\$ (49.91)	-19.4%
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 500	\$ 32,896	\$ 32,396	6479.2%
	238 - SUPERIOR COURT GRANTS	32,369	129,170	631,934	502,764	389.2%
	257 - CONCILIATION COURT FEES	1,550,335	1,695,930	1,390,000	(305,930)	-18.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	846,096	714,658	-	(714,658)	-100.0%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	110,791	115,921	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	124,878	115,007	115,007	-	0.0%
	TOTAL SOURCES	\$ 2,664,469	\$ 2,771,186	\$ 2,285,758	\$ (485,428)	-17.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 6,608,485	\$ 5,297,353	\$ 6,847,823	\$ (1,550,470)	-29.3%
	208 - JUDICIAL ENHANCEMENT	65,803	65,317	66,219	(902)	-1.4%
	238 - SUPERIOR COURT GRANTS	27,115	129,170	734,144	(604,974)	-468.4%
	257 - CONCILIATION COURT FEES	1,759,581	1,695,930	1,390,000	305,930	18.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	792,289	686,458	131,924	554,534	80.8%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	115,920	115,921	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	115,007	115,007	115,007	-	0.0%
	TOTAL USES	\$ 9,484,200	\$ 8,105,156	\$ 9,401,038	\$ (1,295,882)	-16.0%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$1,550,470 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary.

Base Adjustments:

Superior Court Grants Fund (238)

- The revenue budget is increased by \$131,924 as a result of the shift in Title IVD funds from the Special Revenue Fund (259).
- The expenditure budget is increased by \$131,924 as a result of the shift of Title IVD funds from the Special Revenue Fund (259).
- The expenditure budget is reduced by \$29,714 as a result of rightsizing Legal Services; thus offsetting the increase to employee retirement and benefit costs.

Conciliation Court Fees Fund (257)

- The revenue budget is reduced by \$305,930 as a result of decreasing fee collections for parent conferences.
- The expenditure budget is decreased by \$305,930 as a result of decreasing the allocation of personnel expenditures from the General Fund (100) due to the aforementioned decline in revenue.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Post-Decree Family Court cases resolved.	21,064	22,000	21,000	(1,000)	-4.5%
Demand	Number of Post-Decree Family Court cases filed.	21,064	23,000	21,000	(2,000)	-8.7%
Efficiency	Cost per Post-Decree Family Court case resolved.	\$ 155.59	\$ 146.75	\$ 204.51	\$ (57.76)	-39.4%
<i>Revenue</i>						
	100 - GENERAL	\$ 514,437	\$ 1,032,896	\$ 550,500	\$ (482,396)	-46.7%
	238 - SUPERIOR COURT GRANTS	-	-	24,000	24,000	N/A
	271 - EXPEDITED CHILD SUPPORT	577,559	445,580	585,000	139,420	31.3%
	282 - DOM REL MEDIATION EDUCATION	191,257	190,682	190,682	-	0.0%
	TOTAL SOURCES	\$ 1,283,253	\$ 1,669,158	\$ 1,350,182	\$ (318,976)	-19.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 2,432,161	\$ 2,383,302	\$ 3,159,606	\$ (776,304)	-32.6%
	208 - JUDICIAL ENHANCEMENT	208,942	208,973	-	208,973	100.0%
	238 - SUPERIOR COURT GRANTS	-	-	24,000	(24,000)	N/A
	271 - EXPEDITED CHILD SUPPORT	445,580	445,580	920,479	(474,899)	-106.6%
	282 - DOM REL MEDIATION EDUCATION	190,682	190,682	190,682	-	0.0%
	TOTAL USES	\$ 3,277,365	\$ 3,228,537	\$ 4,294,767	\$ (1,066,230)	-33.0%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$776,304 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary.

**Base Adjustments:
 General Fund (100)**

- The revenue budget is reduced by \$450,000 as a result of declining fee collections in Family Court due to litigant's inability to pay and the court granting deferment or waiver of court fees.

Expedited Child Support Fund (271)

- The revenue budget is increased by \$139,420 as a result of rightsizing Other Charges for Services (\$138,220) and Interest Earnings (\$1,200).
- The expenditure budget is increased by \$139,420. This increase in spending is supported by the aforementioned increase in revenue.

**Expedited Child Support Fund (271)
 Non Recurring/Non Project (0001)**

- The one-time expenditure budget of \$335,479 is for outside vendors contracted to provide parenting conferences for litigants in Family Court. The conferences are being court ordered with payment deferred or waived based on the litigants ability to pay. This trend is not expected to continue as the economy gets better and individuals will have the ability to pay and the court will grant fewer waivers. In addition, individuals granted deferrals by the court will begin to pay assessed court fees.

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Delinquency cases resolved.	14,050	13,000	12,200	(800)	-6.2%
Demand	Number of Delinquency cases filed.	12,692	13,500	12,200	(1,300)	-9.6%
Efficiency	Cost per Delinquency case resolved.	\$ 290.57	\$ 328.94	\$ 399.70	\$ (70.76)	-21.5%
<i>Revenue</i>						
	238 - SUPERIOR COURT GRANTS	\$ 114,037	\$ 280,534	\$ 262,016	\$ (18,518)	-6.6%
	TOTAL SOURCES	\$ 114,037	\$ 280,534	\$ 262,016	\$ (18,518)	-6.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,964,617	\$ 3,995,716	\$ 4,515,956	\$ (520,240)	-13.0%
	208 - JUDICIAL ENHANCEMENT	-	-	227,686	(227,686)	N/A
	238 - SUPERIOR COURT GRANTS	117,926	280,534	132,743	147,791	52.7%
	TOTAL USES	\$ 4,082,543	\$ 4,276,250	\$ 4,876,385	\$ (600,135)	-14.0%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$520,240 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary.

Base Adjustments:

Superior Court Judicial Enhancement Fund (208)

- The expenditure budget is increased by \$132,586 as Other Base Adjustments to support court technology.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Dependency cases resolved.	8,860	8,800	8,200	(600)	-6.8%
Demand	Number of Dependency cases filed.	8,695	900	8,200	7,300	811.1%
Efficiency	Cost per Dependency case resolved.	\$ 442.14	\$ 454.26	\$ 570.59	\$ (116.33)	-25.6%
<i>Revenue</i>						
	238 - SUPERIOR COURT GRANTS	\$ 848,510	\$ 1,060,579	\$ 906,632	\$ (153,947)	-14.5%
	TOTAL SOURCES	\$ 848,510	\$ 1,060,579	\$ 906,632	\$ (153,947)	-14.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 3,069,520	\$ 2,936,908	\$ 3,751,147	\$ (814,239)	-27.7%
	238 - SUPERIOR COURT GRANTS	847,883	1,060,579	927,714	132,865	12.5%
	TOTAL USES	\$ 3,917,403	\$ 3,997,487	\$ 4,678,861	\$ (681,374)	-17.0%

Activity Narrative: The General Fund (100) expenditure budget is increased by \$814,239 as a result of a cost shift from the State requiring counties to pay 100% of Superior Court judges salary

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
TBD	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Mental Health cases resolved.	1,566	1,700	1,700	-	0.0%
Demand	Number of Mental Health cases filed.	1,566	1,700	1,700	-	0.0%
Efficiency	Cost per Mental Health case resolved.	\$ 592.83	\$ 592.83	\$ 522.38	\$ 70.45	11.9%
<i>Revenue</i>						
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 48,000	\$ -	\$ (48,000)	-100.0%
	TOTAL SOURCES	\$ -	\$ 48,000	\$ -	\$ (48,000)	-100.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 928,378	\$ 926,788	\$ 888,053	\$ 38,735	4.2%
	238 - SUPERIOR COURT GRANTS	-	48,000	-	48,000	100.0%
	TOTAL USES	\$ 928,378	\$ 974,788	\$ 888,053	\$ 86,735	8.9%

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

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of active Cases reviewed.	33,211	34,000	35,000	1,000	2.9%
Demand	Number of active Cases requiring review.	33,211	34,000	35,000	1,000	2.9%
Efficiency	Cost per Case reviewed.	\$ 54.66	\$ 56.09	\$ 64.08	\$ (7.99)	-14.2%
<i>Revenue</i>						
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 61,316	\$ -	\$ (61,316)	-100.0%
	256 - PROBATE FEES	459,775	389,531	464,531	75,000	19.3%
	TOTAL SOURCES	\$ 459,775	\$ 450,847	\$ 464,531	\$ 13,684	3.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 1,425,685	\$ 1,456,367	\$ 1,621,287	\$ (164,920)	-11.3%
	208 - JUDICIAL ENHANCEMENT	-	-	57,137	(57,137)	N/A
	238 - SUPERIOR COURT GRANTS	-	61,316	-	61,316	100.0%
	256 - PROBATE FEES	389,531	389,531	564,531	(175,000)	-44.9%
	TOTAL USES	\$ 1,815,216	\$ 1,907,214	\$ 2,242,955	\$ (335,741)	-17.6%

Base Adjustments:

Probate Fees Fund (256)

- The revenue budget is increased by \$75,000 as a result of increasing fee collections for court management fees associated with probate, trust and estate cases.
- The expenditure budget is increased by \$75,000 to support additional personnel expenditures from the General Fund (100). This increase in spending is supported by the increase in revenue discussed above.

Probate Fees Fund (256)

Non Recurring/Non Project (0001)

- The one-time expenditure budget of \$100,000 is for payment to contract accountants and investigators for forensic case work performed in Probate Court. The court is experiencing an increase in demand and output which increases the number of cases requiring additional work outside the normal expertise of court administration and judicial officers as a result of the complexity of the cases.

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

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
TBD	N/A	N/A	N/A	N/A	N/A
TBD	N/A	N/A	N/A	N/A	N/A

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Large Record Tax cases resolved.	641	875	1,000	125	14.3%
Demand	Number of Large Record Tax cases filed.	982	975	1,825	850	87.2%
Efficiency	Cost per Large Record Tax case resolved.	\$ 518.20	\$ 384.11	\$ 333.86	\$ 50.25	13.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 332,164	\$ 336,099	\$ 333,859	\$ 2,240	0.7%
	TOTAL USES	\$ 332,164	\$ 336,099	\$ 333,859	\$ 2,240	0.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A
Output	Number of Small Record Tax cases resolved.	758	325	1,812	1,487	457.5%
Demand	Number of Small Record Tax cases filed.	1,007	340	1,900	1,560	458.8%
Efficiency	Cost per Small Record Tax case resolved.	\$ 271.68	\$ 425.18	\$ 81.57	\$ 343.61	80.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 205,932	\$ 138,185	\$ 147,796	\$ (9,611)	-7.0%
	TOTAL USES	\$ 205,932	\$ 138,185	\$ 147,796	\$ (9,611)	-7.0%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 62,531,673	\$ 2,383,080
Adjustments:	Agenda Item:		
Reallocations		\$ 1,500,000	\$ -
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>1,500,000</i>	<i>-</i>
Supplemental Funding			
Mid-Year Adjustments		\$ 39,412	\$ -
<i>County Spanish Interpreter IGA</i>	<i>C-80-10-009-2-00</i>	<i>39,412</i>	<i>-</i>
FY 2010 Revised Budget		\$ 64,071,085	\$ 2,383,080
Adjustments:	Agenda Item:		
Budget Balancing		\$ (94,434)	\$ -
<i>PEHPEP FY 09 Adjustments</i>	<i>C-49-09-066-2-00</i>	<i>(94,434)</i>	<i>-</i>
Reallocations		\$ (1,500,000)	\$ -
<i>Jud Branch Interdeptl Transfer</i>	<i>MEMO</i>	<i>(1,500,000)</i>	<i>-</i>
FY 2011 Budget Target		\$ 62,476,651	\$ 2,383,080
Adjustments:	Agenda Item:		
Employee Compensation and Benefits		\$ 1,679,743	\$ -
Employee Retirement and Benefits		1,089,878	-
<i>Employee Health/Dental Premiums</i>		<i>589,865</i>	<i>-</i>
<i>Retirement Contributions</i>		<i>-</i>	<i>-</i>
Base Adjustments		\$ (285,793)	\$ -
<i>Other Base Adjustments</i>		<i>349,511</i>	<i>-</i>
<i>Rightsize Overtime</i>	<i>\$ (50,000)</i>		
<i>Rightsize Overtime Benefits</i>	<i>(12,952)</i>		
<i>Rightsize General Supplies</i>	<i>(144,779)</i>		
<i>Rightsize Legal Services</i>	<i>450,000</i>		
<i>Rightsize Healthcare Services</i>	<i>50,200</i>		
<i>Rightsize Other Services</i>	<i>100,000</i>		
<i>Rightsize Travel</i>	<i>(10,400)</i>		
<i>Rightsize Postage/Freight/Shipping</i>	<i>(32,558)</i>		
<i>Personnel Savings</i>		<i>(635,304)</i>	<i>-</i>
<i>Rightsize Personnel Savings to 4.0%</i>	<i>\$ (635,304)</i>		
Budget Balancing		\$ (29,313)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>C-49-10-032-M-00</i>	<i>(29,313)</i>	<i>-</i>
Fees and Other Revenues		\$ -	\$ (450,000)
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>(450,000)</i>
<i>Reduce revenue due decline in Family Court collections</i>	<i>\$ (450,000)</i>		
Grants, Donations and Intergovernmental Agreements		\$ (348,363)	\$ (540,000)
Intergovernmental Agreements		(348,363)	(540,000)
<i>Other IGA</i>		<i>(348,363)</i>	<i>(540,000)</i>
<i>Reduce revenue for cancelled security contracts in FY11</i>	<i>\$ (540,000)</i>		
<i>Reduce expenditure for cancelled security contracts in FY11 by deleting six positions</i>	<i>\$ (348,363)</i>		
Other Mandates		\$ 8,620,358	\$ -
<i>State Risk Management Charges</i>		<i>463,316</i>	<i>-</i>
<i>Increase Personnel Services Allocation In for State Risk Mgmt. charges from Adult Probation Fees Fund (201)</i>	<i>\$ 463,316</i>		
<i>100% Sup Court Judges Salaries</i>		<i>8,157,042</i>	<i>-</i>
<i>Increase Regular Salary Pay to fund 100% of Judges salary</i>	<i>\$ 6,862,154</i>		
<i>Increase Regular Benefit to fund 100% of Judges benefits</i>	<i>1,294,888</i>		
Reallocations		\$ (1,002,177)	\$ -
<i>Reallocation Between Funds</i>		<i>(1,002,177)</i>	<i>-</i>
<i>Increase Allocation Out to Special revenue Fund (259)</i>	<i>\$ (1,101,183)</i>		
<i>Increase Allocation Out to Grant Fund (238) for Titile IV-D IGA with DES</i>	<i>(131,924)</i>		
<i>Increase Allocation Out to Probate Fund (256)</i>	<i>(75,000)</i>		
<i>Reduce Allocation Out to Conciliation Court Fees Fund (257)</i>	<i>305,930</i>		
FY 2011 Recommended Budget		\$ 71,111,106	\$ 1,393,080
<i>Percent Change from Target Amount</i>		<i>13.8%</i>	<i>-41.5%</i>
FY 2011 Tentative Budget		\$ 71,111,106	\$ 1,393,080
<i>Percent Change from Target Amount</i>		<i>13.8%</i>	<i>-41.5%</i>
FY 2011 Adopted Budget		\$ 71,111,106	\$ 1,393,080
<i>Percent Change from Target Amount</i>		<i>13.8%</i>	<i>-41.5%</i>

Superior Court Judicial Enhancement Fund (208)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 433,277	\$ 433,277
FY 2010 Revised Budget	\$ 433,277	\$ 433,277
FY 2011 Budget Target	\$ 433,277	\$ 433,277
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 4,737	\$ -
Employee Health/Dental Premiums	3,936	-
Retirement Contributions	801	-
Base Adjustments	\$ 132,586	\$ -
Other Base Adjustments	132,586	-
Increase Other Services to support court technology	\$ 137,323	
Reduce Other Personnel Services to offset employee compensation and benefits increase	(4,737)	
Fees and Other Revenues	\$ -	\$ 137,323
ProgRevenue Volume Inc/Dec		137,323
Increase revenue based on FY10 Forecast	\$ 137,323	
FY 2011 Recommended Budget	\$ 570,600	\$ 570,600
Percent Change from Target Amount	31.7%	31.7%
FY 2011 Tentative Budget	\$ 570,600	\$ 570,600
Percent Change from Target Amount	31.7%	31.7%
FY 2011 Adopted Budget	\$ 570,600	\$ 570,600
Percent Change from Target Amount	31.7%	31.7%

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 1,125,804	\$ 407,896	\$ 407,896	\$ 571,893	\$ 1,029,293
Sources:					
Clerk of the Superior Court (160)	\$ 1,095,435	\$ 954,840	\$ 954,840	\$ 1,121,022	\$ 1,100,000
Superior Court (800)	580,696	433,277	433,277	573,209	570,600
Operating	\$ 1,676,131	\$ 1,388,117	\$ 1,388,117	\$ 1,694,231	\$ 1,670,600
Total Sources:	\$ 1,676,131	\$ 1,388,117	\$ 1,388,117	\$ 1,694,231	\$ 1,670,600
Uses:					
Clerk of the Superior Court (160)	\$ 717,568	\$ 954,840	\$ 954,840	\$ 706,103	\$ 1,100,000
Superior Court (800)	431,147	433,277	433,277	275,728	570,600
Operating	\$ 1,148,715	\$ 1,388,117	\$ 1,388,117	\$ 981,831	\$ 1,670,600
Clerk of the Superior Court (160)	\$ 571,328	\$ 255,000	\$ 255,000	\$ 255,000	\$ 279,000
Superior Court (800)	510,002				
Non-Recurring	\$ 1,081,330	\$ 255,000	\$ 255,000	\$ 255,000	\$ 279,000
Total Uses:	\$ 2,230,045	\$ 1,643,117	\$ 1,643,117	\$ 1,236,831	\$ 1,949,600
Structural Balance	\$ 527,416	\$ -	\$ -	\$ 712,400	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 571,893	\$ 152,896	\$ 152,896	\$ 1,029,293	\$ 750,293
Total Ending Spendable Fund Balance	\$ 571,893	\$ 152,896	\$ 152,896	\$ 1,029,293	\$ 750,293

Superior Court Grants Fund (238)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,013,724	\$ 2,013,724
FY 2010 Revised Budget	\$ 2,013,724	\$ 2,013,724
FY 2011 Budget Target	\$ 2,013,724	\$ 2,013,724
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 29,714	\$ -
<i>Employee Health/Dental Premiums</i>	25,387	-
<i>Retirement Contributions</i>	4,327	-
Base Adjustments	\$ (29,714)	\$ -
<i>Other Base Adjustments</i>	(29,714)	-
<i>Reduce Legal Services to offset employee compensation and benefits increase</i>	\$ (29,714)	
Grants, Donations and Intergovernmental Agreements		
Grants	\$ -	\$ 131,924
<i>Grant Reconciliation</i>		131,924
<i>Increase revenue for Title IV-D IGA shifting from Special Revenue Fund 259</i>	\$ 131,924	
Reallocations	\$ 131,924	\$ -
<i>Reallocation Between Funds</i>		131,924
<i>Increase expenditure for Title IV-D IGA shifting from Special Revenue Fund 259</i>	\$ 131,924	
FY 2011 Recommended Budget	\$ 2,145,648	\$ 2,145,648
<i>Percent Change from Target Amount</i>	6.6%	6.6%
FY 2011 Tentative Budget	\$ 2,145,648	\$ 2,145,648
<i>Percent Change from Target Amount</i>	6.6%	6.6%
FY 2011 Adopted Budget	\$ 2,145,648	\$ 2,145,648
<i>Percent Change from Target Amount</i>	6.6%	6.6%

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ (10,970)	\$ 25,277	\$ 25,277	\$ (25,995)	\$ (25,995)
Sources:					
Operating	\$ 1,277,170	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648
Total Sources:	\$ 1,277,170	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648
Uses:					
Operating	\$ 1,284,111	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648
Total Uses:	\$ 1,284,111	\$ 2,013,724	\$ 2,013,724	\$ 1,489,527	\$ 2,145,648
Structural Balance	\$ (6,941)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (8,084)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 25,277	\$ 25,277	\$ -	\$ -
Unassigned	(25,995)	-	-	(25,995)	(25,995)
Total Ending Spendable Fund Balance	\$ (25,995)	\$ 25,277	\$ 25,277	\$ (25,995)	\$ (25,995)

Probate Fees Fund (256)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 389,531	\$ 389,531
FY 2010 Revised Budget	\$ 389,531	\$ 389,531
FY 2011 Budget Target	\$ 389,531	\$ 389,531
Adjustments:		
Fees and Other Revenues	\$ -	\$ 75,000
<i>ProgRevenue Volume Inc/Dec</i>	-	75,000
<i>Increase revenue based on FY10 Forecast</i>	\$ 75,000	
Reallocations	\$ 75,000	\$ -
<i>Reallocation Between Funds</i>	75,000	-
<i>Increase Personnel Services Allocation In as a result of increased revenue</i>	\$ 75,000	
FY 2011 Recommended Budget	\$ 464,531	\$ 464,531
<i>Percent Change from Target Amount</i>	19.3%	19.3%
FY 2011 Tentative Budget	\$ 464,531	\$ 464,531
<i>Percent Change from Target Amount</i>	19.3%	19.3%
FY 2011 Adopted Budget	\$ 464,531	\$ 464,531
<i>Percent Change from Target Amount</i>	19.3%	19.3%

Probate Fees Fund (256) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 100,000	\$ -
<i>Other Non-Recurring</i>	100,000	-
<i>One-time funding to offset cost of contract accountants and investigators</i>	\$ 100,000	-
FY 2011 Recommended Budget	\$ 100,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 100,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 100,000	\$ -
<i>Percent Change from Target Amount</i>		

Probate Fees Fund (256) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 388,316	\$ 445,535	\$ 445,535	\$ 470,663	\$ 547,249
Sources:					
Operating	\$ 471,877	\$ 389,531	\$ 389,531	\$ 466,117	\$ 464,531
Total Sources:	\$ 471,877	\$ 389,531	\$ 389,531	\$ 466,117	\$ 464,531
Uses:					
Operating	\$ 389,531	\$ 389,531	\$ 389,531	\$ 389,531	\$ 464,531
Non-Recurring	-	-	-	-	100,000
Total Uses:	\$ 389,531	\$ 389,531	\$ 389,531	\$ 389,531	\$ 564,531
Structural Balance	\$ 82,346	\$ -	\$ -	\$ 76,586	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 470,663	\$ 445,535	\$ 445,535	\$ 547,249	\$ 447,249
Total Ending Spendable Fund Balance	\$ 470,663	\$ 445,535	\$ 445,535	\$ 547,249	\$ 447,249

Conciliation Court Fees Fund (257)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 1,695,930	\$ 1,695,930
FY 2010 Revised Budget	\$ 1,695,930	\$ 1,695,930
FY 2011 Budget Target	\$ 1,695,930	\$ 1,695,930
Adjustments:		
Fees and Other Revenues	\$ -	\$ (305,930)
<i>ProgRevenue Volume Inc/Dec</i>		<i>(305,930)</i>
<i>Reduce revenue based on FY10 Forecast</i>	<i>\$ (305,930)</i>	
Reallocations	\$ (305,930)	\$ -
<i>Reallocation Between Funds</i>		<i>(305,930)</i>
<i>Reduce Personnel Services Allocation In due to decrease in revenue</i>	<i>\$ (305,930)</i>	
FY 2011 Recommended Budget	\$ 1,390,000	\$ 1,390,000
<i>Percent Change from Target Amount</i>	<i>-18.0%</i>	<i>-18.0%</i>
FY 2011 Tentative Budget	\$ 1,390,000	\$ 1,390,000
<i>Percent Change from Target Amount</i>	<i>-18.0%</i>	<i>-18.0%</i>
FY 2011 Adopted Budget	\$ 1,390,000	\$ 1,390,000
<i>Percent Change from Target Amount</i>	<i>-18.0%</i>	<i>-18.0%</i>

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 885,936	\$ 695,581	\$ 695,581	\$ 693,397	\$ 387,127
Sources:					
Operating	\$ 1,567,044	\$ 1,695,930	\$ 1,695,930	\$ 1,389,660	\$ 1,390,000
Total Sources:	\$ 1,567,044	\$ 1,695,930	\$ 1,695,930	\$ 1,389,660	\$ 1,390,000
Uses:					
Operating	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,390,000
Non-Recurring	63,651	-	-	-	-
Total Uses:	\$ 1,759,581	\$ 1,695,930	\$ 1,695,930	\$ 1,695,930	\$ 1,390,000
Structural Balance	\$ (128,886)	\$ -	\$ -	\$ (306,270)	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 693,397	\$ 695,581	\$ 695,581	\$ 387,127	\$ 387,127
Total Ending Spendable Fund Balance	\$ 693,397	\$ 695,581	\$ 695,581	\$ 387,127	\$ 387,127

Superior Court Special Revenue Fund (259)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 6,100,817	\$ 6,100,817
FY 2010 Revised Budget	\$ 6,100,817	\$ 6,100,817
FY 2011 Budget Target	\$ 6,100,817	\$ 6,100,817
Adjustments:		
Base Adjustments	\$ (725,000)	\$ -
<i>Other Base Adjustments</i>	<i>(725,000)</i>	<i>-</i>
<i>Rightsize Other Services</i>	<i>\$ (725,000)</i>	
Fees and Other Revenues	\$ -	\$ 376,183
<i>ProgRevenue Volume Inc/Dec</i>		<i>- 376,183</i>
<i>Increase Other Charges for Service</i>	<i>\$ 390,183</i>	
<i>Increase Interest Earnings</i>	<i>6,000</i>	
<i>Reduce Miscellaneous Revenue</i>	<i>(20,000)</i>	
Reallocations	\$ 1,101,183	\$ -
<i>Reallocation Between Funds</i>		<i>1,101,183 -</i>
<i>Increase Personnel Services Allocation In as a result of revenue increasing and shifting expenditures from Other Services</i>	<i>\$ 1,101,183</i>	
FY 2011 Recommended Budget	\$ 6,477,000	\$ 6,477,000
<i>Percent Change from Target Amount</i>	<i>6.2%</i>	<i>6.2%</i>
FY 2011 Tentative Budget	\$ 6,477,000	\$ 6,477,000
<i>Percent Change from Target Amount</i>	<i>6.2%</i>	<i>6.2%</i>
FY 2011 Adopted Budget	\$ 6,477,000	\$ 6,477,000
<i>Percent Change from Target Amount</i>	<i>6.2%</i>	<i>6.2%</i>

Superior Court Special Revenue Fund (259) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Information and Communications Technology		
<i>Electronic Courtroom PCs</i>	C-80-10-001-2-00	58,000
<i>Court Data Storage Repository</i>	C-80-10-002-2-00	19,300
Technology Projects		\$ 410,900
<i>Electronic Court Equip</i>	C-80-10-004-2-00	101,100
<i>ICIS Enhancements</i>	C-80-10-006-2-00	250,000
<i>Electronic Court Equip 2</i>	C-80-10-008-2-00	59,800
FY 2010 Revised Budget	\$ 488,200	\$ -
Adjustments:		
Information and Communications Technology		
<i>Electronic Courtroom PCs</i>	C-80-10-001-2-00	(58,000)
<i>Court Data Storage Repository</i>	C-80-10-002-2-00	(19,300)
Technology Projects		\$ (410,900)
<i>Electronic Court Equip</i>	C-80-10-004-2-00	(101,100)
<i>ICIS Enhancements</i>	C-80-10-006-2-00	(250,000)
<i>Electronic Court Equip 2</i>	C-80-10-008-2-00	(59,800)
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring		\$ 175,000
<i>Non Recurring Carry Forward</i>		175,000
<i>Onetime funding for consultants for ICIS upgrades</i>	\$ 175,000	
FY 2011 Recommended Budget	\$ 175,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 175,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 175,000	\$ -
<i>Percent Change from Target Amount</i>		

Superior Court Special Revenue Fund (259) (continued)

	Expenditures	Revenue
JURY SYSTEM REWRITE		
FY 2010 Adopted Budget	\$ 384,000	\$ -
FY 2010 Revised Budget	\$ 384,000	\$ -
Adjustments:		
Non Recurring	\$ (384,000)	\$ -
<i>Other Non-Recurring</i>	(384,000)	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 384,000	\$ -
<i>Non Recurring Carry Forward</i>	384,000	-
<i>Other Non-Recurring</i>	-	-
<i>One-time funding for the Jury System Rewrite Project</i>	\$ 384,000	-
FY 2011 Recommended Budget	\$ 384,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 384,000	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 384,000	\$ -
<i>Percent Change from Target Amount</i>		

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 2,829,759	\$ 2,704,718	\$ 2,704,718	\$ 2,577,395	\$ 2,358,138
Sources:					
Operating	\$ 6,730,538	\$ 6,100,817	\$ 6,100,817	\$ 6,477,038	\$ 6,477,000
Total Sources:	\$ 6,730,538	\$ 6,100,817	\$ 6,100,817	\$ 6,477,038	\$ 6,477,000
Uses:					
Operating	\$ 5,680,313	\$ 6,100,817	\$ 6,100,817	\$ 5,867,508	\$ 6,477,000
Non-Recurring	1,302,588	384,000	872,200	828,787	559,000
Total Uses:	\$ 6,982,901	\$ 6,484,817	\$ 6,973,017	\$ 6,696,295	\$ 7,036,000
Structural Balance	\$ 1,050,225	\$ -	\$ -	\$ 609,530	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,577,395	\$ 2,320,718	\$ 1,832,518	\$ 2,358,138	\$ 1,799,138
Total Ending Spendable Fund Balance	\$ 2,577,395	\$ 2,320,718	\$ 1,832,518	\$ 2,358,138	\$ 1,799,138

Law Library Fees Fund (261)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 940,000	\$ 940,000
FY 2010 Revised Budget	\$ 940,000	\$ 940,000
FY 2011 Budget Target	\$ 940,000	\$ 940,000
Adjustments:		
Base Adjustments	\$ 485,000	\$ -
<i>Other Base Adjustments</i>	<i>485,000</i>	<i>-</i>
<i>Increase General Supplies to maintain structural balance</i>	<i>\$ 485,000</i>	
Fees and Other Revenues	\$ -	\$ 485,000
<i>ProgRevenue Volume Inc/Dec</i>		<i>- 485,000</i>
<i>Increase Other Charges for Service based on FY10 Forecast</i>	<i>\$ 513,000</i>	
<i>Reduce Miscellaneous Revenue based on FY10 Forecast</i>	<i>(28,000)</i>	
FY 2011 Recommended Budget	\$ 1,425,000	\$ 1,425,000
<i>Percent Change from Target Amount</i>	<i>51.6%</i>	<i>51.6%</i>
FY 2011 Tentative Budget	\$ 1,425,000	\$ 1,425,000
<i>Percent Change from Target Amount</i>	<i>51.6%</i>	<i>51.6%</i>
FY 2011 Adopted Budget	\$ 1,425,000	\$ 1,425,000
<i>Percent Change from Target Amount</i>	<i>51.6%</i>	<i>51.6%</i>

Law Library Fees Fund (261) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 691,191	\$ 813,656	\$ 813,656	\$ 930,737	\$ 1,414,890
Sources:					
Operating	\$ 1,393,159	\$ 940,000	\$ 940,000	\$ 1,427,124	\$ 1,425,000
Total Sources:	\$ 1,393,159	\$ 940,000	\$ 940,000	\$ 1,427,124	\$ 1,425,000
Uses:					
Operating	\$ 861,938	\$ 940,000	\$ 940,000	\$ 731,491	\$ 1,425,000
Non-Recurring	291,676	-	343,500	211,480	-
Total Uses:	\$ 1,153,614	\$ 940,000	\$ 1,283,500	\$ 942,971	\$ 1,425,000
Structural Balance	\$ 531,221	\$ -	\$ -	\$ 695,633	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 930,737	\$ 813,656	\$ 470,156	\$ 1,414,890	\$ 1,414,890
Total Ending Spendable Fund Balance	\$ 930,737	\$ 813,656	\$ 470,156	\$ 1,414,890	\$ 1,414,890

Superior Court Fill the Gap Fund (264)

		Expenditures	Revenue
OPERATING			
FY 2010 Adopted Budget		\$ 2,010,454	\$ 2,010,454
Adjustments:	Agenda Item:		
Fees and Other Revenues		\$ 194,045	\$ 194,045
<i>FY 10 Court Fill-the-Gap Plan</i>	C-80-10-010-2-00	194,045	194,045
FY 2010 Revised Budget		\$ 2,204,499	\$ 2,204,499
FY 2011 Budget Target		\$ 2,204,499	\$ 2,204,499
Adjustments:			
Employee Compensation and Benefits		\$ 50,537	\$ -
Employee Retirement and Benefits		31,488	-
<i>Employee Health/Dental Premiums</i>		19,049	-
<i>Retirement Contributions</i>			-
Base Adjustments		\$ 74,564	\$ -
<i>Other Base Adjustments</i>		74,564	-
<i>Increase Other Services</i>	\$ 125,101		
<i>Reduce Legal Services to offset employee compensation and benefits</i>	(50,537)		
Fees and Other Revenues		\$ -	\$ 125,101
<i>ProgRevenue Volume Inc/Dec</i>			125,101
<i>Increase Other Charges for Service</i>	\$ 381,351		
<i>Reduce Intergovernmental Charges for Service</i>	(235,850)		
<i>Reduce Interest Earnings</i>	(20,400)		
FY 2011 Recommended Budget		\$ 2,329,600	\$ 2,329,600
<i>Percent Change from Target Amount</i>		5.7%	5.7%
FY 2011 Tentative Budget		\$ 2,329,600	\$ 2,329,600
<i>Percent Change from Target Amount</i>		5.7%	5.7%
FY 2011 Adopted Budget		\$ 2,329,600	\$ 2,329,600
<i>Percent Change from Target Amount</i>		5.7%	5.7%

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 193,048	\$ 228,540	\$ 228,540	\$ 4,071	\$ 533,818
Sources:					
Operating	\$ 1,724,709	\$ 2,010,454	\$ 2,204,499	\$ 2,330,695	\$ 2,329,600
Total Sources:	\$ 1,724,709	\$ 2,010,454	\$ 2,204,499	\$ 2,330,695	\$ 2,329,600
Uses:					
Operating	\$ 1,733,119	\$ 2,010,454	\$ 2,204,499	\$ 1,800,948	\$ 2,329,600
Non-Recurring	180,567	-	-	-	-
Total Uses:	\$ 1,913,686	\$ 2,010,454	\$ 2,204,499	\$ 1,800,948	\$ 2,329,600
Structural Balance	\$ (8,410)	\$ -	\$ -	\$ 529,747	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,071	\$ 228,540	\$ 228,540	\$ 533,818	\$ 533,818
Total Ending Spendable Fund Balance	\$ 4,071	\$ 228,540	\$ 228,540	\$ 533,818	\$ 533,818

Expedited Child Support Fund (271)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 445,580	\$ 445,580
FY 2010 Revised Budget	\$ 445,580	\$ 445,580
FY 2011 Budget Target	\$ 445,580	\$ 445,580
Adjustments:		
Base Adjustments	\$ 139,420	\$ -
<i>Other Base Adjustments</i>	<i>139,420</i>	<i>-</i>
<i>Increase Other Services</i>	<i>\$ 139,420</i>	
Fees and Other Revenues	\$ -	\$ 139,420
<i>ProgRevenue Volume Inc/Dec</i>		<i>- 139,420</i>
<i>Increase Other Charges for Service</i>	<i>\$ 138,220</i>	
<i>Increase Interest Earnings</i>	<i>1,200</i>	
FY 2011 Recommended Budget	\$ 585,000	\$ 585,000
<i>Percent Change from Target Amount</i>	<i>31.3%</i>	<i>31.3%</i>
FY 2011 Tentative Budget	\$ 585,000	\$ 585,000
<i>Percent Change from Target Amount</i>	<i>31.3%</i>	<i>31.3%</i>
FY 2011 Adopted Budget	\$ 585,000	\$ 585,000
<i>Percent Change from Target Amount</i>	<i>31.3%</i>	<i>31.3%</i>
Expenditures Revenue		
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 335,479	\$ -
<i>Other Non-Recurring</i>	<i>335,479</i>	<i>-</i>
<i>One-time increase in Other Services for overages related to Parenting Conferences</i>	<i>\$ 335,479</i>	
FY 2011 Recommended Budget	\$ 335,479	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Tentative Budget	\$ 335,479	\$ -
<i>Percent Change from Target Amount</i>		
FY 2011 Adopted Budget	\$ 335,479	\$ -
<i>Percent Change from Target Amount</i>		

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 478,229	\$ 536,921	\$ 536,921	\$ 625,493	\$ 765,037
Sources:					
Operating	\$ 592,842	\$ 445,580	\$ 445,580	\$ 585,124	\$ 585,000
Total Sources:	\$ 592,842	\$ 445,580	\$ 445,580	\$ 585,124	\$ 585,000
Uses:					
Operating	\$ 445,580	\$ 445,580	\$ 445,580	\$ 445,580	\$ 585,000
Non-Recurring	-	-	-	-	335,479
Total Uses:	\$ 445,580	\$ 445,580	\$ 445,580	\$ 445,580	\$ 920,479
Structural Balance	\$ 147,262	\$ -	\$ -	\$ 139,544	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 625,493	\$ 536,921	\$ 536,921	\$ 765,037	\$ 429,558
Total Ending Spendable Fund Balance	\$ 625,493	\$ 536,921	\$ 536,921	\$ 765,037	\$ 429,558

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 115,921	\$ 115,921
FY 2010 Revised Budget	\$ 115,921	\$ 115,921
FY 2011 Budget Target	\$ 115,921	\$ 115,921
FY 2011 Recommended Budget	\$ 115,921	\$ 115,921
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Tentative Budget	\$ 115,921	\$ 115,921
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Adopted Budget	\$ 115,921	\$ 115,921
Percent Change from Target Amount	0.0%	0.0%

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 142,864	\$ 142,866	\$ 142,866	\$ 141,860	\$ 124,627
Sources:					
Operating	\$ 114,917	\$ 115,921	\$ 115,921	\$ 98,688	\$ 115,921
Total Sources:	\$ 114,917	\$ 115,921	\$ 115,921	\$ 98,688	\$ 115,921
Uses:					
Operating	\$ 115,920	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921
Total Uses:	\$ 115,920	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921
Structural Balance	\$ (1,003)	\$ -	\$ -	\$ (17,233)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 141,860	\$ 142,866	\$ 142,866	\$ 124,627	\$ 124,627
Total Ending Spendable Fund Balance	\$ 141,860	\$ 142,866	\$ 142,866	\$ 124,627	\$ 124,627

Children's Issues Education Fund (281)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 115,007	\$ 115,007
FY 2010 Revised Budget	\$ 115,007	\$ 115,007
FY 2011 Budget Target	\$ 115,007	\$ 115,007
FY 2011 Recommended Budget	\$ 115,007	\$ 115,007
<i>Percent Change from Target Amount</i>	0.0%	0.0%
FY 2011 Tentative Budget	\$ 115,007	\$ 115,007
<i>Percent Change from Target Amount</i>	0.0%	0.0%
FY 2011 Adopted Budget	\$ 115,007	\$ 115,007
<i>Percent Change from Target Amount</i>	0.0%	0.0%

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 281,353	\$ 306,171	\$ 306,171	\$ 300,337	\$ 323,407
Sources:					
Operating	\$ 133,991	\$ 115,007	\$ 115,007	\$ 138,077	\$ 115,007
Total Sources:	\$ 133,991	\$ 115,007	\$ 115,007	\$ 138,077	\$ 115,007
Uses:					
Operating	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007
Total Uses:	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007
Structural Balance	\$ 18,984	\$ -	\$ -	\$ 23,070	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 300,337	\$ 306,171	\$ 306,171	\$ 323,407	\$ 323,407
Total Ending Spendable Fund Balance	\$ 300,337	\$ 306,171	\$ 306,171	\$ 323,407	\$ 323,407

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 190,682	\$ 190,682
FY 2010 Revised Budget	\$ 190,682	\$ 190,682
FY 2011 Budget Target	\$ 190,682	\$ 190,682
FY 2011 Recommended Budget	\$ 190,682	\$ 190,682
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Tentative Budget	\$ 190,682	\$ 190,682
Percent Change from Target Amount	0.0%	0.0%
FY 2011 Adopted Budget	\$ 190,682	\$ 190,682
Percent Change from Target Amount	0.0%	0.0%

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 267,805	\$ 267,807	\$ 267,807	\$ 276,288	\$ 271,728
Sources:					
Operating	\$ 199,169	\$ 190,682	\$ 190,682	\$ 186,122	\$ 190,682
Total Sources:	\$ 199,169	\$ 190,682	\$ 190,682	\$ 186,122	\$ 190,682
Uses:					
Operating	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682
Total Uses:	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682
Structural Balance	\$ 8,487	\$ -	\$ -	\$ (4,560)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 276,288	\$ 267,807	\$ 267,807	\$ 271,728	\$ 271,728
Total Ending Spendable Fund Balance	\$ 276,288	\$ 267,807	\$ 267,807	\$ 271,728	\$ 271,728

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

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
ODIR - EXECUTIVE MANAGEMENT	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
99AS - ADMINISTRATIVE SERVICES	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
TOTAL PROGRAMS	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
USES							
ACCT - AGENCY ACCOUNTING	\$ 107,197	\$ 102,243	\$ 102,243	\$ 124,174	\$ 111,140	\$ (8,897)	-8.7%
TRAC - TREASURER ACCOUNTING	342,968	282,554	282,554	275,473	303,830	(21,276)	-7.5%
43AP - ACCOUNTING	\$ 450,165	\$ 384,797	\$ 384,797	\$ 399,647	\$ 414,970	\$ (30,173)	-7.8%
CLTS - CLIENT SERVICE	\$ 647,600	\$ 654,542	\$ 718,192	\$ 656,109	\$ 649,466	\$ 68,726	9.6%
TXSV - TAX SERVICES	729,229	570,806	604,942	656,980	827,486	(222,544)	-36.8%
43TP - PROPERTY TAX	\$ 1,376,829	\$ 1,225,348	\$ 1,323,134	\$ 1,313,089	\$ 1,476,952	\$ (153,818)	-11.6%
BDGT - BUDGETING	\$ -	\$ -	\$ -	\$ 2,211	\$ -	\$ -	N/A
FSAC - FINANCIAL SERVICES	148,914	139,260	140,499	171,685	146,311	(5,812)	-4.1%
HRAC - HUMAN RESOURCES	62,488	53,193	53,193	51,331	51,715	1,478	2.8%
ODIR - EXECUTIVE MANAGEMENT	780,590	1,047,342	1,171,259	848,106	1,071,431	99,828	8.5%
PROC - PROCUREMENT	52,322	42,243	42,243	19,960	17,826	24,417	57.8%
99AS - ADMINISTRATIVE SERVICES	\$ 1,044,314	\$ 1,282,038	\$ 1,407,194	\$ 1,093,293	\$ 1,287,283	\$ 119,911	8.5%
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 38,558	\$ -	\$ -	\$ 13,320	\$ 2,273	\$ (2,273)	N/A
99GV - GENERAL GOVERNMENT	\$ 38,558	\$ -	\$ -	\$ 13,320	\$ 2,273	\$ (2,273)	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ 435,186	\$ 366,926	\$ 861,836	\$ (426,650)	-98.0%
DACR - DATA CENTER	1	31,032	28,967	40,864	58,411	(29,444)	-101.6%
DESK - DESKTOP SUPPORT	-	-	46,829	34,251	68,385	(21,556)	-46.0%
99IT - INFORMATION TECHNOLOGY	\$ 1	\$ 31,032	\$ 510,982	\$ 442,041	\$ 988,632	\$ (477,650)	-93.5%
TOTAL PROGRAMS	\$ 2,909,867	\$ 2,923,215	\$ 3,626,107	\$ 3,261,390	\$ 4,170,110	\$ (544,003)	-15.0%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	\$ 839	\$ 4,000	\$ 4,000	\$ 1,898	\$ 49,500	\$ 45,500	1137.5%
SUBTOTAL	\$ 839	\$ 4,000	\$ 4,000	\$ 1,898	\$ 49,500	\$ 45,500	1137.5%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
SUBTOTAL	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
ALL REVENUES	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
TOTAL SOURCES	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 2,071,755	\$ 1,895,667	\$ 2,272,220	\$ 2,239,058	\$ 2,711,966	\$ (439,746)	-19.4%
0705 - TEMPORARY PAY	4,293	-	-	59,005	28,301	(28,301)	N/A
0710 - OVERTIME	4,092	6,336	6,336	2,098	6,336	-	0.0%
0750 - FRINGE BENEFITS	698,534	605,162	740,409	723,386	895,124	(154,715)	-20.9%
0790 - OTHER PERSONNEL SERVICES	28,762	8,640	68,189	8,338	20,000	48,189	70.7%
SUBTOTAL	\$ 2,807,436	\$ 2,515,805	\$ 3,087,154	\$ 3,031,885	\$ 3,661,727	\$ (574,573)	-18.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 18,539	\$ 4,861	\$ 18,542	\$ 17,085	\$ 28,000	\$ (9,458)	-51.0%
0803 - FUEL	359	396	360	358	500	(140)	-38.9%
SUBTOTAL	\$ 18,898	\$ 5,257	\$ 18,902	\$ 17,443	\$ 28,500	\$ (9,598)	-50.8%
SERVICES							
0810 - LEGAL SERVICES	\$ (964)	\$ -	\$ 114,500	\$ 79,317	\$ 35,000	\$ 79,500	69.4%
0812 - OTHER SERVICES	(7,943)	321,428	318,296	76,842	163,933	154,363	48.5%
0820 - RENT & OPERATING LEASES	43,838	9,410	7,200	6,229	8,000	(800)	-11.1%
0825 - REPAIRS AND MAINTENANCE	3,195	1,000	34,903	3,445	219,950	(185,047)	-530.2%
0839 - INTERNAL SERVICE CHARGES	4,095	11,677	4,096	5,345	5,000	(904)	-22.1%
0841 - TRAVEL	1,513	495	1,512	9	3,000	(1,488)	-98.4%
0842 - EDUCATION AND TRAINING	753	2,083	-	388	5,000	(5,000)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	38,394	24,296	39,544	29,899	40,000	(456)	-1.2%
0850 - UTILITIES	650	732	-	244	-	-	N/A
SUBTOTAL	\$ 83,531	\$ 371,121	\$ 520,051	\$ 201,718	\$ 479,883	\$ 40,168	7.7%
CAPITAL							
0950 - DEBT SERVICE	\$ 2	\$ 31,032	\$ -	\$ 10,344	\$ -	\$ -	N/A
SUBTOTAL	\$ 2	\$ 31,032	\$ -	\$ 10,344	\$ -	\$ -	N/A
ALL EXPENDITURES	\$ 2,909,867	\$ 2,923,215	\$ 3,626,107	\$ 3,261,390	\$ 4,170,110	\$ (544,003)	-15.0%
TOTAL USES	\$ 2,909,867	\$ 2,923,215	\$ 3,626,107	\$ 3,261,390	\$ 4,170,110	\$ (544,003)	-15.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 839	\$ 4,000	\$ 4,000	\$ 1,898	\$ 49,500	\$ 45,500	1137.5%
FUND TOTAL SOURCES	\$ 839	\$ 4,000	\$ 4,000	\$ 1,898	\$ 49,500	\$ 45,500	1137.5%
741 TAXPAYER INFORMATION OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
FUND TOTAL SOURCES	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
DEPARTMENT TOTAL SOURCES	\$ 839	\$ 308,341	\$ 308,341	\$ 103,330	\$ 353,841	\$ 45,500	14.8%
FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL OPERATING	\$ 2,909,867	\$ 2,618,874	\$ 3,241,766	\$ 3,079,958	\$ 3,865,769	\$ (624,003)	-19.2%
NON-RECURRING	-	-	80,000	80,000	-	80,000	100.0%
FUND TOTAL USES	\$ 2,909,867	\$ 2,618,874	\$ 3,321,766	\$ 3,159,958	\$ 3,865,769	\$ (544,003)	-16.4%
741 TAXPAYER INFORMATION OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
FUND TOTAL USES	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341	\$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	\$ 2,909,867	\$ 2,923,215	\$ 3,546,107	\$ 3,181,390	\$ 4,170,110	\$ (624,003)	-17.6%
DEPARTMENT NON-RECURRING TOTAL USES	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	100.0%
DEPARTMENT TOTAL USES	\$ 2,909,867	\$ 2,923,215	\$ 3,626,107	\$ 3,261,390	\$ 4,170,110	\$ (544,003)	-15.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
ACCOUNTING							
AGENCY ACCOUNTING	1.19	1.19	1.19	1.29	1.29	0.10	8.4%
TREASURER ACCOUNTING	5.79	4.79	4.79	4.59	4.59	(0.20)	-4.2%
PROGRAM TOTAL	6.98	5.98	5.98	5.88	5.88	(0.10)	-1.7%
ADMINISTRATIVE SERVICES							
BUDGETING	-	-	-	0.10	-	-	0.0%
EXECUTIVE MANAGEMENT	8.37	8.87	8.87	7.72	7.82	(1.05)	-11.8%
FINANCIAL SERVICES	1.50	1.50	1.50	1.10	1.10	(0.40)	-26.7%
HUMAN RESOURCES	1.20	0.95	0.95	0.90	0.90	(0.05)	-5.3%
PROCUREMENT	0.95	0.70	0.70	0.30	0.30	(0.40)	-57.1%
PROGRAM TOTAL	12.02	12.02	12.02	10.12	10.12	(1.90)	-15.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	-	-	10.00	9.00	9.00	N/A
DATA CENTER	-	-	-	1.00	1.00	1.00	N/A
DESKTOP SUPPORT	-	-	-	1.00	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	12.00	11.00	11.00	N/A
PROPERTY TAX							
CLIENT SERVICE	16.00	13.00	13.00	11.00	11.00	(2.00)	-15.4%
TAX SERVICES	12.00	10.00	10.00	11.00	11.00	1.00	10.0%
PROGRAM TOTAL	28.00	23.00	23.00	22.00	22.00	(1.00)	-4.3%
DEPARTMENT TOTAL	47.00	41.00	41.00	50.00	49.00	8.00	19.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009 ADOPTED	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV TO ADPT VAR	%
Accountant	1.00	-	-	-	-	-	N/A
Accounting Specialist	6.00	5.00	5.00	5.00	5.00	-	0.0%
Admin & Operations Mgr	-	(1.00)	(1.00)	-	-	1.00	-100.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	-	-	-	1.00	1.00	1.00	N/A
Business/Systems Analyst	-	-	-	1.00	1.00	1.00	N/A
Business/Systems Analyst-Sr/Ld	-	-	-	1.00	1.00	1.00	N/A
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	-	-	-	1.00	1.00	1.00	N/A
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Financial Manager - County	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Financial Supervisor - County	-	1.00	1.00	-	-	(1.00)	-100.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	-	-	-	1.00	1.00	1.00	N/A
Legal Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	12.00	11.00	11.00	8.00	8.00	(3.00)	-27.3%
Office Assistant Specialized	10.00	8.00	8.00	7.00	7.00	(1.00)	-12.5%
Operations/Program Manager	-	1.00	1.00	2.00	2.00	1.00	100.0%
PC/LAN Analyst	-	-	-	1.00	1.00	1.00	N/A
PC/LAN Tech Support	-	-	-	1.00	1.00	1.00	N/A
Programmer/Analyst	-	-	-	2.00	1.00	1.00	N/A
Programmer/Analyst - Sr/Ld	-	-	-	3.00	3.00	3.00	N/A
Department Total	47.00	41.00	41.00	50.00	49.00	8.00	19.5%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	47.00	41.00	41.00	50.00	49.00	8.00	19.5%
DEPARTMENT TOTAL	47.00	41.00	41.00	50.00	49.00	8.00	19.5%

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage and employer costs for retirement/long-term disability are increasing a total of \$63,826 for FY 2010-11. The Department will absorb these increased costs in the General Fund by decreasing repair and maintenance costs and right-sizing general supplies.

Data Sales: The Department receives many inquiries from the public related to tax lien information or tax levy and collection information. Some of this information is sold in standard reports with uniform costs. Other information, that is customized to the individual's request, has fees that are based on the resources that are needed to complete the project. In the past, the Department has credited these revenues by off-setting the expenditures. Beginning in FY 2010-11, the Department will be recording the proceeds from the data sales in the revenue budget, resulting in a net-zero change of \$45,500 in revenues and expenditures. This will also prevent a negative expenditure amount throughout the year in the expenditure budget.

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 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Month-end Closings - Percent of 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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Month-end Closings - Percent of time month-end balance/close by due date	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of dollars actually apportioned	4,064,127,400	3,600,000,000	4,229,000,000	629,000,000	17.5%
Output	Number of days to balance or close month-end	8	8	8	-	0.0%
Demand	Number of apportionment dollars anticipated	4,064,127,400	3,600,000,000	4,229,000,000	629,000,000	17.5%
Demand	Number of days anticipated to balance or close month-end (historical)	8	8	8	-	0.0%
Efficiency	Expenditure per dollar apportioned	\$ 0.000026	\$ 0.000028	\$ 0.000026	\$ 0.000002	6.1%
Efficiency	Expenditure per days to balance or close month-end	\$ 13,399.63	\$ 51,121.50	\$ 13,892.50	\$ 37,229.00	72.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 107,197	\$ 102,243	\$ 111,140	\$ (8,897)	-8.7%
	TOTAL USES	\$ 107,197	\$ 102,243	\$ 111,140	\$ (8,897)	-8.7%

Activity Narrative: The Agency Accounting Activity is anticipating an increase in the dollars apportioned in FY 2010-11, requiring a small increase in resources to accommodate the demand increase.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Output	Number of Treasurer's Journal Entries created	2,430	1,774	2,600	826	46.6%
Output	Number of Cash Receipts Processed	10,905	10,226	11,100	874	8.5%
Demand	Number of Treasurer's Journal Entries expected (historical)	2,430	1,774	2,600	826	46.6%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	10,905	10,226	11,100	874	8.5%
Efficiency	Expenditure per Treasurer's Journal Entries	\$ 141.14	\$ 159.28	\$ 116.86	\$ 42.42	26.6%
Efficiency	Expenditure per Number of Cash Receipts Processed	\$ 31.45	\$ 38.26	\$ 27.37	\$ 10.89	28.5%
<i>Expenditure</i>						
	100 - GENERAL	\$ 342,968	\$ 282,554	\$ 303,830	\$ (21,276)	-7.5%
	TOTAL USES	\$ 342,968	\$ 282,554	\$ 303,830	\$ (21,276)	-7.5%

Activity Narrative: The number of journal entries and cash receipts processed in FY 2010-11 is anticipated to increase, requiring a small increase in resources to accommodate the demand increase. However, the Department will be able to accommodate the increase in demand within their current resources which results in a decreasing cost per transaction.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Payments Posted - Percent of Levy collected	99.0%	99.0%	99.0%	0.0%	0.0%
Percentage of levy collected by LockBox (LB) facility	39.1%	39.1%	39.1%	0.0%	0.0%
Percent of Tax Bills Correctly Mailed	96.4%	96.4%	100.0%	3.6%	3.7%

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	ADPT %
Result	Percentage of levy collected by LockBox (LB) facility	39.1%	39.1%	39.1%	0.0%	0.0%
Result	Payments Posted - Percent of Levy collected	99.0%	99.0%	99.0%	0.0%	0.0%
Output	Number of LockBox payments posted	850,000	850,000	750,000	(100,000)	-11.8%
Output	Amount of levy collected	458,857,376	458,857,376	4,064,128,000	3,605,270,624	785.7%
Output	Number of tax payments posted	2,686,806	2,686,806	2,783,536	96,730	3.6%
Demand	Number of payments anticipated (parcels x 2)	1,582,572	1,582,572	2,800,000	1,217,428	76.9%
Demand	Number of LockBox payments anticipated (historical)	820,000	820,000	750,000	(70,000)	-8.5%
Efficiency	Expenditure per Number of tax payments posted	\$ 0.34	\$ 0.34	\$ 0.23	\$ 0.11	31.4%
Efficiency	Expenditure per Number of LockBox payments posted	\$ 1.07	\$ 1.07	\$ 0.87	\$ 0.20	19.1%
<i>Expenditure</i>						
	100 - GENERAL	\$ 647,600	\$ 718,192	\$ 649,466	\$ 68,726	9.6%
	TOTAL USES	\$ 647,600	\$ 718,192	\$ 649,466	\$ 68,726	9.6%

Activity Narrative: The Client Services Activity is anticipating a reduction in the amount of the levy collected in FY 2010-11; consequently, expenditures are projected to decrease and efficiencies are expected to improve.

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 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Tax Bills Correctly Mailed	100.0%	96.4%	100.0%	3.6%	3.7%
Output	Number of Back Tax Liens Sold at Sale	22,354	15,972	22,352	6,380	39.9%
Output	Amount of Back Tax	39,884,090	39,884,088	39,884,088	-	0.0%
Demand	Number of Total Taxable Parcels in County	1,675,526	1,590,000	1,690,000	100,000	6.3%
Demand	Number of Parcels with Delinquent Back Tax	22,354	25,798	29,668	3,870	15.0%
Efficiency	Expenditure per Number of Tax Bills Correctly Mailed	\$ 0.48	\$ 0.38	\$ 0.55	\$ (0.17)	-44.8%
Efficiency	Expenditure per Number of Back Tax Liens Sold @ Sale	\$ 32.62	\$ 32.19	\$ 37.02	\$ (4.83)	-15.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 729,229	\$ 604,942	\$ 827,486	\$ (222,544)	-36.8%
	TOTAL USES	\$ 729,229	\$ 604,942	\$ 827,486	\$ (222,544)	-36.8%

Activity Narrative: The number of taxable parcels and delinquent tax bills are both expected to increase in FY 2010-11. This will cause an increase in the expenditure budget for the Activity of Tax Services as additional resources are utilized on this effort.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 2,618,874	\$ 4,000
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments	\$ 622,892	\$ -
<i>Treasurer Settlement</i>	622,892	-
Agenda Item:		
C-06-10-203-S-02		
FY 2010 Revised Budget	\$ 3,241,766	\$ 4,000
Adjustments:		
Base Adjustments	\$ 45,500	\$ 45,500
<i>Other Base Adjustments</i>	45,500	45,500
Budget Balancing	\$ (12,401)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	(12,401)	-
Supplemental Funding		
Mid-Year Adjustments	\$ 536,581	\$ -
<i>Treasurer Settlement</i>	536,581	-
Agenda Item:		
C-49-10-032-M-00		
C-06-10-203-S-02		
FY 2011 Budget Target	\$ 3,811,446	\$ 49,500
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 63,826	\$ -
<i>Employee Health/Dental Premiums</i>	56,448	-
<i>Retirement Contributions</i>	7,378	-
Base Adjustments	\$ (63,826)	\$ -
<i>Other Reductions</i>	(63,826)	-
FY 2011 Tentative Budget	\$ 3,811,446	\$ 49,500
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>
Adjustments:		
Base Adjustments	\$ 54,323	\$ -
<i>Personnel Savings</i>	54,323	-
FY 2011 Adopted Budget	\$ 3,865,769	\$ 49,500
<i>Percent Change from Target Amount</i>	<i>1.4%</i>	<i>0.0%</i>

General Fund (100) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments		
<i>Treasurer Settlement</i>	\$ 80,000	\$ -
	<i>80,000</i>	<i>-</i>
Agenda Item:		
<i>C-06-10-203-S-02</i>		
FY 2010 Revised Budget	\$ 80,000	\$ -
Adjustments:		
Supplemental Funding		
Mid-Year Adjustments		
<i>Treasurer Settlement</i>	\$ (80,000)	\$ -
	<i>(80,000)</i>	<i>-</i>
Agenda Item:		
<i>C-06-10-203-S-02</i>		
FY 2011 Budget Target	\$ -	\$ -
FY 2011 Adopted Budget	\$ -	\$ -
<i>Percent Change from Target Amount</i>		<i>N/A</i>

Taxpayer Information Fund (741)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 304,341	\$ 304,341
FY 2010 Revised Budget	\$ 304,341	\$ 304,341
FY 2011 Budget Target	\$ 304,341	\$ 304,341
FY 2011 Adopted Budget	\$ 304,341	\$ 304,341
<i>Percent Change from Target Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 599,858	\$ 387,878	\$ 387,878	\$ 223,360	\$ 223,360
Sources:					
Operating	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341
Total Sources:	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341
Uses:					
Operating	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341
Total Uses:	\$ -	\$ 304,341	\$ 304,341	\$ 101,432	\$ 304,341
Accounting Adjustments	\$ (376,498)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 223,360	\$ 387,878	\$ 387,878	\$ 223,360	\$ 223,360
Total Ending Spendable Fund Balance	\$ 223,360	\$ 387,878	\$ 387,878	\$ 223,360	\$ 223,360

Workforce Management and Development

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Mission

The mission of Workforce Management and Development is to provide policy-based enterprise services to facilitate the recruitment, development and retention of employees for Maricopa County government so they can maintain a qualified, professional, and diverse workforce.

Vision

County employees- from hire to retire...thriving in a culture that supports wellness, professional development, and productivity.

Strategic Goals

- **By December, 2012, at least 88% of classified new hires will successfully complete their initial probationary period.**

Status: In FY 2009-10, 89.57% of those hired during the year were still employed by the County.

- **By July 1, 2015, decrease risk factors (as determined in Biometric Screening results) in the active employee population by 5% so that employees improve their health.**

Status: A new wellness program has been developed and communicated to County management to promote participation in the programs. The results of the Biometric screenings will be reviewed in the spring to determine the level of improvement.

- **By July 1, 2015, increase enrollment in consumer-driven products (HRA, HAS, FSA) by 10% so employees learn to use services appropriately at the lowest level of care.**

Status: The Department developed a new marketing campaign for the Health Savings Account/Choice Fund medical benefit option. In FY 2009-10, enrollment in that plan increased 102% from the end of FY 2008-09.

- **By July 1, 2015, premium rates for medical plans for active employees will be 3% below national medical trend to keep premium rates as low as possible for employees.**

Status: FY 2010-11 rates were established based on an 8% trend rate. National trend has been quoted between 9.5 and 12% for 2010.

- **By July, 2016, 15 new training programs will be provided.**

Status: Since December 2009, 4 new training programs have been offered.

- By July, 2016, 97% of County agencies will indicate they are satisfied or very satisfied with the service provided by the Employment Services Division, as indicated by the internal customer satisfaction survey.

Status: The most recent survey specific to Employment Services was completed in 2008, where it was indicated that 93% of customers were satisfied with the division's services.

- By June 2013, 100% of WM&D policies and procedures will be revised and updated to reflect all relevant statutory changes in state and federal laws in effect as of December 30, 2011.

Status: WM&D is responsible for reviewing and updating 22 Human Resources policies, the Employee Leave Plan and the Employee Merit System Rules as necessary. During this period, HR 2403 Reductions in Force, Employee Merit Rule 12 and the Employee Leave Plan were rewritten. Currently, HR 2401 – Informal/Formal Discipline, HR 2402 – Predisciplinary Action Hearing and HR 2430 Educational Assistance (Tuition Reimbursement) are under review for revision. WM&D is on schedule and should have all 22 policies reviewed by the due date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
SOURCES							
MERT - MERIT COMMISSION	\$ -	\$ 6,000	\$ 6,000	\$ 2,000	\$ 190	\$ (5,810)	-96.8%
31ED - WORKFORCE MANAGEMENT	\$ -	\$ 6,000	\$ 6,000	\$ 2,000	\$ 190	\$ (5,810)	-96.8%
PAYR - PAYROLL	\$ 50,921	\$ 50,100	\$ 50,100	\$ 52,938	\$ 50,700	\$ 600	1.2%
RECD - RECORDS MANAGEMENT	386	400	400	5,158	9,200	8,800	2200.0%
31PR - PAYROLL AND RECORDS MGMT	\$ 51,307	\$ 50,500	\$ 50,500	\$ 58,096	\$ 59,900	\$ 9,400	18.6%
EMPA - EMPLOYEE ASSISTANCE	\$ -	\$ -	\$ -	\$ -	\$ 196,253	\$ 196,253	N/A
ERGO - ERGONOMICS	347,310	259,291	259,291	-	260,615	1,324	0.5%
STDD - ABSENCE MANAGEMENT	3,960,707	3,718,488	3,709,347	3,423,934	-	(3,709,347)	-100.0%
WBEG - EMPLOYEE WELLNESS	1,643,150	2,083,172	1,175,908	1,047,286	1,092,998	(82,910)	-7.1%
35EP - EMPLOYEE PROGRAMS	\$ 5,951,167	\$ 6,060,951	\$ 5,144,546	\$ 4,471,220	\$ 1,549,866	\$ (3,594,680)	-69.9%
SFBH - MENTAL HEALTH	\$ 2,592,281	\$ 2,647,140	\$ 2,654,876	\$ 2,855,126	\$ 4,536,120	\$ 1,881,244	70.9%
SFMD - MEDICAL	84,800,058	86,260,648	87,014,223	85,180,909	98,666,655	11,652,432	13.4%
SFRX - PHARMACY	16,422,235	16,362,894	15,438,459	15,960,062	15,335,858	(102,601)	-0.7%
SIDE - DENTAL	9,016,388	9,400,914	9,591,671	9,464,182	9,573,169	(18,502)	-0.2%
STDS - SHORT TERM DISABILITY	-	-	-	-	3,414,582	3,414,582	N/A
VISN - VISION	1,368,195	1,327,669	1,363,032	1,323,174	1,478,751	115,719	8.5%
35HB - HEALTH BENEFITS	\$ 114,199,157	\$ 115,999,265	\$ 116,062,261	\$ 114,783,453	\$ 133,005,135	\$ 16,942,874	14.6%
FIBP - LIFE INSURANCE	\$ 4,918,206	\$ 5,241,779	\$ 5,878,656	\$ 4,948,923	\$ 5,544,255	\$ (334,401)	-5.7%
FSAA - FLEXIBLE SPENDING ACCOUNT	2,960,625	2,904,791	3,065,813	3,390,564	2,990,195	(75,618)	-2.5%
OTHR - OTHER BENEFITS	257,136	256,284	292,761	285,115	306,930	14,169	4.8%
35VB - VOLUNTARY BENEFITS PROGRAMS	\$ 8,135,967	\$ 8,402,854	\$ 9,237,230	\$ 8,624,602	\$ 8,841,380	\$ (395,850)	-4.3%
BDGT - BUDGETING	\$ 108,052	\$ 35,304	\$ 35,304	\$ -	\$ 57,904	\$ 22,600	64.0%
FSAC - FINANCIAL SERVICES	605,917	317,749	317,749	16,201	396,142	78,393	24.7%
HRAC - HUMAN RESOURCES	73,322	19,063	19,063	-	-	(19,063)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	582,709	381,970	381,970	110,454	33,205	(348,765)	-91.3%
PROC - PROCUREMENT	-	5,451	5,451	-	22,927	17,476	320.6%
99AS - ADMINISTRATIVE SERVICES	\$ 1,370,000	\$ 759,537	\$ 759,537	\$ 126,655	\$ 510,178	\$ (249,359)	-32.8%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ (4)	\$ -	\$ -	\$ 4	-100.0%
GGOV - GENERAL GOVERNMENT	1,354,259	-	19,033	385,221	-	(19,033)	-100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	-	4,867	4,867	N/A
POOL - POOLED COSTS	5,624	-	4	-	-	(4)	-100.0%
99GV - GENERAL GOVERNMENT	\$ 1,359,883	\$ -	\$ 19,033	\$ 385,221	\$ 4,867	\$ (14,166)	-74.4%
TOTAL PROGRAMS	\$ 131,067,481	\$ 131,279,107	\$ 131,279,107	\$ 128,451,247	\$ 143,971,516	\$ 12,692,409	9.7%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
USES							
DEPT - WMD DEPARTMENT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 42,275	\$ (42,275)	N/A
EREL - EMPLOYEE RELATIONS	327,093	417,197	417,197	474,391	504,104	(86,907)	-20.8%
MERT - MERIT COMMISSION	117,945	90,739	90,739	106,155	119,006	(28,267)	-31.2%
STDV - STAFF DEVELOPMENT	182,579	313,287	313,287	304,759	235,749	77,538	24.7%
31ED - WORKFORCE MANAGEMENT	\$ 627,617	\$ 821,223	\$ 821,223	\$ 885,305	\$ 901,134	\$ (79,911)	-9.7%
RECR - RECRUITING AND STAFFING	\$ 689,000	\$ 778,464	\$ 778,464	\$ 630,682	\$ 587,470	\$ 190,994	24.5%
WFPL - WORKFORCE PLANNING	-	-	-	-	43,835	(43,835)	N/A
31ES - EMPLOYMENT SERVICES	\$ 689,000	\$ 778,464	\$ 778,464	\$ 630,682	\$ 631,305	\$ 147,159	18.9%
PAYR - PAYROLL	\$ 497,649	\$ 496,082	\$ 496,082	\$ 540,082	\$ 585,030	\$ (88,948)	-17.9%
RECD - RECORDS MANAGEMENT	362,372	381,327	381,327	359,537	396,209	(14,882)	-3.9%
31PR - PAYROLL AND RECORDS MGMT	\$ 860,021	\$ 877,409	\$ 877,409	\$ 899,619	\$ 981,239	\$ (103,830)	-11.8%
EMPA - EMPLOYEE ASSISTANCE	\$ -	\$ -	\$ -	\$ -	\$ 196,253	\$ (196,253)	N/A
ERGO - ERGONOMICS	376,569	259,291	259,291	253,780	260,615	(1,324)	-0.5%
STDD - ABSENCE MANAGEMENT	2,072,110	3,718,488	3,665,926	2,181,210	-	3,665,926	100.0%
WBEG - EMPLOYEE WELLNESS	709,892	1,330,892	1,208,517	1,011,246	1,092,998	115,519	9.6%
35EP - EMPLOYEE PROGRAMS	\$ 3,158,571	\$ 5,308,671	\$ 5,133,734	\$ 3,446,236	\$ 1,549,866	\$ 3,583,868	69.8%
SFBH - MENTAL HEALTH	\$ 1,842,328	\$ 5,095,568	\$ 4,323,706	\$ 2,572,991	\$ 4,536,120	\$ (212,414)	-4.9%
SFMD - MEDICAL	86,703,413	96,607,886	95,561,566	92,136,300	100,191,655	(4,630,089)	-4.8%
SFRX - PHARMACY	14,441,587	16,411,796	15,502,196	14,058,686	15,335,858	166,338	1.1%
SIDE - DENTAL	8,501,407	9,562,770	9,671,886	9,281,535	9,573,169	98,717	1.0%
STDS - SHORT TERM DISABILITY	-	-	-	-	3,414,582	(3,414,582)	N/A
VISN - VISION	1,375,286	1,388,063	1,612,216	1,432,831	1,478,751	133,465	8.3%
35HB - HEALTH BENEFITS	\$ 112,864,021	\$ 129,066,083	\$ 126,671,570	\$ 119,482,343	\$ 134,530,135	\$ (7,858,565)	-6.2%
FIBP - LIFE INSURANCE	\$ 4,897,689	\$ 5,241,779	\$ 6,085,148	\$ 4,931,380	\$ 5,544,255	\$ 540,893	8.9%
FSAA - FLEXIBLE SPENDING ACCOUNT	2,839,730	2,904,791	3,568,989	3,381,838	2,990,195	578,794	16.2%
OTHR - OTHER BENEFITS	257,361	256,284	292,761	285,115	306,930	(14,169)	-4.8%
35VB - VOLUNTARY BENEFITS PROGRAMS	\$ 7,994,780	\$ 8,402,854	\$ 9,946,898	\$ 8,598,333	\$ 8,841,380	\$ 1,105,518	11.1%
COMM - COMMUTE OPTIONS	\$ (9)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
71CT - COMMUTE OPTIONS	\$ (9)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
BDGT - BUDGETING	\$ 103,700	\$ 79,491	\$ 79,491	\$ 95,351	\$ 97,045	\$ (17,554)	-22.1%
FSAC - FINANCIAL SERVICES	551,716	358,653	324,731	388,234	438,073	(113,342)	-34.9%
HRAC - HUMAN RESOURCES	1,813,899	46,175	27,112	49,245	40,259	(13,147)	-48.5%
ODIR - EXECUTIVE MANAGEMENT	1,689,088	812,816	1,896,654	626,784	412,983	1,483,671	78.2%
PROC - PROCUREMENT	27,600	30,437	24,986	20,470	42,448	(17,462)	-69.9%
99AS - ADMINISTRATIVE SERVICES	\$ 4,186,003	\$ 1,327,572	\$ 2,352,974	\$ 1,180,084	\$ 1,030,808	\$ 1,322,166	56.2%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 172,936	\$ (4)	\$ (4)	\$ -	\$ -	\$ (4)	100.0%
GGOV - GENERAL GOVERNMENT	-	19,033	19,033	19,033	-	19,033	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	17,004	4,011	4,011	4,008	14,399	(10,388)	-259.0%
POOL - POOLED COSTS	(10,870)	4	8	-	-	8	100.0%
99GV - GENERAL GOVERNMENT	\$ 179,070	\$ 23,044	\$ 23,048	\$ 23,041	\$ 14,399	\$ 8,649	37.5%
TOTAL PROGRAMS	\$ 130,559,074	\$ 146,605,320	\$ 146,605,320	\$ 135,145,643	\$ 148,480,266	\$ (1,874,946)	-1.3%

Sources and Uses by Category

CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 1,623,931	\$ 1,993,523	\$ 1,773,400	\$ 1,594,047	\$ 1,728,066	\$ (45,334)	-2.6%
0635 - OTHER CHARGES FOR SERVICES	29,032,053	31,341,957	31,562,080	30,732,916	33,051,239	1,489,159	4.7%
0636 - INTERNAL SERVICE CHARGES	99,002,449	97,943,127	97,943,127	95,550,336	109,182,121	11,238,994	11.5%
SUBTOTAL	\$ 129,658,433	\$ 131,278,607	\$ 131,278,607	\$ 127,877,299	\$ 143,961,426	\$ 12,682,819	9.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	\$ 1,354,259	\$ -	\$ -	\$ 385,221	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	54,789	500	500	188,727	10,090	9,590	1918.0%
SUBTOTAL	\$ 1,409,048	\$ 500	\$ 500	\$ 573,948	\$ 10,090	\$ 9,590	1918.0%
ALL REVENUES	\$ 131,067,481	\$ 131,279,107	\$ 131,279,107	\$ 128,451,247	\$ 143,971,516	\$ 12,692,409	9.7%
TOTAL SOURCES	\$ 131,067,481	\$ 131,279,107	\$ 131,279,107	\$ 128,451,247	\$ 143,971,516	\$ 12,692,409	9.7%
CATEGORY	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	\$ 3,594,110	\$ 3,761,069	\$ 3,660,156	\$ 3,186,877	\$ 3,342,896	\$ 317,260	8.7%
0710 - OVERTIME	4,287	-	-	208	-	-	N/A
0750 - FRINGE BENEFITS	1,118,354	1,176,905	1,138,845	1,004,538	1,169,372	(30,527)	-2.7%
0790 - OTHER PERSONNEL SERVICES	56,027	-	-	132,429	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(942,399)	(1,094,911)	(1,412,925)	(915,232)	(1,326,480)	(86,445)	6.1%
0796 - PERSONNEL SERVICES ALLOC-IN	1,134,224	992,069	1,310,084	1,023,604	1,208,024	102,060	7.8%
SUBTOTAL	\$ 4,964,603	\$ 4,835,132	\$ 4,696,160	\$ 4,432,424	\$ 4,393,812	\$ 302,348	6.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	\$ 48,390	\$ 76,468	\$ 76,468	\$ 59,379	\$ 61,559	\$ 14,909	19.5%
0803 - FUEL	1,216	2,060	2,060	7,603	2,400	(340)	-16.5%
0804 - NON-CAPITAL EQUIPMENT	15,407	6,200	6,200	313	5,000	1,200	19.4%
SUBTOTAL	\$ 65,013	\$ 84,728	\$ 84,728	\$ 67,297	\$ 68,959	\$ 15,769	18.6%
SERVICES							
0810 - LEGAL SERVICES	\$ 165,005	\$ 50,000	\$ 50,000	\$ 67,513	\$ 77,000	\$ (27,000)	-54.0%
0811 - HEALTH CARE SERVICES	113,497,565	128,364,902	126,380,480	118,432,921	131,136,018	(4,755,538)	-3.8%
0812 - OTHER SERVICES	11,617,267	12,813,603	14,933,184	11,324,148	12,326,877	2,606,307	17.5%
0820 - RENT & OPERATING LEASES	8,118	30,296	30,296	14,829	23,647	6,649	21.9%
0825 - REPAIRS AND MAINTENANCE	(3,575)	18,350	18,350	13,176	23,620	(5,270)	-28.7%
0839 - INTERNAL SERVICE CHARGES	24,221	22,224	22,224	35,451	22,575	(351)	-1.6%
0841 - TRAVEL	4,745	3,872	3,872	1,947	2,300	1,572	40.6%
0842 - EDUCATION AND TRAINING	8,385	24,017	24,017	7,905	16,500	7,517	31.3%
0843 - POSTAGE/FREIGHT/SHIPPING	8,502	38,600	38,600	35,484	17,242	21,358	55.3%
0850 - UTILITIES	-	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(250,360)	(1,051,138)	(1,030,268)	(1,315,497)	(1,064,846)	34,578	-3.4%
0873 - SERVICES-ALLOCATION IN	250,355	1,051,137	1,034,080	1,207,838	1,064,846	(30,766)	-3.0%
SUBTOTAL	\$ 125,330,228	\$ 141,365,863	\$ 141,504,835	\$ 129,825,715	\$ 143,645,779	\$ (2,140,944)	-1.5%
CAPITAL							
0950 - DEBT SERVICE	26,289	23,741	23,741	23,451	4,051	19,690	82.9%
SUBTOTAL	\$ 26,289	\$ 23,741	\$ 23,741	\$ 23,451	\$ 4,051	\$ 19,690	82.9%
ALL EXPENDITURES	\$ 130,386,138	\$ 146,309,464	\$ 146,309,464	\$ 134,849,787	\$ 148,112,601	\$ (1,803,137)	-1.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	\$ 172,936	\$ 295,856	\$ 295,856	\$ 295,856	\$ 367,665	\$ (71,809)	-24.3%
ALL OTHER FINANCING USES	\$ 172,936	\$ 295,856	\$ 295,856	\$ 295,856	\$ 367,665	\$ (71,809)	-24.3%
TOTAL USES	\$ 130,559,074	\$ 146,605,320	\$ 146,605,320	\$ 135,145,643	\$ 148,480,266	\$ (1,874,946)	-1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 51,307	\$ 56,500	\$ 56,500	\$ 60,096	\$ 60,090	\$ 3,590	6.4%
FUND TOTAL SOURCES	\$ 51,307	\$ 56,500	\$ 56,500	\$ 60,096	\$ 60,090	\$ 3,590	6.4%
601 CMG HIGH OPTION							
OPERATING	\$ 34,393,261	\$ 34,499,958	\$ 34,985,267	\$ 34,314,582	\$ 38,769,529	\$ 3,784,262	10.8%
FUND TOTAL SOURCES	\$ 34,393,261	\$ 34,499,958	\$ 34,985,267	\$ 34,314,582	\$ 38,769,529	\$ 3,784,262	10.8%
602 CMG LOW OPTION							
OPERATING	\$ 1,214,570	\$ 1,230,506	\$ 1,235,309	\$ 1,148,982	\$ 1,204,451	\$ (30,858)	-2.5%
FUND TOTAL SOURCES	\$ 1,214,570	\$ 1,230,506	\$ 1,235,309	\$ 1,148,982	\$ 1,204,451	\$ (30,858)	-2.5%
603 OAP IN							
OPERATING	\$ 16,988,830	\$ 17,737,642	\$ 17,672,410	\$ 15,863,832	\$ 18,246,010	\$ 573,600	3.2%
FUND TOTAL SOURCES	\$ 16,988,830	\$ 17,737,642	\$ 17,672,410	\$ 15,863,832	\$ 18,246,010	\$ 573,600	3.2%
604 OAP HIGH OPTION							
OPERATING	\$ 28,644,800	\$ 28,880,575	\$ 29,177,248	\$ 28,414,631	\$ 29,035,684	\$ (141,564)	-0.5%
FUND TOTAL SOURCES	\$ 28,644,800	\$ 28,880,575	\$ 29,177,248	\$ 28,414,631	\$ 29,035,684	\$ (141,564)	-0.5%
605 OAP LOW OPTION							
OPERATING	\$ 1,832,339	\$ 1,886,671	\$ 1,893,892	\$ 2,076,422	\$ 2,119,315	\$ 225,423	11.9%
FUND TOTAL SOURCES	\$ 1,832,339	\$ 1,886,671	\$ 1,893,892	\$ 2,076,422	\$ 2,119,315	\$ 225,423	11.9%
606 CHOICE FUND H.S.A.							
OPERATING	\$ 717,417	\$ 719,447	\$ 731,334	\$ 1,592,060	\$ 5,480,061	\$ 4,748,727	649.3%
FUND TOTAL SOURCES	\$ 717,417	\$ 719,447	\$ 731,334	\$ 1,592,060	\$ 5,480,061	\$ 4,748,727	649.3%
607 FI DENTAL PPO							
OPERATING	\$ 5,245,288	\$ 5,468,592	\$ 5,581,814	\$ 5,487,693	\$ 5,502,303	\$ (79,511)	-1.4%
FUND TOTAL SOURCES	\$ 5,245,288	\$ 5,468,592	\$ 5,581,814	\$ 5,487,693	\$ 5,502,303	\$ (79,511)	-1.4%
608 COINSURANCE							
OPERATING	\$ 14,255,956	\$ 13,683,010	\$ 12,782,934	\$ 13,219,399	\$ 13,041,846	\$ 258,912	2.0%
FUND TOTAL SOURCES	\$ 14,255,956	\$ 13,683,010	\$ 12,782,934	\$ 13,219,399	\$ 13,041,846	\$ 258,912	2.0%
609 CONSUMER CHOICE							
OPERATING	\$ 2,410,852	\$ 2,355,443	\$ 2,334,561	\$ 2,335,294	\$ 1,994,911	\$ (339,650)	-14.5%
FUND TOTAL SOURCES	\$ 2,410,852	\$ 2,355,443	\$ 2,334,561	\$ 2,335,294	\$ 1,994,911	\$ (339,650)	-14.5%
610 70 PERCENT STD							
OPERATING	\$ 2,491,393	\$ 1,749,290	\$ 1,747,114	\$ 2,291,483	\$ 2,246,085	\$ 498,971	28.6%
FUND TOTAL SOURCES	\$ 2,491,393	\$ 1,749,290	\$ 1,747,114	\$ 2,291,483	\$ 2,246,085	\$ 498,971	28.6%
611 60 PERCENT STD							
OPERATING	\$ 552,597	\$ 576,713	\$ 578,454	\$ 523,901	\$ 510,935	\$ (67,519)	-11.7%
FUND TOTAL SOURCES	\$ 552,597	\$ 576,713	\$ 578,454	\$ 523,901	\$ 510,935	\$ (67,519)	-11.7%
612 50 PERCENT STD							
OPERATING	\$ 442,629	\$ 722,524	\$ 742,980	\$ 434,514	\$ 439,219	\$ (303,761)	-40.9%
FUND TOTAL SOURCES	\$ 442,629	\$ 722,524	\$ 742,980	\$ 434,514	\$ 439,219	\$ (303,761)	-40.9%
613 40 PERCENT STD							
OPERATING	\$ 229,705	\$ 541,457	\$ 512,295	\$ 213,277	\$ 202,539	\$ (309,756)	-60.5%
FUND TOTAL SOURCES	\$ 229,705	\$ 541,457	\$ 512,295	\$ 213,277	\$ 202,539	\$ (309,756)	-60.5%
614 BEHAVIORAL HEALTH							
OPERATING	\$ 2,404,187	\$ 2,408,542	\$ 2,416,715	\$ 2,613,552	\$ 4,491,552	\$ 2,074,837	85.9%
FUND TOTAL SOURCES	\$ 2,404,187	\$ 2,408,542	\$ 2,416,715	\$ 2,613,552	\$ 4,491,552	\$ 2,074,837	85.9%
615 WELLNESS							
OPERATING	\$ 1,510,756	\$ 1,845,120	\$ 939,600	\$ 791,396	\$ 810,960	\$ (128,640)	-13.7%
FUND TOTAL SOURCES	\$ 1,510,756	\$ 1,845,120	\$ 939,600	\$ 791,396	\$ 810,960	\$ (128,640)	-13.7%
616 CONTRACT ADMINISTRATION							
OPERATING	\$ 419,380	\$ 462,416	\$ 444,560	\$ 425,374	\$ 287,611	\$ (156,949)	-35.3%
FUND TOTAL SOURCES	\$ 419,380	\$ 462,416	\$ 444,560	\$ 425,374	\$ 287,611	\$ (156,949)	-35.3%
617 MED INCENTIVE AND PENALTIES							
OPERATING	\$ 64,811	\$ -	\$ -	\$ 22,267	\$ 2,357,648	\$ 2,357,648	N/A
FUND TOTAL SOURCES	\$ 64,811	\$ -	\$ -	\$ 22,267	\$ 2,357,648	\$ 2,357,648	N/A
618 BENEFIT ADMINISTRATION							
OPERATING	\$ 3,129,234	\$ 2,426,506	\$ 2,445,539	\$ 2,325,934	\$ 2,267,007	\$ (178,532)	-7.3%
FUND TOTAL SOURCES	\$ 3,129,234	\$ 2,426,506	\$ 2,445,539	\$ 2,325,934	\$ 2,267,007	\$ (178,532)	-7.3%
621 FLEX SPENDING HEALTH							
OPERATING	\$ 2,123,684	\$ 2,019,833	\$ 2,209,222	\$ 2,496,095	\$ 2,261,183	\$ 51,961	2.4%
FUND TOTAL SOURCES	\$ 2,123,684	\$ 2,019,833	\$ 2,209,222	\$ 2,496,095	\$ 2,261,183	\$ 51,961	2.4%
622 FLEX SPENDING DEP CARE							
OPERATING	\$ 825,914	\$ 791,577	\$ 764,204	\$ 870,551	\$ 715,536	\$ (48,668)	-6.4%
FUND TOTAL SOURCES	\$ 825,914	\$ 791,577	\$ 764,204	\$ 870,551	\$ 715,536	\$ (48,668)	-6.4%
623 VISION							
OPERATING	\$ 1,348,815	\$ 1,263,399	\$ 1,263,366	\$ 1,288,463	\$ 1,351,050	\$ 87,684	6.9%
FUND TOTAL SOURCES	\$ 1,348,815	\$ 1,263,399	\$ 1,263,366	\$ 1,288,463	\$ 1,351,050	\$ 87,684	6.9%
624 STAND ALONE VISION							
OPERATING	\$ -	\$ 40,744	\$ 76,398	\$ -	\$ 75,644	\$ (754)	-1.0%
FUND TOTAL SOURCES	\$ -	\$ 40,744	\$ 76,398	\$ -	\$ 75,644	\$ (754)	-1.0%
625 FI PREPAID DENTAL							
OPERATING	\$ 511,547	\$ 517,592	\$ 456,871	\$ 452,447	\$ 409,832	\$ (47,039)	-10.3%
FUND TOTAL SOURCES	\$ 511,547	\$ 517,592	\$ 456,871	\$ 452,447	\$ 409,832	\$ (47,039)	-10.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
626 FI LIFE AND AD AND D OPERATING	\$ 942,368	\$ 1,043,794	\$ 1,044,288	\$ 905,108	\$ 1,130,769	\$ 86,481	8.3%
FUND TOTAL SOURCES	\$ 942,368	\$ 1,043,794	\$ 1,044,288	\$ 905,108	\$ 1,130,769	\$ 86,481	8.3%
627 SUPPLEMENTAL LIFE OPERATING	\$ 3,511,547	\$ 3,766,274	\$ 4,411,440	\$ 3,530,597	\$ 3,880,123	\$ (531,317)	-12.0%
FUND TOTAL SOURCES	\$ 3,511,547	\$ 3,766,274	\$ 4,411,440	\$ 3,530,597	\$ 3,880,123	\$ (531,317)	-12.0%
628 EMPLOYEE ASSISTANCE OPERATING	\$ 190,160	\$ 198,058	\$ 198,058	\$ 187,348	\$ 196,253	\$ (1,805)	-0.9%
FUND TOTAL SOURCES	\$ 190,160	\$ 198,058	\$ 198,058	\$ 187,348	\$ 196,253	\$ (1,805)	-0.9%
629 SI DENTAL OPERATING	\$ 3,325,546	\$ 3,258,138	\$ 3,398,072	\$ 3,300,844	\$ 3,510,313	\$ 112,241	3.3%
FUND TOTAL SOURCES	\$ 3,325,546	\$ 3,258,138	\$ 3,398,072	\$ 3,300,844	\$ 3,510,313	\$ 112,241	3.3%
630 DEPENDENT LIFE OPERATING	\$ 446,071	\$ 399,282	\$ 390,841	\$ 463,929	\$ 506,927	\$ 116,086	29.7%
FUND TOTAL SOURCES	\$ 446,071	\$ 399,282	\$ 390,841	\$ 463,929	\$ 506,927	\$ 116,086	29.7%
631 VOLUNTARY BENEFITS OPERATING	\$ 258,565	\$ 256,284	\$ 292,761	\$ 285,515	\$ 306,930	\$ 14,169	4.8%
FUND TOTAL SOURCES	\$ 258,565	\$ 256,284	\$ 292,761	\$ 285,515	\$ 306,930	\$ 14,169	4.8%
632 CIGNA FOR SENIORS OPERATING	\$ 492,243	\$ 473,220	\$ 495,060	\$ 506,628	\$ 559,200	\$ 64,140	13.0%
FUND TOTAL SOURCES	\$ 492,243	\$ 473,220	\$ 495,060	\$ 506,628	\$ 559,200	\$ 64,140	13.0%
652 HEALTH SELECT SI TRUST OPERATING	\$ 91,709	\$ -	\$ -	\$ 9,033	\$ -	\$ -	N/A
FUND TOTAL SOURCES	\$ 91,709	\$ -	\$ -	\$ 9,033	\$ -	\$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	\$ 131,067,481	\$ 131,279,107	\$ 131,279,107	\$ 128,451,247	\$ 143,971,516	\$ 12,692,409	9.7%
DEPARTMENT TOTAL SOURCES	\$ 131,067,481	\$ 131,279,107	\$ 131,279,107	\$ 128,451,247	\$ 143,971,516	\$ 12,692,409	9.7%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 ADOPTED	REV VS ADPT VAR	%
100 GENERAL							
OPERATING	\$ 5,278,687	\$ 3,049,142	\$ 3,049,142	\$ 2,947,135	\$ 2,923,840	\$ 125,302	4.1%
FUND TOTAL USES	\$ 5,278,687	\$ 3,049,142	\$ 3,049,142	\$ 2,947,135	\$ 2,923,840	\$ 125,302	4.1%
601 CMG HIGH OPTION							
OPERATING	\$ 35,374,301	\$ 37,373,246	\$ 37,405,124	\$ 38,527,309	\$ 38,769,529	\$ (1,364,405)	-3.6%
NON-RECURRING	-	-	-	-	525,000	(525,000)	N/A
FUND TOTAL USES	\$ 35,374,301	\$ 37,373,246	\$ 37,405,124	\$ 38,527,309	\$ 39,294,529	\$ (1,889,405)	-5.1%
602 CMG LOW OPTION							
OPERATING	\$ 978,295	\$ 1,166,616	\$ 1,048,481	\$ 866,575	\$ 1,204,451	\$ (155,970)	-14.9%
FUND TOTAL USES	\$ 978,295	\$ 1,166,616	\$ 1,048,481	\$ 866,575	\$ 1,204,451	\$ (155,970)	-14.9%
603 OAP IN							
OPERATING	\$ 18,050,772	\$ 21,753,998	\$ 20,190,632	\$ 19,461,142	\$ 18,246,010	\$ 1,944,622	9.6%
FUND TOTAL USES	\$ 18,050,772	\$ 21,753,998	\$ 20,190,632	\$ 19,461,142	\$ 18,246,010	\$ 1,944,622	9.6%
604 OAP HIGH OPTION							
OPERATING	\$ 29,323,701	\$ 31,459,236	\$ 31,859,006	\$ 28,658,191	\$ 29,035,684	\$ 2,823,322	8.9%
FUND TOTAL USES	\$ 29,323,701	\$ 31,459,236	\$ 31,859,006	\$ 28,658,191	\$ 29,035,684	\$ 2,823,322	8.9%
605 OAP LOW OPTION							
OPERATING	\$ 1,372,633	\$ 1,756,417	\$ 1,874,721	\$ 1,602,972	\$ 2,119,315	\$ (244,594)	-13.0%
FUND TOTAL USES	\$ 1,372,633	\$ 1,756,417	\$ 1,874,721	\$ 1,602,972	\$ 2,119,315	\$ (244,594)	-13.0%
606 CHOICE FUND H.S.A.							
OPERATING	\$ 704,054	\$ 792,524	\$ 1,598,252	\$ 1,216,079	\$ 5,480,061	\$ (3,881,809)	-242.9%
FUND TOTAL USES	\$ 704,054	\$ 792,524	\$ 1,598,252	\$ 1,216,079	\$ 5,480,061	\$ (3,881,809)	-242.9%
607 FI DENTAL PPO							
OPERATING	\$ 5,218,426	\$ 5,560,052	\$ 5,581,814	\$ 5,465,496	\$ 5,502,303	\$ 79,511	1.4%
FUND TOTAL USES	\$ 5,218,426	\$ 5,560,052	\$ 5,581,814	\$ 5,465,496	\$ 5,502,303	\$ 79,511	1.4%
608 COINSURANCE							
OPERATING	\$ 12,051,731	\$ 13,713,239	\$ 12,852,727	\$ 11,752,689	\$ 13,041,846	\$ (189,119)	-1.5%
FUND TOTAL USES	\$ 12,051,731	\$ 13,713,239	\$ 12,852,727	\$ 11,752,689	\$ 13,041,846	\$ (189,119)	-1.5%
609 CONSUMER CHOICE							
OPERATING	\$ 2,268,728	\$ 2,374,116	\$ 2,263,587	\$ 1,896,834	\$ 1,994,911	\$ 268,676	11.9%
FUND TOTAL USES	\$ 2,268,728	\$ 2,374,116	\$ 2,263,587	\$ 1,896,834	\$ 1,994,911	\$ 268,676	11.9%
610 70 PERCENT STD							
OPERATING	\$ 1,323,300	\$ 1,749,290	\$ 1,747,114	\$ 1,576,150	\$ 2,246,085	\$ (498,971)	-28.6%
FUND TOTAL USES	\$ 1,323,300	\$ 1,749,290	\$ 1,747,114	\$ 1,576,150	\$ 2,246,085	\$ (498,971)	-28.6%
611 60 PERCENT STD							
OPERATING	\$ 191,901	\$ 576,713	\$ 578,454	\$ 249,150	\$ 510,935	\$ 67,519	11.7%
FUND TOTAL USES	\$ 191,901	\$ 576,713	\$ 578,454	\$ 249,150	\$ 510,935	\$ 67,519	11.7%
612 50 PERCENT STD							
OPERATING	\$ 181,940	\$ 722,524	\$ 742,980	\$ 197,135	\$ 439,219	\$ 303,761	40.9%
FUND TOTAL USES	\$ 181,940	\$ 722,524	\$ 742,980	\$ 197,135	\$ 439,219	\$ 303,761	40.9%
613 40 PERCENT STD							
OPERATING	\$ 59,373	\$ 541,457	\$ 512,295	\$ 115,484	\$ 202,539	\$ 309,756	60.5%
FUND TOTAL USES	\$ 59,373	\$ 541,457	\$ 512,295	\$ 115,484	\$ 202,539	\$ 309,756	60.5%
614 BEHAVIORAL HEALTH							
OPERATING	\$ 1,639,643	\$ 4,856,970	\$ 4,077,422	\$ 2,326,008	\$ 4,491,552	\$ (414,130)	-10.2%
FUND TOTAL USES	\$ 1,639,643	\$ 4,856,970	\$ 4,077,422	\$ 2,326,008	\$ 4,491,552	\$ (414,130)	-10.2%
615 WELLNESS							
OPERATING	\$ 588,857	\$ 1,092,840	\$ 939,600	\$ 777,205	\$ 810,960	\$ 128,640	13.7%
FUND TOTAL USES	\$ 588,857	\$ 1,092,840	\$ 939,600	\$ 777,205	\$ 810,960	\$ 128,640	13.7%
616 CONTRACT ADMINISTRATION							
OPERATING	\$ 232,847	\$ 462,416	\$ 544,560	\$ 287,611	\$ 287,611	\$ 256,949	47.2%
FUND TOTAL USES	\$ 232,847	\$ 462,416	\$ 544,560	\$ 287,611	\$ 287,611	\$ 256,949	47.2%
617 MED INCENTIVE AND PENALTIES							
OPERATING	\$ -	\$ -	\$ -	\$ -	\$ 2,357,648	\$ (2,357,648)	N/A
NON-RECURRING	183,364	1,000,000	-	-	1,000,000	(1,000,000)	N/A
FUND TOTAL USES	\$ 183,364	\$ 1,000,000	\$ -	\$ -	\$ 3,357,648	\$ (3,357,648)	N/A
618 BENEFIT ADMINISTRATION							
OPERATING	\$ 2,347,918	\$ 2,426,506	\$ 2,626,506	\$ 2,953,306	\$ 2,267,007	\$ 359,499	13.7%
NON-RECURRING	-	19,033	1,019,033	19,033	120,000	899,033	88.2%
FUND TOTAL USES	\$ 2,347,918	\$ 2,445,539	\$ 3,645,539	\$ 2,972,339	\$ 2,387,007	\$ 1,258,532	34.5%
621 FLEX SPENDING HEALTH							
OPERATING	\$ 2,050,564	\$ 2,019,833	\$ 2,709,185	\$ 2,493,208	\$ 2,261,183	\$ 448,002	16.5%
FUND TOTAL USES	\$ 2,050,564	\$ 2,019,833	\$ 2,709,185	\$ 2,493,208	\$ 2,261,183	\$ 448,002	16.5%
622 FLEX SPENDING DEP CARE							
OPERATING	\$ 788,677	\$ 791,577	\$ 764,207	\$ 869,958	\$ 715,536	\$ 48,671	6.4%
FUND TOTAL USES	\$ 788,677	\$ 791,577	\$ 764,207	\$ 869,958	\$ 715,536	\$ 48,671	6.4%
623 VISION							
OPERATING	\$ 1,362,146	\$ 1,323,793	\$ 1,507,822	\$ 1,402,717	\$ 1,351,050	\$ 156,772	10.4%
FUND TOTAL USES	\$ 1,362,146	\$ 1,323,793	\$ 1,507,822	\$ 1,402,717	\$ 1,351,050	\$ 156,772	10.4%
624 STAND ALONE VISION							
OPERATING	\$ -	\$ 40,744	\$ 76,395	\$ -	\$ 75,644	\$ 751	1.0%
FUND TOTAL USES	\$ -	\$ 40,744	\$ 76,395	\$ -	\$ 75,644	\$ 751	1.0%
625 FI PREPAID DENTAL							
OPERATING	\$ 498,221	\$ 517,592	\$ 456,871	\$ 451,532	\$ 409,832	\$ 47,039	10.3%
FUND TOTAL USES	\$ 498,221	\$ 517,592	\$ 456,871	\$ 451,532	\$ 409,832	\$ 47,039	10.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
626 FI LIFE AND AD AND D OPERATING	\$ 937,550	\$ 1,043,794	\$ 1,044,288	\$ 904,448	\$ 1,130,769	\$ (86,481)	-8.3%
FUND TOTAL USES	\$ 937,550	\$ 1,043,794	\$ 1,044,288	\$ 904,448	\$ 1,130,769	\$ (86,481)	-8.3%
627 SUPPLEMENTAL LIFE OPERATING	\$ 3,501,885	\$ 3,766,274	\$ 4,411,445	\$ 3,527,107	\$ 3,880,123	\$ 531,322	12.0%
FUND TOTAL USES	\$ 3,501,885	\$ 3,766,274	\$ 4,411,445	\$ 3,527,107	\$ 3,880,123	\$ 531,322	12.0%
628 EMPLOYEE ASSISTANCE OPERATING	\$ 189,452	\$ 198,058	\$ 198,058	\$ 187,167	\$ 196,253	\$ 1,805	0.9%
FUND TOTAL USES	\$ 189,452	\$ 198,058	\$ 198,058	\$ 187,167	\$ 196,253	\$ 1,805	0.9%
629 SI DENTAL OPERATING	\$ 2,733,975	\$ 3,328,534	\$ 3,446,937	\$ 3,159,481	\$ 3,510,313	\$ (63,376)	-1.8%
FUND TOTAL USES	\$ 2,733,975	\$ 3,328,534	\$ 3,446,937	\$ 3,159,481	\$ 3,510,313	\$ (63,376)	-1.8%
630 DEPENDENT LIFE OPERATING	\$ 445,740	\$ 399,282	\$ 590,841	\$ 463,624	\$ 506,927	\$ 83,914	14.2%
FUND TOTAL USES	\$ 445,740	\$ 399,282	\$ 590,841	\$ 463,624	\$ 506,927	\$ 83,914	14.2%
631 VOLUNTARY BENEFITS OPERATING	\$ 257,361	\$ 256,284	\$ 292,761	\$ 285,115	\$ 306,930	\$ (14,169)	-4.8%
FUND TOTAL USES	\$ 257,361	\$ 256,284	\$ 292,761	\$ 285,115	\$ 306,930	\$ (14,169)	-4.8%
632 CIGNA FOR SENIORS OPERATING	\$ 423,032	\$ 473,220	\$ 595,060	\$ 505,782	\$ 559,200	\$ 35,860	6.0%
FUND TOTAL USES	\$ 423,032	\$ 473,220	\$ 595,060	\$ 505,782	\$ 559,200	\$ 35,860	6.0%
DEPARTMENT OPERATING TOTAL USES	\$ 130,375,710	\$ 145,586,287	\$ 145,586,287	\$ 135,126,610	\$ 146,835,266	\$ (1,248,979)	-0.9%
DEPARTMENT NON-RECURRING TOTAL USES	\$ 183,364	\$ 1,019,033	\$ 1,019,033	\$ 19,033	\$ 1,645,000	\$ (625,967)	-61.4%
DEPARTMENT TOTAL USES	\$ 130,559,074	\$ 146,605,320	\$ 146,605,320	\$ 135,145,643	\$ 148,480,266	\$ (1,874,946)	-1.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
ADMINISTRATIVE SERVICES							
BUDGETING	0.80	0.90	0.90	0.80	0.95	0.05	5.6%
EXECUTIVE MANAGEMENT	9.10	7.60	7.60	5.30	5.15	(2.45)	-32.2%
FINANCIAL SERVICES	6.15	5.45	5.45	6.00	6.00	0.55	10.1%
HUMAN RESOURCES	0.55	0.75	0.75	0.50	0.50	(0.25)	-33.3%
PROCUREMENT	0.45	0.45	0.45	0.25	0.25	(0.20)	-44.4%
PROGRAM TOTAL	17.05	15.15	15.15	12.85	12.85	(2.30)	-15.2%
EMPLOYEE PROGRAMS							
ABSENCE MANAGEMENT	0.60	0.60	0.60	-	-	(0.60)	-100.0%
EMPLOYEE WELLNESS	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
ERGONOMICS	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	4.60	4.60	4.60	4.00	5.00	0.40	8.7%
EMPLOYMENT SERVICES							
RECRUITING AND STAFFING	16.00	13.00	13.00	12.00	10.00	(3.00)	-23.1%
PROGRAM TOTAL	16.00	13.00	13.00	12.00	10.00	(3.00)	-23.1%
GENERAL GOVERNMENT							
POOLED COSTS	14.35	11.25	11.25	13.15	9.30	(1.95)	-17.3%
PROGRAM TOTAL	14.35	11.25	11.25	13.15	9.30	(1.95)	-17.3%
PAYROLL AND RECORDS MGMT							
PAYROLL	7.75	7.50	7.50	8.50	8.50	1.00	13.3%
RECORDS MANAGEMENT	9.25	7.50	7.50	7.50	7.50	-	0.0%
PROGRAM TOTAL	17.00	15.00	15.00	16.00	16.00	1.00	6.7%
WORKFORCE MANAGEMENT							
EMPLOYEE RELATIONS	5.40	7.30	7.30	7.30	7.30	-	0.0%
MERIT COMMISSION	0.60	0.60	0.60	0.60	0.60	-	0.0%
STAFF DEVELOPMENT	5.00	4.10	4.10	4.10	3.10	(1.00)	-24.4%
PROGRAM TOTAL	11.00	12.00	12.00	12.00	11.00	(1.00)	-8.3%
DEPARTMENT TOTAL	80.00	71.00	71.00	70.00	64.15	(6.85)	-9.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
Accountant	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Accounting Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	2.00	3.00	3.00	2.00	1.00	(2.00)	-66.7%
Administrative Staff Supv	1.00	-	-	-	-	-	N/A
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Benefits Specialist - County	6.00	4.00	4.00	-	0.15	(3.85)	-96.2%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	1.00	2.00	2.00	-	(1.00)	(3.00)	-150.0%
Director - EHI	1.00	1.00	1.00	-	-	(1.00)	-100.0%
Director - Workforce Mgt Dev	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	-	6.00	6.00	6.00	6.00	-	0.0%
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	-	-	-	2.00	1.00	1.00	N/A
Financial Manager - County	-	-	-	1.00	1.00	1.00	N/A
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	(1.00)	-100.0%
Govt/Commun Affairs Ofcr	-	-	-	1.00	1.00	1.00	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Health Educator	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Human Resources Analyst	4.00	-	-	5.00	4.00	4.00	N/A
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	3.00	3.00	3.00	4.00	3.00	-	0.0%
Human Resources Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	2.00	3.00	3.00	5.00	4.00	1.00	33.3%
Human Resources Support Supv	3.00	1.00	1.00	-	-	(1.00)	-100.0%
Management Analyst	2.00	2.00	2.00	1.00	2.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	1.00	-	-	-	-	-	N/A
Office Assistant	7.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	8.00	9.00	9.00	8.00	7.00	(2.00)	-22.2%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Payroll Specialist - County	5.00	5.00	5.00	6.00	6.00	1.00	20.0%
Project Manager	4.00	-	-	-	-	-	N/A
Records Specialist - County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Recruiter	4.00	5.00	5.00	4.00	4.00	(1.00)	-20.0%
Trainer	3.00	2.00	2.00	1.00	1.00	(1.00)	-50.0%
Department Total	80.00	71.00	71.00	70.00	64.15	(6.85)	-9.6%

Staffing by Fund

FUND	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011	REV TO ADPT	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VAR	%
100 - GENERAL	52.00	47.00	47.00	46.00	44.00	(3.00)	-6.4%
618 - BENEFIT ADMINISTRATION	28.00	24.00	24.00	24.00	20.15	(3.85)	-16.0%
DEPARTMENT TOTAL	80.00	71.00	71.00	70.00	64.15	(6.85)	-9.6%

Significant Variance Analysis

Efficiencies have been gained as a result of the reorganization of the Employee Benefits Department and Workforce Management and Development.

General Adjustments

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits in the amount of \$49,068 for employee health and dental premium increases.

- Increase Regular Benefits by \$10,956 for the FY 2010-11 retirement contribution rate increase.
- Reduce expenditures by \$121,446 for savings achieved as a result of properly allocating administrative expenditures to other funds. The Department's budget request utilized these savings to support a new Communications Officer position (\$77,544) and increase supplies (\$43,912).
- Increase personnel for the addition of a Communications Officer position, offset by the inactivation of HR Analyst, training position, for a net impact of \$0.
- Decrease budget for savings associated with the Post Employment Health Plan Enhancement Program in the amount of \$6,606.
- Reallocate \$44,000 for Ombudsman and \$10,000 for Background checks from Non-Departmental (470) to Workforce Management and Development.
- Reallocate Service Awards funding from Workforce Management and Development to the County Manager's Office for a net budget reduction to WMD of \$10,000.

Benefits Administration Fund (618)

- Increase Regular Benefits in the amount of \$23,127 for employee health and dental premium increases.
- Increase Regular Benefits by \$5,996 for the FY 2010-11 retirement contribution rate increase.
- Right-size salaries and benefits budgeted over incumbent rates for a reduction of \$22,890.
- Eliminate duplicate funding for contract administration for a total personnel savings of \$70,503.
- Right-size allocation in from Materials Management for an increase of \$11,527.
- Increase other services by \$20,000 for potential cost of claims audits.
- Reduce personnel by \$193,973 to right-size expenditures as a result of a reorganization that occurred in FY 2009-10. The Department's request included funding an HR Manager and a Health Educator.
- Increase personnel by \$67,217 to add a Health Educator/Fitness Coordinator position for Wellness.

Non Recurring Adjustments:

Benefits Administration Fund (618)

- Increase budget for one-time expenditures for consultant support associated with the ADP implementation in the amount of \$120,000.

Strategic Business Plan Update

The Department participated in a facilitated Strategic Business Plan update process, resulting in changes to their plan effective for FY 2010-11. The changes incorporate the reorganization of the department to include the former Employee Benefits department in the organization. Workforce Management and Development's new plan integrates the Programs and Activities from benefits as well as re-defines activities and enhances measures.

Programs and Activities

Workforce Management Program

The purpose of the Workforce Management Program is to provide organizational development services, competency-based training and strategic intervention for all County departments so they can retain a productive and professional workforce.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of customers who reported satisfied or higher rating	98.1%	98.1%	98.0%	(0.1%)	-0.1%
Percent of Merit Commission members satisfied or very satisfied with organization and efficiency of the meetings	N/A	N/A	90.0%	N/A	N/A
Percent of participants that met objectives of key training programs	95.0%	99.0%	93.3%	(5.7%)	-5.8%
Percent of departments satisfied or very satisfied with services provided	N/A	N/A	90.0%	N/A	N/A

Activities that comprise this program include:

- Department Services
- Employee Relations
- Employee Development
- Merit Commission

Department Services Activity

The purpose of the Department Services Activity is to provide workforce issue management and compliance services to departments so they can resolve workplace issues and maintain regulatory compliance.

Mandates: USC Title 26, Section 127, Educational assistance programs.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of departments satisfied or very satisfied with services provided	N/A	N/A	90.0%	N/A	N/A
Output	Number of department consultations provided	N/A	N/A	1,000	N/A	N/A
Demand	Number of department consultations requested	N/A	N/A	1,000	N/A	N/A
Efficiency	Cost per department consultation provided	N/A	N/A	\$ 42.28	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 42,275	\$ (42,275)	N/A
	TOTAL USES	\$ -	\$ -	\$ 42,275	\$ (42,275)	N/A

Activity Narrative: This Activity is new in FY 2010-11. The budget assumes 40% of the Activity leader’s time will be spent providing compliance services. Staff will track time spent on these issues during the coming year so future budgets will more accurately reflect resources devoted to this Activity.

Employee Development Activity

The purpose of the Employee Development Activity is to provide information and training services to employees so they can enhance their knowledge, skills, abilities and competencies to do their jobs efficiently and effectively.

Mandates: USC Title 26, Section 127, Educational assistance programs.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of participants that met objectives of key training programs	99.0%	99.0%	99.0%	0.0%	0.0%
Output	Number of participants in key training programs	N/A	N/A	1,500	N/A	N/A
Output	Number of participants in a Employee Development sponsored training class	19,242	18,000	18,000	-	0.0%
Output	Number of employee development sponsored training classes	N/A	N/A	450	N/A	N/A
Demand	Anticipated number of participants in an Employee Development sponsored training class	20,000	20,000	20,000	-	0.0%
Demand	Number of anticipated classes	N/A	N/A	462	N/A	N/A
Efficiency	Cost per participant in an Employee Development sponsored training class	N/A	N/A	\$ 157.17	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ 182,579	\$ 313,287	\$ 235,749	\$ 77,538	24.7%
	TOTAL USES	\$ 182,579	\$ 313,287	\$ 235,749	\$ 77,538	24.7%

Activity Narrative: Expenditures are changing due to the inactivation of a trainer position.

Employee Relations Activity

The purpose of the Employee Relations Activity is to provide consultations, grievance response, workplace training and ombudsman administration services to employees so they can receive adequate information on their workplace rights and options.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers who reported satisfied or higher rating	98.0%	98.1%	98.0%	(0.1%)	-0.1%
Output	Number of employee consultations provided	858	858	500	(358)	-41.7%
Demand	Anticipated number of employee consultations conducted	886	858	500	(358)	-41.7%
Efficiency	Cost of Employee Relations consultations	\$ 381.23	\$ 486.24	\$ 1,008.21	\$ (521.96)	-107.3%
<i>Expenditure</i>						
	100 - GENERAL	\$ 327,093	\$ 417,197	\$ 504,104	\$ (86,907)	-20.8%
	TOTAL USES	\$ 327,093	\$ 417,197	\$ 504,104	\$ (86,907)	-20.8%

Activity Narrative: Services that were classified as Employee Relations in FY 2009-10 will fall under the Department Services Activity in FY 2010-11, which explains the perceived decrease in output and demand. A position previously funded in Benefits Administration Fund (618) Absence Management Activity is budgeted in this Activity in FY 2010-11.

Merit Commission Activity

The purpose of the Merit Commission Activity is to provide administrative and operational support services to the Merit Commission so they can consider and resolve appeals.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of Merit Commission members satisfied or very satisfied with organization and efficiency of the meetings	N/A	N/A	90.0%	N/A	N/A
Output	Number of agenda packets	36	38	38	-	0.0%
Demand	Number of proposed orders	36	38	38	-	0.0%
Efficiency	Cost per agenda packet	\$ 3,276.25	\$ 2,387.87	\$ 3,131.74	\$ (743.87)	-31.2%
<i>Revenue</i>						
	100 - GENERAL	\$ -	\$ 6,000	\$ 190	\$ (5,810)	-96.8%
	TOTAL SOURCES	\$ -	\$ 6,000	\$ 190	\$ (5,810)	-96.8%
<i>Expenditure</i>						
	100 - GENERAL	\$ 117,945	\$ 90,739	\$ 119,006	\$ (28,267)	-31.2%
	TOTAL USES	\$ 117,945	\$ 90,739	\$ 119,006	\$ (28,267)	-31.2%

Activity Narrative: Additional legal support, as can be seen in the FY 2009-10 forecast, is needed to support the Activity. The FY 2010-11 budget addresses this need.

Employment Services Program

The purpose of the Employment Services Program is to provide recruitment and consulting services to County departments so they can recruit and hire a diverse and qualified workforce.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of customers reporting satisfied or higher with the quality of candidates referred	93.0%	96.0%	92.5%	(3.5%)	-3.6%
Percent of classified recruitments certified within 3 days of the recruitment closing date	N/A	N/A	92.8%	N/A	N/A
Percent of customer reporting satisfied or higher with the timeliness of certification lists issued by the Employment Services division	N/A	N/A	92.9%	N/A	N/A
Percent of customers reporting satisfied or higher with the quality of services provided by the Employment Services division	N/A	N/A	92.7%	N/A	N/A
Percent of classified new or rehires that successfully complete their initial probationary period (annual)	N/A	N/A	82.1%	N/A	N/A

Activities that comprise this program include:

- Recruiting and Staffing
- Workforce Planning

Recruiting and Staffing Activity

The purpose of the Recruiting and Staffing Activity is to provide recruitment and staffing services to Maricopa County departments so they can have a highly qualified pool of candidates and fill their vacancies in a timely manner.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers reporting satisfied or higher with the quality of candidates referred on certification lists issued by the Employment Services division	93.0%	96.0%	92.5%	(3.5%)	-3.6%
Result	Percent of classified recruitments certified within 3 days of the recruitment closing date	N/A	N/A	92.8%	N/A	N/A
Result	Percent of customer reporting satisfied or higher with the timeliness of certification lists issued by the Employment Services division	N/A	N/A	92.9%	N/A	N/A
Output	Number of job requisitions/applications/exams processed	31,840	33,980	34,025	45	0.1%
Demand	Number of job requisitions/applications/exams requested	33,980	33,980	34,025	45	0.1%
Efficiency	Expenditure per job requisition/application/exam processed	\$ 21.64	\$ 22.91	\$ 17.27	\$ 5.64	24.6%
<i>Expenditure</i>						
	100 - GENERAL	\$ 689,000	\$ 778,464	\$ 587,470	\$ 190,994	24.5%
	TOTAL USES	\$ 689,000	\$ 778,464	\$ 587,470	\$ 190,994	24.5%

Operating Adjustments:

General Fund (100)

- Eliminate two vacant recruitment positions for a total savings of \$ 101,274.

Activity Narrative: Expenditures decrease due to the elimination of the two above identified positions and the allocation of 50% of the Activity leader’s time to the new Workforce Planning Activity.

Workforce Planning Activity

The purpose of the Workforce Planning Activity is to provide professional recruitment consulting services to Maricopa County departments so they can have strategies for interviewing, selecting, and retaining an effective and diverse workforce.

Mandates: None

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of customers reporting satisfied or higher with the quality of services provided by the Employment Services division	N/A	N/A	92.7%	N/A	N/A
Result	Percent of classified new or rehires that successfully complete their initial probationary period (annual)	N/A	N/A	82.1%	N/A	N/A
Output	Number of consultations/events planned or attended	N/A	N/A	95	N/A	N/A
Demand	Anticipated number of consultation/event requested	N/A	N/A	102	N/A	N/A
Efficiency	Cost per consultation/event planned or attended	N/A	N/A	\$ 461.42	N/A	N/A
<i>Expenditure</i>						
	100 - GENERAL	\$ -	\$ -	\$ 43,835	\$ (43,835)	N/A
	TOTAL USES	\$ -	\$ -	\$ 43,835	\$ (43,835)	N/A

Activity Narrative: This Activity is new in FY 2010-11. The budget assumes 50% of the Activity leader's time will be spent providing workforce planning services. Staff will track time spent on these issues during the coming year so future budgets will more accurately reflect resources devoted to this Activity

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 they can have accurately maintained records and be paid accurately.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percent of records accurately maintained	95.0%	100.0%	95.3%	(4.7%)	-4.7%
Percent of paychecks accurately processed	100.0%	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 provide payroll services to employees so 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 State-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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of paychecks accurately processed	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Output	Number of paychecks issued	375,435	375,435	330,966	(44,469)	-11.8%
Demand	Number of paychecks required	375,435	375,435	330,966	(44,469)	-11.8%
Efficiency	Expenditure per paychecks issued	\$ 1.33	\$ 1.32	\$ 1.77	\$ (0.45)	-33.8%
<i>Revenue</i>						
	100 - GENERAL	\$ 50,921	\$ 50,100	\$ 50,700	\$ 600	1.2%
	TOTAL SOURCES	\$ 50,921	\$ 50,100	\$ 50,700	\$ 600	1.2%
<i>Expenditure</i>						
	100 - GENERAL	\$ 497,649	\$ 496,082	\$ 585,030	\$ (88,948)	-17.9%
	TOTAL USES	\$ 497,649	\$ 496,082	\$ 585,030	\$ (88,948)	-17.9%

Activity Narrative: Expenditures are increasing due to the increase in benefit costs and a reallocation of personnel savings to reflect the department's experience. Demand and output decrease as a result of a reduced County workforce. Efficiency is negatively impacted as the amount of resources to administer the Activity is not decreased proportionately.

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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of records accurately maintained	95.0%	100.0%	95.3%	(4.7%)	-4.7%
Output	Number of records maintained	13,750	13,750	52,643	38,893	282.9%
Demand	Number of maintained records required	13,750	13,750	13,161	(589)	-4.3%
Efficiency	Cost per record maintained	\$ 26.35	\$ 27.73	\$ 30.11	\$ (2.37)	-8.6%
<i>Revenue</i>						
	100 - GENERAL	\$ 386	\$ 400	\$ 9,200	\$ 8,800	2200.0%
	TOTAL SOURCES	\$ 386	\$ 400	\$ 9,200	\$ 8,800	2200.0%
<i>Expenditure</i>						
	100 - GENERAL	\$ 362,372	\$ 381,327	\$ 396,209	\$ (14,882)	-3.9%
	TOTAL USES	\$ 362,372	\$ 381,327	\$ 396,209	\$ (14,882)	-3.9%

Activity Narrative: The increase in benefit costs, combined with reduced output from a smaller County workforce, negatively impact efficiency.

Employee Programs

The purpose of the Employee Programs is to provide ergonomic evaluations, consultations and education, employee assistance plan benefits, and wellness education and initiatives to Maricopa County employees so they can have the tools, skills, workspace and resources they need to do their jobs.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percent of departments who received the services who feel that as a result of services, their employees/ee's have the tools and workspace to do their jobs safely	N/A	N/A	95.7%	N/A	N/A
Percent of active employees who received the benefit coverage who felt that the wellness activities offered provide the tools and information they need to improve their health and to be more productive in the workforce according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Percentage improvement in the aggregate biometrics screening result per measured category from the June 2008 baseline measurement period	N/A	N/A	2.0%	N/A	N/A
Percentage of employees who received the services who felt the services helped them to live and work well	N/A	N/A	95.0%	N/A	N/A

Activities that comprise this program include:

- Ergonomics
- Employee Assistance
- Employee Wellness

Ergonomics Activity

The purpose of the Ergonomic Activity is to provide ergonomic evaluations, education and consultations to Maricopa County departments so they can ensure their employees are equipped with the workspace and tools to do their jobs safely and well.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of departments who received the services who feel that as a result of services, their employees/ee's have the tools and workspace to do their jobs safely	N/A	N/A	95.7%	N/A	N/A
Output	Number of services completed	2,935	2,400	3,774	1,374	57.3%
Output	Number of evaluations completed	17	887	2,794	1,907	215.0%
Output	Number of consultations completed	N/A	N/A	980	N/A	N/A
Demand	Number of evaluations requested	3,284	2,400	2,910	510	21.3%
Demand	Number of consultations requested	N/A	N/A	1,023	N/A	N/A
Efficiency	Expenditure per service completed	\$ 128.30	\$ 108.04	\$ 69.06	\$ 38.98	36.1%
<i>Revenue</i>						
	616 - CONTRACT ADMINISTRATION	\$ 38,587	\$ -	\$ -	\$ -	N/A
	618 - BENEFIT ADMINISTRATION	308,723	259,291	260,615	1,324	0.5%
	TOTAL SOURCES	\$ 347,310	\$ 259,291	\$ 260,615	\$ 1,324	0.5%
<i>Expenditure</i>						
	616 - CONTRACT ADMINISTRATION	\$ 23,120	\$ -	\$ -	\$ -	N/A
	618 - BENEFIT ADMINISTRATION	353,449	259,291	260,615	(1,324)	-0.5%
	TOTAL USES	\$ 376,569	\$ 259,291	\$ 260,615	\$ (1,324)	-0.5%

Activity Narrative: While the Ergonomics Activity is not new, the definition of several measures are new in FY 2010-11, not allowing for a valid year-over-year comparison.

Employee Assistance Activity

The purpose of the Employee Assistance Activity is to provide short-term counseling and referral services for both personal and work-related issues to Maricopa County employees and their families so they can live and work well.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of employees who received the services who felt the services helped them to live and work well	N/A	N/A	95.0%	N/A	N/A
Output	Number of active employees who received EAP Benefit coverage	N/A	N/A	13,127	N/A	N/A
Demand	Number of active employees who requested EAP Benefit coverage	N/A	N/A	13,127	N/A	N/A
Efficiency	Expenditure per employee who received EAP Benefit coverage	N/A	N/A	\$ 14.95	N/A	N/A
<i>Revenue</i>						
	628 - EMPLOYEE ASSISTANCE	\$ -	\$ -	\$ 196,253	\$ 196,253	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 196,253	\$ 196,253	N/A
<i>Expenditure</i>						
	628 - EMPLOYEE ASSISTANCE	\$ -	\$ -	\$ 196,253	\$ (196,253)	N/A
	TOTAL USES	\$ -	\$ -	\$ 196,253	\$ (196,253)	N/A

Activity Narrative: This Activity is new in FY 2010-11. These services had been part of the Mental Health Activity in prior years.

Employee Wellness Activity

The purpose of the Employee Wellness Activity is to provide direction, education, consulting and health services to Maricopa County employees, 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of active employees who received the benefit coverage who felt that the wellness activities offered provide the tools and information they need to improve their health and to be more productive in the workforce according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Result	Percentage improvement in the aggregate biometrics screening result per measured category from the June 2008 baseline measurement period	N/A	N/A	2.0%	N/A	N/A
Output	Number of active employees who received wellness benefit coverage	11,808	11,319	11,109	(210)	-1.9%
Demand	Number of active employees who requested wellness benefit coverage	11,808	11,319	11,109	(210)	-1.9%
Efficiency	Expenditure per active employee who received Wellness Benefit plan coverage	\$ 60.12	\$ 1,281.23	\$ 98.39	\$ 1,182.84	92.3%
<i>Revenue</i>						
	615 - WELLNESS	\$ 1,469,552	\$ 939,600	\$ 810,960	\$ (128,640)	-13.7%
	616 - CONTRACT ADMINISTRATION	19,239	37,776	-	(37,776)	-100.0%
	618 - BENEFIT ADMINISTRATION	154,359	198,532	282,038	83,506	42.1%
	TOTAL SOURCES	\$ 1,643,150	\$ 1,175,908	\$ 1,092,998	\$ (82,910)	-7.1%
<i>Expenditure</i>						
	615 - WELLNESS	\$ 588,857	\$ 939,600	\$ 810,960	\$ 128,640	13.7%
	616 - CONTRACT ADMINISTRATION	9,249	37,788	-	37,788	100.0%
	618 - BENEFIT ADMINISTRATION	111,786	231,129	282,038	(50,909)	-22.0%
	TOTAL USES	\$ 709,892	\$ 1,208,517	\$ 1,092,998	\$ 115,519	9.6%

Activity Narrative: In recent years, the Wellness Activity has been funded with premiums paid by employees who do not participate in the County's Biometric Screening and Health Risk Assessment initiatives. As the participation of those initiatives increases, the available funding for the Wellness Activity decreases; thus, the reason for the reduced revenue and expenditures. The Department is developing options for a new Wellness program under the heading "Wellness Works." The options will be presented for approval by the Board of Supervisors.

Health Benefits Program

The purpose of the Health Benefits Program is to provide Board health benefit plans and related services to Maricopa County benefit eligible employees and retirees so they can obtain affordable health care.

Program Results

Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Percentage of benefit eligible employees who received the Mental Health benefit plan who are satisfied with the benefit according to the annual benefit satisfaction survey results	69.0%	65.1%	95.0%	29.9%	46.0%
Percent of claims to premiums	N/A	N/A	92.5%	N/A	N/A
Percentage of eligible employees who rated Medical benefits plan as affordable	N/A	N/A	95.0%	N/A	N/A
Percentage of claims to premiums	N/A	N/A	89.7%	N/A	N/A
Percent of benefit eligible employees who received the benefit coverage who rated the benefit as affordable to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Percentage of claims to premiums	N/A	N/A	100.0%	N/A	N/A
Percentage of eligible employees who rated the Dental benefit as affordable	N/A	N/A	95.3%	N/A	N/A
Percentage of claims to premiums	N/A	N/A	98.5%	N/A	N/A
Percentage of benefit eligible employees who rated the vision benefit plan as affordable	N/A	N/A	95.0%	N/A	N/A
Percentage of claims to premiums	N/A	N/A	95.8%	N/A	N/A
Percent of claims to premiums	N/A	N/A	100.0%	N/A	N/A
Percentage of benefit eligible employees who rated their Short-Term Benefit plan as affordable according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A

Activities that comprise this program include:

- Medical Benefit
- Pharmacy
- Vision
- Short-term Disability
- Dental
- Mental Health

While the Activities are not new, many of the result measures in this Program are new in FY 2010-11, and accordingly, do not allow for a year-over-year comparison.

Medical Activity

The purpose of the Medical Benefit Activity is to provide Medical Benefit plans and information to Maricopa County benefits eligible employees and their families and retirees so they can obtain affordable medical care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of eligible employees who rated Medical benefits plan as affordable	N/A	N/A	95.0%	N/A	N/A
Result	Percentage of claims to premiums	N/A	N/A	89.7%	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the CMG High Option Medical Benefit plan	N/A	N/A	4,912	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the CMG Low Option Medical Benefit plan	N/A	N/A	266	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the OAPIN Open Access Plus In-Network Medical Benefit plan	N/A	N/A	2,150	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the OAP High Option Medical Benefit plan	N/A	N/A	3,415	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the OAP Low Option Medical Benefit plan	N/A	N/A	377	N/A	N/A
Output	Number of benefit eligible employees and retirees who received coverage in the Choice Fund - H.S.A. Medical Benefit plan	N/A	N/A	190	N/A	N/A
Output	Number of benefit eligible employees and retirees who received Medical Benefit coverage	11,967	11,319	11,512	193	1.7%
Demand	Number of benefit eligible employees and retirees who requested Medical Benefit coverage	11,967	11,319	11,512	193	1.7%
Efficiency	Expenditure per benefit eligible employee and retiree who received Medical Benefit coverage	N/A	N/A	\$ 8,703.24	N/A	N/A
<i>Revenue</i>						
	601 - CMG HIGH OPTION	\$ 34,406,598	\$ 34,985,267	\$ 38,769,529	\$ 3,784,262	10.8%
	602 - CMG LOW OPTION	1,192,890	1,235,309	1,204,451	(30,858)	-2.5%
	603 - OAP IN	16,960,945	17,672,410	18,246,010	573,600	3.2%
	604 - OAP HIGH OPTION	28,421,468	29,177,248	29,035,684	(141,564)	-0.5%
	605 - OAP LOW OPTION	1,812,989	1,893,892	2,119,315	225,423	11.9%
	606 - CHOICE FUND H.S.A.	716,379	731,334	5,480,061	4,748,727	649.3%
	608 - COINSURANCE	14,262	-	-	-	N/A
	609 - CONSUMER CHOICE	1,147	-	-	-	N/A
	616 - CONTRACT ADMINISTRATION	108,648	193,031	215,708	22,677	11.7%
	617 - MED INCENTIVE AND PENALTIES	2,573	-	2,357,648	2,357,648	N/A
	618 - BENEFIT ADMINISTRATION	618,671	630,672	679,049	48,377	7.7%
	632 - CIGNA FOR SENIORS	490,826	495,060	559,200	64,140	13.0%
	652 - HEALTH SELECT SI TRUST	52,662	-	-	-	N/A
	TOTAL SOURCES	\$ 84,800,058	\$ 87,014,223	\$ 98,666,655	\$ 11,652,432	13.4%
<i>Expenditure</i>						
	601 - CMG HIGH OPTION	\$ 35,374,301	\$ 37,405,124	\$ 39,294,529	\$ (1,889,405)	-5.1%
	602 - CMG LOW OPTION	978,295	1,048,481	1,204,451	(155,970)	-14.9%
	603 - OAP IN	18,050,772	20,190,632	18,246,010	1,944,622	9.6%
	604 - OAP HIGH OPTION	29,323,701	31,859,006	29,035,684	2,823,322	8.9%
	605 - OAP LOW OPTION	1,372,633	1,874,721	2,119,315	(244,594)	-13.0%
	606 - CHOICE FUND H.S.A.	704,054	1,598,252	5,480,061	(3,881,809)	-242.9%
	616 - CONTRACT ADMINISTRATION	53,199	193,044	215,708	(22,664)	-11.7%
	617 - MED INCENTIVE AND PENALTIES	183,364	-	3,357,648	(3,357,648)	N/A
	618 - BENEFIT ADMINISTRATION	240,062	797,246	679,049	118,197	14.8%
	632 - CIGNA FOR SENIORS	423,032	595,060	559,200	35,860	6.0%
	TOTAL USES	\$ 86,703,413	\$ 95,561,566	\$ 100,191,655	\$ (4,630,089)	-4.8%

Non Recurring Adjustments:

CMG High Option Fund (601)

- Increase CMG High Option Fund (601) Non Recurring/Non-Project budget by \$525,000, budgeting Blue Print for Wellness™ as a medical expense. In prior years, the Blue Print for Wellness initiative was funded as a Wellness expenses. Blueprint for Wellness™ is a program that provides results from more than 30 lab tests, including the prostate antigen (PSA) test for men over 40, all through a simple fasting blood test. In FY 2010-11, the expenditures will be budgeted to utilizing fund balance in a medical fund and activity, since premium revenue did not include funding these costs. The budget will allow 3,000 individuals to participate in the initiative at the cost of \$175 per person. In FY 2011-12, this initiative will be re-evaluated to determine whether the program will continue, and if so, a funding source will need to be identified and/or it will need to be a built into the medical premiums.

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 medical vendor has earned little or no incentive payments.

Activity Narrative: The Department does not anticipate that the FY 2010-11 budget 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. Premium rates were based on an 8% trend factor and incorporated moderate plan design changes, such as increased deductibles and co-pays, which promote consumerism. Budgeted revenue is based on these Board of Supervisor approved premiums.

Dental Activity

The purpose of the Dental Activity is to provide Dental Benefit plans and information to Maricopa County benefit eligible employees and their families and retirees so they can obtain affordable dental care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of eligible employees who rated the Dental benefit as affordable	N/A	N/A	95.3%	N/A	N/A
Result	Percentage of claims to premiums	N/A	N/A	98.5%	N/A	N/A
Output	Number of benefit eligible employees and retirees who received Dental Benefit coverage	12,056	11,844	11,547	(297)	-2.5%
Output	Number of benefit eligible employees and retirees who received self-funded Dental Benefit coverage	N/A	N/A	4,215	N/A	N/A
Demand	Number of benefit eligible employees and retirees who requested Dental Benefit coverage	12,056	11,844	11,547	(297)	-2.5%
Efficiency	Expenditure per eligible employee and retiree who received dental benefit coverage	\$ 705.16	\$ 816.61	\$ 829.06	\$ (12.45)	-1.5%
<i>Revenue</i>						
	607 - FI DENTAL PPO	\$ 5,232,757	\$ 5,581,814	\$ 5,502,303	\$ (79,511)	-1.4%
	616 - CONTRACT ADMINISTRATION	15,437	36,300	23,009	(13,291)	-36.6%
	618 - BENEFIT ADMINISTRATION	61,745	118,614	127,712	9,098	7.7%
	625 - FI PREPAID DENTAL	507,947	456,871	409,832	(47,039)	-10.3%
	629 - SI DENTAL	3,198,502	3,398,072	3,510,313	112,241	3.3%
	TOTAL SOURCES	\$ 9,016,388	\$ 9,591,671	\$ 9,573,169	\$ (18,502)	-0.2%
<i>Expenditure</i>						
	607 - FI DENTAL PPO	\$ 5,218,426	\$ 5,581,814	\$ 5,502,303	\$ 79,511	1.4%
	616 - CONTRACT ADMINISTRATION	9,249	36,320	23,009	13,311	36.6%
	618 - BENEFIT ADMINISTRATION	41,536	149,944	127,712	22,232	14.8%
	625 - FI PREPAID DENTAL	498,221	456,871	409,832	47,039	10.3%
	629 - SI DENTAL	2,733,975	3,446,937	3,510,313	(63,376)	-1.8%
	TOTAL USES	\$ 8,501,407	\$ 9,671,886	\$ 9,573,169	\$ 98,717	1.0%

Activity Narrative: The Department does not anticipate that the FY 2010-11 budget will cause a decline in employee satisfaction with dental benefit coverage. The budgeted expenditures are based on the rates developed by the actuary or contractual rates for dental insurance for the current enrollment with no growth. Self-insured premium rates were based on an 8% trend factor with no plan design changes. Budgeted revenue is based on these Board of Supervisor approved premiums.

Pharmacy Activity

The purpose of the Pharmacy Activity is to provide pharmacy benefit plans and information to benefit-eligible Maricopa County employees and their families so they can obtain affordable pharmacy care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of benefit eligible employees who received the benefit coverage who rated the benefit as affordable to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Result	Percentage of claims to premiums	N/A	N/A	100.0%	N/A	N/A
Output	Number of benefit eligible employees and retirees who received Pharmacy Benefit coverage	11,663	11,509	11,109	(400)	-3.5%
Demand	Number of benefit eligible employees and retirees who requested Pharmacy Benefit coverage	11,663	11,509	11,109	(400)	-3.5%
Efficiency	Expenditure per benefit eligible employee and retirees who received Pharmacy Benefit plan coverage	\$ 1,238.24	\$ 1,399.10	\$ 1,380.49	\$ 18.61	1.3%
<i>Revenue</i>						
	608 - COINSURANCE	\$ 13,796,555	\$ 12,782,934	\$ 13,041,846	\$ 258,912	2.0%
	609 - CONSUMER CHOICE	2,343,971	2,334,561	1,994,911	(339,650)	-14.5%
	616 - CONTRACT ADMINISTRATION	34,731	75,216	34,513	(40,703)	-54.1%
	618 - BENEFIT ADMINISTRATION	246,978	245,748	264,588	18,840	7.7%
	TOTAL SOURCES	\$ 16,422,235	\$ 15,438,459	\$ 15,335,858	\$ (102,601)	-0.7%
<i>Expenditure</i>						
	608 - COINSURANCE	\$ 12,051,731	\$ 12,852,727	\$ 13,041,846	\$ (189,119)	-1.5%
	609 - CONSUMER CHOICE	2,268,728	2,263,587	1,994,911	268,676	11.9%
	616 - CONTRACT ADMINISTRATION	22,431	75,228	34,513	40,715	54.1%
	618 - BENEFIT ADMINISTRATION	98,697	310,654	264,588	46,066	14.8%
	TOTAL USES	\$ 14,441,587	\$ 15,502,196	\$ 15,335,858	\$ 166,338	1.1%

Activity Narrative: The Department does not anticipate that the FY 2010-11 budget 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. Premium rates were based on an 9% trend factor and incorporated minimal a plan design change of limiting retail choices for maintenance medication. Budgeted revenue is based on these Board of Supervisor approved premiums.

Vision Activity

The purpose of the Vision Activity is to provide vision benefit plans to benefit-eligible Maricopa County employees and their families and retirees so they can obtain affordable vision care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of benefit eligible employees who rated the vision benefit plan as affordable	N/A	N/A	95.0%	N/A	N/A
Result	Percentage of claims to premiums	N/A	N/A	95.8%	N/A	N/A
Output	Number of benefit eligible employees and retirees who received Vision Benefit coverage	12,112	11,943	11,628	(315)	-2.6%
Demand	Number of benefit eligible employees and retirees who requested Vision Benefit coverage	12,161	11,943	11,628	(315)	-2.6%
Efficiency	Expenditure per employee who received a Vision Benefit plan coverage	\$ 113.55	\$ 134.99	\$ 127.17	\$ 7.82	5.8%
<i>Revenue</i>						
	616 - CONTRACT ADMINISTRATION	\$ 3,860	\$ 5,448	\$ 2,876	\$ (2,572)	-47.2%
	618 - BENEFIT ADMINISTRATION	30,871	17,820	49,181	31,361	176.0%
	623 - VISION	1,333,464	1,263,366	1,351,050	87,684	6.9%
	624 - STAND ALONE VISION	-	76,398	75,644	(754)	-1.0%
	TOTAL SOURCES	\$ 1,368,195	\$ 1,363,032	\$ 1,478,751	\$ 115,719	8.5%
<i>Expenditure</i>						
	616 - CONTRACT ADMINISTRATION	\$ 2,305	\$ 5,472	\$ 2,876	\$ 2,596	47.4%
	618 - BENEFIT ADMINISTRATION	10,835	22,527	49,181	(26,654)	-118.3%
	623 - VISION	1,362,146	1,507,822	1,351,050	156,772	10.4%
	624 - STAND ALONE VISION	-	76,395	75,644	751	1.0%
	TOTAL USES	\$ 1,375,286	\$ 1,612,216	\$ 1,478,751	\$ 133,465	8.3%

Activity Narrative: The Department does not anticipate that the FY 2010-11 budget 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. Premium rates were based on an 3% trend factor and no plan design changes. Budgeted revenue is based on these Board of Supervisor approved premiums.

Mental Health Activity

The purpose of the Mental Health Activity is to provide Behavioral Health Benefit plans to benefit eligible Maricopa County employees and their families and retirees so they can obtain affordable external confidential counseling when faced with personal challenges to help them live and work well.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of benefit eligible employees who received the Mental Health benefit plan who are satisfied with the benefit according to the annual benefit satisfaction survey results	69.0%	65.1%	95.0%	29.9%	46.0%
Result	Percent of claims to premiums	N/A	N/A	92.5%	N/A	N/A
Output	Number of benefit eligible employees and retirees who received the Mental Health Benefit coverage	25,490	11,518	11,120	(398)	-3.5%
Demand	Number of benefit eligible employees and retirees who requested Mental Health Benefit coverage	25,554	11,518	11,120	(398)	-3.5%
Efficiency	Expenditure per benefit eligible employee and retiree who received Mental Health Benefit plan coverage	\$ 867.32	\$ 4,504.64	\$ 407.92	\$ 4,096.72	90.9%
<i>Revenue</i>						
	614 - BEHAVIORAL HEALTH	\$ 2,364,063	\$ 2,416,715	\$ 4,491,552	\$ 2,074,837	85.9%
	616 - CONTRACT ADMINISTRATION	7,655	9,395	11,505	2,110	22.5%
	618 - BENEFIT ADMINISTRATION	30,871	30,708	33,063	2,355	7.7%
	628 - EMPLOYEE ASSISTANCE	189,692	198,058	-	(198,058)	-100.0%
	TOTAL SOURCES	\$ 2,592,281	\$ 2,654,876	\$ 4,536,120	\$ 1,881,244	70.9%
<i>Expenditure</i>						
	614 - BEHAVIORAL HEALTH	\$ 1,639,643	\$ 4,077,422	\$ 4,491,552	\$ (414,130)	-10.2%
	616 - CONTRACT ADMINISTRATION	2,305	9,408	11,505	(2,097)	-22.3%
	618 - BENEFIT ADMINISTRATION	10,928	38,818	33,063	5,755	14.8%
	628 - EMPLOYEE ASSISTANCE	189,452	198,058	-	198,058	100.0%
	TOTAL USES	\$ 1,842,328	\$ 4,323,706	\$ 4,536,120	\$ (212,414)	-4.9%

Activity Narrative: The Department does not anticipate that the FY 2010-11 budget will cause a decline in employee satisfaction with Mental Health benefit coverage. FY 2009-10 expenditure were increased due to the inclusion of autism services where utilization was anticipated at a level greater than came to fruition. The FY 2009-10 budget also included Employee Assistance Program services which are now in a separate Activity. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment with no growth. Premium rates were based on an 6% trend factor and plan design changes that increase the outpatient benefit by removing the service limit and enhancing the autism service provision. Budgeted revenue is based on these Board of Supervisor approved premiums.

Short-term Disability Activity

The purpose of the Short-term Disability Activity is to provide short-term disability plans to Maricopa County benefit-eligible employees so they can obtain affordable income replacement.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percent of claims to premiums	N/A	N/A	100.0%	N/A	N/A
Result	Percentage of benefit eligible employees who rated their Short-Term Benefit plan as affordable according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Output	The number of benefit eligible employees who received a Short-Term Disability Benefit plan	N/A	N/A	7,962	N/A	N/A
Demand	The number of benefit eligible employees who requested a Short-Term Disability Benefit plan	N/A	N/A	7,962	N/A	N/A
Efficiency	Expenditure per benefit eligible employee who received Short-term Disability Benefit plan coverage	N/A	N/A	\$ 428.86	N/A	N/A
<i>Revenue</i>						
	610 - 70 PERCENT STD	\$ -	\$ -	\$ 2,246,085	\$ 2,246,085	N/A
	611 - 60 PERCENT STD	-	-	510,935	510,935	N/A
	612 - 50 PERCENT STD	-	-	439,219	439,219	N/A
	613 - 40 PERCENT STD	-	-	202,539	202,539	N/A
	618 - BENEFIT ADMINISTRATION	-	-	15,804	15,804	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 3,414,582	\$ 3,414,582	N/A
<i>Expenditure</i>						
	610 - 70 PERCENT STD	\$ -	\$ -	\$ 2,246,085	\$ (2,246,085)	N/A
	611 - 60 PERCENT STD	-	-	510,935	(510,935)	N/A
	612 - 50 PERCENT STD	-	-	439,219	(439,219)	N/A
	613 - 40 PERCENT STD	-	-	202,539	(202,539)	N/A
	618 - BENEFIT ADMINISTRATION	-	-	15,804	(15,804)	N/A
	TOTAL USES	\$ -	\$ -	\$ 3,414,582	\$ (3,414,582)	N/A

Activity Narrative: In prior years, the revenue and expenditures for this Activity were included in the now inactive Absence Management Activity. The revenue and expenditures for this Activity are based on the current enrollment with no increase to the rates from FY 2009-10.

Voluntary Benefits Program

The purpose of the Voluntary Benefits Program is to provide optional benefits and services to Maricopa County benefit eligible employees so they can take maximum advantage of tax savings and obtain affordable optional benefits.

Program Results

Measure Description	FY 2009	FY 2010	FY 2011	REV VS ADPT	
	ACTUAL	REVISED	ADOPTED	VAR	%
Percentage of benefit eligible employees who enrolled in Additional Life and AD&D Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	94.0%	94.0%	95.0%	1.0%	1.0%
Percentage of benefit eligible employees who enrolled in Dependent Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Percentage of benefit eligible employees who enrolled in Dependent Life Insurance Benefit plan who rated the benefits as affordable according to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Percentage of benefit eligible employees who enrolled in Additional Life Insurance Benefit plan who rated the benefits as affordable to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Percentage of benefit eligible employees who are satisfied with the health care reimbursement benefit	91.2%	90.7%	95.0%	4.3%	4.7%
Percentage of benefit eligible employees who are satisfied with the dependent care reimbursement	91.2%	90.7%	90.0%	(0.7%)	-0.8%
Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A

Activities that comprise this program include:

- Flexible Spending Account
- Life Insurance
- Other Benefits

While the Activities are not new, many of the result measures in this Program are new in FY 2010-11, and accordingly, do not allow for a year-over-year comparison.

Flexible Spending Account Activity

The purpose of the Flexible Spending Account Activity is to provide elective reimbursement benefits to Maricopa County active employees so 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.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of benefit eligible employees who are satisfied with the health care reimbursement benefit	91.2%	90.7%	95.0%	4.3%	4.7%
Result	Percentage of benefit eligible employees who are satisfied with the dependent care reimbursement	91.2%	90.7%	90.0%	(0.7%)	-0.8%
Output	The number of benefit eligible employees who received flexible spending benefit coverage.	1,974	1,939	1,864	(75)	-3.9%
Output	The number of eligible employees who received the health care reimbursement benefit coverage	1,861	1,826	1,644	(182)	-10.0%
Output	The number of benefit eligible employees who received the dependent care reimbursement benefit coverage	113	113	220	107	94.7%
Demand	The number of benefit eligible employees who requested the health care reimbursement benefit coverage	1,861	1,826	1,644	(182)	-10.0%
Demand	The number of benefit eligible employees who requested the dependent care reimbursement benefit coverage	N/A	N/A	220	N/A	N/A
Efficiency	Expenditure per benefit employee who received Flexible spending benefit reimbursement plan coverage	\$ 1,438.26	\$ 1,582.76	\$ 1,604.18	\$ (21.42)	-1.4%
<i>Revenue</i>						
	616 - CONTRACT ADMINISTRATION	\$ -	\$ 79,871	\$ -	\$ (79,871)	-100.0%
	618 - BENEFIT ADMINISTRATION	30,871	12,516	13,476	960	7.7%
	621 - FLEX SPENDING HEALTH	2,109,426	2,209,222	2,261,183	51,961	2.4%
	622 - FLEX SPENDING DEP CARE	820,328	764,204	715,536	(48,668)	-6.4%
	TOTAL SOURCES	\$ 2,960,625	\$ 3,065,813	\$ 2,990,195	\$ (75,618)	-2.5%
<i>Expenditure</i>						
	616 - CONTRACT ADMINISTRATION	\$ -	\$ 79,776	\$ -	\$ 79,776	100.0%
	618 - BENEFIT ADMINISTRATION	489	15,821	13,476	2,345	14.8%
	621 - FLEX SPENDING HEALTH	2,050,564	2,709,185	2,261,183	448,002	16.5%
	622 - FLEX SPENDING DEP CARE	788,677	764,207	715,536	48,671	6.4%
	TOTAL USES	\$ 2,839,730	\$ 3,568,989	\$ 2,990,195	\$ 578,794	16.2%

Activity Narrative: While this Activity is not new for FY 2010-11, many of the measures are new and do not allow for historical comparison. The budget is based on current enrollment and employee contribution levels.

Life Insurance Activity

The purpose of the Life Insurance Benefits activity is to provide life insurance plans to Maricopa County benefit-eligible employees so they can obtain affordable life and accidental death coverage.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of benefit eligible employees who enrolled in Additional Life and AD&D Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	94.0%	94.0%	95.0%	1.0%	1.0%
Result	Percentage of benefit eligible employees who enrolled in Dependent Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Result	Percentage of benefit eligible employees who enrolled in Dependent Life Insurance Benefit plan who rated the benefits as affordable according to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Result	Percentage of benefit eligible employees who enrolled in Additional Life Insurance Benefit plan who rated the benefits as affordable to the annual benefits satisfaction survey	N/A	N/A	95.0%	N/A	N/A
Output	Number of benefit eligible employees who received Basic Life and AD&D Benefit plans	N/A	N/A	12,780	N/A	N/A
Output	Number of benefit eligible employees who received life or AD&D benefit coverage	N/A	N/A	12,780	N/A	N/A
Output	Number of benefit eligible employees who received Additional Life and AD&D Benefit plans	N/A	N/A	8,164	N/A	N/A
Output	Number of benefit eligible employees who received Dependent Life Insurance Benefit plan	N/A	N/A	7,934	N/A	N/A
Demand	Number of benefit eligible employees who requested Basic Life and AD&D Benefit plans	N/A	N/A	12,780	N/A	N/A
Demand	Number of benefit eligible employees who requested Additional Life and AD&D Benefit plans	N/A	N/A	8,164	N/A	N/A
Demand	Number of benefit eligible employees who requested Dependent Life Insurance Benefit plans	N/A	N/A	7,934	N/A	N/A
Efficiency	Expenditure per benefit eligible employee who received Life Insurance or AD&D Benefit plan coverage	N/A	N/A	\$ 433.82	N/A	N/A
Revenue						
	616 - CONTRACT ADMINISTRATION	\$ 3,860	\$ 7,523	\$ -	\$ (7,523)	-100.0%
	618 - BENEFIT ADMINISTRATION	30,871	24,564	26,436	1,872	7.6%
	626 - FLIFE AND AD AND D	939,993	1,044,288	1,130,769	86,481	8.3%
	627 - SUPPLEMENTAL LIFE	3,498,443	4,411,440	3,880,123	(531,317)	-12.0%
	630 - DEPENDENT LIFE	445,039	390,841	506,927	116,086	29.7%
	TOTAL SOURCES	\$ 4,918,206	\$ 5,878,656	\$ 5,544,255	\$ (334,401)	-5.7%
Expenditure						
	616 - CONTRACT ADMINISTRATION	\$ 2,305	\$ 7,524	\$ -	\$ 7,524	100.0%
	618 - BENEFIT ADMINISTRATION	10,209	31,050	26,436	4,614	14.9%
	626 - FLIFE AND AD AND D	937,550	1,044,288	1,130,769	(86,481)	-8.3%
	627 - SUPPLEMENTAL LIFE	3,501,885	4,411,445	3,880,123	531,322	12.0%
	630 - DEPENDENT LIFE	445,740	590,841	506,927	83,914	14.2%
	TOTAL USES	\$ 4,897,689	\$ 6,085,148	\$ 5,544,255	\$ 540,893	8.9%

Activity Narrative: The budget is based on current enrollment levels and the contractual rates for life insurance premiums. Basic life rates increased 25% and spouse coverage increased 10%.

Other Benefits Activity

The purpose of the Other Benefits activity is to provide optional benefits at group rates to Maricopa County active employees so they can obtain affordable optional benefits.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2009 ACTUAL	FY 2010 REVISED	FY 2011 ADOPTED	REV VS ADPT VAR	%
Result	Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results	N/A	N/A	95.0%	N/A	N/A
Output	The number of employees who received the Prepaid Legal Benefit plan	1,364	1,365	1,514	149	10.9%
Demand	Number of employees who requested the Prepaid Legal Benefit plan	1,364	1,365	1,514	149	10.9%
Efficiency	Cost per average monthly person receiving coverage	\$ 188.68	\$ 214.48	\$ 202.73	\$ 11.75	5.5%
<i>Revenue</i>						
	631 - VOLUNTARY BENEFITS	\$ 257,136	\$ 292,761	\$ 306,930	\$ 14,169	4.8%
	TOTAL SOURCES	\$ 257,136	\$ 292,761	\$ 306,930	\$ 14,169	4.8%
<i>Expenditure</i>						
	631 - VOLUNTARY BENEFITS	\$ 257,361	\$ 292,761	\$ 306,930	\$ (14,169)	-4.8%
	TOTAL USES	\$ 257,361	\$ 292,761	\$ 306,930	\$ (14,169)	-4.8%

Activity Narrative: There is no change to rates for this coverage in FY 2010-11; revenue and expenditures are based on current enrollment.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ 3,049,142	\$ 56,500
FY 2010 Revised Budget	\$ 3,049,142	\$ 56,500
Adjustments:		
Reallocations	\$ (10,000)	\$ -
<i>Reallocation Between Depts</i>	<i>(10,000)</i>	<i>-</i>
<i>Reallocate Service Awards to County Manager's Office</i>	<i>\$ (10,000)</i>	
FY 2011 Budget Target	\$ 3,039,142	\$ 56,500
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 60,024	\$ -
<i>Employee Health/Dental Premiums</i>	<i>49,068</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>10,956</i>	<i>-</i>
Base Adjustments	\$ (222,720)	\$ -
<i>Other Base Adjustments</i>	<i>(222,720)</i>	<i>-</i>
<i>Savings Achieved from Proper Allocation of Expenditures to Other Funds</i>	<i>\$ (121,446)</i>	
<i>Eliminate to Vacant Recruitment Positions</i>	<i>(101,274)</i>	
Budget Balancing	\$ (6,606)	\$ -
<i>PEHPEP FY 10 Adjustments</i>	<i>(6,606)</i>	<i>-</i>
<i>Agenda Item: C-49-10-032-M-00</i>		
Fees and Other Revenues	\$ -	\$ 3,590
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>3,590</i>
Reallocations	\$ 54,000	\$ -
<i>Reallocation Between Depts</i>	<i>54,000</i>	<i>-</i>
<i>Reallocate Ombudsman from Non-Departmental</i>	<i>\$ 44,000</i>	
<i>Reallocate Background Checks from Non-Departmental</i>	<i>10,000</i>	
FY 2011 Adopted Budget	\$ 2,923,840	\$ 60,090
<i>Percent Change from Target Amount</i>	<i>-3.8%</i>	<i>6.4%</i>

Benefits Administration Fund (618)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Adjustments:		
Restatements	\$ 2,426,506	\$ 2,445,539
<i>Employee Benefits to WMD</i>	<i>2,426,506</i>	<i>2,445,539</i>
FY 2011 Budget Target	\$ 2,426,506	\$ 2,445,539
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 29,123	\$ -
<i>Employee Health/Dental Premiums</i>	<i>23,127</i>	<i>-</i>
<i>Retirement Contributions</i>	<i>5,996</i>	<i>-</i>
Base Adjustments	\$ (188,622)	\$ (178,532)
<i>Other Base Adjustments</i>	<i>(188,622)</i>	<i>-</i>
<i>Right Size Salaries and Benefits</i>	<i>\$ (22,890)</i>	
<i>Eliminate Duplicate Finding for Contract Administration</i>	<i>(70,503)</i>	
<i>Right Size Allocation In from Materials Management</i>	<i>11,527</i>	
<i>Potential Cost of Claims Audit</i>	<i>20,000</i>	
<i>Right Size Expenditures Due to Reorganization</i>	<i>(193,973)</i>	
<i>Increase Personnel to add Health Educator/Fitness Coordinator</i>	<i>67,217</i>	
<i>Internal Service Charges</i>		<i>(178,532)</i>
FY 2011 Adopted Budget	\$ 2,267,007	\$ 2,267,007
<i>Percent Change from Target Amount</i>	<i>-6.6%</i>	<i>-7.3%</i>
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 120,000	\$ -
<i>Other Non-Recurring</i>	<i>120,000</i>	<i>-</i>
<i>Consultant Support Associated with ADP</i>	<i>\$ 120,000</i>	
FY 2011 Adopted Budget	\$ 120,000	\$ -
<i>Percent Change from Target Amount</i>		

Benefits Trust Fund (685)

	Expenditures	Revenue
OPERATING		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Adjustments:		
Restatements	\$ 142,537,145	\$ 131,222,607
Employee Benefits to WMD	142,537,145	131,222,607
FY 2011 Budget Target	\$ 142,537,145	\$ 131,222,607
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 29,123	\$ -
Employee Health/Dental Premiums	23,127	-
Retirement Contributions	5,996	-
Base Adjustments	\$ 1,345,158	\$ 12,688,819
Other Base Adjustments	(188,622)	-
Right Size Salaries and Benefits	\$ (22,890)	
Eliminate Duplicate Finding for Contract Administration	(70,503)	
Right Size Allocation In from Materials Management	11,527	
Potential Cost of Claims Audit	20,000	
Right Size Expenditures Due to Reorganization	(193,973)	
Increase Personnel to add Health Educator/Fitness Coordinator	67,217	
Internal Service Charges	1,533,780	12,688,819
FY 2011 Adopted Budget	\$ 143,911,426	\$ 143,911,426
Percent Change from Target Amount	1.0%	9.7%
	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2010 Adopted Budget	\$ -	\$ -
FY 2010 Revised Budget	\$ -	\$ -
Non Recurring	\$ (1,000,000)	\$ -
Other Non-Recurring	(1,000,000)	-
Restatements	\$ 1,000,000	\$ -
Employee Benefits to WMD	1,000,000	-
FY 2011 Budget Target	\$ -	\$ -
Adjustments:		
Non Recurring	\$ 1,645,000	\$ -
Other Non-Recurring	1,645,000	-
Consultant Support Associated with ADP	\$ 120,000	
Blueprint for Wellness	525,000	
Medical Contract Penalties	1,000,000	
FY 2011 Adopted Budget	\$ 1,645,000	\$ -
Percent Change from Target Amount		

Benefits Trust Fund (685) Fund Balance Summary

	FY 2009 ACTUAL	FY 2010 ADOPTED	FY 2010 REVISED	FY 2010 FORECAST	FY 2011 RECOMM	FY 2009-10 TENTATIVE	FY 2011 ADOPTED
Beginning Spendable Fund Balance	\$ 37,973,975	\$ 43,290,825	\$ 43,290,825	\$ 43,618,049	\$ 39,801,659	\$ 39,801,659	\$ 39,801,659
Sources:							
Operating	\$ 130,924,465	\$ 131,222,607	\$ 131,222,607	\$ 128,382,118	\$ 143,911,426	\$ 143,911,426	\$ 143,911,426
Non-Recurring	-	-	-	-	-	-	-
Total Sources:	\$ 130,924,465	\$ 131,222,607	\$ 131,222,607	\$ 128,382,118	\$ 143,911,426	\$ 143,911,426	\$ 143,911,426
Uses:							
Operating	\$ 125,097,023	\$ 142,537,145	\$ 142,537,145	\$ 132,179,475	\$ 143,911,426	\$ 143,911,426	\$ 143,911,426
Non-Recurring	183,364	1,019,033	1,019,033	19,033	1,645,000	1,645,000	1,645,000
Total Uses:	\$ 125,280,387	\$ 143,556,178	\$ 143,556,178	\$ 132,198,508	\$ 145,556,426	\$ 145,556,426	\$ 145,556,426
Structural Balance	\$ 5,827,442	\$ (11,314,538)	\$ (11,314,538)	\$ (3,797,357)	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:							
Restricted	\$ 43,618,049	\$ 39,797,554	\$ 38,512,143	\$ 48,369,577	\$ 47,249,577	\$ 47,249,577	\$ 47,249,577
Total Ending Spendable Fund Balance	\$ 43,618,049	\$ 30,957,254	\$ 30,957,254	\$ 39,801,659	\$ 38,156,659	\$ 38,156,659	\$ 38,156,659



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.

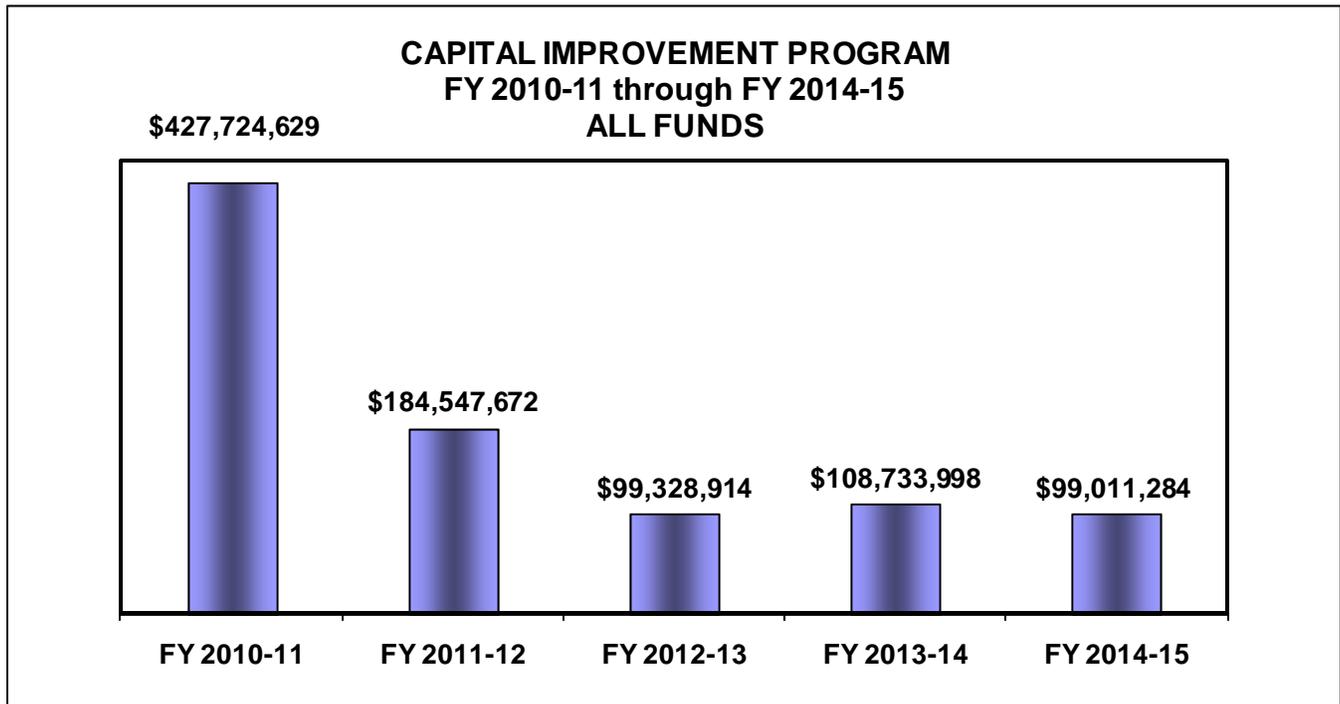
Capital Improvement Program

A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

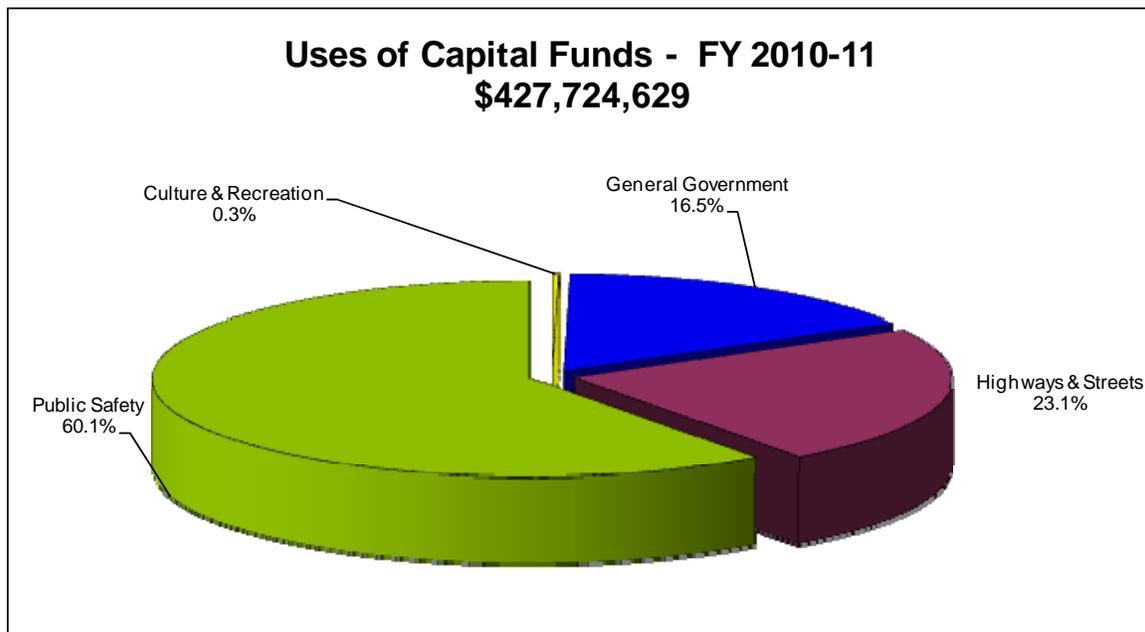
1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (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 2010-11 and ending Fiscal Year 2014-15. The total anticipated cost for projects presented in the FY 2010-11 CIP is \$427.7 million.



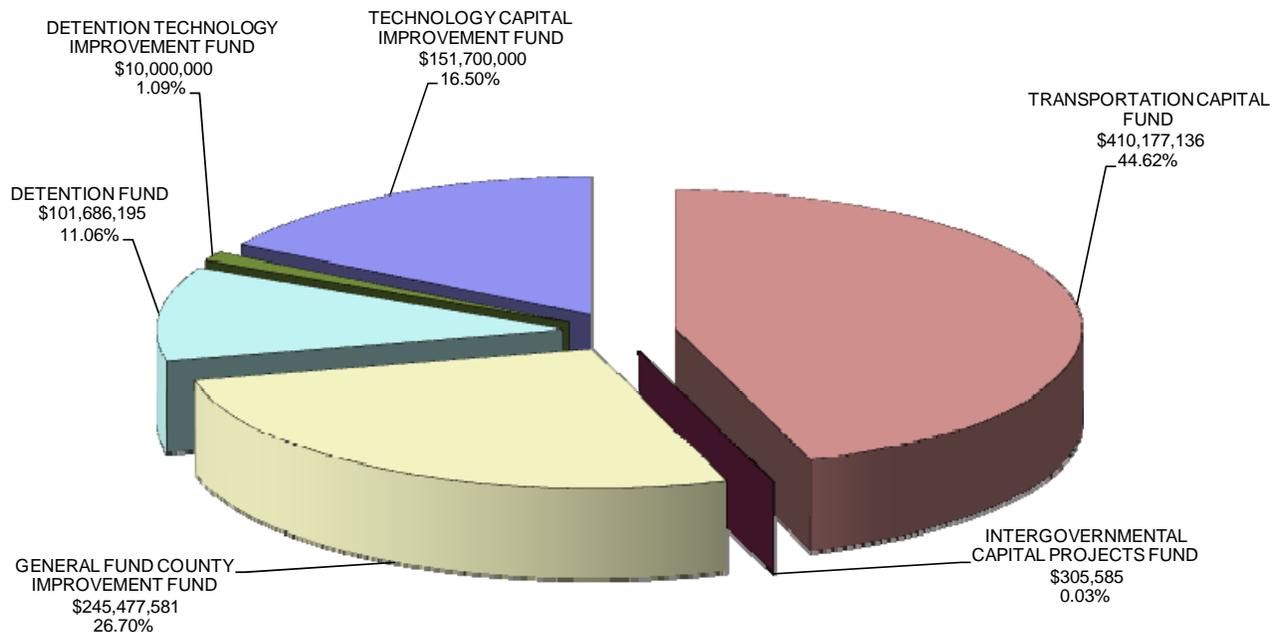
The largest portion of expenditures for the County’s five-year Capital Improvement Program is the Court Tower Project and other Public Safety Related Projects with 60.1% of the total. Transportation Projects (Highways and Streets) make up the second largest portion of the Capital Improvement Program, at 23.1% of the total. The remaining 16.8% encompasses funding for Culture and Recreation and General Government projects.



It should be noted that over the five-year period, the cost of a project and its estimated 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 2009-10 Capital Improvement Program.

FY 2010-11 CAPITAL IMPROVEMENT PROGRAM				
Five-Year Total By Fund				
CIP Allocation by Fund	ADOPTED FY 2009-10 THRU FY 2013-14	ADOPTED FY 2010-11 THRU FY 2014-15	(Increase)/ Decrease	
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 857,075	\$ 305,585	\$	551,490
440 FINANCING SERIES 2007	47,900,000	-		47,900,000
441 FINANCING SERIES 2008	240,725,538	-		240,725,538
445 GENERAL FUND COUNTY IMPROVEMENT	8,118,743	245,477,581		(237,358,838)
460 TECHNOLOGY CAPITAL IMPROVEMENT	-	151,700,000		(151,700,000)
<i>Subtotal General Fund</i>	\$ 297,601,356	\$ 397,483,166	\$	(99,881,810)
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	\$ 328,942,029	\$ 410,177,136	\$	(81,235,107)
455 DETENTION CAPITAL PROJECTS	-	101,686,195		(101,686,195)
461 DETENTION TECHNOLOGY IMPROVEMENT	-	10,000,000		(10,000,000)
<i>Subtotal Special Revenue</i>	\$ 328,942,029	\$ 521,863,331	\$	(192,921,302)
TOTAL MARICOPA COUNTY	\$ 626,543,385	\$ 919,346,497	\$	(292,803,112)

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
Distinction by Fund



Capital Projects Budget

The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2010-11 Maricopa County Capital Projects budget is \$427.7 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 2009-10 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND				
FUND	FY 2009-10 ADOPTED	FY 2009-10 REVISED	FY 2009-10 FORECASTED	FY 2010-11 ADOPTED
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 857,075	\$ 725,704	\$ 345,962	\$ 232,683
440 FINANCING SERIES 2007	47,900,000	48,696,647	48,686,647	-
441 FINANCING SERIES 2008	66,088,797	-	-	-
445 GENERAL FUND COUNTY IMPROVEMENT	6,722,910	74,476,805	40,223,295	196,836,794
460 TECHNOLOGY CAPITAL IMPROVEMENT	-	-	-	56,134,813
<i>Subtotal General Fund</i>	\$ 121,568,782	\$ 123,899,156	\$ 89,255,904	\$ 253,204,290
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	\$ 85,728,037	\$ 85,728,037	\$ 63,988,341	\$ 98,872,518
455 DETENTION CAPITAL PROJECTS	-	8,152,800	682,077	69,929,821
461 DETENTION TECHNOLOGY IMPROVEMENT	-	-	-	5,718,000
<i>Subtotal Special Revenue</i>	\$ 85,728,037	\$ 93,880,837	\$ 64,670,418	\$ 174,520,339
TOTAL MARICOPA COUNTY	\$ 207,296,819	\$ 217,779,993	\$ 153,926,322	\$ 427,724,629

Operating and 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 space.

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 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
GENERAL FUND PROJECTS					
Criminal Court Tower	\$ 3,379,163	\$ 11,000,000	\$ 11,410,875	\$ 11,635,654	\$ 11,869,037
Maricopa Regional Trail System	-	53,357	109,257	99,257	139,257
MCSO Crime Lab Relocation	43,119	66,620	68,618	70,677	72,797
<i>General Fund Subtotal</i>	\$ 3,422,282	\$ 22,239,954	\$ 11,588,750	\$ 11,805,588	\$ 12,081,091

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

Three (3) capital projects are budgeted for support from the Intergovernmental Capital Projects Fund (422), a total of ten (10) projects for support from the General Fund (445), seven (7) capital projects in the Detention Capital Project Fund (455) and one (1) project in the Equipment Services Fund (654). The projects are as follows:

422 INTERGOVERNMENTAL CAPITAL PROJECTS FUND	PREVIOUS	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FIVE-YEAR (FY 2011-15)	TOTAL PROJECT	Page
Energy Conservation Projects	\$ -	\$ 17,683	\$ 72,902	\$ -	\$ -	\$ -	\$ 90,585	\$ 90,585	993
Vulture Mountain Study	-	50,000	-	-	-	-	50,000	50,000	1006
White Tank Nature Center	-	165,000	-	-	-	-	165,000	165,000	1010
TOTAL FUND 422	\$ -	\$ 232,683	\$ 72,902	\$ -	\$ -	\$ -	\$ 305,585	\$ 305,585	

445 GENERAL FUND COUNTY IMPROVEMENT FUND	PREVIOUS	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FIVE-YEAR (FY 2011-15)	TOTAL PROJECT	Page
Criminal Court Tower	\$ 38,986,542	\$ 138,067,103	\$ 40,343,183	\$ -	\$ -	\$ -	\$ 178,410,286	\$ 217,396,828	991
Energy Conservation Projects	-	5,020,710	3,184,137	1,752,240	-	-	9,957,087	9,957,087	993
First Avenue Jail Demolition/Plaza Expansion	-	8,331,712	919,973	-	-	-	9,251,685	9,251,685	995
Maricopa Regional Trail System	1,708,746	850,000	1,000,000	1,000,000	441,254	-	3,291,254	5,000,000	999
MCSO Crime Lab Relocation	100,000	3,533,297	-	-	-	-	3,533,297	3,633,297	1001
Santa Fe Depot Remodel	150,000	3,822,106	-	-	-	-	3,822,106	3,972,106	1003
Security Building Improvements	20,804,860	2,669,424	-	-	-	-	2,669,424	23,474,284	1004
Vulture Mountain Study	-	100,000	-	-	-	-	100,000	100,000	1006
West Court 2 nd , 3 rd and 4 th Floor Remodel	1,270,685	2,784,519	-	-	-	-	2,784,519	4,055,204	1008
Project Reserve	-	31,657,923	-	-	-	-	31,657,923	31,657,923	997
TOTAL FUND 445	\$ 63,020,833	\$ 196,836,794	\$ 45,447,293	\$ 2,752,240	\$ 441,254	\$ -	\$ 245,477,581	\$ 308,498,414	

455 DETENTION CAPITAL PROJECTS FUND	PREVIOUS	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FIVE-YEAR (FY 2011-15)	TOTAL PROJECT	Page
Criminal Court Tower	\$ -	\$ -	\$ 28,391,973	\$ -	\$ -	\$ -	\$ 28,391,973	\$ 28,391,973	991
Energy Conservation Projects	-	10,607,196	3,343,973	20,428	-	-	13,971,597	13,971,597	993
Estrella Chilled Water Conversion	100,000	3,150,000	-	-	-	-	3,150,000	3,250,000	994
4th Ave Solar Thermal Water Heating Sys	75,000	989,900	-	-	-	-	989,900	1,064,900	996
LBJ Solar Thermal Water Heating Sys	95,000	1,142,900	-	-	-	-	1,142,900	1,237,900	998
MCSO Transportation Hub	-	52,139,825	-	-	-	-	52,139,825	52,139,825	1002
Towers Chilled Water Conversion	700,000	1,900,000	-	-	-	-	1,900,000	2,600,000	1005
TOTAL FUND 455	\$ 970,000	\$ 69,929,821	\$ 31,735,946	\$ 20,428	\$ -	\$ -	\$ 101,686,195	\$ 102,656,195	

654 EQUIPMENT SERVICES FUND	PREVIOUS	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FIVE-YEAR (FY 2011-15)	TOTAL PROJECT	Page
Energy Conservation Projects	\$ -	\$ 62,557	\$ 119,659	\$ -	\$ -	\$ -	\$ 182,216	\$ 182,216	993

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 courtroom facility (22 fully constructed, 10 shelled out), approximately 695,000 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 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	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 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Financing Series 2007 (440)	\$ -	\$48,064,009	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,064,009
Financing Series 2008 (441)	46,506,143	-	-	-	-	-	-	-	46,506,143
General Fund Cty Improv (445)	799,953	38,186,589	138,067,103	40,343,183	-	-	-	178,410,286	217,396,828
Detention Fund (455)	-	-	-	28,391,973	-	-	-	28,391,973	28,391,973
Project Total	\$47,306,096	\$86,250,598	\$138,067,103	\$68,735,156	\$ -	\$ -	\$ -	\$206,802,259	\$340,358,953

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ 586,486	\$ 591,648	\$ 609,398	\$ 627,679
Supplies & Services	-	3,379,163	10,413,514	10,819,227	11,026,256	11,241,358
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$3,379,163	\$11,000,000	\$11,410,875	\$11,635,654	\$11,869,037
Net Operating Cost Increase (post less current)						
Personal Services	\$ -	\$ -	\$ 586,486	\$ 591,648	\$ 609,398	\$ 627,679
Supplies & Services	-	3,379,163	10,413,514	10,819,227	11,026,256	11,241,358
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$3,379,163	\$11,000,000	\$11,410,875	\$11,635,654	\$11,869,037

Energy Conservation Projects

Project Location: Countywide
 County District(s): All
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: January, 2013

Project Description

APS Energy Services conducted an Investment Grade Utility Audit (IGUA) of over 9 million square feet of County facilities. Energy professionals evaluated over 130 buildings for energy and operational efficiencies and recommended energy savings projects in six categories. Projects included in the Flood Control District budget are shown here as well for a comprehensive project total of \$25,831,163.

Purpose Statement

The recommended projects would reduce County energy consumption by approximately 22 million kilowatt hours of energy per year. This is anticipated to save the County an estimated \$1.74 million per year in utility costs.

Strategic Goals Addressed

The completion of these projects will assist the county in implementing its Energy Management Plan and achieve the strategic goal to reduce overall county energy consumption to 5% below the 2008 baseline by 2013.

Strategic Plan Programs Supported

- Green Government Program

Strategic Plan Activities Supported

- Facilities Management Green Government Measures

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ -	\$ 5,020,710	\$ 3,184,137	\$ 1,752,240	\$ -	\$ -	\$ 9,957,087	\$ 9,957,087
Detention Fund (455)	-	-	10,607,196	3,343,973	20,428	-	-	13,971,597	13,971,597
Intergovernmental Capital Projects (422)	-	-	17,683	72,902	-	-	-	90,585	90,585
Transportation Capital (234)	-	-	924,518	156,674	-	-	-	1,081,192	1,081,192
Equipment Services (654)	-	-	62,557	119,659	-	-	-	182,216	182,216
Project Total	\$ -	\$ -	\$ 16,632,664	\$ 6,877,345	\$ 1,772,668	\$ -	\$ -	\$ 25,282,677	\$ 25,282,677

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Flood (990)	\$ -	\$ -	\$ 548,481	\$ -	\$ -	\$ -	\$ -	\$ 548,481	\$ 548,481
Project Total	\$ -	\$ -	\$ 548,481	\$ -	\$ -	\$ -	\$ -	\$ 548,481	\$ 548,481

Operating Cost Summary

There are no on-going "Operating Costs" defined for the energy conservation projects, only an annual cost avoidance of \$1,736,874 within Maricopa County's Utility line item. Any operating cost associated with the maintenance would not change significantly due to the fact that FMD is already performing these tasks (such as replacing light bulbs), possibly less frequently.

Estrella Chilled Water Conversion

Project Location: Estrella Jail
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: December, 2011



Project Description
 This project includes the design and construction to convert this facility from evaporative cooling to a chilled water cooling system supplied from the Lower Buckeye Central Plant

Purpose Statement

The purpose of this project is to provide a cooling system that will maintain consistent temperatures within the jails that are not possible with the current evaporative cooling system. In addition, this will be a more energy efficient system.

Strategic Goals Addressed

The completion of this project will allow the County to maintain constant temperatures in the jails in alignment with the Graves v. Arpaio lawsuit.

Strategic Plan Programs Supported

- Building Operations and Maintenance
- Green Government Program

Strategic Plan Activities Supported

- Energy Management
- Facilities Management Green Government Measures

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Detention Fund (455)	\$ -	\$ 100,000	\$ 3,150,000	\$ -	\$ -	\$ -	\$ -	\$ 3,150,000	\$ 3,250,000
Project Total	\$ -	\$ 100,000	\$ 3,150,000	\$ -	\$ -	\$ -	\$ -	\$ 3,150,000	\$ 3,250,000

First Avenue Jail Demolition and Plaza Expansion

Project Location: First Avenue and Madison Street
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: March, 2013



Project Description

The existing First Avenue Jail has not been used to house inmates for over ten years. The facility is in disrepair and suffers from infrastructure failure on a regular basis. The jail demolition will be accomplished as soon as all remaining tenants can be relocated. This project will allow the County to move forward with the design and construction estimates for the demolition of the First Avenue Jail and the development of the expanded plaza in the county court complex.

Purpose Statement

The purpose of this project is to demolish the First Ave. Jail, to provide an open area for the development of a pedestrian plaza for the new Court Tower being erected.

Strategic Goals Addressed

This will further the Facilities Management strategic goal to address the space needs of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan.

Strategic Plan Programs Supported

- Capital Facility Management

Strategic Plan Activities Supported

- Capital Improvement Implementation

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ -	\$ 8,331,712	\$ 919,973	\$ -	\$ -	\$ -	\$ 9,251,685	\$ 9,251,685
Project Total	\$ -	\$ -	\$ 8,331,712	\$ 919,973	\$ -	\$ -	\$ -	\$ 9,251,685	\$ 9,251,685

Fourth Avenue Solar Thermal Water Heating System

Project Location: Fourth Avenue Jail
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: September 1, 2010

Project Description

This project includes the installation of 240 flat plate solar panels on the roof of Fourth Avenue Jail, properly oriented to capture solar energy. The captured heat will be transferred into the building's domestic water heating system to provide both pre-heating of the intake water, as well as a standby supply of 140° water. The system is being designed with the appropriate pumps, valves, sensors and controls to assure seamless operation, capturing maximum solar energy during daylight hours, and allowing the existing gas-fired water heating equipment to function normally at night.

Purpose Statement

The purpose of this project is to use the latest available technology to reduce the County's consumption of fossil fuel, which the engineers estimate could save \$90,000 annually. Bringing this technology on line at this facility will lower the County's carbon emissions by as much as 816 tons per year. This project is 100% funded by a Federal ARRA grant, administered by the U.S. Department of Energy.

Strategic Goals Addressed

The completion of these projects will assist the County in implementing its Energy Management Plan and achieve the strategic goal to reduce overall county energy consumption to 5% below the 2008 baseline by 2013.

Strategic Plan Programs Supported

- Building Operations and Maintenance
- Green Government Program

Strategic Plan Activities Supported

- Energy Management
- FMD Green Government Measures

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Detention Fund (455)	\$ -	\$ 75,000	\$ 989,900	\$ -	\$ -	\$ -	\$ -	\$ 989,900	\$ 1,064,900
Project Total	\$ -	\$ 75,000	\$ 989,900	\$ -	\$ -	\$ -	\$ -	\$ 989,900	\$ 1,064,900

Project Reserve

Project Location: TBD
 County District(s): TBD
 Managing Department: Facilities Management and Real Estate
 Project Partner(s): None
 Scheduled Completion Date: TBD

Project Description

This project is for the acquisition of real property and/or the building of new facilities as identified by the Board of Supervisors to meet the space needs of the county and to reduce reliance on leased properties.

Project Purpose

The purpose of this project is to support the efficient utilization of the County's real estate assets.

Strategic Plan Programs Supported

- Real Estate Program

Strategic Plan Activities Supported

- Real Estate Management Activity

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ -	\$ 31,657,923	\$ -	\$ -	\$ -	\$ -	\$ 31,657,923	\$ 31,657,923
Project Total	\$ -	\$ -	\$ 31,657,923	\$ -	\$ -	\$ -	\$ -	\$ 31,657,923	\$ 31,657,923

Lower Buckeye Jail Solar Thermal Water Heating System

Project Location: Lower Buckeye Jail
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: September 1, 2010

Project Description

This project includes the installation of 240 flat plate solar panels on the roof of Lower Buckeye Jail, properly oriented to capture solar energy. The captured heat will be transferred into the building's domestic water heating system to provide both pre-heating of the intake water, as well as a standby supply of 140° water. The system is being designed with the appropriate pumps, valves, sensors and controls to assure seamless operation, capturing maximum solar energy during daylight hours, and allowing the existing gas-fired water heating equipment to function normally at night.

Purpose Statement

The purpose of this project is to use the latest available technology to reduce the County's consumption of fossil fuel, which the engineers estimate could save \$90,000 annually. Bringing this technology on line at this facility will lower the County's carbon emissions by as much as 816 tons per year. This project is 100% funded by a Federal ARRA grant, administered by the U.S. Department of Energy.

Strategic Goals Addressed

The completion of these projects will assist the County in implementing its Energy Management Plan and achieve the strategic goal to reduce overall county energy consumption to 5% below the 2008 baseline by 2013.

Strategic Plan Programs Supported

- Building Operations and Maintenance
- Green Government

Strategic Plan Activities Supported

- Energy Management
- Facilities Management Green Government Measures

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Detention Fund (455)	\$ -	\$ 95,000	\$ 1,142,900	\$ -	\$ -	\$ -	\$ -	\$ 1,142,900	\$ 1,237,900
Project Total	\$ -	\$ 95,000	\$ 1,142,900	\$ -	\$ -	\$ -	\$ -	\$ 1,142,900	\$ 1,237,900

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: Estimated June 30, 2015



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 enhanced health, educational, multimodal travel, and recreational opportunities for residents and visitors.

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 frequently, but 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. Funding provided in FY 2005 and FY 2006 was utilized to purchase State trust land to build Segment 10 and engineering surveys were begun. In addition, approximately 8.8 miles of regional trail was added to link Spur Cross Ranch Conservation Area via Segment 17 and Cave Creek Regional Park via Segment 19 in FY 2007. In FY 2008, another 8 miles of trail was built for Segments 16 and 18 in the area east of the Anthem along Rodger Creek to connect to Cave Creek Regional Park to the Spur Cross Ranch Conservation Area. In FY 2009, the County continued to build 9 miles of trail connecting Segment 14, Lake Pleasant Regional Park to Segment 15, Anthem at Interstate 17. In FY 2010, Parks and Recreation Department will continue to build 10 miles of trail connecting Segment 14 from Lake Pleasant Regional Park to Segment 15 in Anthem at Interstate 17 and 2 additional trailheads at Lake Pleasant and on the Flood Control District McMicken Dam.

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 commercial development.

Strategic Goals Addressed

- By the end of FY 2012, increase the number of park users by 10% over FY 2009 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.
- By the end of FY 2015, the regional park system will increase by 8% (10,000 acres) over FY 2009, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.

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 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	Projected with Capital Improvement
Percent of trail users satisfied with condition of trails	91.25	91.25	91.25

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ 1,289,468	\$ 419,278	\$ 850,000	\$ 1,000,000	\$ 1,000,000	\$ 441,254	\$ -	\$ -	\$ 5,000,000
Intergovernmental Cap Proj (422)	996,937	-	-	-	-	-	-	-	996,937
Project Total	\$ 2,286,405	\$ 419,278	\$ 850,000	\$ 1,000,000	\$ 1,000,000	\$ 441,254	\$ -	\$ -	\$ 5,996,937

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Managing Dept Operating Costs						
Personal Services	\$ 141,261	\$ 154,092	\$ 161,797	\$ 169,886	\$ 178,381	\$ 187,300
Supplies & Services	278,017	700,000	700,000	700,000	315,000	325,000
Capital Outlay	-	-	-	-	-	-
Total	\$ 419,278	\$ 854,092	\$ 861,797	\$ 869,886	\$ 493,381	\$ 512,300
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ 141,261	\$ 154,092	\$ 212,654	\$ 274,143	\$ 282,638	\$ 291,557
Supplies & Services	278,017	700,000	702,500	705,000	320,000	315,000
Capital Outlay	-	-	-	-	-	-
Total	\$ 419,278	\$ 854,092	\$ 915,154	\$ 979,143	\$ 602,638	\$ 606,557
Net Operating Cost Increase (post less current)						
Personal Services	\$ -	\$ -	\$ 50,857	\$ 104,257	\$ 104,257	\$ 104,257
Supplies & Services	-	-	2,500	5,000	5,000	35,000
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ 53,357	\$ 109,257	\$ 109,257	\$ 139,257

MCSO Crime Lab Relocation

Project Location: Durango Complex
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: October, 2011

Project Description

Remodel Building 1916 in the Durango Campus for occupation by the MCSO Crime Lab.



Purpose Statement

To relocate MCSO Crime Lab from their current location in the 1st Ave Jail so that facility can be demolished.



Result Measures

Measure	FY 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	Projected with Capital Improvement
Number of Cases Cleared	2,903	5,806	5,912
Percent of Cases Cleared by Arrest	15%	17%	17%
Number of Warrants Processed	25,264	50,528	50,528

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ 100,000	\$ 3,533,297	\$ -	\$ -	\$ -	\$ -	\$ 3,533,297	\$ 3,633,297
Project Total	\$ -	\$ 100,000	\$ 3,533,297	\$ -	\$ -	\$ -	\$ -	\$ 3,533,297	\$ 3,633,297

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	43,119	66,620	68,618	70,677	72,797
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 43,119	\$ 66,620	\$ 68,618	\$ 70,677	\$ 72,797
Net Operating Cost Increase (post less current)						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	43,119	66,620	68,618	70,677	72,797
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 43,119	\$ 66,620	\$ 68,618	\$ 70,677	\$ 72,797

MCSO Transportation Hub

Project Location: Durango Complex
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: May, 2013

Project Description

This project is for the design, programming and construction of a new Sheriff's Office Transportation Hub located at the Durango Complex. This facility will be designed to separate inmates based on their destinations, will provide for more efficient staff operation, secure loading and unloading of vehicles and safe access.

Purpose Statement

The purpose of the new Transportation Hub is to provide a safe and secure facility for the location of inmates schedule for transport to various regional court facilities.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Detention Fund (455)	\$ -	\$ -	\$ 52,139,825	\$ -	\$ -	\$ -	\$ -	\$ 52,139,825	\$ 52,139,825
Project Total	\$ -	\$ -	\$ 52,139,825	\$ -	\$ -	\$ -	\$ -	\$ 52,139,825	\$ 52,139,825

Santa Fe Depot Remodel

Project Location: Santa Fe Train Depot
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: March, 2011



Project Description

Renovation of the Santa Fe Train Depot is being expedited to accommodate the Assessor's various branch offices being relocated to the downtown County complex.

Purpose Statement

The purpose of this project is to convert the Santa Fe Train Depot from a vacant warehouse hub to an open office space to accommodate the needs of the Assessor's office.

Strategic Goals Addressed

This will further the Facilities Management strategic goal to address the space needs of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan.

Strategic Plan Programs Supported

- Capital Facility Management

Strategic Plan Activities Supported

- Capital Improvement Implementation

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ 150,000	\$ 3,822,106	\$ -	\$ -	\$ -	\$ -	\$ 3,822,106	\$ 3,972,106
Project Total	\$ -	\$ 150,000	\$ 3,822,106	\$ -	\$ -	\$ -	\$ -	\$ 3,822,106	\$ 3,972,106

Security Building Improvements

Project Location: 234 N. Central Ave - Phoenix
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: June, 2011



Project Description

This project includes funds for the partial build out of first floor space.

The first phase of the project will be to build out approximately 4,500 square feet of space for a fitness center including men’s and women’s locker room. 1,800 square feet of space will be shelled for a health care clinic.

Purpose Statement

The purpose of this project is providing usable floor space for future tenants.

Strategic Goals Addressed

This will further the Facilities Management strategic goal to address the space needs of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan.

Strategic Plan Programs Supported

- Capital Facility Management

Strategic Plan Activities Supported

- Capital Improvement Implementation

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$20,803,547	\$ 1,313	\$ 2,669,424	\$ -	\$ -	\$ -	\$ -	\$ 2,669,424	\$ 23,474,284
Project Total	\$20,803,547	\$ 1,313	\$ 2,669,424	\$ -	\$ -	\$ -	\$ -	\$ 2,669,424	\$ 23,474,284

Towers Chilled Water Conversion

Project Location: Towers Jail
 County District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): None
 Scheduled Completion Date: March, 2011



Project Description

This project includes the design and construction to convert this facility from evaporative cooling to a chilled water cooling system supplied from the Lower Buckeye Central Plant.

Purpose Statement

The purpose of this project is to provide a cooling system that will maintain consistent temperatures within the jails that are not possible with the current evaporative cooling system. In addition, this will be a more energy efficient system.

Strategic Goals Addressed

The completion of this project will allow the County to maintain constant temperatures in the jails in alignment with the Graves v. Arpaio lawsuit.

Strategic Plan Programs Supported

- Building Operations and Maintenance
- Green Government Program

Strategic Plan Activities Supported

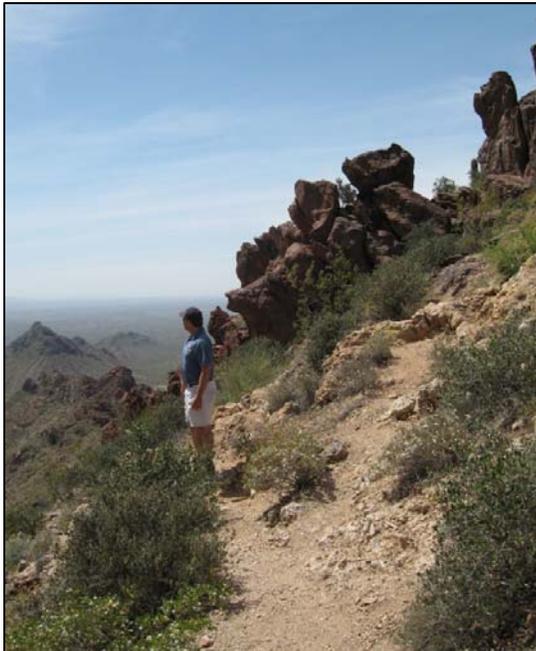
- Energy Management
- Facilities Management Green Government Measures

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Detention Fund (455)	\$ -	\$ 700,000	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ 1,900,000	\$ 2,600,000
Project Total	\$ -	\$ 700,000	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ 1,900,000	\$ 2,600,000

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, 2011



Project Description

In order to assess the potential for patenting Bureau of Land Management (BLM) property in the Vulture Mountain area near Wickenburg for a future Maricopa County park, BLM requires the site undergo several assessments and

has indicated that it may take more than two years for their staff to prepare these studies. In addition, BLM is requiring an area master plan be completed for the area, prior to any patent action. The purpose of this project is to provide funding to expedite these studies through private contractors.

The land will likely remain with BLM and be managed via a cooperative management agreement with Maricopa County Parks and Recreation, similar to the agreement in place at San Tan Mountain Regional Park. The current planning process is to determine the appropriate park development for Vulture Mountain. 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.

The funding for this phase of the project is estimated at \$150,000. Currently, \$100,000 is budgeted in Fund 445 and an additional \$50,000 of funding will be transferred from the Park's Enhancement Fund (Fund 241). Future capital costs will be determined through park master planning, but initial infrastructure is estimated at \$5,000,000.

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. Maricopa County 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 the end of FY 2014-15, the regional park system will increase by 8% (10,000 acres) over FY 2008-09, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.

Strategic Plan Programs Supported

- Park Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	92.5	92.5	92.5

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
General Fund City Improv (445)	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Intergovernmental Cap Proj (422)	-	-	50,000	-	-	-	-	50,000	50,000
Project Total	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000

Operating Cost Summary

There are no operational costs associated with Vulture Mountain acquisition at this time. Until the Phase I study has been completed, the department is unable to determine what operational costs may/will be required.

West Court 2nd, 3rd and 4th Floor Remodel

Project Location: West Court Building
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: October, 2010



Project Description

Total renovation of the 2nd, 3rd and 4th floors of the West Court Building including: removal of all asbestos containing materials (fireproofing, transite panels and mastic) and other materials containing lead and heavy metals; and to replace fireproofing with an environmentally safe coating; installation of all new services and support systems including HVAC equipment and distribution, electrical panels and distribution, fire sprinkler system, new code compliant restrooms and break area; and all interior finishes.

Purpose Statement

Build out the 2nd, 3rd, and 4th floors to accommodate various needs of the Sheriff's Office.

Strategic Goals Addressed

This will further the Facilities Management strategic goal to address the space needs of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan.

Strategic Plan Programs Supported

- Capital Facility Management

Strategic Plan Activities Supported

- Capital Improvement Implementation

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
General Fund Cty Improv (445)	\$ -	\$ 1,270,685	\$ 2,784,519	\$ -	\$ -	\$ -	\$ -	\$ 2,784,519	\$ 4,055,204
Project Total	\$ -	\$ 1,270,685	\$ 2,784,519	\$ -	\$ -	\$ -	\$ -	\$ 2,784,519	\$ 4,055,204

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
<i>Total</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	136,360	140,451	144,664	149,004	153,474
Capital Outlay	-	-	-	-	-	-
<i>Total</i>	<i>\$ -</i>	<i>\$ 136,360</i>	<i>\$ 140,451</i>	<i>\$ 144,664</i>	<i>\$ 149,004</i>	<i>\$ 153,474</i>
Net Operating Cost Increase (post less current)						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	136,360	140,451	144,664	149,004	153,474
Capital Outlay	-	-	-	-	-	-
<i>Total</i>	<i>\$ -</i>	<i>\$ 136,360</i>	<i>\$ 140,451</i>	<i>\$ 144,664</i>	<i>\$ 149,004</i>	<i>\$ 153,474</i>

White Tank Nature Center

Project Location: White Tank Mountain Regional Park
County District(s): 4
Managing Department: Parks & Recreation
Project Partner(s): Maricopa County Library District
Scheduled Completion Date: October, 2010



Project Description

The White Tank Nature Center and Library project will fund the construction of a new Library, Nature Center and corresponding Amphitheater at White Tank Mountain Regional Park. 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 the Library, Nature Center and Amphitheater will provide high quality facilities for enhanced education and interpretation. In addition, this venue will serve the community for their recreational needs, such as meetings, scout groups, weddings or other celebrations.

The total project cost for Parks and Recreation is estimated to be \$165,000. Current budget allocation for this project is \$165,000.

Purpose Statement

The purpose of the Library, Nature Center and Amphitheater 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 the highest quality parks, trails, programs, services, and experiences to energize visitors so they can become life-long users and advocates.

Strategic Goals Addressed

By the end of FY 2014, 75% of all existing facilities from FY 2009 will be upgraded and/or renovated to meet current Departmental standards so that all visitors can utilize modern, up-to-date amenities that meet their diverse expectations.

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Park Support Program

Strategic Plan Activities Supported

- Recreation Activity
- Interpretive Services Activity
- Maintenance and Development Activity

Result Measures

RESULT MEASURE	FY 2009-10 Year-To-Date Actual	FY 2009-10 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	92.5	92.5	92.5

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ 165,000	\$ 165,000
Project Total	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ 165,000	\$ 165,000

Operating Cost Summary

There are no operating costs associated with this project. All operating costs for this facility exist within the Parks Enhancement Fund (Fund 241) and the General Fund (Fund 100). The costs associated with the project are for fixtures, furniture, and equipment to furnish the completed White Tank Nature Center. Additional funding is also provided for construction of the outdoor seating area (amphitheater), outdoor patio area, and folding door partition in the Nature Center. Cost breakdown is as follows:

FF&E	\$40,000
Telecom/OET	13,000
Folding Partition	23,000
Patio Area	4,000
Outdoor Seating Area	<u>85,000</u>
Total	\$165,000

Technology Capital Improvement Program

Summary

A Technology Capital Improvement Fund (460) and a Detention Technology Improvement Fund (461) were established in FY 2010-11 to track the expenditures of capital project spending by the County specifically on technology related projects. The projects typically require more than one year to complete.

Project Detail

A total of six capital projects are identified as follows:

460 Technology Capital Improvement Fund	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project	Page
Contact Center System	\$ -	\$ -	\$ 2,102,550	\$ 1,651,290	\$ 1,200,060	\$ -	\$ -	\$ 4,953,900	\$ 4,953,900	1013
County Telephone System	-	-	16,453,320	6,316,440	6,316,440	-	-	29,086,200	29,086,200	1014
Infrastructure Refresh Phase 2	-	-	500,000	-	-	-	-	500,000	500,000	1015
Radio System	-	-	28,828,943	13,182,000	25,197,943	35,197,943	6,503,071	108,909,900	108,909,900	1016
Sheriff 911 Center Equipment	-	-	8,250,000	-	-	-	-	8,250,000	8,250,000	1017
Project Total	\$ -	\$ -	\$ 56,134,813	\$ 21,149,730	\$ 32,714,443	\$ 35,197,943	\$ 6,503,071	\$ 151,700,000	\$ 151,700,000	

461 Detention Technology Improvement Fund	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project	Page
Electronic Medical Records System	\$ -	\$ -	\$ 5,718,000	\$ 2,372,000	\$ 1,910,000	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	1018
Project Total	\$ -	\$ -	\$ 5,718,000	\$ 2,372,000	\$ 1,910,000	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	

Contact Call Center

Project Location: 480 Contact Center Agents across 21 County Departments
 Managing Department: Office of Enterprise Technology
 Project Partner(s): None
 Scheduled Completion Date: FY 2012-13

Project Description

The current contact center (call center) technology utilized by the County is at the end of the manufacturer's maximum lifecycle. The equipment is failing and is no longer supported by the vendor. A short-term solution is being deployed to accommodate the upgraded Regional Development Services Agency's Accela needs and the STAR Call Center has been stabilized. The long-term solution involves selecting a new system which will meet the primary needs of all the user groups.

Purpose Statement

The purpose of the Contact Call Center Project is to provide a sustainable and reliable mechanism for citizens to call the County to seek information and conduct business.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.

Funding/Cost Summary

Funding Source	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY14-15	Total	Project
Technology Capital Improvement Fund (460)	\$ -	\$ -	\$ 2,102,550	\$ 1,651,290	\$ 1,200,060	\$ -	\$ -	\$ 4,953,900	\$ 4,953,900
Project Total	\$ -	\$ -	\$ 2,102,550	\$ 1,651,290	\$ 1,200,060	\$ -	\$ -	\$ 4,953,900	\$ 4,953,900

Operating Cost Summary

Post-Project Managing Dept Operating Costs	FY 09-10		Year 1	Year 2	Year 3	Year 4	Year 5
	Actuals	Projected	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	302,767	540,553	713,362	713,362
Capital Outlay	-	-	-	-	-	134,563	105,683
Total	\$ -	\$ -	\$ -	\$ 302,767	\$ 540,553	\$ 847,925	\$ 819,045

County Telephone System

Project Location: All County Departments/Locations
 Managing Department: Office of Enterprise Technology
 Project Partner(s): All County IT Groups
 Scheduled Completion Date: FY 2012-13

Project Description

The current telephone system is a Nortel SL-100 system which includes voice mail and call center systems. The new court building is providing the "Greenfield" opportunity to develop the base for Voice Over Internet Protocol (VoIP) technology to be utilized across the County. The initial phase of the County implementation requires upgrades to the infrastructure. After the completion of the infrastructure upgrade, County buildings and campuses will be brought on to the new phone system in phases.

Purpose Statement

The purpose of the County Telephone System Project is to provide a sustainable and reliable mechanism for citizens to call the County to seek information and conduct business, as well as ensuring County employees have the proper tools to do their jobs.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Technology Capital Improvement Fund (460)	\$ -	\$ -	\$ 16,453,320	\$ 6,316,440	\$ 6,316,440	\$ -	\$ -	\$ 29,086,200	\$ 29,086,200
Project Total	\$ -	\$ -	\$ 16,453,320	\$ 6,316,440	\$ 6,316,440	\$ -	\$ -	\$ 29,086,200	\$ 29,086,200

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Post-Project Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	2,021,760	2,695,680	3,369,600	3,369,600
Capital Outlay	-	-	-	-	1,216,426	405,475
<i>Total</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 2,021,760</i>	<i>\$ 2,695,680</i>	<i>\$ 4,586,026</i>	<i>\$ 3,775,075</i>

Infrastructure Refresh Phase 2

Project Location: Durango Campus, Southeast Regional Facility and Remote County Locations
 Managing Department: Office of Enterprise Technology
 Project Partner(s): None
 Scheduled Completion Date: FY 2014-15

Project Description

The downtown campus infrastructure refresh (Phase 1) is almost complete. The remaining County campuses require cabling, data closets, phone lines and other technology infrastructure to be brought into County standards. The initial part of Phase 2 is funded for FY 2010-11 includes completing studies on the two remaining large campuses as well as other remote locations to determine the project plan and requirements of the refresh.

Purpose Statement

The purpose of the Infrastructure Refresh Phase 2 Project is to ensure the technology infrastructure required for the County to do business and serve citizens is reliable, sufficient and risk-free in all non-downtown County locations.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Technology Capital Improvement Fund (460)	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
Project Total	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

Radio System

Project Location: Various locations around the County
 Managing Department: Office of Enterprise Technology
 Project Partner(s): None
 Scheduled Completion Date: FY 2016-17

Project Description

The County's radio system is nearing end of lifecycle. Additionally, the use of radios has changed dramatically since the last radio upgrade. As a public safety tool, originally radios were needed in a vehicle. Now public safety officers wear a radio on their person. Radio signals must be strong enough to penetrate deep into buildings for officer safety. The need to have interoperability between public safety agencies became painfully apparent in post 9/11 America. The project will focus on upgrading the radio system to accommodate the P-25 requirements and will negotiate with external agencies for interoperability.

Purpose Statement

The purpose of the Radio System Project is to ensure that individuals engaged in public safety have a reliable communication system to ensure their safety, their ability to create a safer environment for the public and their ability to communicate with safety officers in other agencies.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY14-15	5-Year Total	Total Project
Technology Capital Improvement Fund (460)	\$ -	\$ -	\$ 28,828,943	\$ 13,182,000	\$ 25,197,943	\$ 35,197,943	\$ 6,503,071	\$ 108,909,900	\$ 108,909,900
Project Total	\$ -	\$ -	\$ 28,828,943	\$ 13,182,000	\$ 25,197,943	\$ 35,197,943	\$ 6,503,071	\$ 108,909,900	\$ 108,909,900

The total cost of the radio project is \$131,351,729 and will require more than 5 years to complete.

Operating Cost Summary

	FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Post-Project Managing Dept Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	205,920	205,920	462,251	2,225,702	3,369,600
Capital Outlay	-	42,000	42,000	678,000	2,798,000	3,940,000
<i>Total</i>	\$ -	\$ 247,920	\$ 247,920	\$ 1,140,251	\$ 5,023,702	\$ 7,309,600

Sheriff 911 Center Equipment

Project Location: 911 Call Center
 Managing Department: Maricopa County Sheriff's Office
 Project Partner(s): None
 Scheduled Completion Date: FY 2010-11

Project Description

The 911 call center equipment will be upgraded and replaced to modern standards with the move of the center.

Purpose Statement

The purpose of the 911 Center Equipment Project is to ensure the citizens of Maricopa County and the visiting public has reliable access to 911 dispatchers to accommodate the reporting of emergencies and the dispatch of officers.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

Funding Source	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY14-15	Total	Project
Technology Capital Improvement Fund (460)	\$ -	\$ -	\$ 8,250,000	\$ -	\$ -	\$ -	\$ -	\$ 8,250,000	\$ 8,250,000
Project Total	\$ -	\$ -	\$ 8,250,000	\$ -	\$ -	\$ -	\$ -	\$ 8,250,000	\$ 8,250,000

Electronic Medical Records

Project Location: Correctional Health Services
 Managing Department: Correctional Health Services
 Project Partner(s): Office of Enterprise Technology
 Scheduled Completion Date: FY 2012-13

Project Description

The Electronic Medical Records (EMR) project will convert Correctional Health Services from a paper-based medical record to a chartless integrated EMR system with required software, technology and interfaces.

Purpose Statement

The Electronic Medical Records System will enable Correctional Health Services to more efficiently provide medical services and increase the standard of care.

Strategic Goals Addressed

By 2015, Correctional Health Services will seek lower health care cost per inmate for the department as compared to other comparable national health care providers.

Funding/Cost Summary

Funding Source	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY14-15	Total	Project
Detention Technology Improvement Fund (461)	\$ -	\$ -	\$ 5,718,000	\$ 2,372,000	\$ 1,910,000	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000
Project Total	\$ -	\$ -	\$ 5,718,000	\$ 2,372,000	\$ 1,910,000	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000

Operating Cost Summary

Operating costs have yet to be determined.

Transportation Capital Improvement Projects

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 cost/benefit 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 and 1 project are budgeted for as follows:

234 TRANSPORTATION CAPITAL PROJECTS	FY 2009-10		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	5-YEAR TOTAL	TOTAL PROJECT	Page
	PRIOR YEARS	PROJECTED								
Bridge Preservation	\$ 1,315,246	\$ 843,458	\$ 6,335,000	\$ 1,680,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 9,605,000	\$ 11,763,704	1022
County Arterials	11,377,756	7,728,730	23,485,000	7,485,000	18,550,000	16,755,000	3,030,000	69,305,000	88,411,486	1024
Dust Mitigation	7,620,705	204,291	4,035,000	3,130,000	3,130,000	3,130,000	3,230,000	16,655,000	24,479,996	1027
Intelligent Transportation Systems	325,368	405,324	2,390,000	2,695,000	1,857,000	1,030,000	1,030,000	9,002,000	9,732,692	1029
MAG ALCP Projects	8,852,363	10,697,426	33,505,000	44,057,803	18,002,805	29,032,803	63,951,215	188,549,626	208,099,415	1031
Partnerships	4,812,343	650,000	3,981,000	1,230,000	675,000	675,000	640,000	7,201,000	12,663,343	1035
Pavement Preservation	634,791	618,914	6,260,000	4,625,000	4,670,000	4,030,000	4,030,000	23,615,000	24,868,705	1037
Planning	6,838,958	1,791,329	1,630,000	1,630,000	1,630,000	1,630,000	1,630,000	8,150,000	16,780,287	1039
Right-of-way	6,975,846	118,333	350,000	580,000	580,000	580,000	680,000	2,770,000	9,864,179	1040
Safety Projects	344,623	581,527	1,660,000	5,810,000	360,000	310,000	510,000	8,650,000	9,576,150	1041
Traffic Improvements	2,662,504	1,665,980	6,826,000	2,800,000	2,530,000	2,530,000	2,530,000	17,216,000	21,544,484	1043
Administration	7,270,066	554,272	7,491,000	8,046,998	9,416,998	12,861,998	10,716,998	48,533,992	56,358,330	1046
Energy Conservation Projects	-	-	924,518	-	-	-	-	924,518	924,518	993
TOTAL FUND	\$ 59,030,569	\$ 25,859,584	\$ 98,872,518	\$ 83,769,801	\$ 61,931,803	\$ 73,094,801	\$ 92,508,213	\$ 410,177,136	\$ 495,067,289	

Project details for the Energy Conservation Project are in the previous pages of this section.

Managing for Results for All Projects

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

Result Measure

RESULT MEASURE	FY 2009–10		
	Year–To–Date Actual Through Feb 2010	FY 2009–10 Year–End Forecast	FY 2010–11 Budget
Percent of Transportation Improvement Program projects delivered on time	67	78	85

Note: Does not include 8 projects advanced and completed to replace 4 delayed projects

Bridge Preservation

Managing Department: Transportation
Project Partner(s): T188 Federal funds
T331 Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Old US 80 Bridge at Gila River	5	4 th Quarter FY 2010–11

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 Descriptions:

T188 – Old US 80 Bridge at 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. Over the years trucks have hit the bridge damaging structural members which will be replaced. The old rusted bearings which allow the bridge trusses to expand and contract with temperature changes will be replaced by lifting each truss. Federal funds will pay for a portion of the repairs. A value engineering study was performed to reduce repair costs saving approximately \$6M. The estimated total cost is \$7.4M.

In addition to the above project, funding has been budgeted to begin scoping studies (preliminary design and cost estimate) to determine the type and cost of improvements need for two additional projects.

T330 – Tuthill Road Bridge at Gila River

This scoping study will evaluate the scour criticality of Tuthill Road Bridge. The recent alterations to the Roosevelt Dam has changed the amount of flood water expected to flow under the bridge and possibly cause damage to the bridge piers by scouring away the earth supporting the piers. Once complete a decision will be made on the most cost effective method to protect the bridge by either constructing a scour protection barrier or using a scour monitoring system (SMS). The estimated cost to finish the scoping effort is \$10K.

T331 – Ocotillo Road Bridge at the Queen Creek Wash

The purpose of this study is to determine the cost to repair the bridge which is experiencing cracking pavement. A total of \$20K is budgeted for staff to complete the study during FY 2010–11.

In addition to the above, projects studies have been budgeted to determine the feasible alternatives to handle higher flows from the Granite Reef Dam when releases are necessary to reduce the number of road closures and reduce repair costs. These studies include:

- T353 – Salt River Crossing at 67th Avenue
- T354 – Salt River Crossing at 91st Avenue
- T355 – Salt River Crossing at McKellips Road
- T356 – Salt River Crossing at El Mirage Road

Each study is budgeted \$30K for staff to complete the study during FY 2010-11.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 1,315,246	\$ 843,458	\$ 6,335,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 8,455,000	\$ 10,613,704
Partnership Contributions/IGA/IDA	-	-	-	1,150,000	-	-	-	1,150,000	1,150,000
Project Total	\$ 1,315,246	\$ 843,458	\$ 6,335,000	\$ 1,680,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 9,605,000	\$ 11,763,704
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T-188 Old US 80 Bridge	\$ 1,315,246	\$ 788,454	\$ 5,275,000	\$ -	\$ -	\$ -	\$ -	\$ 5,275,000	\$ 7,378,700
T-330 Tuthill Rd Bridge	-	22,696	10,000	-	-	-	-	10,000	32,696
T-331 Ocotillo Rd Bridge	-	32,308	20,000	-	-	-	-	20,000	52,308
T353-Salt River Crossing at 67th Avenue	-	-	30,000	-	-	-	-	30,000	30,000
T354-Salt River Crossing at 91st Avenue	-	-	30,000	-	-	-	-	30,000	30,000
T355-Salt River Crossing at McKellips Road	-	-	30,000	-	-	-	-	30,000	30,000
T356-Salt River Crossing at El Mirage Road	-	-	30,000	-	-	-	-	30,000	30,000
Bin BRIG Project Reserve	-	-	910,000	1,680,000	530,000	530,000	530,000	4,180,000	4,180,000
Project Total	\$ 1,315,246	\$ 843,458	\$ 6,335,000	\$ 1,680,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 9,605,000	\$ 11,763,704

Operating Cost Summary:

The attached table shows no change in operating costs from the bridge repairs since no new bridges are being constructed. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 2,204	\$ 3,405	\$ 3,507	\$ 3,613	\$ 3,721	\$ 3,833
Supplies & Services	3,170	4,898	5,045	5,196	5,352	5,512
Capital Outlay	1,034	1,598	1,645	1,695	1,746	1,798
Total	\$ 6,408	\$ 9,900	\$ 10,197	\$ 10,503	\$ 10,818	\$ 11,143
Post Construction User Department Operating Costs						
Personal Sevices	\$ 2,204	\$ 3,405	\$ 3,507	\$ 3,613	\$ 3,721	\$ 3,833
Supplies & Services	3,170	4,898	5,045	5,196	5,352	5,512
Capital Outlay	1,034	1,598	1,645	1,695	1,746	1,798
Total	\$ 6,408	\$ 9,900	\$ 10,197	\$ 10,503	\$ 10,818	\$ 11,143

County Arterials

Managing Department: Transportation
 Project Partner(s): T098 – Town of Gilbert
 T083 – City of Goodyear
 T178 – Town of Queen Creek, Pinal County

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Maricopa County Road 85 (MC-85): Cotton Lane to Estrella Pkwy	4	4 th Quarter FY 2013-14
Williams Field Road from Gilbert to Lindsay Road	1	4 th Quarter FY 2010-11
7 th Street from Carefree Highway to Desert Hills	3	4 th Quarter FY 2010-11
Ellsworth Road from Hunt Highway to Riggs Road	1	3 rd Quarter FY 2010-11
Deer Valley Road El Mirage to Lake Pleasant	4	4 th Quarter FY 2012-13

Purpose Statement:

The purpose of the County Arterials project is to construct transportation infrastructure projects 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 Descriptions:

T083 – Maricopa County 85 (MC- 85) : Cotton Lane to Estrella Parkway

The purpose of this 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 Interstate 10 construction is complete which is expected to be done by FY 2013-14. The Union Pacific Railroad has designed the Sarival railroad crossing expansion and that portion of the project was completed in FY 2009-10. The estimated construction cost for the remaining portion of the project is \$7M.

T098 – Williams Field Road from Gilbert to Lindsay Road

This project will reconstruct and widen Williams Field Road from Gilbert to Lindsay Road to provide four travel lanes with raised center median. 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 in FY 2010-11 is \$4.7M. Construction is tentatively planned for FY 2010-11 provided an agreement is reached with the Town of Gilbert on the amount each agency will contribute to the project cost.

T112 and T113 – MC-85 from 107th Avenue to 75th Avenue

This project will widen MC-85 from 107th Avenue to 75th Avenue 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 Avenue first then widening the roadway to six lanes as funding is available. Total length of the project is four miles. Estimated cost of the intersection improvements is \$18M. Construction will be in phases as funding is available. The first phase will be improvement to the 83rd Avenue intersection and the addition of approximately 1.26 miles of center lane for a dual left turn lane. A total of \$2M is budgeted in FY 2010-11 to complete design and begin the intersection improvement.

T177 – 7th St from Carefree Highway to Desert Hills

This project will add a continuous center dual left turn lane and correct the alignment at Desert Hills plus minor sight distance and drainage improvements to 7th St from Carefree Highway to Desert Hills. The total cost of the project is estimated to be \$6.4M with \$4.1M budgeted in FY 2010–11 to complete construction.

T178 – Ellsworth Road from Hunt Highway to Riggs Road

This project will widen Ellsworth Road from Hunt Highway to Riggs Road 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 estimated cost of the project is \$14.8M. A total of \$10.1M is budgeted in FY 2010–11 to complete construction.

T248 – Deer Valley Road from El Mirage to Lake Pleasant

The purpose of this project is to alleviate congestion on Bell Road in the northwest valley by extending Deer Valley Road across the Agua Fria River from El Mirage to Lake Pleasant by connecting the east end of Williams Road at 117th Avenue to the west end of Deer Valley at 109th Avenue. Initially the project will provide one paved lane in each direction. The estimated cost is \$15.4M. A total of \$1M is budgeted in FY 2010–11 to complete design.

T327 – New River Road Area Improvements

Funding has been budgeted to complete a scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for New River Road. Nine locations have been identified as possibly needing bus pullouts, improved access, turning lanes, two way left turn lanes, etc. to improve general safety and provide a safer commute.

T349 – MC 85 and 83rd Avenue

The purpose of this scoping effort is to evaluate the need for intersection improvements.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 3,057,425	\$ 7,155,063	\$ 13,985,000	\$ 7,485,000	\$ 18,550,000	\$ 11,955,000	\$ 3,030,000	\$ 55,005,000	\$ 65,217,488
Partnership Contributions/IGA/IDA	8,320,331	573,667	9,500,000	-	-	4,800,000	-	14,300,000	23,193,998
Project Total	\$ 11,377,756	\$ 7,728,730	\$ 23,485,000	\$ 7,485,000	\$ 18,550,000	\$ 16,755,000	\$ 3,030,000	\$ 69,305,000	\$ 88,411,486
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T083 - MC 85: Cotton Ln - Estrella Pkwy	\$ 3,316,688	\$ 2,852,932	\$ -	\$ -	\$ 50,000	\$ 6,950,000	\$ -	\$ 7,000,000	\$ 13,169,620
T098 - Williams Fld: Gilbert - Lindsay	406,132	112,045	4,680,000	-	-	-	-	4,680,000	5,198,177
T112 - MC 85: 107th - 91st Ave	1,528,502	55,336	1,030,000	-	50,000	5,225,000	-	6,305,000	7,888,838
T113 - MC 85: 91st- 75th Ave	1,491,856	91,083	1,000,000	1,305,000	7,820,000	1,550,000	-	11,675,000	13,257,939
T177 - 7TH St: Carefree-Desert Hills	778,888	1,570,211	4,100,000	-	-	-	-	4,100,000	6,449,099
T178 - Ellsworth RD: Hunt - Riggs	2,702,298	2,025,763	10,105,000	-	-	-	-	10,105,000	14,833,061
T248 - Deer Valley: EL Mirage - Lake Pleasant	1,153,393	526,720	1,000,000	4,650,000	8,100,000	-	-	13,750,000	15,430,113
T327 - New River Road Area Improvements	-	494,640	40,000	-	-	-	-	40,000	534,640
T349 - MC85: 83rd Ave Intersection Improvements	-	-	30,000	-	-	-	-	30,000	30,000
Bin ARTS Project Reserve	-	-	1,500,000	1,530,000	2,530,000	3,030,000	3,030,000	11,620,000	\$ 11,620,000
Project Total	\$ 11,377,756	\$ 7,728,730	\$ 23,485,000	\$ 7,485,000	\$ 18,550,000	\$ 16,755,000	\$ 3,030,000	\$ 69,305,000	\$ 88,411,486

Operating Cost Summary:

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 90,031	\$ 92,731	\$ 111,881	\$ 127,279	\$ 138,540	\$ 142,696
Supplies & Services	115,928	119,406	146,529	168,245	183,996	189,516
Capital Outlay	24,816	25,560	34,006	40,676	45,387	46,749
<i>Total</i>	<i>\$ 230,775</i>	<i>\$ 237,698</i>	<i>\$ 292,417</i>	<i>\$ 336,200</i>	<i>\$ 367,923</i>	<i>\$ 378,960</i>
Post Construction User Department Operating Costs						
Personal Sevices	\$ 90,031	\$ 108,622	\$ 123,572	\$ 134,504	\$ 138,540	\$ 163,136
Supplies & Services	115,928	142,262	163,345	178,637	183,996	218,915
Capital Outlay	24,816	33,016	39,491	44,065	45,387	56,338
<i>Total</i>	<i>\$ 230,775</i>	<i>\$ 283,900</i>	<i>\$ 326,408</i>	<i>\$ 357,207</i>	<i>\$ 367,923</i>	<i>\$ 438,389</i>
Net User Department Operating Costs (post less current)						
Personal Sevices	\$ -	\$ 15,891	\$ 11,691	\$ 7,225	\$ -	\$ 20,440
Supplies & Services	-	22,856	16,815	10,392	-	29,399
Capital Outlay	-	7,455	5,485	3,390	-	9,590
<i>Total</i>	<i>\$ -</i>	<i>\$ 46,202</i>	<i>\$ 33,991</i>	<i>\$ 21,007</i>	<i>\$ -</i>	<i>\$ 59,429</i>

Dust Mitigation

Managing Department: Transportation
 Project Partner(s): T176 Federal funds
 T249 Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Forest Road: McDowell to Rio Verde	2	4 th Quarter FY 2010–11
Low Volume Road Program	All	4 th Quarter FY 2010–11

Purpose Statement:

The purpose of this Dust Mitigation project is to reduce dust on dirt roads primarily within the 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 Descriptions:

T176 – Low Volume Road Program

The Low Volume Road 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. The FY 2010–11 budget is \$3M. In FY 2009–10 the Department began to begin identifying the next phase of dirt roads to be paved with a total of 47 roads completing scoping. This new "list" will be placed into specific projects and then programmed for design and construction using the existing categorization criteria.

T249 – Forest Road: McDowell to Rio Verde

This project will widen the shoulders along Forest Road: 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. The estimated construction cost is \$1M with \$905K budgeted in FY 2010–11 to complete construction.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 3,285,684	\$ 204,291	\$ 4,035,000	\$ 2,730,000	\$ 3,130,000	\$ 2,730,000	\$ 3,230,000	\$ 15,855,000	\$ 19,344,975
Federal Funds	4,899,933	-	-	400,000	-	400,000	-	800,000	5,699,933
Project Total	\$ 8,185,617	\$ 204,291	\$ 4,035,000	\$ 3,130,000	\$ 3,130,000	\$ 3,130,000	\$ 3,230,000	\$ 16,655,000	\$ 25,044,908
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T176 - Low Volume Roads Program	\$ 7,558,422	\$ 75,355	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,100,000	\$ 15,100,000	\$ 22,733,777
T249 - Forest RD McDowell- Rioi Verde	62,282	128,936	905,000	-	-	-	-	905,000	1,096,218
Bin DMIT Project Reserve	-	-	130,000	130,000	130,000	130,000	130,000	650,000	650,000
Project Total	\$ 7,620,705	\$ 204,291	\$ 4,035,000	\$ 3,130,000	\$ 3,130,000	\$ 3,130,000	\$ 3,230,000	\$ 16,655,000	\$ 24,479,996

Operating Cost Summary:

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 16,530	\$ 17,026	\$ 86,514	\$ 125,235	\$ 166,202	\$ 209,513
Supplies & Services	23,775	24,488	124,433	180,125	239,047	301,342
Capital Outlay	7,755	7,988	40,588	58,754	77,973	98,293
<i>Total</i>	\$ 48,060	\$ 49,502	\$ 251,535	\$ 364,114	\$ 483,221	\$ 609,148
Post Construction User Department Operating Costs						
Personal Sevices	\$ 16,530	\$ 83,994	\$ 121,588	\$ 161,361	\$ 203,411	\$ 247,839
Supplies & Services	23,775	120,809	174,879	232,084	292,565	356,465
Capital Outlay	7,755	39,406	57,042	75,702	95,430	116,273
<i>Total</i>	\$ 48,060	\$ 244,209	\$ 353,509	\$ 469,147	\$ 591,405	\$ 720,577
Net User Department Operating Costs (post less current)						
Personal Sevices	\$ -	\$ 66,969	\$ 35,073	\$ 36,126	\$ 37,209	\$ 38,326
Supplies & Services	-	96,320	50,446	51,959	53,518	55,123
Capital Outlay	-	31,418	16,455	16,948	17,457	17,980
<i>Total</i>	\$ -	\$ 194,707	\$ 101,974	\$ 105,033	\$ 108,184	\$ 111,429

Intelligent Transportation Systems (ITS)

Managing Department: Transportation

Project Partner(s): All – MAG has allocated Federal funds

Scheduled Completion Dates:

Scoping Study	District	Scheduled Completion
99 th Avenue: Olive to Bell Road	4	4 th Quarter FY 2010–11
MC 85 Litchfield Rd and 83 rd Avenue	4	4 th Quarter FY 2011–12
Bell Road: State Route 303 to 75 th Avenue	4	4 th Quarter FY 2011–12
Olive Avenue: Litchfield Road to State Route 101	4	4 th Quarter FY 2012–13
MCDOT Traffic Management Center Upgrade	5	4 th Quarter FY 2011–12

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 signs (CMS) and communications that allow technicians to monitor traffic and make adjustments so that commuters experience less travel delays and have a faster and safer commute.

Project Descriptions:

T287 – 99th Avenue, between Olive Avenue and Bell Road

The purpose of this project is 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 Maricopa County Department of Transportation (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 MCDOT’s backbone and provide redundant communications capabilities for other agencies for traffic management applications so that commuters will have a faster and safer commute. Construction is estimated to cost \$1.1M of which \$493K is federal funding.

T288 – Bell Road between State Route 303 and 75th Avenue

The purpose of this project is to construct six dynamic message signs along Bell Road between Loop 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 installed to connect to the existing ITS infrastructure along Bell Road, just west of State Route 101 (SR–101), to 75th Avenue. Construction is planned for FY 2011–12 with an estimated cost of \$1M. A total of \$15K is budgeted for FY 2010–11 to complete design.

T289 – MCDOT Traffic Management Center Upgrade.

The purpose of this project is to install 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. Estimated cost of the upgrade is \$1.2M.

T292 – Olive Avenue between Litchfield Road and SR-101

The purpose of this project is to install fiber optic cable and wireless connections along Olive Avenue between Litchfield Road and SR-101 as well as for other traffic signals not directly along the conduit route so that commuters will have a faster and safer commute. Construction for this project is planned for FY 2012-13. The FY 2010-11 budget includes \$15K to complete the project's design.

T352 – MC 85 between Litchfield Rd and 83rd Avenue

The purpose of this project is to install fiber optic cable and wireless connections along MC 85 between Litchfield Rd and 83rd Avenue. Federal funding is available for the project in FY2013-2014. The FY 2010-11 funding is for \$30K to begin preliminary design work.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 325,368	\$ 405,324	\$ 2,390,000	\$ 1,084,838	\$ 1,857,000	\$ 1,030,000	\$ 1,030,000	\$ 7,391,838	\$ 8,122,530
Federal Funds	-	-	-	1,610,162	-	-	-	1,610,162	1,610,162
Project Total	\$ 325,368	\$ 405,324	\$ 2,390,000	\$ 2,695,000	\$ 1,857,000	\$ 1,030,000	\$ 1,030,000	\$ 9,002,000	\$ 9,732,692

Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T287 - 99th Ave: Olive to Bell	\$ 73,208	\$ 121,770	\$ 1,090,000	\$ -	\$ -	\$ -	\$ -	\$ 1,090,000	\$ 1,284,978
T288 - Bell Rd SR303 to 75th	54,292	52,894	15,000	1,000,000	-	-	-	1,015,000	1,122,186
T289 - MCDOT TMC Upgrade	139,688	192,569	1,160,000	660,000	-	-	-	1,820,000	2,152,257
T292 - Olive Ave: Litchfield Rd to Loop 101	58,181	38,091	15,000	5,000	827,000	-	-	847,000	943,272
T352 - MC85:Litchfield -83rd Ave	-	-	30,000	-	-	-	-	30,000	\$ 30,000
Bin INTL Project Reserve	-	-	80,000	1,030,000	1,030,000	1,030,000	1,030,000	4,200,000	4,200,000
Project Total	\$ 325,368	\$ 405,324	\$ 2,390,000	\$ 2,695,000	\$ 1,857,000	\$ 1,030,000	\$ 1,030,000	\$ 9,002,000	\$ 9,732,692

Operating Cost Summary:

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Services	\$ 320,155	\$ 391,220	\$ 399,044	\$ 407,025	\$ 415,166	\$ 423,469
Supplies & Services	283,689	287,702	\$ 293,456	\$ 299,325	\$ 305,312	311,418
Total	\$ 603,844	\$ 678,922	\$ 692,500	\$ 706,350	\$ 720,477	\$ 734,887
Post-Construction Managing Dept Operating Costs						
Personal Services	\$ 320,155	\$ 391,220	\$ 399,044	\$ 407,025	\$ 415,166	\$ 423,469
Supplies & Services	283,689	287,702	353,456	419,325	455,312	461,418
Total	\$ 603,844	\$ 678,922	\$ 752,500	\$ 826,350	\$ 870,477	\$ 884,887
Net Operating Cost Increase (post less current)						
Supplies & Services	\$ -	\$ -	\$ 60,000	\$ 120,000	\$ 150,000	\$ 150,000
Total	\$ -	\$ -	\$ 60,000	\$ 120,000	\$ 150,000	\$ 150,000

Maricopa Association of Governments (MAG)

Arterial Life Cycle Program (ALCP) Projects

Managing Department: Transportation

Project Partner(s): All – Maricopa Association of Governments
 T167 – Cities of El Mirage and Surprise
 T195 – Cities of El Mirage, Glendale and Surprise
 T199 – City of Mesa and Salt River Pima Maricopa
 Indian Community (potential funding partners)

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
El Mirage from Bell Road to State Route 303 (SR-303) (Phase B)	4	2 nd Quarter FY 2010-11
Northern Avenue: Phase I Sarival to Dysart	4	4 th Quarter FY 2012-13
Gilbert Road Bridge over the Salt River	1,2	To Be Negotiated (TBN)*
Dobson Road Bridge at Salt River	1,2	TBN*
McKellips Road Bridge over the Salt River	1,2	TBN*
McKellips Road State Route 101 (SR-101) to Alma School	2	TBN*
El Mirage Northern to Olive	4	TBN*
El Mirage Picerne to Bell	4	TBN*

*Completion date subject to finalizing project funding partnership agreement

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.

These projects are contingent on forming financial partnerships and securing MAG funding from the Regional Transportation Plan (Prop 400). Those revenues have slowed due to the economic downturn and as a result MAG is periodically adjusting reimbursement dates which affect project delivery. The County lacks sufficient funds to complete these projects on its own and must secure financial partnerships to complete the projects.

The priority project in this bin is construction of the Gilbert Road Bridge over the Salt River. The need was clearly demonstrated by the recent winter rains. Releases from the Granite Reef Diversion Dam this winter flowed over the large concrete pipes being installed as a temporary measure on the north bound lanes.

Project Descriptions:

T103 and T104 – El Mirage Rd from Bell Road to State Route 303 (SR-303)

Phase A made the initial connection with the construction of El Mirage Rd from Dear Valley Road to SR-303 and was completed in FY 2008-09.

Phase B of this project connects Bell Road with SR-303 by extending El Mirage Road from Bell to SR-303 in two phases so that the residents will have a safer commute and provide an alternative route to using heavily congested Bell Road. Phase A made the initial connection with the construction of El Mirage Road from Deer Valley Road to SR-303 and was completed in FY 2008-09. Phase B improves El Mirage from Bell Road to Deer Valley. Phase B began construction in FY 2009-10 with a projected construction cost of \$6M. A total of \$4.4M is budgeted for FY 2010-11 to complete construction. The County will receive reimbursement for a portion of the cost of the project from the Maricopa Association of Governments (MAG) in the FY 2016-17 to FY 2018-19 timeframe.

T141 – McKellips Road Bridge over the Salt River

The bridge will replace the low flow crossing, which is closed every time there are water releases from the Granite Reef diversion Dam into the Salt River, so the traveling public will have an all weather crossing of the river. Estimated to cost \$34M, the first step is to form the financial partnership with the Salt River Indian Community, and the City of Mesa in order to secure MAG funding from the Regional Transportation Plan. Contingent on successful financial partnership formation design is planned to begin in FY 2013-14.

T167 – El Mirage: El Mirage Road from Northern to Bell Road

The purpose of this Design Concept Report was to determine the cost to widen El Mirage Road from Northern to Bell Road so the traveling public will have a safer more efficient commute. The preliminary engineering study is close to completion with \$30K budgeted in FY 2010-11 for study completion and negotiations on the MAG funding agreement. The initial cost for construction of this six mile project was first estimated to be a total of \$87M with \$37M in reimbursements available from MAG leaving the funding partners to provide the balance. A cost reduction study reduced the total cost to around \$62M saving \$25M. These recommended changes have not been approved by the potential funding partners and agreement on the final scope of the individual segment projects has not been finalized. The County has committed \$10M to this project. Until the final scope of the project has been approved, the County will not include this project in the budget process after FY 2010-11.

T195 – Northern Avenue: SR-303 to Grand

This 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 Avenue at its intersection with Grand Avenue west to SR-303 so the traveling public has a safer and more efficient commute. The current estimate is \$315.7M to construct with MAG providing \$221M and the other partners providing \$94.7M. The funding agreement with MAG is being negotiated and once in place work will begin on this massive project.

Reimbursements from the Regional Transportation Plan are spread out over the entire life of the project extending through 2026.

The initial phase from Sarival to Dysart began design in FY 2009-10. Total cost for this first phase is \$84M with \$24.4M budgeted for FY 2010-11 to complete design and begin right-of-way acquisition. Construction is planned for FY 2011-12 and is contingent on timely completion of the financial partnership agreements.

T199 – Dobson Road Bridge at Salt River

The project is to construct a six lane bridge over the Salt River for an all weather crossing of the river. Estimated to cost \$48M, the first step is to form the financial partnership to secure MAG funding from

the Regional Transportation Plan, the Salt River Indian Community, and the city of Mesa. Contingent on successful financial partnership formation design is planned to begin in FY 2012–13.

T339 – 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 traveling public will have an all weather crossing of the river. A value analysis reduced the cost by \$25M and shortened the length of the bridge. Now estimated to cost \$30 M, the first step is to form the financial partnership to secure MAG funding from the Regional Transportation Plan and the Salt River Indian Community. Due to the flood damage federal funds are being pursued. A total of \$1.5M is budgeted in FY 2010–11 to complete the partnership negotiations and then start the bridge design.

T341 – El Mirage Picerne to Bell

This project will improve the southern half of the El Mirage Bell Road intersection extending to Picerne provided the financial partnership can be formed. The initial cost estimate for the project is \$18.8M with \$540K budgeted in FY 2010–11 to begin design efforts. The cost reduction study reduced the scope of this segment by reducing the roadway width greatly reducing the right-of-way cost. Agreement between the potential funding partners on the revised project scope is necessary before the design can begin.

T342 – McKellips Road SR-101 to Alma School

This project will widen McKellips Road to six lanes creating a rural principal arterial with center median. Estimated cost is \$14.7M. Construction is contingent on forming a financial partnership with the Salt River Indian Community, and the City of Mesa, then securing MAG funding from the Regional Transportation Plan. Design is tentatively planned to start in FY 2012–13 and is contingent on successful financial partnership formation.

T344 – El Mirage Northern to Olive

This project emanated from the study of El Mirage Road from Northern to Bell (T167). The purpose of this project is to widen El Mirage from two to four lanes with a dual left turn lane in the middle. A total of \$540K is budgeted in FY 2010–11 to begin design efforts once agreement on the project scope is reached and the financial partnership formed.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 1,880,603	\$ 957,685	\$ 4,607,552	\$ 3,449,103	\$ 4,812,262	\$ -	\$ -	\$ 12,868,917	\$ 15,707,205
Partnership Contributions/IGA/IDA	6,971,760	9,739,741	-	206,000	12,117,000	14,559,522	38,450,138	65,332,660	82,044,161
Federal Funds	-	-	28,897,448	40,402,700	1,073,543	14,473,281	25,501,077	110,348,049	110,348,049
Project Total	\$ 8,852,363	\$ 10,697,426	\$ 33,505,000	\$ 44,057,803	\$ 18,002,805	\$ 29,032,803	\$ 63,951,215	\$ 188,549,626	\$ 208,099,415
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T103 - El Mirage: Bell - Beardsley	\$ 3,983,967	\$ 6,001,454	\$ 4,425,000	\$ -	\$ -	\$ -	\$ -	\$ 4,425,000	\$ 14,410,421
T141 - McKellips Rd Bridge @ Salt River	827	-	-	-	-	5,165,000	4,125,000	9,290,000	9,290,827
T167 - El Mirage: Northern - Bell	1,921,840	669,930	30,000	-	-	-	-	30,000	2,621,770
T195 - Northern Ave: SR 303 - Grand	169,247	2,936,756	24,430,000	41,530,000	600,000	-	-	66,560,000	69,666,003
T199 - Dobson Rd Bridge at Salt River	2,766,775	1,076,650	-	-	4,075,000	4,100,000	19,275,000	27,450,000	31,293,425
T305 - Power Rd Pecos To Santan Fwy	9,708	12,636	-	-	2,000,000	2,000,000	-	4,000,000	4,022,344
T339 - Gilbert Rd Bridge	-	-	1,510,000	110,000	3,150,000	5,900,000	22,300,000	32,970,000	32,970,000
T341 - El Mirage Picerne to Bell	-	-	540,000	1,050,000	3,050,000	3,050,000	3,400,000	11,090,000	11,090,000
T342 - McKellips Rd - SR 101 to Alma School	-	-	-	-	1,100,000	3,550,000	3,600,000	8,250,000	8,250,000
T344 - El Mirage Northern to Olive	-	-	540,000	50,000	10,000	10,000	1,075,000	1,685,000	1,685,000
Bin ALCP Project Reserve	-	-	2,030,000	1,317,803	4,017,805	5,257,803	10,176,215	22,799,626	22,799,626
Project Total	\$ 8,852,363	10,697,426	\$ 33,505,000	\$ 44,057,803	\$ 18,002,805	\$ 29,032,803	\$ 63,951,215	\$ 188,549,626	\$ 208,099,415

Operating Cost Summary:

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 1,295,952	\$ 1,334,831	\$ 1,398,258	\$ 1,440,205	\$ 1,493,334	\$ 1,538,134
Supplies & Services	1,863,960	1,919,879	2,011,106	2,071,439	2,147,853	2,212,289
Capital Outlay	607,992	626,232	655,988	675,668	700,593	721,611
<i>Total</i>	\$ 3,767,904	\$ 3,880,941	\$ 4,065,352	\$ 4,187,312	\$ 4,341,781	\$ 4,472,034
Post Construction User Department Operating Costs						
Personal Sevices	\$ 1,295,952	\$ 1,383,902	\$ 1,469,397	\$ 1,513,479	\$ 1,558,883	\$ 1,605,649
Supplies & Services	1,863,960	1,985,802	2,106,230	2,169,417	2,234,500	2,301,535
Capital Outlay	607,992	643,272	680,122	700,525	721,541	743,187
<i>Total</i>	\$ 3,767,904	\$ 4,012,976	\$ 4,255,749	\$ 4,383,421	\$ 4,514,924	\$ 4,650,371
Net User Department Operating Costs (post less current)						
Personal Sevices	\$ -	\$ 49,071	\$ 71,139	\$ 73,273	\$ 65,549	\$ 67,515
Supplies & Services	-	65,923	95,125	97,978	86,646	89,246
Capital Outlay	-	17,040	24,133	24,857	20,948	21,576
<i>Total</i>	\$ -	\$ 132,035	\$ 190,397	\$ 196,109	\$ 173,143	\$ 178,337

Partnership Support

Managing Department: Transportation
 Project Partner(s): See Project Descriptions

Scheduled Completion Dates:

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4 th Quarter 2011
Small Cities Assistance Program	TBD	4 th Quarter 2011
Maricopa County 85 at Miller Road	4	TBD
Buckeye Annexation	4	1 st Quarter FY 2011–12
Val Vista Germann to Ray	1	4 th Quarter FY 2010–11
Arizona Benchmarking Study	All	On-going

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 Descriptions:

T003 – Special Projects

The County will contribute up to \$1.5M 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 \$250K to Small Cities Transportation Assistance Program (SCTAP) projects which will be selected by the Transportation Advisory Board at a future meeting.

T163 – Maricopa County 85 (MC–85) at Miller Road

The County will contribute \$150K in FY 2011-12 to the Town of Buckeye install traffic signals and make other improvements to the MC–85 at Miller Road intersection to improve safety, reduce congestion, and improve traffic flow. Payment is contingent on the Town starting construction.

T247 – Val Vista Germann to Ray

The County will contribute \$1.65M to the Town of Gilbert for improvements to Val Vista Germann to Ray which is programmed for payment in FY 2010–11.

T284 – Town of Buckeye for Annexation

The County will contribute over a four year period a total of \$1.5M to the Town of Buckeye for annexation of roadways. The FY 2010–11 amount is \$405K which is the third payment of four.

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 study was suspended in FY 2009–10 due to budget issues. A total of \$35K has been set aside in the event the study is continued in FY 2010–11 by the member agencies.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 4,812,343	\$ 427,627	\$ 3,564,333	\$ 813,333	\$ 258,333	\$ 258,333	\$ 223,333	\$ 5,117,665	\$ 10,357,635
Partnership Contributions/IGA/IDA	5,583,333	616,667	416,667	416,667	416,667	416,667	416,667	2,083,335	8,283,335
Project Total	\$ 10,395,676	\$ 1,044,294	\$ 3,981,000	\$ 1,230,000	\$ 675,000	\$ 675,000	\$ 640,000	\$ 7,201,000	\$ 18,640,970

Note: Revenues shown include ADOT funding for two completed projects.

Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T003 - Special Projects Fund	\$ 2,571,054	\$ -	\$ 1,510,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 2,550,000	\$ 5,121,054
T009 - Small Cities Assist Prog	1,872,466	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	3,372,466
T163 - MC 85 at Miller	48,823	-	-	150,000	-	-	-	150,000	198,823
T247 - Val Vista Germann - Ray	-	-	1,651,000	-	-	-	-	1,651,000	1,651,000
T284 - Buckeye Annexation	300,000	400,000	405,000	405,000	-	-	-	810,000	1,510,000
T302 AZ Benchmarking Study	20,000	-	35,000	35,000	35,000	35,000	-	140,000	160,000
Bin PSUP Project Reserve	-	-	130,000	130,000	130,000	130,000	130,000	650,000	650,000
Project Total	\$ 4,812,343	\$ 650,000	\$ 3,981,000	\$ 1,230,000	\$ 675,000	\$ 675,000	\$ 640,000	\$ 7,201,000	\$ 12,663,343

Operating Cost Summary:

Not applicable

Pavement Preservation

Managing Department: Transportation
 Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Sun City West Mill and Overlay	4	2 nd Quarter FY 2011-12
Fort McDowell, Mohave, Yavapai Drainage	2	2 nd Quarter FY 2011-12
McDowell Rd: Perryville Rd to ½ mile east	4	4 th Quarter FY 2011-12
Miller Rd: I- to one mile north	4	4 th Quarter FY 2011-12
Vehicle Locating System and Radio Upgrade	N/A	4 th Quarter FY 2012-13

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 Descriptions:

T291 –Vehicle Locating System and Radio Upgrade

This project is 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. The estimated cost is \$595K for FY 2010–11 for the purchase of the radios \$1.8 to complete the total project. If funding is available this project will be accelerated.

T332 – Fort McDowell, Mohave, Yavapai Drainage

This project will address drainage issues on Ft. McDowell Road, Mohave Road and Yavapai Road on the Fort McDowell Yavapai Indian Nation. Estimated cost is \$220K in FY 2010-11.

T337 – McDowell Road: Perryville Road to ½ mile east

The purpose of this project is to widen McDowell from two lanes to three lanes (half street improvement) and address drainage issues. Estimated cost is \$440K in FY 2010-11.

T338 – Miller Road: I–10 to one mile north

The purpose of this project is to pave Miller Road from Interstate 10 to the Army National Guard Facility. Estimated cost is \$440K in FY 2010-11.

T343 – Sun City West Mill and Resurface

This project will remove the existing asphalt surface and replace it with new asphalt to rehabilitate the existing deteriorated pavement so the traveling public will have a safer and more economical commute. Estimated cost is \$4M.

T348 Bush Highway Asphalt Rubber Overlay

This scoping effort (preliminary design and cost estimate) is to determine the type and cost of improvements needed for the Bush Hwy Asphalt Rubber Overlay project in anticipation of federal funding becoming available at the end of FY 2010-11.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 634,791	\$ 618,914	\$ 6,260,000	\$ 4,625,000	\$ 4,670,000	\$ 4,030,000	\$ 4,030,000	\$ 23,615,000	\$ 24,868,705
Project Total	\$ 634,791	\$ 618,914	\$ 6,260,000	\$ 4,625,000	\$ 4,670,000	\$ 4,030,000	\$ 4,030,000	\$ 23,615,000	\$ 24,868,705
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T291 - VLS and Radio Upgrade	\$ 634,791	\$ 572,877	\$ 595,000	\$ 595,000	\$ 640,000	\$ -	\$ -	\$ 1,830,000	\$ 3,037,668
T332 - Fort McDowell, Mohave, Yavapai Drainage	-	9,820	220,000	-	-	-	-	220,000	229,820
T337 - McDowell Rd Perryville to 1/2 m east	-	1,450	440,000	-	-	-	-	440,000	441,450
T338 - Miller Rd I-10 to 1 m north	-	34,767	440,000	-	-	-	-	440,000	474,767
T343 - Sun City West Mill and Overlay	-	-	4,035,000	-	-	-	-	4,035,000	4,035,000
T348 - Bush Hwy Asphalt Rubber Ovrlly	-	-	30,000	-	-	-	-	30,000	30,000
Bin PAVE Project Reserve	-	-	500,000	4,030,000	4,030,000	4,030,000	4,030,000	16,620,000	16,620,000
Project Total	\$ 634,791	\$ 618,914	\$ 6,260,000	\$ 4,625,000	\$ 4,670,000	\$ 4,030,000	\$ 4,030,000	\$ 23,615,000	\$ 24,868,705

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.

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 33,060	\$ 47,673	\$ 49,103	\$ 50,576	\$ 52,093	\$ 53,656
Supplies & Services	47,550	68,567	70,624	72,743	74,925	77,173
Capital Outlay	15,510	22,365	23,036	23,727	24,439	25,172
<i>Total</i>	\$ 96,120	\$ 138,605	\$ 142,763	\$ 147,046	\$ 151,457	\$ 156,001
Post Construction User Department Operating Costs						
Personal Sevices	\$ 33,060	\$ 47,673	\$ 49,103	\$ 50,576	\$ 52,093	\$ 53,656
Supplies & Services	47,550	68,567	70,624	72,743	74,925	77,173
Capital Outlay	15,510	22,365	23,036	23,727	24,439	25,172
<i>Total</i>	\$ 96,120	\$ 138,605	\$ 142,763	\$ 147,046	\$ 151,457	\$ 156,001

Transportation Planning

Managing Department: Transportation
 Project Partner(s): None

Scheduled Completion Dates:

Study	District	Scheduled Completion
Northern Parkway Corridor Feasibility Study	4	4 th Quarter of FY 2010–11
Peoria Avenue Corridor Improvement Study	4	4 th Quarter of FY 2010–11
Candidate Assessment Reports #1,2 and 3		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. This project provides funding for advance planning and more accurate initial assessments of projects, which results in a better use of public funds. A total of \$1.6M is budgeted in FY 2010–11 for planning studies.

Study Descriptions:

T005 – Northern Parkway

This Corridor Feasibility Study will focus only on corridor feasibility and alignment. The Northern Parkway will be an east west parkway and the study is expected to originate at Turner Parkway and terminate at Tonopah Parkway. The study will define a two-mile wide buffer around the Northern Parkway alignment (as identified in the Interstate 10/Hassayampa Roadway Framework Study). The estimated study cost is \$680K. The study is planned for completion in FY 2010–11.

T005 – Peoria Avenue

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 Peoria Avenue. The proposed study area will encompass Peoria Avenue between El Mirage Road and Jackrabbit Trails Parkway Alignment for an area totaling approximately 10 miles in length. The estimated study cost is \$450K. The study is planned for completion in FY 2010–11.

T005 – Candidate Assessment Reports (CAR) #1, 2 and 3

These 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. The total CAR estimated cost is \$270K.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 6,320,386	\$ 1,791,329	\$ 1,630,000	\$ 1,630,000	\$ 1,630,000	\$ 1,630,000	\$ 1,630,000	\$ 8,150,000	\$ 16,261,715
Partnership Contributions/IGA/IDA	518,572	-	-	-	-	-	-	-	518,572
Project Total	\$ 6,838,958	\$ 1,791,329	\$ 1,630,000	\$ 8,150,000	\$ 16,780,287				
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T005 - Candidate Assessment Reports	\$ 6,838,958	\$ 1,791,329	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 7,000,000	\$ 15,630,287
Bin TPLN Project Reserve	-	-	230,000	230,000	230,000	230,000	230,000	1,150,000	1,150,000
Project Total	\$ 6,838,958	\$ 1,791,329	\$ 1,630,000	\$ 8,150,000	\$ 16,780,287				

Operating Cost Summary:

Not applicable

Right-of-Way

Managing Department: Transportation
 Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Property Management	TBD	On-going
Right of Way (ROW) In-fill on Road Inventory System	TBD	On-going

Purpose Statement:

One purpose of this Right-of-way (ROW) project is to fund the fees for the purchase of property and titles on existing roads. Other purposes include managing excess property purchased for projects and disposing 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 this type of property 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 Descriptions:

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. The estimated annual cost is \$50K.

T011 – ROW In-fill on Road Inventory System

The purpose of the ROW In-fill on Road Inventory System project is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system. The FY 2010–11 budget is \$200K to acquire right-of-way when identified.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 6,964,511	\$ 118,333	\$ 350,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 680,000	\$ 2,770,000	\$ 9,852,844
Partnership Contributions/IGA/IDA	11,335	-	-	-	-	-	-	-	11,335
Project Total	\$ 6,975,846	\$ 118,333	\$ 350,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 680,000	\$ 2,770,000	\$ 9,864,179
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T008 - Prop Mgmt Prior Yr Projects	\$ 214,884	\$ 26,503	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 491,387
T011 - ROW In-Fill/Road Inv Sys	6,760,962	91,830	200,000	400,000	400,000	400,000	500,000	1,900,000	8,752,792
Bin RWAY Project Reserve	-	-	100,000	130,000	130,000	130,000	130,000	620,000	620,000
Project Total	\$ 6,975,846	\$ 118,333	\$ 350,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 680,000	\$ 2,770,000	\$ 9,864,179

Operating Cost Summary:

Not applicable

Safety Improvements

Managing Department: Transportation
 Project Partner(s): None

Scheduled Completion Date:

Improvement	District	Scheduled Completion
Indian School Road at Beardsley Canal	4	3 rd Quarter FY 2010–11
Buckeye Road from Wintersburg to 355 th Avenue	4	3 rd Quarter FY 2010–11
Lower Buckeye Road from Salome Hwy to 339 th Avenue	4	3 rd Quarter FY 2010–11
MC 85 Center Turn Lane Addition	5	4 th Quarter FY 2011–12
New River Road from the S–curve to Figs Springs	3	1 st Quarter FY 2010–11

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 Descriptions:

T277 – Indian School Road at Beardsley Canal

The purpose of the Indian School Road at Beardsley Canal project is to eliminate safety concerns so the traveling public will have a safe bridge once construction is complete. The estimated cost is \$500K to complete construction which is scheduled to begin in late spring of 2010 once the design is complete. The Maricopa Water District is involved in reviewing the design plans since the project crosses the Beardsley Canal.

T310 – Buckeye Road from Wintersburg to 355th Avenue project

The purpose of the Buckeye Road from Wintersburg to 355th Avenue project is to make minor adjustments to the roadway so the traveling public will have a safe commute. This portion of Buckeye Road was paved in response to residents’ dust complaints. Since then maintenance crews have noted potential safety issues which need to be studied. The estimated cost is \$220K to complete the work.

T311 – Lower Buckeye Road from Salome Hwy to 339th Avenue

The purpose of the Lower Buckeye Road from Salome Hwy to 339th Avenue is to make minor adjustments to the roadway so the traveling public will have a safe commute. This portion of Buckeye Road was also paved in response to residents’ dust complaints and maintenance crews have also noted potential safety issues which need to be studied. The estimated cost is \$120K to complete the work.

T312 – New River Road from the S–curve to Figs Springs

The purpose of the New River Road from the S–curve to Figs Springs project is to realign the roadway so the traveling public will have a safer commute. The estimated cost is \$6.5M with \$500K budgeted in FY 2010–11 to begin design.

T328 – New River Road: from I-17 to Desert Hills

A safety audit of New River Road: from Interstate 17 to Desert Hills is in progress to determine if additional guardrail or other safety improvements are necessary and if so the cost to install. A total of \$10K is budget to complete the study.

T345 – MC 85 from 107th Avenue to 75th

The purpose of the safety improvement project is the addition of approximately 1.26 miles of center lane for a continuous dual left turn lane on MC 85 from 107th Avenue to 75th Ave. A total of \$30,000 is budgeted in FY 2011 to start design.

T350 – Buckeye Road from Wintersburg to 339th Avenue and

T351 – Lower Buckeye Road from Salome Hwy to 339th Avenue

The purpose of projects T350 and T351 is to have utility poles moved away from the roadway to provide a clear safe zone between the poles and the roadway.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 344,623	\$ 581,527	\$ 1,660,000	\$ 5,810,000	\$ 360,000	\$ 310,000	\$ 510,000	\$ 8,650,000	\$ 9,576,150
Project Total	\$ 344,623	\$ 581,527	\$ 1,660,000	\$ 5,810,000	\$ 360,000	\$ 310,000	\$ 510,000	\$ 8,650,000	\$ 9,576,150
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T277 - Indian School Road at Beardsley Canal	\$ 34,142	\$ 102,832	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 636,974
T310 - Buckeye Rd Wintersburg to 355th Ave	39,876	89,594	220,000	-	-	-	-	220,000	349,470
T311 - Lower Buckeye Rd: Salome Hwy to 339th Avenue	27,197	66,484	120,000	-	-	-	-	120,000	213,681
T312 - New River Rd: S Curve to Fig Springs	243,408	265,834	500,000	5,500,000	50,000	-	-	6,050,000	6,559,242
T328 - New River I-17 FR to Desert Hills	-	56,783	10,000	-	-	-	-	10,000	66,783
T345 - MC 85 Center Lane Extension	-	-	30,000	-	-	-	-	30,000	30,000
T350 - Buckeye Rd: Wintersburg - 339th Avenue	-	-	30,000	-	-	-	-	30,000	30,000
T351 - Lower Buckeye: Salome Hwy - 339th Avenue	-	-	30,000	-	-	-	-	30,000	30,000
Bin SAFE Project Reserve	-	-	220,000	310,000	310,000	310,000	510,000	1,660,000	1,660,000
Project Total	\$ 344,623	\$ 581,527	\$ 1,660,000	\$ 5,810,000	\$ 360,000	\$ 310,000	\$ 510,000	\$ 8,650,000	\$ 9,576,150

Operating Cost Summary:

Not applicable

Traffic Improvements

Managing Department: Transportation
 Project Partner(s) T272 Gila River Indian Community
 T281 Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Maricopa County 85 at Baseline	4	4 th Quarter FY 2010–11
51 st Avenue at Tashquinth, Judum and Bunn	5	1 st Quarter FY 2010–11
Rittenhouse and Cloud Road	1	TBD
McDowell and McKellips Intersections	2	4 th Quarter FY 2011–12
R H Johnson Intersections	4	4 th Quarter FY 2010–11
Southern at Meridian Road	2	4 th Quarter FY 2010–11
Bell Road intersections	4	4 th Quarter FY 2010–11

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 delays and have a faster and safer commute.

Project Descriptions:

T271 – Maricopa County 85 (MC–85) at Baseline

The purpose of this project is to install traffic signals and make other improvements at the MC–85 at Baseline intersection to improve safety, reduce congestion, and improve traffic flow. The estimated cost is \$747K.

T272 – 51st Avenue at Tashquinth, Judum and Bunn

The purpose of this project is to install right turn lanes and make other improvements on 51st Avenue at Tashquinth, Judum and Bunn intersections to improve safety, reduce congestion, and improve traffic flow. Construction is currently in progress and \$5K is budgeted in FY 2010–11 to close out the project. The Gila River Indian Community has offered grand funding in support of the project.

T281 – Rittenhouse and Cloud Road

The County will contribute up to \$386K in FY 2010-11 to the Town of Queen Creek for intersection improvements at the Rittenhouse and Cloud Road intersection to improve safety, reduce congestion, and improve traffic flow. Payment is contingent on the Town constructing the project.

T290 – McDowell Road at 92nd St, Alma School, and Longmore, and, at two intersections on McKellips Road at Alma School and at 92nd St.

This project will 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. Design is currently in progress with \$10K budget for FY 2010–11 to complete design plans. Construction is scheduled for FY 2011–12.

T314 – 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

This project will 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 estimated cost is \$1.1M.

T315 – Southern at Meridian Road

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow at Southern at Meridian Road. The estimated cost to complete the project is \$1.5M.

T323 – Bell Road at Del Webb, 98th Avenue, 99th Avenue, Boswell and Lindgren

This project will install new traffic signals on Bell Road at Del Webb, 98th Avenue, 99th Avenue, Boswell and Lindgren intersections. The current signals are obsolete and do not comply with current federal highway standards. The total cost of the project is \$2.2M.

In addition to the above, projects funding has been budgeted to complete scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

- T324 - Olive at Cotton Lane
- T333 - Elliot Road at Sossaman
- T334 - Olive at Reems
- T335 - Peoria and Olive Signal Upgrades
- T336 - Stardust at 135th Avenue
- T357 - Meeker at Wilson Way
- T358 - RH Johnson at Trail Ridge

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 2,482,504	\$ 1,295,980	\$ 6,826,000	\$ 2,800,000	\$ 2,530,000	\$ 2,530,000	\$ 2,530,000	\$ 17,216,000	\$ 20,994,484
Partnership Contributions/IGA/IDA	180,000	370,000	-	-	-	-	-	-	550,000
Project Total	\$ 2,662,504	\$ 1,665,980	\$ 6,826,000	\$ 2,800,000	\$ 2,530,000	\$ 2,530,000	\$ 2,530,000	\$ 17,216,000	\$ 21,544,484
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T004 - Warranted Traffic Improvements	\$ 1,264,780	\$ 50,000	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 9,000,000	\$ 10,314,780
T271 - MC 85 at Baseline	192,336	534,889	20,000	-	-	-	-	20,000	747,225
T272 - 51st Ave at Pecos	1,140,427	126,871	5,000	-	-	-	-	5,000	1,272,298
T281 - Rittenhouse Road at Cloud Road	95	400,000	386,000	-	-	-	-	386,000	786,095
T290 - Traffic signal Upgrade 5 locations	498	6,193	10,000	270,000	-	-	-	280,000	286,691
T314 - Sun City Signal Upgrade on R H Johnson	14,444	71,947	1,080,000	-	-	-	-	1,080,000	1,166,391
T315 - Southern at Meridian	49,924	172,786	1,520,000	-	-	-	-	1,520,000	1,742,710
T323 - Sun City Signal Upgrades on Bell Rd	-	171,465	2,165,000	-	-	-	-	2,165,000	2,336,465
T324 - Olive Ave at Cotton Lane	-	51,377	60,000	-	-	-	-	60,000	111,377
T333 - Elliot Rd at Sossaman	-	31,625	15,000	-	-	-	-	15,000	46,625
T334 - Olive at Reems	-	26,786	15,000	-	-	-	-	15,000	41,786
T335 - Peoria and Olive Ave Signal Upgrades	-	8,174	10,000	-	-	-	-	10,000	18,174
T336 - Stardust at 135th Ave	-	13,867	10,000	-	-	-	-	10,000	23,867
T357 - Meeker Blvd and Wilson Way	-	-	30,000	-	-	-	-	30,000	30,000
T358 - RH Johnson and Trail Ridge	-	-	30,000	-	-	-	-	30,000	30,000
Bin TIMP Project Reserve	-	-	470,000	530,000	530,000	530,000	530,000	2,590,000	2,590,000
Project Total	\$ 2,662,504	\$ 1,665,980	\$ 6,826,000	\$ 2,800,000	\$ 2,530,000	\$ 2,530,000	\$ 2,530,000	\$ 17,216,000	\$ 21,544,484

Operating Cost Summary:

	Projected FY 09-10	Year 1 FY10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15
Current Project Operating Costs for User Department						
Personal Sevices	\$ 703,638	\$ 837,854	\$ 873,450	\$ 958,912	\$ 1,043,167	\$ 1,131,614
Supplies & Services	790,650	941,523	981,523	1,077,560	1,172,240	1,271,631
<i>Total</i>	\$ 1,494,288	\$ 1,779,377	\$ 1,854,973	\$ 2,036,472	\$ 2,215,407	\$ 2,403,245
Post Construction User Department Operating Costs						
Personal Sevices	\$ 759,220	\$ 848,009	\$ 878,680	\$ 1,012,783	\$ 1,098,654	\$ 1,188,766
Supplies & Services	853,160	952,935	987,401	1,138,097	1,234,593	1,335,855
<i>Total</i>	\$ 1,612,380	\$ 1,800,945	\$ 1,866,081	\$ 2,150,880	\$ 2,333,247	\$ 2,524,621
Net User Department Operating Costs (post less current)						
Personal Sevices	\$ 55,582	\$ 10,156	\$ 5,230	\$ 53,871	\$ 55,488	\$ 57,152
Supplies & Services	62,510	11,412	5,877	60,537	62,353	64,224
<i>Total</i>	\$ 118,092	\$ 21,568	\$ 11,108	\$ 114,409	\$ 117,841	\$ 121,376

Transportation Administration

Managing Department: Transportation
 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 Descriptions:

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 \$671K.

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 \$5M 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 \$1.5M has been budgeted for additional staff support.

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 assess the cost and benefit of a proposed project and provide the Board of Supervisors better information on which to make decisions. A total of \$350K is budget for scoping studies and investigations.

Funding/Cost Summary:

Funding Source	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
Highway User Revenue Funds	\$ 7,270,066	\$ 554,272	\$ 7,491,000	\$ 8,046,998	\$ 9,416,998	\$ 12,861,998	\$ 10,716,998	\$ 48,533,992	\$ 56,358,330
Project Total	\$ 7,270,066	\$ 554,272	\$ 7,491,000	\$ 8,046,998	\$ 9,416,998	\$ 12,861,998	\$ 10,716,998	\$ 48,533,992	\$ 56,358,330
Cost by Sub-Project	Prior Yrs. Actual	Projected FY 09-10	Year 1 FY 10-11	Year 2 FY 11-12	Year 3 FY 12-13	Year 4 FY 13-14	Year 5 FY 14-15	5-Year Total	Total Project
T001 - TIP Development	\$ 2,708,571	\$ 554,272	\$ 671,355	\$ 550,000	\$ 550,000	\$ 450,000	\$ 450,000	\$ 2,671,355	\$ 5,934,198
T002 - Project Reserve Account	-	-	5,000,000	5,000,000	3,500,000	7,000,000	5,000,000	25,500,000	25,500,000
T006 - Unallocated Force Account	-	-	1,469,645	2,146,998	2,016,998	2,061,998	1,916,998	9,612,637	9,612,637
T007 - Previous Year Projects	2,833,163	-	-	350,000	350,000	350,000	350,000	1,400,000	4,233,163
T012 - General Civil Engineering	1,728,333	-	350,000	-	3,000,000	3,000,000	3,000,000	9,350,000	11,078,333
Project Total	\$ 7,270,066	\$ 554,272	\$ 7,491,000	\$ 8,046,998	\$ 9,416,998	\$ 12,861,998	\$ 10,716,998	\$ 48,533,992	\$ 56,358,330

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, 2009. 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, 2009. 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, 2009.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2009

	Year Ending June 30				
	2005	2006	2007	2008	2009
GOVERNMENTAL ACTIVITIES:					
Bonds, loans, and other payables:					
General obligation bonds	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Lease revenue bonds (3)	101,101,501	81,188,067	181,245,043	173,670,000	163,900,000
Lease trust certificates	10,812,000	9,212,000	6,812,000	4,612,000	0
Special assessment debt with governmental commitment (1)	235,458	154,267	103,077	82,519	193,591
Certificates of participation (3)	5,500,000	5,115,000	4,715,000	4,295,000	3,850,000
Installment purchase agreements (3)	892,254	546,202	205,765	0	0
Capital leases	13,507,633	16,312,891	33,039,132	50,093,644	51,135,339
Total Governmental activities	\$ 132,048,846	\$ 112,528,427	\$ 226,120,017	\$ 232,753,163	\$ 219,078,930
BUSINESS-TYPE ACTIVITIES (4)					
Bonds and other payables:					
Lease revenue bonds (3)	\$ 43,499	\$ 36,933	\$ 29,957	\$ 0	\$ 0
Total Business-type activities	\$ 43,499	\$ 36,933	\$ 29,957	\$ 0	\$ 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 2009, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2010.

On July 1, 2008, the County entered into a \$4,177,256 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, 2009. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2009, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2010, for \$5,325,903.

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.

2008-09 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2008-09 Secondary Assessed Valuation	\$	58,303,635,287
15% of Secondary Assessed Valuation		8,745,545,293
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	\$	8,745,545,293

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

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

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS Explanation of corporate/municipal bond ratings	RATING AGENCIES		
	Fitch	Moody's	Standard & Poor's
Premium quality	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		D

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

History of 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 from conservative management practices, a favorable direct debt profile, and one of the largest tax bases for a large, urban county in the United States."

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 26, 2007, Maricopa County received an implied unlimited tax bond rating on its General Obligation bonds of Aa1 as well as a bond rating upgrade from A1 to Aa2 on its Lease Revenue bonds along with a bond rating upgrade from A2 to Aa3 on its Certificates of Participation from Moody's Investors Service. [Moody's Investor Service Press Release dated April 26, 2007](#), states that the bond rating "upgrades reflect the significant expansion in the County's regional economy and tax base, very low debt burdens" as

well as the “voter approval to create an independent hospital district with its own taxing authority...and significantly improved financial policies and practices at the County.”

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	Moody's	Date	Standard & Poor's	Date
		Rating Assigned		Rating Assigned		Rating Assigned
General Obligation	AAA	4/25/07	Aa1	4/30/09	AAA	8/21/07
	AA+	11/11/03	Aa1	4/26/07	A+	4/11/97
	AA	12/04/01	Aa3	12/06/01	A	5/27/94
	AA	4/05/00	Aa3	5/26/00	AA	6/02/76
			A-1	11/06/98		
			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	Audited 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	51,135,339	27,358,339	8,613,372
Direct Net Debt	\$ 232,670,644	\$ 218,885,339	\$ 184,028,338	\$ 153,648,372
Overlapping Debt (1)	7,667,484,231	7,904,280,982	8,037,224,035	8,179,988,993
Overall Net Debt	\$ 7,900,154,875	\$ 8,123,166,321	\$ 8,221,252,373	\$8,333,637,365
Population Estimate (2)	3,987,942	4,023,331	4,217,427	4,328,379
Full Value of Taxable Property (3)	\$ 431,682,163	\$ 516,184,657	\$ 444,366,534	\$ 363,787,640
Ratios (4)				
Direct Net Debt Per Capita	\$ 58.34	\$ 54.40	\$ 43.64	\$ 35.50
Overall Net Debt Per Capita	\$ 1,981.01	\$ 2,019.02	\$ 1,949.35	\$ 1,925.35
Direct Net Debt As Percentage Of Full Value Property	0.054%	0.042%	0.041%	0.042%
Overall Net Debt As % Of FV Property	1.83%	1.57%	1.85%	2.29%
FV Property Per Capita	\$ 108,246.85	\$ 128,297.84	\$ 105,364.37	\$ 84,047.09

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: 2010 and 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, 2009, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was \$3,498,218,117 and the 15 percent limit was \$8,745,545,293.

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, 2009**

Bond Issue	Amount
2001 Lease Revenue Bonds	\$ 21,175,000
2003 Lease Revenue Refunding Bonds	3,870,000
2007A Lease Revenue Bonds	106,015,000
2007B Lease Revenue Refunding Bonds	32,840,000
Total	\$ 163,900,000

**DEBT SERVICE REQUIREMENTS TO MATURITY
 Lease Revenue Bonds
 Maricopa County, Arizona
 As of June 30, 2009**

Year Ending June 30	Principal	Interest	Total Debt Service
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	11,375,000	5,118,505	16,493,505
2015-19	35,855,000	18,997,075	54,852,075
2020-24	23,160,000	13,363,625	36,523,625
2025-29	29,195,000	7,175,463	36,370,463
2030-32	20,765,000	1,106,787	21,871,787
Total	\$ 163,900,000	\$ 71,245,959	\$ 235,145,959

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, 2009**

Year Ending June 30	Principal	Interest	Total Debt Service
2010	\$ 1,526,943	\$ 435,430	\$ 1,962,373
2011	1,603,528	363,562	1,967,090
2012	1,075,113	297,639	1,372,752
2013	1,132,999	237,723	1,370,722
2014	1,197,388	174,162	1,371,550
2015-16	2,597,051	143,079	2,740,130
Total	\$ 9,133,022	\$ 1,651,595	\$ 10,784,617

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 of Supervisors 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, 2009**

Bond Issue	Amount
Queen Creek Water	\$ 19,944
Marquerite Drive	3,212
7 th Street North	24,466
Plymouth Street	145,969
Total	\$ 193,591

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, 2009. 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.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2009

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	\$ 3,850,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2009

Year Ending June 30	Principal	Interest	Total Debt Service
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	575,000	83,653	658,653
2015 -16	1,255,000	69,683	1,324,683
Total	\$ 3,850,000	\$ 762,645	\$ 4,612,645

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, 2009.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2009	
2010	\$ 25,034,201
2011	19,331,785
2012	8,317,467
2013	365,791
2014	27,943
2015-17	74,515
Total minimum lease payments	53,151,702
Less: Amount representing interest	(2,016,363)
Present value of net minimum lease payments	\$ 51,135,339

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 Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for are available through the following recognized municipal repository:

Electronic Municipal Market Access (“EMMA”)
c/o Municipal Securities Rulemaking Board
1900 Duke Street, Suite 600
Alexandria, VA 22314
Phone: (703) 797-6600
Fax: (703) 797-6700
<http://www.dataport.emma.msrb.org>
Email: emmaonline@msrb.org

The Securities and Exchange Commission released final “continuing disclosure” rules (the “Rules”) for municipal bond issues on July 1, 2009, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than \$1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has undertaken to provide to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities.

This is applicable unless an exemption applies. The County intends to fully comply with the “continuing disclosure” rules.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County’s goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The 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 Guidelines and Priorities

Adopted by the Board of Supervisors on January 11, 2010

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

Property Taxes:

The Maricopa County property tax base for FY 2011 is expected to decline by as much as \$3 billion (6.1%) from the current year. The base budget will assume that the FY 2011 primary property tax levy provides for no increase in the overall levy amount, including taxes levied on new construction.

Employee Compensation:

Funding is not anticipated for employee compensation increases in FY 2011.

Base Budget Targets:

1. For FY 2011, 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 2010 budget issues or mid-year adjustments.
 - b) 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.
 - c) Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS and other programs.
 - d) Other technical adjustments as required.
2. 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.

Requests for Additional Funding:

No funding will be available for new or expanded programs. Requests for additional funding will only be considered to address pressing or critical issues.

Use of Fund Balance:

The FY 2011 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 an 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.

Capital Improvement Program:

The Office of Management and Budget is directed to work with Public Works and other departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2011 that, within available non-recurring resources, meets the strategic goal of developing, identifying funding, and beginning to implement a long-range plan for addressing infrastructure needs.

Information Technology:

New information technology projects will be considered if they have a return on investment with direct benefits of three years or less.

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 these 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. 97Use 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 near 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. Position Funding Policy Guidelines

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 (unreimbursable 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.

Budget Calendar

FY 2010-11 Budget Calendar

1/11/2010	Board Approves FY 2010-11 Budgeting for Results Budget Balancing Guidelines
1/13/2010	OMB Issues Department Budget Targets, Internal Charges, Forms and Instructions
2/8/2010	Departments Submit Budget Requests (deadlines to renegotiated) Elected Officials and Judicial Branch Budget Presentations to the Board of Supervisors.
2/10/2010	Assessed Value and Levy Limits Reported by Assessor
3/12/2010	Departments Submit Final CIP Budgets
2/8/2010 – 4/2/2010	OMB Analyzes Department Budgets, Develops Recommendations
3/1/2010 – 4/2/2010	OMB & Departments Review Budget Recommendations
4/2/2010 – 5/14/2010	OMB Consolidates Budget, Prepares Budget Document
5/17/2010 – 5/21/2010	Board Briefings on FY 2011 Recommended Budget
5/24/2010	FY 2011 Recommended Budget Presentation Tentative Adoption of FY 2011 Budget
6/3/2010 – 6/10/2010	Publication of Tentative Budget & Truth in Taxation Notice
6/21/2010	Final Adoption of FY 2011 Budget
8/16/2010	Adoption of FY 2011 Property Tax Levy

Fund Descriptions

- 100 General Fund:** 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 and 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.
- 237 Justice Courts Photo Enforcement:** Established by the Board of Supervisors on November 4, 2009 (Agenda Item C-24-10-001-M-00) to account for Justice Courts fee revenue and operating expenditures associated with photo radar traffic enforcement.
- 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.
- 422 Intergovernmental Capital Projects:** Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.
- 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.
- 460 Technology Capital Improvement:** Established by the Board of Supervisors with adoption of the FY 2011 budget to account for General Fund and other resources committed for technology improvement projects.
- 461 Detention Technology Capital Improvement:** Established by the Board of Supervisors with adoption of the FY 2011 budget to account for Detention Fund resources restricted for technology improvement projects consistent with A.R.S. §42-6109.01.
- 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 Percent 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 Percent 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 Percent 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 Percent 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 and AD and 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.

Revenue Source Codes

Revenue		
Source	Revenue Source Name	Comments
601	Property Taxes	Amounts collected on property taxes assessed on real, secured and unsecured personal property.
605	Tax Penalties and Interest	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of the actual payment.
606	Sales Tax	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 Revenues	Other non-grant revenues levied by the federal to 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	Tax 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	Sate Shared Vehicle License Taxes	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 department of the County for centralized internal service operations, (telecom, equipment services, reprographics, etc...).
637	Fines and Forfeits	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
638	Patient Services Revenues	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 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 services related costs that are not legal and healthcare related.
820	Rent and 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 government entities for program and/or other agreed upon contracts and agreements.
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 eh 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 costs of any and all utility charges and/or related disposition of utility products.

Expenditure Object Codes (continued)

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	Building 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 and 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.

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES*	ACTUAL EXPENDITURES/EXPENSES**	FUND BALANCE/NET ASSETS***	PROPERTY TAX REVENUES	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES	OTHER FINANCING		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE	BUDGETED EXPENDITURES/EXPENSES
	2010	2010	July 1, 2010**	2011	2011	SOURCES	-USES-	IN	-OUT-	2011	2011
1. General Fund	\$ 1,037,230,936	\$ 800,891,446	\$ 291,144,579	Primary: \$ 487,360,934 Secondary:	\$ 584,652,447	\$	\$	\$ 10,621,605	\$ 371,122,173	\$ 1,002,647,392	\$ 1,002,647,392
2. General Fund- Overtide Election											
3. Total General Fund	1,037,230,936	800,891,446	291,144,579	487,360,934	584,652,447			10,621,605	371,122,173	1,002,647,392	1,002,647,392
4. Special Revenue Funds	923,778,851	733,228,623	256,755,677	87,616,992	555,088,305	300,000		178,681,696	299,032,169	819,340,401	819,340,401
5. Debt Service Funds Available	25,141,204	25,135,454	18,323,630		7,321,591			14,045,423	11,649	39,678,956	23,783,665
6. Less: Designation for Future Debt Retirement										15,895,330	
7. Total Debt Service Funds	25,141,204	25,135,454	2,428,300		7,321,591			14,045,423	11,649	23,783,665	23,783,665
8. Capital Projects Funds	288,792,993	184,933,913	(19,543,994)		45,357,115			482,315,108	13,812,119	494,316,110	494,316,110
9. Internal Service Funds	223,550,155	204,504,864	17,917,867		199,652,460				1,635,722	215,994,565	215,994,565
10. Eliminations Funds	(190,638,322)	(181,018,409)			(199,730,887)			(635,663,832)	(635,663,832)	(193,790,887)	(193,790,887)
11. Total Eliminations Funds	(190,638,322)	(181,018,409)			(199,730,887)			(635,663,832)	(635,663,832)	(193,790,887)	(193,790,887)
11. TOTAL ALL FUNDS	\$ 2,307,945,808	\$ 1,772,678,891	\$ 548,702,429	\$ 574,937,826	\$ 1,238,261,021	\$ 300,000	\$	\$	\$	\$ 2,302,231,276	\$ 2,302,231,276

EXPENDITURE LIMITATION COMPARISON

	2010	2011
1. Budgeted expenditures/expenses	\$ 2,307,945,808	\$ 2,302,231,276
2. Add/subtract: estimated net reconciling items	(305,151,147)	(274,847,853)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,001,794,661	2,027,383,423
4. Less: estimated exclusions	(694,243,117)	(911,923,275)
5. Amount subject to the expenditure limitation	\$ 1,147,551,544	\$ 1,175,860,148
6. EEC expenditure limitation	\$ 1,147,551,546	\$ 1,175,860,149

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.
 ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
 *** Amounts in this column represent estimated Fund Balance/Net Asset amounts to be expended in the upcoming fiscal year. Estimated amounts exclude amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2011

	<u>2010</u>	<u>2011</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 492,230,736	\$ 517,847,364
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	\$ 492,230,736	\$ 492,224,342
B. Secondary property taxes		
General Fund - Override election	\$	\$
Flood Control District	74,996,804	68,019,592
Library District	20,468,370	20,479,676
Total secondary property taxes	\$ 95,465,174	\$ 88,499,268
C. Total property tax levy amounts	\$ 587,695,910	\$ 580,723,610
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 477,463,814	\$ 477,457,612
(2) Prior years' levies	9,887,120	9,893,322
(3) Total primary property taxes	\$ 487,350,934	\$ 487,350,934
B. Secondary property taxes		
(1) Current year's levy	\$ 92,601,219	\$ 85,844,290
(2) Prior years' levies	1,909,303	1,772,602
(3) Total secondary property taxes	\$ 94,510,522	\$ 87,616,892
C. Total property taxes collected	\$ 581,861,456	\$ 574,967,826
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	0.9909	1.0508
(2) Secondary property tax rate		
General Fund - Override election		

(3) Total county tax rate	0.9909	1.0508
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1367	0.1489
Library District	0.0353	0.0412

* 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 \$492,244,342; for Flood Control District is \$68,019,592 and for Library District is \$20,479,616.

MARICOPA COUNTY
 Summary by Fund Type of Revenues Other Than Property Taxes
 Fiscal Year 2011

SOURCE OF REVENUES	ESTIMATED	ACTUAL	ESTIMATED
	REVENUES	REVENUES*	REVENUES
	2010	2010	2011
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	\$ 15,500,000	\$ 23,853,340	\$ 21,000,000
PAYMENTS IN LIEU OF TAXES	8,674,402	8,325,626	10,060,000
STATE SHARED SALES TAX	368,431,060	362,490,933	369,740,752
STATE SHARED VEHICLE LICENSE	118,385,455	113,424,850	113,380,026
Licenses and permits			
LICENSES AND PERMITS	2,210,000	2,526,077	2,285,000
Intergovernmental			
GRANTS	39,665	29,184	
OTHER INTERGOVERNMENTAL	7,154,693	6,065,157	4,041,475
Charges for services			
INTERGOV CHARGES FOR SERVICES	13,620,993	12,088,981	12,057,601
OTHER CHARGES FOR SERVICES	24,868,995	27,584,762	26,411,426
INTERNAL SERVICE CHARGES	3,494,653		
PATIENT SERVICES REVENUE	7,200	27,201	7,200
Fines and forfeits			
FINES & FORFEITS	19,597,179	14,589,102	14,440,741
Investments			
INTEREST EARNINGS	12,000,000	7,211,595	7,000,000
Miscellaneous			
MISCELLANEOUS REVENUE	3,626,106	4,719,199	4,228,226
Total General Fund	\$ 597,610,401	\$ 582,936,007	\$ 584,652,447
* 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	\$ 96,142,000	\$ 93,753,357	\$ 98,401,418
Total Road Fund	\$ 96,142,000	\$ 93,753,357	\$ 98,401,418
Health Services Fund			
PATIENT SERVICES REVENUE	\$ 1,841,825	\$ 1,255,385	\$ 1,399,715
Total Health Services Fund	\$ 1,841,825	\$ 1,255,385	\$ 1,399,715
List Fund:			
GRANTS, MSC. REVENUE, ETC.	\$ 571,985,346	\$ 513,279,760	\$ 495,267,172
Total	\$ 571,985,346	\$ 513,279,760	\$ 495,267,172
Total Special Revenue Funds	\$ 669,969,171	\$ 608,288,502	\$ 595,068,305
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	\$ 2,762,788	\$ 3,121,661	\$ 2,699,846
STADIUM DISTRICT	5,925,094	4,657,642	4,621,745
Total Debt Service Funds	\$ 8,687,882	\$ 7,779,303	\$ 7,321,591
CAPITAL PROJECTS FUNDS			
PUBLIC WORKS	\$ 27,595,834	\$ 13,908,860	\$ 38,814,115
LIBRARY DISTRICT		134,814	630,000
STADIUM DISTRICT	1,060,000	1,096,210	1,005,000
NON-DEPARTMENTAL	2,302,800	2,740,201	
FLOOD CONTROL DISTRICT	13,591,000	14,338,083	4,908,000
Total Capital Projects Funds	\$ 44,549,634	\$ 32,158,168	\$ 45,357,115
INTERNAL SERVICE FUNDS			
WORKFORCE MGT AND DEVELOPMENT	\$ 131,222,607	\$ 128,391,151	\$ 143,911,426
ENTERPRISE TECHNOLOGY	17,920,669	16,547,505	15,972,983
MATERIALS MANAGEMENT	1,004,711	673,234	806,795
EQUIPMENT SERVICES	16,583,815	14,367,791	13,909,239
RISK MANAGEMENT	29,772,374	29,472,378	25,052,007
Total Internal Service Funds	\$ 196,504,176	\$ 189,452,059	\$ 199,652,450
ELIMINATIONS FUNDS			
ELIMINATIONS	\$ (190,638,322)	\$ (181,018,409)	\$ (193,790,887)
Total Eliminations Funds	\$ (190,638,322)	\$ (181,018,409)	\$ (193,790,887)
TOTAL ALL FUNDS	\$ 1,326,682,942	\$ 1,239,595,630	\$ 1,238,261,021

* 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.

MARICOPA COUNTY				
Summary by Fund Type of Other Financing Sources/ <Uses> and Interfund Transfers				
Fiscal Year 2011				
FUND	OTHER FINANCING		INTERFUND TRANSFERS	
	2011		2011	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
NONDEPARTMENTAL	\$	\$	\$ 10,621,605	\$ 371,087,173
PUBLIC HEALTH				35,000
Total General Fund	\$	\$	\$ 10,621,605	\$ 371,122,173
SPECIAL REVENUE FUNDS				
AIR QUALITY	\$	\$	\$	\$ 609,087
ANIMAL CARE AND CONTROL				1,967,409
CORRECTIONAL HEALTH				9,400,000
EDUCATION SERVICES				
EMERGENCY MANAGEMENT				82,799
ENVRONMENTAL SERVICES				2,171,987
FLOOD CONTROL DISTRICT				40,000,000
HUMAN SERVICES				1,339,121
LIBRARY DISTRICT				231,582
NONDEPARTMENTAL			176,466,336	197,323,710
PARKS AND RECREATION			82,860	297,860
PLANNING AND DEVELOPMENT				398,002
PUBLIC HEALTH			35,000	1,506,411
PUBLIC WORKS	300,000			40,367,090
SHERIFF				600,000
STADIUM DISTRICT			2,097,500	2,787,111
Total Special Revenue Funds	\$ 300,000	\$	\$ 178,681,696	\$ 299,082,169
DEBT SERVICE FUNDS				
NONDEPARTMENTAL	\$	\$	\$ 12,866,182	\$ 11,649
STADIUM DISTRICT			1,179,241	
Total Debt Service Funds	\$	\$	\$ 14,045,423	\$ 11,649
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	\$	\$	\$ 40,000,000	\$
LIBRARY DISTRICT			231,582	
NONDEPARTMENTAL			403,677,230	11,714,619
PUBLIC WORKS			36,798,426	
STADIUM DISTRICT			1,607,870	2,097,500
Total Capital Projects Funds	\$	\$	\$ 482,315,108	\$ 13,812,119
INTERNAL SERVICE FUNDS				
ENTERPRISE TECHNOLOGY	\$	\$	\$	\$ 460,915
EQUIPMENT SERVICES				532,241
MATERIALS MANAGEMENT				67,416
RISK MANAGEMENT				207,485
WORKFORCE MGT AND DEVELOPMENT				367,665
Total Permanent Funds	\$	\$	\$	\$ 1,635,722
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	\$	\$	\$ (603,666,353)	\$ (603,666,353)
FLOOD CONTROL DISTRICT			(40,000,000)	(40,000,000)
LIBRARY DISTRICT			(231,582)	(231,582)
PARKS AND RECREATION			(82,860)	(82,860)
PUBLIC WORKS			(36,798,426)	(36,798,426)
STADIUM DISTRICT			(4,884,611)	(4,884,611)
Total Eliminations Funds	\$	\$	\$ (685,663,832)	\$ (685,663,832)
TOTAL ALL FUNDS	\$ 300,000	\$	\$	\$

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2011

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
GENERAL FUND				
ADULT PROBATION	\$ 58,854,159	\$ (750,000)	\$ 57,739,033	\$ 58,479,190
ANIMAL CARE AND CONTROL	257,903		257,903	257,903
ASSESSOR	22,816,543		22,398,575	23,117,643
BOARD OF SUPERVISORS DIST 1	346,428		346,338	346,428
BOARD OF SUPERVISORS DIST 2	346,428		346,063	346,428
BOARD OF SUPERVISORS DIST 3	346,428		340,618	346,428
BOARD OF SUPERVISORS DIST 4	346,428		334,351	346,428
BOARD OF SUPERVISORS DIST 5	346,428		341,641	346,428
CALL CENTER	1,363,590		1,355,184	1,363,590
CLERK OF THE BOARD	1,346,191	(68,183)	711,428	1,243,944
CLERK OF THE SUPERIOR COURT	26,286,706		28,328,984	30,185,299
CONSTABLES	2,403,317	39,665	2,240,829	2,702,337
CONTRACT COUNSEL	14,353,929	12,500,000	26,359,730	25,571,574
CORRECTIONAL HEALTH	3,049,876		3,039,593	3,071,763
COUNTY ATTORNEY	56,599,487		56,080,994	56,599,487
COUNTY ATTORNEY CML	4,013,122	3,726,455	7,006,901	3,610,224
COUNTY MANAGER	2,434,692		2,350,221	5,131,362
EDUCATION SERVICES	2,035,900	378,054	1,988,081	2,298,381
ELECTIONS	8,212,297	4,700,000	11,999,999	20,300,000
EMERGENCY MANAGEMENT	173,881		169,851	173,881
ENTERPRISE TECHNOLOGY	7,614,262	(307,053)	6,908,271	7,181,486
ENVIRONMENTAL SERVICES	3,420,072		3,273,345	3,878,840
FINANCE	3,282,573	80,930	3,303,469	3,248,204
GENERAL COUNSEL	5,205,817		4,533,729	5,879,933
HEALTH CARE PROGRAMS	237,341,157	1,500,000	155,359,074	215,648,424
HUMAN SERVICES	2,313,610		2,313,610	2,063,610
INTERNAL AUDIT	1,553,494		1,538,535	1,572,354
JUSTICE COURTS	14,488,923		14,151,430	14,353,098
JUVENILE DEFENDER	4,164,849		4,155,025	4,275,150
JUVENILE PROBATION	16,449,965	(750,000)	14,428,793	16,124,198
LEGAL ADVOCATE	8,770,615		8,763,895	9,231,434
LEGAL DEFENDER	9,855,901		9,677,281	10,483,641
MANAGEMENT AND BUDGET	3,186,167		2,897,894	3,311,167
MATERIALS MANAGEMENT	1,884,254	242,000	1,901,311	2,021,461
MEDICAL EXAMINER	6,659,432	25,000	6,500,109	6,757,790
NON DEPARTMENTAL	277,648,299	(22,375,181)	115,826,715	223,162,822
PARKS AND RECREATION	694,615		692,572	693,436
PUBLIC DEFENDER	34,713,248		33,719,065	34,439,124
PUBLIC FIDUCIARY	2,477,439		2,332,304	2,459,102
PUBLIC HEALTH	10,742,840		9,652,671	10,752,840
PUBLIC WORKS	41,148,605	1,327,158	43,757,887	45,575,611
RECORDER	2,095,117		1,916,531	2,095,117
RESEARCH AND REPORTING	391,970		376,077	322,241
SHERIFF	62,324,473	82,830	60,921,067	61,380,923
SPECIAL LITIGATION	2,135,828		1,671,613	1,995,953
SUPERIOR COURT	62,531,673	1,539,412	60,475,763	71,111,106
TREASURER	2,618,874	702,892	3,159,958	3,865,769
WORKFORCE MGT AND DEVELOPMENT	3,049,142		2,947,135	2,923,840
Total General Fund	\$ 1,034,696,947	\$ 2,593,979	\$ 800,891,446	\$ 1,002,647,392

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2011

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
SPECIAL REVENUE FUNDS				
ADULT PROBATION	\$ 18,940,960	\$ 3,558,914	\$ 19,251,625	\$ 18,408,431
AIR QUALITY	21,761,325	173,787	17,850,717	17,048,804
ANIMAL CARE AND CONTROL	13,207,436		12,048,380	13,296,801
CLERK OF THE SUPERIOR COURT	10,834,360	202,495	9,310,526	11,929,875
CORRECTIONAL HEALTH	48,847,477	10,773	48,806,078	52,274,224
COUNTY ATTORNEY	18,646,618	431,279	16,291,786	15,736,300
COUNTY MANAGER	10,617,791	3,755,444	13,581,344	2,111,036
EDUCATION SERVICES	2,316,704	890,181	2,491,455	4,590,594
ELECTIONS	84,524	2,718,842	45,904	2,782,320
EMERGENCY MANAGEMENT	1,255,835	50,000	1,140,013	1,366,111
ENVIRONMENTAL SERVICES	19,637,299		17,818,538	20,854,375
FLOOD CONTROL DISTRICT	36,730,311	800,000	35,735,301	37,403,605
HEALTH CARE PROGRAMS	5,926,709	1,689,247	5,434,447	6,651,736
HUMAN SERVICES	61,281,136	19,094,906	62,977,584	65,821,712
JUSTICE COURTS	8,136,541	1,760,000	8,284,968	9,740,052
JUVENILE PROBATION	43,309,461	569,499	39,305,460	43,119,192
LEGAL ADVOCATE	12,500		9,500	37,398
LEGAL DEFENDER	134,794		95,221	160,168
LIBRARY DISTRICT	21,924,526	937,186	21,221,565	22,048,417
MEDICAL EXAMINER	218,615		218,615	53,648
NON DEPARTMENTAL	108,142,303	(10,333,447)	7,085,703	55,646,160
PARKS AND RECREATION	7,717,323	177,589	6,495,575	7,320,671
PLANNING AND DEVELOPMENT	7,214,603	598,294	7,175,443	7,834,408
PUBLIC DEFENDER	2,544,267	109,508	1,785,612	2,367,486
PUBLIC HEALTH	34,780,952	21,637,510	41,010,626	42,202,577
PUBLIC WORKS	133,789,285	229,790	120,210,892	134,643,570
RECORDER	3,863,298		3,494,833	4,548,813
SHERIFF	208,506,933	3,582,929	202,947,688	198,380,493
STADIUM DISTRICT	2,320,270	2,264,960	1,843,672	3,853,615
SUPERIOR COURT	14,834,923	1,025,745	14,158,120	16,803,468
TREASURER	304,341		101,432	304,341
Total Special Revenue Funds	\$ 867,843,420	\$ 55,935,431	\$ 738,228,623	\$ 819,340,401
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	\$ 18,709,110		\$ 18,709,110	\$ 17,172,330
STADIUM DISTRICT	6,432,094		6,426,344	6,611,335
Total Debt Service Funds	\$ 25,141,204	\$	\$ 25,135,454	\$ 23,783,665

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2011

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	\$ 60,000,000	\$	\$ 57,173,300	\$ 60,548,481
LIBRARY/DISTRICT	9,600,000	500,000	5,284,464	6,040,000
NON DEPARTMENTAL	121,568,782	11,393,174	53,940,382	328,852,111
PUBLIC WORKS	85,728,037		68,536,267	98,872,518
STADIUM/DISTRICT	1,803,000	(1,800,000)	2,500	3,000
Total Capital Projects Funds	\$ 278,699,819	\$ 10,093,174	\$ 184,936,913	\$ 494,316,110
INTERNAL SERVICE FUNDS				
WORKFORCE MGT AND DEVELOPMENT	\$ 143,260,322	\$	\$ 131,902,652	\$ 145,188,761
ENTERPRISE TECHNOLOGY	16,659,007	7,129,851	19,410,378	19,435,207
EQUIPMENT SERVICES	12,817,232	2,700,000 x	12,813,418	13,634,342
MATERIALS MANAGEMENT	973,481	32,372	816,704	739,379
RISK MANAGEMENT	40,007,891		39,561,712	36,936,906
Total Internal Service Funds	\$ 213,717,933	\$ 9,862,223	\$ 204,504,864	\$ 215,934,595
ELIMINATIONS FUNDS				
ELIMINATIONS	\$ (185,938,322)	\$ (4,700,000)	\$ (181,018,409)	\$ (193,790,887)
Total Eliminations Funds	\$ (185,938,322)	\$ (4,700,000)	\$ (181,018,409)	\$ (193,790,887)
TOTAL ALL FUNDS	\$ 2,234,161,001	\$ 73,784,807	\$ 1,772,678,891	\$ 2,362,231,276

* 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.

Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
ADULT PROBATION				
ADULT PROBATION FEES	\$ 14,463,903	\$	\$ 13,150,972	\$ 12,288,792
ADULT PROBATION GRANTS	4,477,057	3,558,914	6,100,653	6,119,639
GENERAL	58,854,159	(750,000)	57,739,033	58,479,190
Department Total	\$ 77,795,119	\$ 2,808,914	\$ 76,990,658	\$ 76,887,621
AIR QUALITY:				
AIR QUALITY FEES	\$ 17,792,077	\$	\$ 14,395,680	\$ 13,005,400
AIR QUALITY GRANT	3,969,248	173,787	3,455,037	4,043,404
Department Total	\$ 21,761,325	\$ 173,787	\$ 17,850,717	\$ 17,048,804
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	\$ 3,203,897	\$	\$ 2,749,629	\$ 3,192,433
ANIMAL CONTROL GRANTS	1,526,983		1,367,759	1,572,785
ANIMAL CONTROL LICENSE SHELTER	8,476,566		7,930,992	8,531,583
GENERAL	257,903		257,903	257,903
Department Total	\$ 13,465,339	\$	\$ 12,306,283	\$ 13,554,704
ASSESSOR:				
GENERAL	\$ 22,816,543	\$	\$ 22,398,575	\$ 23,117,643
Department Total	\$ 22,816,543	\$	\$ 22,398,575	\$ 23,117,643
BOARD OF SUPERVISORS DIST 1:				
GENERAL	\$ 346,428	\$	\$ 346,338	\$ 346,428
Department Total	\$ 346,428	\$	\$ 346,338	\$ 346,428
BOARD OF SUPERVISORS DIST 2:				
GENERAL	\$ 346,428	\$	\$ 346,063	\$ 346,428
Department Total	\$ 346,428	\$	\$ 346,063	\$ 346,428
BOARD OF SUPERVISORS DIST 3:				
GENERAL	\$ 346,428	\$	\$ 340,618	\$ 346,428
Department Total	\$ 346,428	\$	\$ 340,618	\$ 346,428
BOARD OF SUPERVISORS DIST 4:				
GENERAL	\$ 346,428	\$	\$ 334,351	\$ 346,428
Department Total	\$ 346,428	\$	\$ 334,351	\$ 346,428
BOARD OF SUPERVISORS DIST 5:				
GENERAL	\$ 346,428	\$	\$ 341,641	\$ 346,428
Department Total	\$ 346,428	\$	\$ 341,641	\$ 346,428
CALL CENTER:				
GENERAL	\$ 1,363,590	\$	\$ 1,355,184	\$ 1,363,590
Department Total	\$ 1,363,590	\$	\$ 1,355,184	\$ 1,363,590
CLERK OF THE BOARD:				
GENERAL	\$ 1,346,191	\$ (68,183)	\$ 711,428	\$ 1,243,944
Department Total	\$ 1,346,191	\$ (68,183)	\$ 711,428	\$ 1,243,944
CLERK OF THE SUPERIOR COURT:				
CHILD SUPPORT ENHANCEMENT	75,000		18,000	75,000
CLERK OF COURT FILL THE GAP	2,191,492	202,495	2,431,666	2,433,495
CLERK OF THE COURT EDMS	4,303,582		3,440,224	4,928,000
CLERK OF THE COURT GRANTS	1,615,346		1,301,897	1,350,280
COURT DOCUMENT RETRIEVAL	1,429,100		1,147,636	1,689,100
GENERAL	26,286,706		28,328,984	30,185,299
JUDICIAL ENHANCEMENT	1,209,840		961,103	1,379,000
VICTIM LOCATION	10,000		10,000	75,000
Department Total	\$ 37,121,066	\$ 202,495	\$ 37,639,510	\$ 42,115,174

MARICOPA COUNTY
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
CONSTABLES:				
GENERAL	\$ 2,403,317	\$ 39,665	\$ 2,240,829	\$ 2,702,337
Department Total	\$ 2,403,317	\$ 39,665	\$ 2,240,829	\$ 2,702,337
CORRECTIONAL HEALTH:				
CORRECTIONAL HEALTH GRANT	\$ 42,818	\$ 10,773	\$ 53,591	\$ 50,000
DETENTION OPERATIONS	48,804,659		48,752,487	52,224,224
GENERAL	3,049,876		3,039,593	3,071,763
Department Total	\$ 51,897,353	\$ 10,773	\$ 51,845,671	\$ 55,345,987
CONTRACT COUNSEL:				
GENERAL	\$ 14,353,929	\$ 12,500,000	\$ 26,359,730	\$ 25,571,574
Department Total	\$ 14,353,929	\$ 12,500,000	\$ 26,359,730	\$ 25,571,574
COUNTY ATTORNEY CIVIL:				
GENERAL	\$ 4,013,122	\$ 3,726,455	\$ 7,006,901	\$ 3,610,224
Department Total	\$ 4,013,122	\$ 3,726,455	\$ 7,006,901	\$ 3,610,224
COUNTY ATTORNEY:				
CHECK ENFORCEMENT PROGRAM	\$ 431,584		\$ 306,059	\$ 346,000
COUNTY ATTORNEY FILL THE GAP	1,964,388		1,402,622	1,400,000
COUNTY ATTORNEY GRANTS	7,792,090	431,279	7,605,851	7,792,090
COUNTY ATTORNEY RICO	3,500,000		3,368,473	2,000,000
CRIMJUSTICE ENHANCEMENT	2,709,746		2,153,906	1,449,400
DIVERSION	2,108,810		1,437,015	2,608,810
GENERAL	56,599,487		56,080,994	56,599,487
VICTIM COMP AND ASSISTANCE	100,000		7,420	100,000
VICTIM COMP RESTITUTION INT	40,000		10,440	40,000
Department Total	\$ 75,246,105	\$ 431,279	\$ 72,372,780	\$ 72,335,787
COUNTY MANAGER:				
DETENTION OPERATIONS	\$ 1,458,856		\$ 1,319,145	\$ 1,458,856
GENERAL	2,434,692		2,350,221	5,131,362
NON DEPARTMENTAL GRANT	9,158,935	3,755,444	12,262,199	652,180
Department Total	\$ 13,052,483	\$ 3,755,444	\$ 15,931,565	\$ 7,242,398
EDUCATION SERVICES:				
EDUCATIONAL SUPPLEMENTAL PROC	\$ 355,311	\$ 585,901	\$ 766,310	\$ 1,492,670
GENERAL	2,035,900	378,054	1,998,081	2,298,381
SCHOOL COMMUNICATION	102,240	47,912	102,148	102,240
SCHOOL GRANT	952,062		465,154	2,238,480
SCHOOL TRANSPORTATION	792,887		745,712	600,000
SMALL SCHOOL SERVICE	104,204	256,368	412,131	157,204
Department Total	\$ 4,352,604	\$ 1,268,235	\$ 4,479,536	\$ 6,888,975
ELECTIONS:				
ELECTIONS GRANT	\$ 84,524	\$ 2,718,842	\$ 45,904	\$ 2,782,320
GENERAL	8,212,297	4,700,000	11,999,999	20,300,000
Department Total	\$ 8,296,821	\$ 7,418,842	\$ 12,045,903	\$ 23,082,320
EMERGENCY MANAGEMENT:				
EMERGENCY MANAGEMENT	\$ 866,770	\$ 50,000	\$ 777,788	\$ 968,457
GENERAL	173,881		169,851	173,881
PALO VERDE	389,065		362,225	397,654
Department Total	\$ 1,429,716	\$ 50,000	\$ 1,309,864	\$ 1,539,992
ENTERPRISE TECHNOLOGY:				
GENERAL	\$ 7,614,262	\$ (307,053)	\$ 6,908,271	\$ 7,181,486
TELECOMMUNICATIONS	16,659,007	7,129,851	19,410,378	19,435,207
Department Total	\$ 24,273,269	\$ 6,822,798	\$ 26,318,649	\$ 26,616,693

Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
ENVIRONMENTAL SERVICES:				
ENVIRONMENTAL SERVICES GRANT	\$ 874,337	\$	\$ 626,126	\$ 740,661
ENVIRONMENTAL SVCS ENV/HEALTH	18,762,962		17,192,412	20,113,714
GENERAL	3,420,072		3,273,345	3,878,840
Department Total	\$ 23,057,371	\$	\$ 21,091,883	\$ 24,733,215
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	\$ 12,817,232	\$ 2,700,000	\$ 12,813,418	\$ 13,634,342
Department Total	\$ 12,817,232	\$ 2,700,000	\$ 12,813,418	\$ 13,634,342
FINANCE:				
GENERAL	\$ 3,282,573	\$ 80,930	\$ 3,303,469	\$ 3,248,204
Department Total	\$ 3,282,573	\$ 80,930	\$ 3,303,469	\$ 3,248,204
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	\$ 36,730,311	\$	\$ 35,035,301	\$ 36,603,605
FLOOD CONTROL GRANTS		800,000	700,000	800,000
FLOOD CONTROL CAPITAL PROJECTS	60,000,000		57,173,300	60,548,481
Department Total	\$ 96,730,311	\$ 800,000	\$ 92,908,601	\$ 97,952,086
GENERAL COUNSEL:				
GENERAL	\$ 5,205,817	\$	\$ 4,533,729	\$ 5,879,933
Department Total	\$ 5,205,817	\$	\$ 4,533,729	\$ 5,879,933
HEALTH CARE PROGRAMS:				
GENERAL	\$ 237,341,157	\$ 1,500,000	\$ 155,359,074	\$ 215,648,424
PUBLIC HEALTH GRANTS	5,926,709	1,689,247	5,434,447	6,651,736
Department Total	\$ 243,267,866	\$ 3,189,247	\$ 160,793,521	\$ 222,300,160
HUMAN SERVICES:				
CDBG HOUSING TRUST	\$ 23,142,004	\$	\$ 12,881,912	\$ 16,933,099
GENERAL	2,313,610		2,313,610	2,063,610
HUMAN SERVICES GRANTS	38,139,132	19,094,906	50,095,672	48,888,613
Department Total	\$ 63,594,746	\$ 19,094,906	\$ 65,291,194	\$ 67,885,322
INTERNAL AUDIT:				
GENERAL	\$ 1,553,494	\$	\$ 1,538,535	\$ 1,572,354
Department Total	\$ 1,553,494	\$	\$ 1,538,535	\$ 1,572,354
JUSTICE COURTS:				
GENERAL	\$ 14,488,923	\$	\$ 14,151,430	\$ 14,353,098
JUSTICE COURTS SPECIAL REVENUE	7,219,855	610,000	6,373,738	5,706,615
JUST COURTS PHOTO ENFORCEMENT		1,020,000	1,020,000	2,251,936
JUSTICE CT JUDICIAL ENHANCEMENT	916,686	130,000	891,230	1,781,501
Department Total	\$ 22,625,464	\$ 1,760,000	\$ 22,436,398	\$ 24,093,150
JUVENILE DEFENDER:				
GENERAL	\$ 4,164,849	\$	\$ 4,155,025	\$ 4,275,150
Department Total	\$ 4,164,849	\$	\$ 4,155,025	\$ 4,275,150
JUVENILE PROBATION:				
DETENTION OPERATIONS	\$ 33,651,118	\$	\$ 30,143,038	\$ 33,206,895
GENERAL	16,449,965	(750,000)	14,428,793	16,124,198
JUVENILE PROBATION DIVERSION	386,633		340,791	386,633
JUVENILE PROBATION GRANTS	5,042,523	423,499	4,608,019	5,296,477
JUVENILE PROBATION SPECIAL FEE	4,204,187	146,000	4,188,729	4,204,187
JUVENILE RESTITUTION	25,000		24,883	25,000
Department Total	\$ 59,759,426	\$ (180,501)	\$ 53,734,253	\$ 59,243,390

Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
LEGAL ADVOCATE:				
GENERAL	\$ 8,770,615	\$	\$ 8,763,895	\$ 9,231,434
PUBLIC DEFENDER TRAINING	12,500		9,500	37,398
Department Total	\$ 8,783,115	\$	\$ 8,773,395	\$ 9,268,832
LEGAL DEFENDER:				
GENERAL	\$ 9,855,901	\$	\$ 9,677,281	\$ 10,483,641
LEGAL DEFENDER FILL THE GAP	59,000		58,981	59,000
PUBLIC DEFENDER TRAINING	75,794		36,240	101,168
Department Total	\$ 9,990,695	\$	\$ 9,772,502	\$ 10,643,809
LIBRARY DISTRICT:				
LIBRARY DIST CAP IMPROVEMENT	\$ 9,600,000	\$ 500,000	\$ 5,284,464	\$ 6,040,000
LIBRARY DISTRICT GRANTS		50,000		
LIBRARY DISTRICT	18,472,561	887,186	18,028,530	19,313,257
LIBRARY INTERGOVERNMENTAL	3,451,965		3,193,035	2,735,160
Department Total	\$ 31,524,526	\$ 1,437,186	\$ 26,506,029	\$ 28,088,417
MANAGEMENT AND BUDGET:				
GENERAL	\$ 3,186,167	\$	\$ 2,897,894	\$ 3,311,167
Department Total	\$ 3,186,167	\$	\$ 2,897,894	\$ 3,311,167
MATERIALS MANAGEMENT:				
GENERAL	\$ 1,884,254	\$ 242,000	\$ 1,901,311	\$ 2,021,461
REPROGRAPHICS	973,481	32,372	816,704	739,379
Department Total	\$ 2,857,735	\$ 274,372	\$ 2,718,015	\$ 2,760,840
MEDICAL EXAMINER:				
GENERAL	\$ 6,659,432	\$ 25,000	\$ 6,500,109	\$ 6,757,790
MEDICAL EXAMINER GRANT	218,615		218,615	53,648
Department Total	\$ 6,878,047	\$ 25,000	\$ 6,718,724	\$ 6,811,438
NONDEPARTMENTAL:				
COUNTY IMPROVEMENT DEBT	\$ 11,297,930	\$	\$ 11,297,930	\$ 9,762,550
COUNTY IMPROVEMENT DEBT 2	7,411,180		7,411,180	7,409,780
DETENTION CAPITAL PROJECTS		8,152,800	970,000	69,929,821
DETENTION OPERATIONS	80,582,810	(4,334,422)	6,961,328	31,145,869
FINANCING SERIES 2007	47,900,000	1,002,557	48,629,253	
FINANCING SERIES 2008	66,088,797	(66,088,797)		
GENERAL	277,648,299	(22,375,181)	115,826,715	223,162,822
GENERAL FUND CTY IMPROV	6,722,910	68,547,985	3,995,167	196,836,794
INTERGOVERNMENTAL CAP PROJ	857,075	(221,371)	345,962	232,683
NONDEPARTMENTAL GRANT	27,055,010	(5,999,025)		24,026,158
TECHNOLOGY CAP IMPROVEMENT				56,134,813
DETENTION TECH CAP IMPROVEMENT				5,718,000
WASTE MANAGEMENT	504,483		124,375	474,133
Department Total	\$ 526,068,494	\$ (21,315,454)	\$ 195,561,910	\$ 624,833,423
PARKS AND RECREATION				
GENERAL	\$ 694,615	\$	\$ 692,572	\$ 693,436
LAKE PLEASANT RECREATION SVCS	2,111,010		1,743,575	2,357,278
PARKS AND RECREATION GRANTS	4,820	86,200	73,200	4,820
PARKS DONATIONS	148,000	101,389	92,798	249,389
PARKS ENHANCEMENT FUND	4,765,026	(80,000)	4,164,676	4,232,044
PARKS SOUMENR	98,467	70,000	137,988	137,140
SPUR CROSS RANCH CONSERVATION	590,000		283,338	340,000
Department Total	\$ 8,411,938	\$ 177,589	\$ 7,188,147	\$ 8,014,107

MARICOPA COUNTY
 Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
PLANNING AND DEVELOPMENT:				
DEL WEBB	\$ 353	\$	\$ 222	\$ 9
PLANNING AND DEVELOPMENT FEES	7,214,250	598,294	7,175,221	7,834,399
Department Total	\$ 7,214,603	\$ 598,294	\$ 7,175,443	\$ 7,834,408
PUBLIC DEFENDER:				
GENERAL	\$ 34,713,248	\$	\$ 33,719,065	\$ 34,439,124
PUBLIC DEFENDER FILL THE GAP	1,630,600		936,617	1,483,701
PUBLIC DEFENDER GRANTS	342,187	109,508	429,509	445,651
PUBLIC DEFENDER TRAINING	571,480		359,486	438,134
Department Total	\$ 37,257,515	\$ 109,508	\$ 35,504,677	\$ 36,806,610
PUBLIC FIDUCIARY:				
GENERAL	\$ 2,477,439	\$	\$ 2,332,304	\$ 2,459,102
Department Total	\$ 2,477,439	\$	\$ 2,332,304	\$ 2,459,102
PUBLIC HEALTH:				
GENERAL	\$ 10,742,840	\$	\$ 9,652,671	\$ 10,752,840
PUBLIC HEALTH FEES	6,528,587	65,000	4,051,011	4,965,928
PUBLIC HEALTH GRANTS	28,252,365	21,572,510	36,959,615	37,236,649
Department Total	\$ 45,523,792	\$ 21,637,510	\$ 50,663,297	\$ 52,955,417
PUBLIC WORKS:				
DETENTION OPERATIONS	\$ 27,086,421	\$ 202,500	\$ 24,337,695	\$ 28,057,549
GENERAL	41,148,605	1,327,158	43,757,887	45,575,611
PUBLIC WORKS FLOOD CONTROL	34,411,979		32,668,525	34,090,553
SOLID WASTE GRANTS	190,000		77,518	
SOLID WASTE MANAGEMENT	7,392,935		2,417,638	7,643,050
TRANSPORTATION CAPITAL PROJECT	85,728,037		68,536,267	98,872,518
TRANSPORTATION GRANTS	755,000	27,290	464,000	573,971
TRANSPORTATION OPERATIONS	58,839,278		55,834,119	59,526,254
WASTE TIRE	5,113,672		4,411,397	4,752,193
Department Total	\$ 260,665,927	\$ 1,556,948	\$ 232,505,046	\$ 279,091,699
RECORDER:				
GENERAL	\$ 2,095,117	\$	\$ 1,916,531	\$ 2,095,117
RECORDERS SURCHARGE	3,863,298		3,494,833	4,548,813
Department Total	\$ 5,958,415	\$	\$ 5,411,364	\$ 6,643,930
RESEARCH AND REPORTING:				
GENERAL	\$ 391,970	\$	\$ 376,077	\$ 322,241
Department Total	\$ 391,970	\$	\$ 376,077	\$ 322,241
RISK MANAGEMENT:				
RISK MANAGEMENT	\$ 40,007,891	\$	\$ 39,561,712	\$ 36,936,906
Department Total	\$ 40,007,891	\$	\$ 39,561,712	\$ 36,936,906
SHERIFF:				
DETENTION OPERATIONS	\$ 183,677,997	\$ (4,000)	\$ 177,583,149	\$ 182,632,904
GENERAL	62,324,473	82,830	60,921,067	61,380,923
INMATE HEALTH SERVICES	149,715			97,215
INMATE SERVICES	15,848,905		14,382,867	10,799,768
SHERIFF DONATIONS	84,640		19,724	26,300
SHERIFF GRANTS	5,385,676	2,086,929	7,227,841	4,824,306
SHERIFF JAIL ENHANCEMENT	2,205,000		1,119,718	
SHERIFF RICO	1,155,000	1,500,000	2,614,389	
Department Total	\$ 270,831,406	\$ 3,665,759	\$ 263,868,755	\$ 259,761,416

Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
STADIUM DISTRICT:				
BALLPARK OPERATIONS	\$ 1,838,127	\$ 2,264,960	\$ 1,747,316	\$ 3,754,472
CACTUS LEAGUE OPERATIONS	482,143		96,356	99,143
LONG TERM PROJECT RESERVE	1,803,000	(1,800,000)	2,500	3,000
STADIUM DIST DEBT SERIES 2002	6,432,094		6,426,344	6,611,335
Department Total	\$ 10,555,364	\$ 464,960	\$ 8,272,516	\$ 10,467,950
SPECIAL LITIGATION				
GENERAL	\$ 2,135,828		\$ 1,671,613	\$ 1,995,953
Department Total	\$ 2,135,828	\$	\$ 1,671,613	\$ 1,995,953
SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	\$ 115,007		\$ 115,007	\$ 115,007
CONCILIATION COURT FEES	1,695,930		1,695,930	1,390,000
DOM REL MEDIATION EDUCATION	190,682		190,682	190,682
EXPEDITED CHILD SUPPORT	445,580		445,580	920,479
GENERAL	62,531,673	1,539,412	60,475,763	71,111,106
JUDICIAL ENHANCEMENT	433,277		275,728	570,600
LAW LIBRARY	940,000	343,500	942,971	1,425,000
PROBATE FEES	389,531		389,531	564,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921		115,921	115,921
SUPERIOR COURT FILL THE GAP	2,010,454	194,045	1,800,948	2,329,600
SUPERIOR COURT GRANTS	2,013,724		1,489,527	2,145,648
SUPERIOR COURT SPECIAL REVENUE	6,484,817	488,200	6,696,295	7,036,000
Department Total	\$ 77,366,596	\$ 2,565,157	\$ 74,633,883	\$ 87,914,574
TREASURER:				
GENERAL	\$ 2,618,874	\$ 702,892	\$ 3,159,958	\$ 3,865,769
TAXPAYER INFORMATION	304,341		101,432	304,341
Department Total	\$ 2,923,215	\$ 702,892	\$ 3,261,390	\$ 4,170,110
WORKFORCE MGT AND DEVELOPMENT:				
40 PERCENT STD	\$ 541,457	\$ (29,162)	\$ 115,484	\$ 202,539
50 PERCENT STD	722,524	20,456	197,135	439,219
60 PERCENT STD	576,713	1,741	249,150	510,935
70 PERCENT STD	1,749,290	(2,176)	1,576,150	2,246,085
BEHAVIORAL HEALTH	4,856,970	(779,548)	2,326,008	4,491,552
BENEFIT ADMINISTRATION	2,149,683	1,200,000	2,676,483	2,019,342
CHOICE FUND HSA	792,524	805,728	1,216,079	5,480,061
CIGNA FOR SENIORS	473,220	121,840	505,782	559,200
CMG HIGH OPTION	37,373,246	31,878	38,527,309	39,294,529
CMG LOW OPTION	1,166,616	(118,135)	866,575	1,204,451
COINSURANCE	13,713,239	(860,512)	11,752,689	13,041,846
CONSUMER CHOICE	2,374,116	(110,529)	1,896,834	1,994,911

Summary by Department of Expenditures/Expenses
 Fiscal Year 2011

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
CONTRACT ADMINISTRATION	462,416	82,144	287,611	287,611
DEPENDENT LIFE	399,282	191,559	463,624	506,927
EMPLOYEE ASSISTANCE	198,058		187,167	196,253
FI DENTAL PPO	5,560,052	21,762	5,465,496	5,502,303
FI LIFE AND AD AND D	1,043,794	494	904,448	1,130,769
FI PREPAID DENTAL	517,592	(60,721)	451,532	409,832
FLEX SPENDING DEP CARE	791,577	(27,370)	869,958	715,536
GENERAL	3,049,142		2,947,135	2,923,840
FLEX SPENDING HEALTH	2,019,833	689,352	2,493,208	2,261,183
MED INCENTIVE AND PENALTIES	1,000,000	(1,000,000)		3,357,648
OAP HIGH OPTION	31,459,236	399,770	28,668,191	29,035,684
OAP IN	21,753,998	(1,563,366)	19,461,142	18,246,010
OAP LOW OPTION	1,756,417	118,304	1,602,972	2,119,315
SI DENTAL	3,328,534	118,403	3,159,481	3,510,313
STAND ALONE VISION	40,744	35,651		75,644
SUPPLEMENTAL LIFE	3,766,274	645,171	3,527,107	3,880,123
VISION	1,323,793	184,029	1,402,717	1,351,050
VOLUNTARY BENEFITS	256,284	36,477	285,115	306,930
WELLNESS	1,092,840	(153,240)	777,205	810,960
Department Total	\$ 146,309,464	\$ (153,240)	\$ 134,849,787	\$ 148,112,601
ELIMINATIONS	\$ (185,938,322)	\$ (4,700,000)	\$ (181,018,409)	\$ (193,790,887)
Department Total	\$ (185,938,322)	\$ (4,700,000)	\$ (181,018,409)	\$ (193,790,887)
Total all Departments	\$ 2,234,161,001	\$ 73,784,807	\$ 1,772,678,891	\$ 2,362,231,276

* 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: "Fund Balance" is the difference between fund assets and liabilities. Fund Balance is classified as follows:

Non-Spendable fund balance is not in spendable form, because it cannot be spent (for example, supplies inventories, the long-term portion of loans receivable and nonfinancial assets held for resale. This category also includes balances that are legally or contractually required to be maintained intact, such as the principal of an endowment or revolving loan fund.

Restricted fund balances are amounts subject to externally enforceable legal restrictions, such as those imposed by creditors, grantors, contributors, or laws or regulations of other governments. Restrictions may be imposed by law or through constitutional provisions or enabling legislation.

Committed fund balances are amounts whose use is constrained by limitations government imposes upon itself. Commitments must be adopted at the government's highest level of decision making (for Maricopa County, the Board of Supervisors). Such commitments are binding unless they are removed in the same manner as they were adopted.

Assigned fund balances are intended uses of resources established by the governing body itself, or by a body or an official delegated by the governing body. Maricopa County does not assign fund balances at the present time.

Unassigned fund balances are the remainder of total fund balance less non-spendable, restricted, committed, or assigned components. Only the General Fund can have a positive Unassigned balance. Deficit balances are possible in any governmental fund.

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.

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.

Object Code: Identifies the expenditure type (e.g., cash, accounts payable, real property taxes, salaries and wages).

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 number assigned to a position when OMB has verified that it has been budgeted appropriately and 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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