Maricopa County
FY 2012 Annual Business Strategies
Adopted Budget

Maricopa County

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Deputy Budget Directors
Lee Ann Bohn
Brian G. Hushek

Budget Administrator
Cynthia A. Goelz

Office of Management and Budget
301 W. Jefferson Street
10th Floor
Phoenix, Arizona 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

Adopted Budget Adoption

1) Approve the Fiscal Year 2012 Adopted Budget in the amount of $2,332,616,122 by total appropriation for each department, fund and function class. This represents no net change from the Tentative Adopted budget of $2,332,616,122.

2) Approve the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Adopted 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 Business Strategies and Health Care Programs department are considered one appropriation. Any and all employee benefits internal service fund appropriations within Business Strategies and Health Care Programs 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 2012 Tentative Sources, Uses and Ending Fund Balance by Fund Type," amounts to 15% of estimated General Fund operating revenues for FY 2012. 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 2012 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 2012 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.

5) Approve the **RESOLUTION OF THE BOARD OF SUPERVISORS OF MARICOPA COUNTY CONCERNING THE OVERSIGHT AND REVIEW OF THE MARICOPA COUNTY SHERIFF'S DEPARTMENT** and allocate resources in the amount of $900,417 from Non Departmental General Fund (100) Operating (0000) Contingency to a new line in Non Departmental (470) General Fund (100) Operating (0000) Other Programs entitled MCSO Operating Oversight and Review and $750,000 from Non Departmental General Fund (100) Non Recurring (0001) Contingency to a new line in Non Departmental (470) General Fund (100) Non Recurring (0001) Other Programs entitled MCSO Oversight and Review to provide funding for the same.

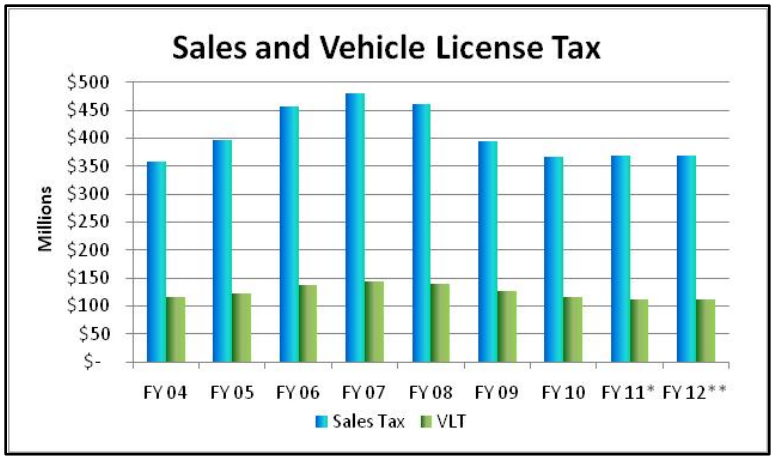
Transmittal Letter

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

The 2011-12 recommended budget was difficult to develop. Fiscal year 2010-11 was a surprise, as revenues did not rebound as quickly as was originally anticipated. While the last several months have shown promise, for most of the year, revenues were down compared with last year's monthly actuals in state-shared sales and vehicle license taxes, as well as our locally collected jail excise tax. The Board of Supervisors budget guidelines for 2011-12 called for flat budgets as a result of this trend. Departmental budgets are flat or slightly lower than in fiscal year 2011. Those that received minor increases had significant issues that needed to be addressed to avoid experiencing future liabilities or program failures.

The recommended expenditure budget appropriation is $2,332,616,122, which is a net increase of $31,740,568 from the 2010-11 revised budget. The 1.4% increase is primarily due to spending of our accumulated fund balance for technology and capital infrastructure building projects. A total of $111,282,020 million in critical technology projects are recommended for next fiscal year and are discussed on subsequent pages. Capital infrastructure building projects total $340,893,902, and are outlined in a separate section of this letter.

The operating budget *decreased* by $38,686,175 or -2.27%, as compared to the 2010-11 revised budget. The decrease is due to a $10.2 million reduction in the Arizona Long-Term Care System (ALTCS) due to enrollment declines, decreases in grants and Intergovernmental agreements (IGAs), and an off-election cycle in 2012, which resulted in a $6.1 million decrease in the Election's department. These were counterbalanced by mandated contributions to the State of Arizona. The State contributions and cost shifts increased by $12.4 million, bringing the total up to $56 million for fiscal year 2011-12. Additional costs and liabilities will be imposed upon counties in July 2012, when inmates sentenced to less than a year will be relocated to county jail facilities instead of state correctional facilities.



Revenues in Maricopa County during 2010-11 through the first seven months, continued to drop even below our historical lows. In the past several years, our state-shared revenues, property tax assessments, and our local jail excise tax have continued a precipitous decline. The forecast for the year ending June 30, 2011, has our state-shared sales and vehicle

license taxes at below FY 2004-05 levels. The highway user revenue fees (HURF) have dropped even lower due to the State of Arizona redistributing $15.2 million in Maricopa County HURF funds to the Arizona Department of Public Safety and the Arizona Department of Motor Vehicle. In addition, vehicle license tax receipts are -3.4% under last year. In addition, in FY 2011-12, our distribution of the state-shared sales tax will drop because our assessed valuation and our population are both dropping as a percentage of the entire state. This will negatively affect Maricopa County's portion of the state-shared sales taxes in the coming budget year. In other words, Maricopa County will have a smaller piece of the state-shared sales tax pie.

Of those revenues discussed above, the recommended budget for fiscal year 2011-12 includes the following assumptions.

State Shared Sales Tax:	Flat
Vehicle License Tax:	-2.0%
Jail Excise Tax:	+0.9%
Highway User Revenue:	-9.1%

State-shared sales and the jail excise taxes are again budgeted below our economist, Elliott Pollack's pessimistic revenue projection for next year. State-shared vehicle license tax revenue is budgeted at the pessimistic forecast from our economist. The HURF funds are below the economist's forecast because the state is changing the local distribution formula to divert more funds from counties to support state programs. The revenue budgets have been handled with great care for many years. This is particularly important during extended economic downturns, such as the great recession that we are now pulling out of. According to local economists, this expanded slowdown will continue for at least the next several years. The economic recovery will be moderate at best when it begins to take hold. Therefore, our approach will be cautious, and our budgetary revenue estimates will continue to be conservatively projected.

Property tax assessed valuations have declined significantly over the past several years. This decline is forecasted to continue through FY 2014-15. In fiscal year 2009-10 our primary net assessed value was $49.7 billion in Maricopa County. When we reach the bottom of the valuation decline in FY 2014-15, it is expected to be $30.0 billion. This is a 39.5% decrease over a 5 year period. In the FY 2011-12 tentative budget, a $13.4 million levy reduction in the primary property taxes is being recommended. The Flood Control District will see a $5.6 million levy reduction, and the Library District will experience a $1.4 million levy reduction. These significant declines in the property tax revenues has caused budgets to tighten and CIP projects to be postponed. Future assessed valuation declines will continue to have a negative impact on the County operations and future efficiencies will need to be achieved in order to continue with structural balance. More on property taxes can be found later in this letter.

The Tentative Budget followed the *Budgeting for Results guidelines and priorities* approved by the Board of Supervisors in December, 2010. These policy guidelines outline the strategic

direction that was taken as departmental budgets were prepared and the Office of Management and Budget consolidated the budget information.

1. No increase in the overall property tax levy from FY 2010-11.
2. No anticipated employee compensation funding.
3. Departmental budgets flat to last year with adjustments 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 or expanded programs will be considered.
6. Uses of fund balance to support operations must be specifically approved by the Board of Supervisors.
7. Capital budget must be developed with non-reoccurring resources.
8. Information technology with a return of investment of 3 years or less will be considered.

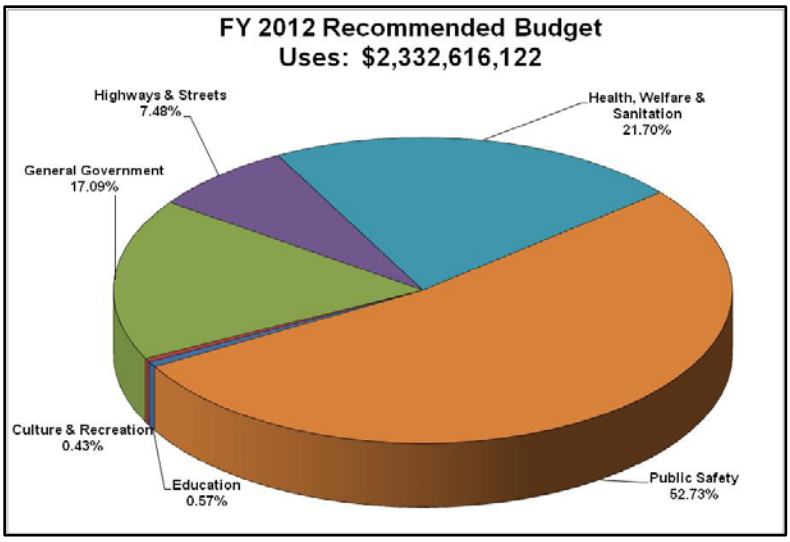
The budget guidelines were changed to allow for some consideration of critical issues that surfaced during the budget development process. The board acknowledged the need to review critical issues by authorization of the agenda action below.

> Direct the Office of Management and Budget to review above target funding requests for projects and programs that support highly critical operations, such as those related to the health and safety mandates of the County, or result in operating efficiencies, savings or additional revenue for the County. This action does not guarantee funding, and does not provide for requests that are not directly related to critical operational needs.
>
> The Budget Guidelines adopted by the Board of Supervisors on December 13, 2010, discouraged requests for additional funding. Through this action, OMB seeks direction from the Board of Supervisors regarding requests received that are not in accordance with this policy.

This change was approved by the Board on March 30, 2011.

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 2011-12.



Public safety, the largest category, is made up of a number of departments and offices, and includes the following: Superior Court, Adult Probation, Juvenile Probation, County Attorney, Sheriff, Clerk of the Court, Public Defense Services,

Emergency Management, Justice Courts, Correctional Health, Public Fiduciary, Planning and Development and Constables. These expenses are 52.73% of the budget. Later in this letter is a section on Justice and Public Safety which outlines the changes that have occurred in this category.

The other large category, Health, Welfare and Sanitation, is 21.70% of the total expenditures. This category is made up of Public Health, Health Care Programs, Medical Examiner, Human Services, Animal Care and Control, Air Quality, Environmental Services and Solid Waste. Demand for services is on the rise in these departments. The largest portion of this category is primarily programs run by the State of Arizona, but partially funded by Arizona counties. There is a section below that outlines the costs within the recommended budget for Health Care Programs.

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 FY 2011-12 Tentative Budget.

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%, which included the elimination of 64 full-time 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 hiring and capital freezes are still in effect today.

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 2009-10 budget included additional budget balancing reductions of $130.3 million. The largest reductions included $24.5 million due to the elimination of vacant positions, $47.3 million from the reduced cost of providing services; $12.9 million from paying off capital leases and $53.7 million in Non Departmental expenditures.

The recommended 2010-11 budget included operating and non-operating budget reductions of $87.3 million. Many 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, while absorbing the benefit cost increases totaling $20.8 million.

The fiscal year 2011-12 budget includes additional operational cost savings. The operating budget is being reduced by $38.7 million or -2.27%. This brings the six-year total to $455.2 million. ($416.5 million + $38.7 million in operating reductions this year). Significant savings, $4.7 million, was associated with the elimination of vacant positions countywide and increases in vacancy savings. Reductions in grants and intergovernmental agreements totaled over $20 million, which is an indication of the economic downturn and its effect on our governmental grantors, the State of Arizona and the Federal government. There was a $10.2 million reduction in the ALTCS program due to a lower active membership in the program. Over $11.5 million in reduced costs is due to lower volumes and other program reductions throughout County departments.

There are 6 funds that are not in structural balance in FY 2012. The fund with the largest structural deficit is Solid Waste, which has a $1.9 million imbalance. Unfortunately, the Solid Waste Management Fund is expected to have a negative ending fund balance at the conclusion of FY 2012. This is due to the diminishment of funds from the sale of property at the Northwest Regional Landfill for the use of operations as planned. Increased regulations and testing on closed landfills has required more expenditures than originally planned when the property was sold to fund future operations. A subsidy from the General Fund has been set aside to assist in covering expenditures in the event a new source of revenue is not approved. The department is recommending a new user fee which could bring the fund back into structural balance. Discussions on the new fee have not been completed and public hearings will occur prior to the end of the fiscal year, but not in time for budget finalization. If the Board of Supervisors approves the new fee, it would be implemented in August or September of 2011. The remaining 5 funds, Spur Cross Fund, County Improvement Debt Funds 1 and 2, the Benefits Trust and Risk Management Trust funds have sufficient cash balances, fund balances or reserves in other funds, to allow them to meet their expenditures.

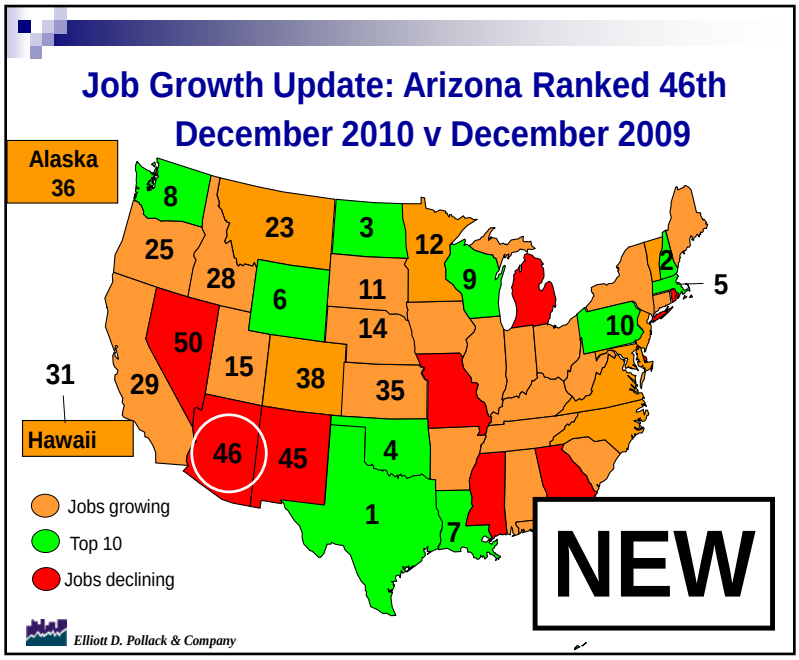
Econometric and Demographic Trends

Pegging the economic outlook in the nation, the state and the County has been difficult. It was believed that a recovery would begin in FY 2010-11, but it has been a very weak recovery, at best. Many factors have contributed to the slow to no growth recovery including population

stagnation or declines, low consumer confident, an over built real estate market, foreclosures, minimal job growth, and tight credit. Some of these factors are beginning to turn the corner, but the experts expect that return to normal growth will not occur until sometime in the middle of the decade. According to Marshall Vest, Forecasting Project Director for the University of Arizona, the economic recovery will be a slow process.

> *"A scan of the most recent data supports the conclusion that economic recovery in Arizona is still trying to gain traction with little headway so far. Most measures remain near their low points after bouncing along the bottom during the past year. In short, the economy has yet to break to the upside, and remains close to the bottom of this business cycle. With mobility restrained by housing economics, we can expect a much slower recovery in employment as well."*
>
> Marshall Vest, February 2011

The Office of Management and Budget has been tracking the economic indicators and working closely with Elliott Pollack and Company, our contracted economist, to more accurately predict the economic conditions and recovery timeline. While the national economy appears to be rebounding, the local economy is still very sluggish. Employment data has been revised downward during the past quarter, while the Arizona Republic and other media outlets are reporting increases in local jobs. So far, the statistics are not bearing out that information.



> *"A significant employment revision occurred this past quarter that identified our region was NOT growing jobs beginning last summer, but in fact was losing jobs through the end of the calendar year. This was not anticipated since upward revisions usually occur during an economic recovery. The bottom line: the economic recovery in the region didn't begin last year as previously thought, and the recovery is likely to be weaker than expected during the current year. Instead of being ranked #8 in the country in the last month of 2010, the state actually ranked as low as #46 (in job creation)."*
>
> Elliott Pollack, April 2011

Population is another area of the economy that produced a surprise. When the U.S. Census Bureau released the census data on December 21, 2010, it was discovered that Arizona's population estimate was too high. This seldom happens as the estimating procedures are well tested. As a result, Arizona population was adjusted downward by -4.1% or 262,341 residents. This was the largest adjustment in the nation. Speculation is that either some of our immigrant

population was not counted because of the tough immigration enforcement laws, or Arizona actually lost population in the last couple of years because of job losses and foreclosures. In Maricopa County, our piece of the population pie, as a percentage, also dropped from 60.7% to 59.7%. This will have a negative impact on our state-shared sales tax formula.

On a positive note, per capital personal income, consumer confidence and retail sales appear to be slightly higher than the past several years. Retail sales in Maricopa County are projected to be up 3.1% over the prior year. Per capita personal income for Arizona was up 2.6% in 2010 and is expected to grow another 3.6% in calendar year 2011.

Economic Development

Maricopa County has begun investing more heavily in economic development in an attempt to attract more high paying jobs to the region. On October 4, 2010, the Board of Supervisors approved the creation of an Economic Development Committee and also adopted a resolution which outlined criteria that would be used to evaluate and consider economic development issues. The Economic Development Committee is made-up of five citizens appointed by each of the Board offices and two members appointed by the County Manager, one from the Department of Finance and one from the Office of Management and Budget. The committee has been tasked with working with a regional economic development agency to identify and forward proposals from specific firms where job creation and retention is an issue.

The resolution outlines the requirements for awarding funds to a business enterprise for location or expansion of an operation.

1. The proposed business location or expansion must be located within the boundaries of Maricopa County.
2. The proposed business location or expansion must result in additional tax revenue to Maricopa County's General Fund that a 100% return on investment (ROI) is achieved within 3 years.
3. Eighty percent of the business income will come from the location or expansion must be derived from sale of goods and services outside of Maricopa County.
4. The average salary for new jobs created by the business enterprise must have an average salary within at least 110% of the per capita personal income for the United States as a whole.
5. The business enterprise must maintain its commitment to the economy in Maricopa County for at least three years, and commit to repayment of funds awarded by the County if it does not meet performance expectations within that time.

The Board of Supervisors approved its first economic development agreement in March of 2011 with First Solar through a multi-jurisdictional consortium. The partners included Greater Phoenix Economic Council (GPEC), City of Mesa, State of Arizona and Maricopa County. Each entity provided some incentives to lure the company's manufacturing facility to Mesa, Arizona. Maricopa County was responsible for providing financial assistance up to $20 million in exchange for meeting the economic development criteria outlined. The money will be paid out in $1.0 million disbursements for each performance threshold which includes creation of jobs and capital investments brought to the community. The deal is expected to bring 4,904

new manufacturing jobs and maintain 104 headquarter jobs that were relocated to Tempe, Arizona in September of 2009. The average salaries of these jobs must be $48,525 or higher, which is 40% higher than the median wage in Maricopa County. This standard applies to all new and retained jobs. In addition, First Solar will invest up to $1.6 billion in capital investments. There is a clawback provision if the jobs are not retained or the investments are pulled out.

While the $20 million investment into First Solar was more than the Board originally allocated for the first year, it is 10 year investment that will bring jobs and will help to jump start the economic engine in Maricopa County. In the coming year, the Economic Development Committee will set-up a process and procedure to review additional projects when they are brought forward.

Property Taxes

Maricopa County's primary property tax levy, including the SRP payment in lieu of taxes, will drop by $13.4 million in fiscal year 2011-12. The net assessed value has dropped by $8.4 billion from FY 2011. For many taxpayers, this could mean higher taxes despite their homes losing assessed value, because financially-strapped governments may 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 2010-11. Staff is recommending a reduction to offset the impact to the residential property tax owner. The Full Cash median home value in FY 2011 was $148,800 and has dropped to $124,500 for FY 2012. The tax bill from Maricopa County will remain flat for the median homeowner. The recommended 2011-12 budgeted levy, including the SRP payment in lieu of taxes, is $485.6 million as compared with $499.1 million in the FY 2010-11 adopted budget.

This public policy, set by the Board, will mean County government will leave $60.6 million in revenues behind that could have been legally assessed using the maximum levy calculation. In addition, using the state mandated "Truth in Taxation" levy calculation, the Board's tax rate will be 0.0622 below the "Truth in Taxation" tax rate. Utilizing the median-valued home of $124,500, the property tax bill on that home will decrease by $7.74 or 4.8%.

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. Last year, they expanded this category to also include large technological projects. 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 relates to the property taxes on the Flood Control and Library Districts. Both of these districts are funded primarily through property taxes. The Flood Control District is lowering its levy by $5.6 million and the Library District is lowering its levy by

$1.4 million. Both districts are reducing expenditures to ensure a structurally balanced budget. More about this can be found in the Transmittal Letters for each of these districts.

State Budget Threats

Maricopa County and all counties in Arizona continue to be burdened by cost shifts from the State of Arizona. Despite deep operational cuts for the last several years, the State of Arizona has one of the largest structural deficits in the nation. Their solution has been to send some of their burden to local governments, including cities and counties. During the last legislative session, Maricopa County had cost shifts of $55.9 million. This brings the grand total of state cost shifts passed onto Maricopa County over the past 5 years to $174.8 million. This is placing an unfair burden onto our taxpayers. Arizona residents pay taxes to the state for services and to Arizona counties for services. They are forced to pay for state costs through both state and local taxes. The state cost shifts include: diversion of HURF revenues ($15.2 million), mandated cash contribution ($26.4 million), paying 100% of Superior Court judges salaries ($9.0 million), 50% of the cost of Sexually Violent Persons ($5.0 million) and elimination of the lottery revenue stream ($0.25 million).

The legislature also passed a new unfunded mandate to all counties that will begin on July 1, 2012. While this issue may not have a significant impact on the budget for 2011-12, it will have a substantial impact next fiscal year. There are 1,176 prisoners on average in the state correctional facilities that were originally from Maricopa County and sentenced to less than a year. These post-adjudicated prisoners will be housed in County jails beginning in fiscal year 2012-13. The cost associated with this functional shift is estimated to be $30.1 million. One-time infrastructure costs will increase the impact, but those costs are unknown at this time. The state has failed to share much information on this issue. Therefore, we are uncertain whether a bus with inmates will pull up to the County jails on July 1, 2012 to drop off those sentenced to less than a year, or if it will be a gradual ascension as prisoners are sentenced. There is no specific funding in the budget for hiring of detention officers in the 2011-12 fiscal year. However, it might be necessary to employ and train officers if the state plans to fully implement the inmate shift on July 1, 2012.

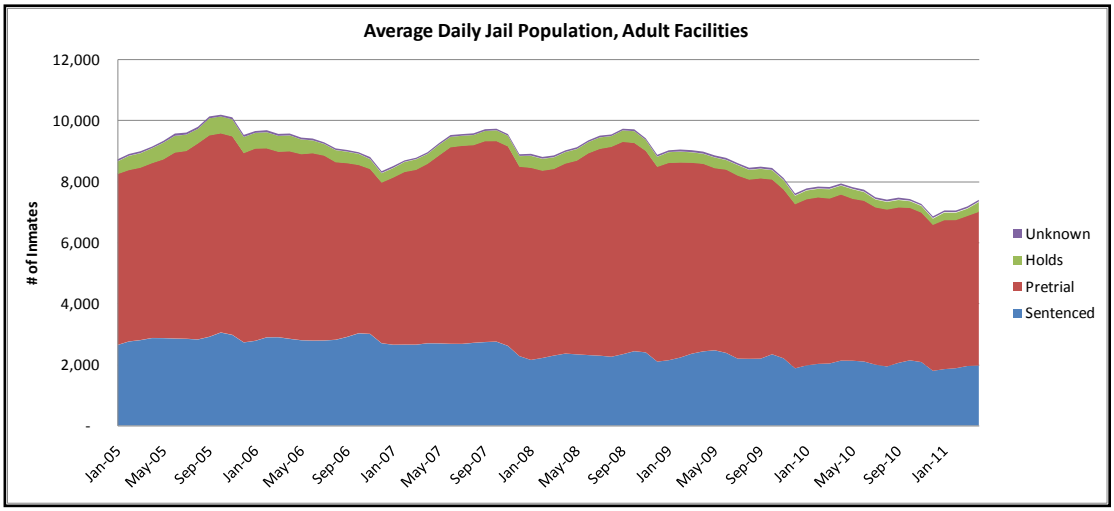
All state retirement plans had significant changes for 2011-12. The significant changes will not affect current members of the retirement plans, but will affect all newly hired employees. The majority of public employees in the State of Arizona at cities, counties, school districts, special districts, and universities are part of the state retirement systems. However, all employee groups will be paying a higher portion of the retirement contributions in the next fiscal year. However, despite this change, employers will also be paying more. Specific details related to the 2011-12 costs have still not been released, so only initial estimates have been utilized for budget development. Employer rates could increase from 0.5% to over 2.11% over last year, based on the last available information.

Justice and Public Safety

Justice and law enforcement is the largest cost component in Maricopa County. Fifty-three percent of the budget is dedicated to these costs. While the economy has been struggling, the criminal justice system has been experiencing declines in volumes. This is an unusual situation.

Normally when the economy falters we see an increase in demand and a rise in the crime rate. Like many elements of this recession, it is not following traditional trends. In this case, the drop in demand has assisted us in balancing the budget.

The most obvious and pronounced reduction in the justice system has been in inmate population. As the graph below shows, the population in the County's adult jail system has steadily declined over the last two and a half years. Today's population is nearly 28% lower than the highest population recorded in the fall of 2008. At approximately 7,500, the current jail population resembles that of nearly a decade ago. The budget was trimmed by 4.7% to reflect these reductions in demand, as well as a realignment of funding (discussed on the following page). The percent of the jail population in pre-trial status, by far the largest individual component of the jail population, has remained relatively stable over this period at approximately 68%. Average length of stay has not changed significantly over the last decade, continuing to range from 23 to 26 days.

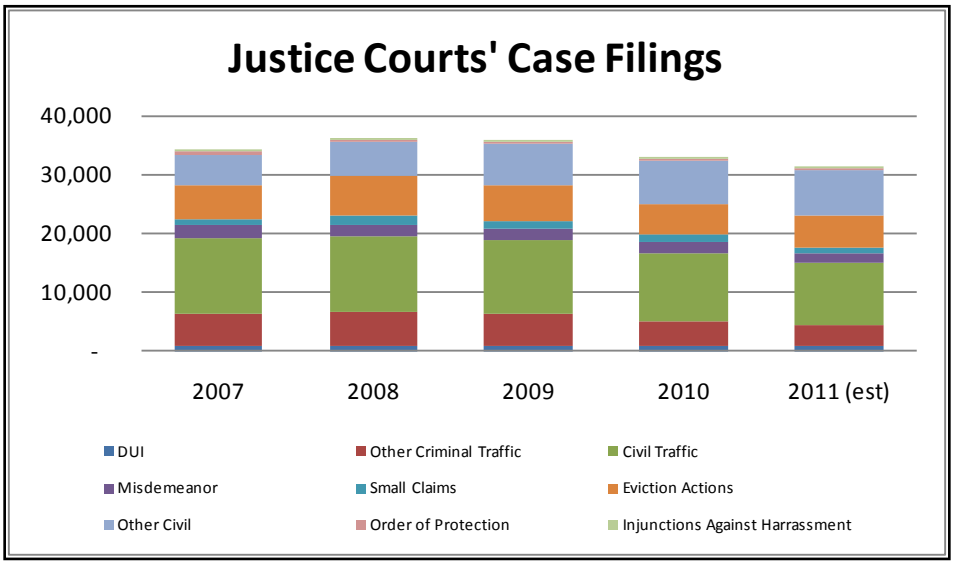


The profile of the Maricopa County's jail population may change dramatically next year. This legislative season, the State opted to change existing laws in order to send all inmates sentenced to less than a year to county jails beginning in July, 2012. Although precise estimates are still unavailable, it is believed that this change in sentencing laws could increase Maricopa County's average daily jail population by over 1,000. This would be a 50% increase in the County's sentenced inmate population, and significantly increase the average length of stay. The County jail system is not currently staffed at a level that can effectively and safely manage such a dramatic increase in population. Further, it is unlikely that existing vacant jail space is adequate to handle this influx; major repairs and maintenance will be required. Should this inmate shift come to fruition, the County will struggle to meet its mandates within existing resources and it is unlikely that the detention fund budget will be in structural balance.

Juvenile detention's average daily population has experienced similar declines. While the population soared to over 440 in 2006, it is now hovering around 270, a reduction of over 38%. This drastic reduction is at least partially attributable to the agency's continued focus on alternatives to incarceration for juvenile defendants. The budget for juvenile detention functions has been reduced by 5.0% to reflect the savings associated with the lower population.

On the law enforcement side, the Maricopa County Sheriff's Office (MCSO) is funded primarily with general fund revenues. While general fund revenues continue to be depressed, the need for law enforcement services and the budget for these services is uncertain. In the spring of 2011 it was discovered that MCSO misspent restricted detention and inmate services funds to supplement enforcement staffing. The current unaudited estimate of this misspending, which dates back to 2004, is $99.5 million. These funds must be repaid to the Detention Fund. The Office of Management and Budget has worked diligently with MCSO to adjust the budget so that staff is budgeted and paid from the appropriate source. MCSO's general fund appropriation is increasing by 10.2% in FY 2012 as a result of this analysis. Reductions in the Detention Fund appropriation largely offset this increase; year over year, the MCSO total operating budget is essentially flat. Countywide, the Office of Management and Budget balanced the general and detention fund budgets in part by identifying other functions that could legally be transferred to the Detention Fund.

In order to repay the restricted detention funds, the Office of Management and Budget had to resourcefully review possible funding sources. Funds misappropriated out of the voter approved detention fund totaled $84.7 million. An analysis was completed to evaluate the amount funded from the general fund over the life of the detention fund in excess of the legal requirements. It was determined that $73.6 million was beyond the statutory obligation, leaving $11.1 million that still needed to be repaid to the fund. Payroll discrepancies in the inmate services fund totaled $14.7 million, which also must be repaid. The additional repayment amount from detention and inmates services is $25.9 million. The funds will be swept from MCSO controlled special revenue accounts to make the County contribution to the State of Arizona. This payment can be made from any special revenue fund, per statutory authority provided by the State Legislature. This approach frees up general fund dollars that otherwise would be used to pay the state, thereby allowing the County to fulfill our repayment obligation.



The Justice Courts are 25 independent community courts that deal with civil and criminal traffic, misdemeanor offenses, small claims, evictions, orders of protection, injunctions, 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 their operation. Despite multiple years of rising revenue collections, in FY 2010, the Justice Courts fell short of their revenue budget. This appears to be primarily due to reductions in case filings, which spiked to over 36,000 in

2008, and have fallen 13% since that time (photo enforcement is not included in these values, since the program is no longer in effect). Despite these dramatic declines in filings, workload has not declined commensurately. The case types that have seen the greatest declines, injunctions against harassment, other criminal traffic, and misdemeanors, can be handled relatively quickly by court staff. Case filings for other civil matters, the most time-consuming case type, have actually increased by 34% over the last three years. In addition, two new courts opened two years ago and have struggled to provide services with existing staffing levels. The Justice Courts have turned to temporary and on-call staff in these courts, which is more costly and less effective than regular staff. As a result, the recommended general fund operating budget for Justice Courts is 5.6% over last year's appropriation. This level of funding should allow the Justice Courts to meet their service demand levels by filling more positions with permanent staff.

Adult Probation caseloads have remained relatively stable over the last several years, though there has been a noticeable decline in both pretrial and post adjudicated intensive probation, largely offset with an increase in standard probation. With standard probation supervision ratio being higher than that of intensive supervision, this shift has allowed the Adult Probation Department to do more with less from a financial perspective. The FY 2012 budget shifts pre-trial supervision expenses from the general fund to the detention fund. This is an allowable use of the detention fund, and a much needed offset to the general fund, which was negatively affected by the aforementioned misspending correction that occurred within the Sheriff's Office.

Juvenile probation caseloads tell a different story. Both intensive and standard probation caseloads are down considerably from prior years; since reaching a high in 2008, overall caseload is down nearly 21%. The Juvenile Probation general fund budget was reduced slightly to reflect the declining caseload. Deeper reductions were not considered at this time due to increases in cost allocations and retirement contributions.

The County Attorney's Office represents the cost of prosecution in the criminal justice system. A new County Attorney took office in November, 2010. While case filings are down 8% year over year (and nearly 23% since the highest point in FY 2008), the Office is undergoing a number of changes under its new leadership. Staffing levels are being re-evaluated, and key programs, such as training, are being resurrected. As a result, the budget was left virtually flat in FY 2012.

Under the leadership of the new County Attorney and with the agreement of the Board of Supervisors, civil legal services have been re-combined into one department. This was made possible through months of planning and negotiating between elected officials, executive management and the board of supervisors in order to ensure the County received conflict-free legal services. It is hoped that the Civil Services Department will be able to provide the quality and cost-effective legal services that the County and its taxpayers have come to expect.

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 exceeded the adopted budget for these indigent defense services. In FY 2011, the Office of Management and Budget worked closely with PDS to develop and manage a budget which utilized efficiencies and recognized savings associated with reductions in case filings, but also right sized budgets. The County should be proud of its public defense system, which is providing quality legal representation within budget and at costs that are *lower* than the previous year's. The FY 2012 budget contains no significant changes from the prior year.

One of the most challenging management and budgetary issues faced by the public defense system has been the defense of capital cases. A 2002 Supreme Court ruling, loose case management, and a spike in new filings created a crisis in 2009, at which time there were nearly 140 active capital cases. At the time, it was uncertain if there were even a sufficient number of defense attorneys qualified to handle these cases, much less public funds available to pay for the costs associated with capital defense. Since then, the County Attorney's Office has reduced its capital case filings and Superior Court judges have also managed capital cases stringently, refusing to allow unnecessary delays in trial schedules. The result has been a reduction in the capital case volume, which is currently at 66.

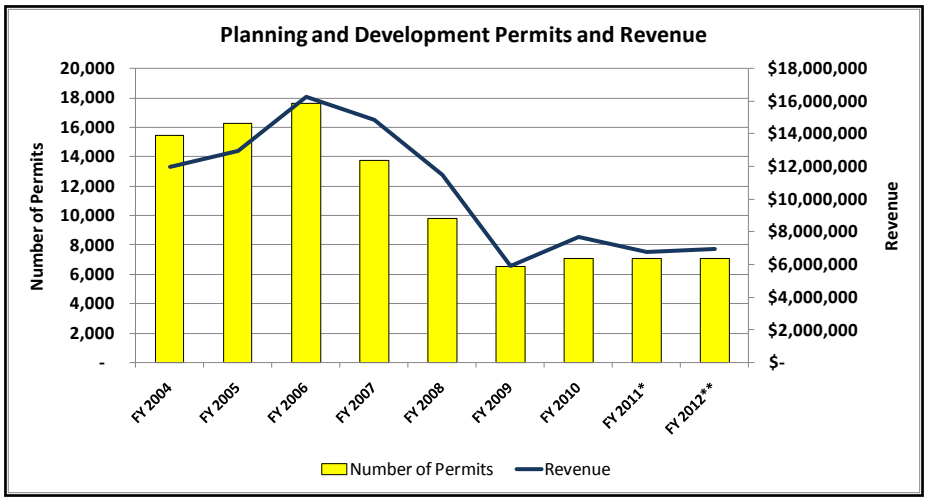
The Public Fiduciary's Office provides guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons. One of the side effects of the economic recession was a spike in demand for these services. Vulnerable persons have become less able to pay for these services on their own, and in many cases their family members, who may have assisted in the past, are no longer financially able to do so. The number of guardianship referrals and requests for investigations increased by 28% from FY 2010 to FY 2011, and is expected to increase yet again in FY 2012. The number of new wards increased by 35% over the same period. It, too, is forecasted to continue to increase. Caseloads currently range from 90-100, which far exceeds industry norms. The FY 2012 budget provides for seven additional positions in order to meet rising demands and normalize caseloads.

Correctional Health Services (CHS) is responsible for providing health care to inmates in the adult detention facilities. The CHS budget is not increasing in the budget being presented, however, we are adding staff in the amount of $680,420 to reopen our clinics at night. The costs have been absorbed by CHS through efficiencies. Although the inmate population in the jails is down, demand for services within Correctional Health is on the rise. This is a costly endeavor. Many of the inmates admitted into our jail system have substance abuse issues, chronic health conditions, and mental health challenges. These health care costs are continuing to escalate. The department is also embarking on the implementation of an Electronic Medication Records (EMR) system and an Electronic Health Records (EHR) system. The first will automate a pharmaceutical records and disbursements throughout the jails and the second will automate the entire health record. EMR will be introduced and go into production before the end of FY 2010-11, while the EHR will take several years to implement. Both of these systems will improve health services for the inmates.

In addition, CHS is heavily engaged in activities surrounding a long-standing lawsuit, Graves v. Arpaio. Although not included in the Tentative Budget, it may be necessary to allocate funding

from our limited contingency lines to provide 24 hour physician coverage at our intake locations. There is an evidentiary hearing scheduled in June 2011. This could cost the county between $1.6 and $2.0 million, depending on whether the department can successfully recruit physicians to work for CHS or if a more costly physician services contract is required to provide 24/7 coverage.

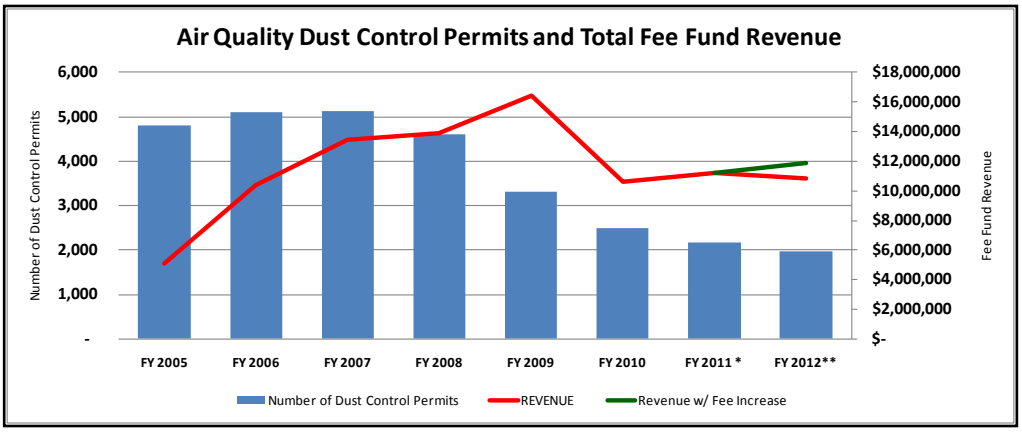
Regional Development Issues



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. However, the Department is beginning to see an increase in the permitting of solar energy plants in the County. This trend is bolstered by a number of forces in addition to the continuous sunshine in the valley. Utility companies are required to have 15% of their power come from renewable sources by 2025, and as such doing their part to incentivize partners in this venture. Additionally, the federal government is providing financial programs to assist private enterprises to provide renewable energy sources. The Department expects this trend to continue for some years and anticipates growth due to solar permitting.

Because of the unusual situation in this department and the revenue performance over the past several years, the Planning and Development Department will receive a general fund subsidy of $928,115 in FY 2012 for their activities that provide for the general good, which includes Code Enforcement, Drainage Enforcement, Planning and Zoning, Comprehensive Planning and Zoning Adjudication.

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 2007 at 5,128 permits. Revenue peaked in FY 2008 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 2012. The Department will be seeking Board of Supervisors' approval to adjust fees in June 2011 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 2012 budgeted permits and revenue, including the impact of the fee increase being presented to the Board of Supervisors.

Through the fee development process, portions of the services provided by the Department were determined to be unrecoverable through fees. As such, the General Fund will subsidize a portion of the Air Quality Monitoring Activity.

Technology Infrastructure and Capital Improvement

Maricopa County began its present day Capital Improvement Program (CIP) in FY 2000. 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 General Obligation 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 were established in FY 2011 specifically for funding and capturing costs for technology projects that meet the accounting definition of a capital project. The Technology Capital Improvement Fund (460) is now utilized for general funded projects and the Detention Technology Improvement Fund (461) for detention funded projects. There are nine projects budgeted in FY 2012 in the Technology Capital Improvement Fund: the Contact Center System, County Telephone System, Court Security Integration, Enterprise Data Center, Infrastructure Refresh Phase 2, Integrated Workplace Management System, Radio System, Sheriff 911 Center Equipment and the Infrastructure for the Sheriff Headquarters. The Correctional Health Electronic Medical Records System and the Correctional Health Zone H are the projects for FY 2012 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 it is in use. The downtown campus, with the exception of the jail facilities and selected locations, are scheduled to be completed in FY 2012.

A documentation project and planning process roadmap has been 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. The Durango Campus study was completed in FY 2011 and funding for the implementation of the infrastructure refresh at this campus will begin in FY 2012, with completion scheduled for FY 2013. The Southeast Campus and remotes sites studies will finish in FY 2012 with implementation to follow based on funding availability. Additionally, all three areas will have a study completed in FY 2012 with regards to Zone 2 infrastructure in the jail and other criminal justice areas.

The Integrated Workplace Management System (IWMS) will be purchased and implemented during FY 2012. This system will provide benefits to multiple departments as it will be the official record of County owned and leased facilities and include floor plans, blue prints, maintenance information, staff information and technology service information. It will also allow for space planning/remodeling scenarios and facilitate departmental moves.

The new 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 2011 fiscal year and most of these are continuing into the FY 2012 budget. These include the Chambers Swing Space Remodel and the remodel of the Southeast Court Facility. Two projects, the Santa Fe Depot Remodel and the remediation of the County property at Fifth Avenue was started and completed within FY 2011. These projects are geared toward maintaining and improving the County's facility assets and reducing the need for leased space.

Other new projects recommended in the FY2012 budget are also related to a more efficient utilization of space and a reduced reliance on leased properties. These include the remodel of the Clerk of the Superior Court's filing counter and docket area in the Central Court Building and the design and construction of a new Sheriff's Office Headquarters and Emergency Call Center. The Old Courthouse at 125 W. Washington will also receive repairs, rehabilitation and significant energy efficient infrastructure improvements.

The 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 is proceeding on schedule. This $25 million dollar investment is anticipated to reduce the County's kilowatt usage by 22 million kilowatts of energy use per year. All recommended projects are scheduled to be completed by the end of FY2012.

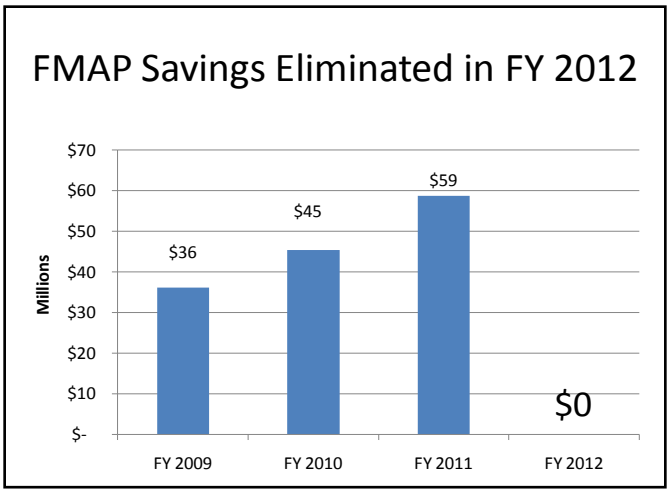
The County's Parks & Recreation department continues its development of the Maricopa Regional Trail System and a study of the Vulture Mountain Recreation Area for future management.

Finally, projects that were completed in FY2011 include the White Tank Nature Center, constructed within the new White Tank Library facility, the Cave Creek Transfer Station, and

the remodel of Floors 2, 3 and 4 of the West Court Building. These provided for the relocation of the Sheriff's Office Civil Division, Records and Automated Fingerprint Identification (AFIS) staff. Projects completed with detention funds included the two Chilled Water Conversion projects at Estrella and Towers Jails, and two Solar Thermal Water Heater projects at Lower Buckeye Jail and Fourth Avenue Jail.

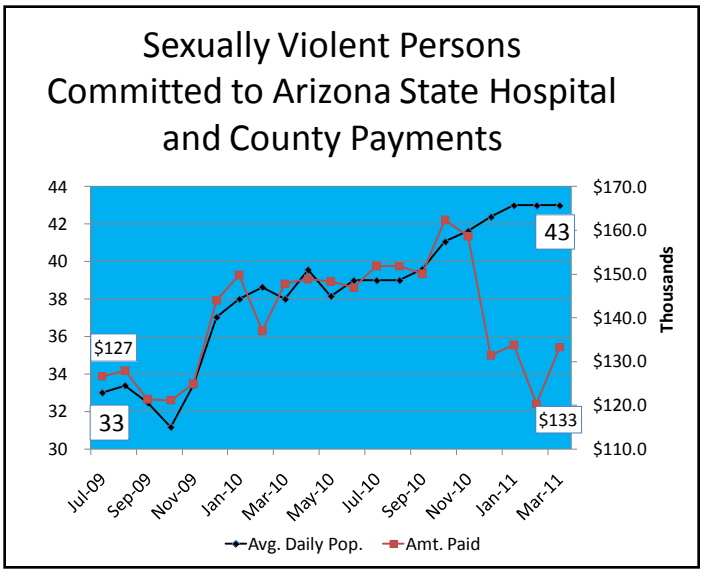
Health Care Programs

Health Care Programs continues to be one of the largest components of the County budget, but is the area least under the County's control. Most of these costly programs are managed by the State of Arizona, and County funding is required by State law. Health Care Programs covers a variety of issues including acute and long-term health care for the poor, behavioral health care, tuberculosis services, services for people with HIV/AIDS and litigation support costs associated with current and prior healthcare mandates.



Mandated health care payments to the State of Arizona total $226.4 million for Fiscal Year 2012. The largest mandated contribution, at $154.5 million, is to the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The County will also have to pay $20.6 million to the Arizona Health Care Cost Containment System (AHCCCS) Medicaid system for acute medical care. The County will no longer receive the benefit of savings due to the federal stimulus funding, which has amounted $140.3 million since FY 2009. In addition, Maricopa County's mandated contributions to the State's behavioral health programs total $46.3 million for FY 2012, an increase of nearly $2.0 million from FY 2011.

Payments to the State to house sexually violent persons at the Arizona State Hospital are a new and growing liability for the County. Starting in FY 2010, the State began billing Maricopa County for 25% of the cost for these persons, who are institutionalized under a civil commitment process after completing a sentence for criminal offenses. The number of commitments increases month by month and the average daily population has grown 30% in less than two years. Despite a rate decrease in December 2010, costs will continue to escalate. Furthermore, for FY 2012, the State is increasing the required payments to 50%, bringing the total estimated cost to $5.0 million.



Employee Issues and Concerns

Maricopa County continues to value its employees and realizes that employees provide the public's view into County operations. Members of the public that interface with County employees have a perception of County services experienced firsthand. High employee satisfaction results in high customer satisfaction for our clients. Therefore, we strive to ensure that our employees enjoy working for the County and are satisfied in their jobs.

Annually, Maricopa County surveys employee satisfaction. The overall employee satisfaction scores for FY 2009-10 were 5.89 out of a possible 8.0 scale. This is the third highest rating achieved in the 13 years that this process has been in existence. Other notable observations are that employees scored customer orientation (client services) at 6.33 out of 8.0, indicating that customer service is highly valued by employees and that they believe they are providing it. Ninety percent of employees stated that their department produces results for their customers with minimal expense and waste.

Maricopa County has minimized the cost of our employee benefits program through innovative approaches to providing health care insurance and by promoting health lifestyles and work/life balance. Since going self-insured in July, 2007, we have avoided significant costs of traditional fully funded insurance products. Our annual increases have been 3.0 to 4.5% lower than the average of fully insured products. Since our County also provides a robust wellness program funded by the Benefits Trust Fund, the benefits staff has been able to target key risk factors including tobacco use, obesity, high blood pressure and high cholesterol, lack of exercise and lack of preventive health care. Making employees healthier and more informed users of health care has resulted in the County's ability to give two premium holidays to employees during the month of June 2011. Employee benefit costs have been significantly lower than originally projected.

Employees can get reduced premiums for not using tobacco and participating in a biometric screening and health risk assessment. The County offers classes and other support for employees and their families who want to reduce their health risk factors. Fitness programs and facilities are provided on-site. Preventive health care like flu shots and cancer screenings are also provided on-site and are provided at no cost to employees. Year-over-year biometric results show that the employee population is improving its overall health status by reducing the number of their risk factors so that they can be a more productive employee. In 2011, Maricopa County was recognized for its efforts to educate and assist its employees in improving their health status when it was awarded a *Valley's Healthiest Employer Award*. The County was the highest ranked public employer receiving the award.

Funding for market or performance increases has not occurred for three years and will not be funded again in FY 2011-12. Despite this reality, Maricopa County has very low attrition rates. The annual voluntary turnover rate for 2010 was 5.14%. While performance increases cannot be funded in the coming fiscal year, Maricopa County continues to support the Rewarding Ideas Program, Tuition Reimbursement, Peak Performers Program and the Attorney Loan Repayment Program. These supplemental employee reward programs allow County management to continue to reward excellent performance and to encourage career progression.

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 filled FTE. The budget for this program is $500,000 in the 2011-12 tentative budget.

Finally, in June of 2011, Maricopa County will be moving from an in-house payroll and human resource system, to a hosted ADP cloud solution. This move to outsource this system will bring many efficiencies and improvement to our human resource process. First, we will save $1.0 million annually in operational costs, as the hosted solution is cheaper than the in-house model used today. There is also a cost avoidance of $12.5 million every 5 – 7- years. The current system requires software upgrades about every 5 years. In addition, ADP will bring with it "Best Practices" including time clocks, employee payroll input, supervisors approval of all timecards, and on-line time-off and Family Medical Leave Administration (FMLA) tracking.

Conclusions

The 2011-12 Tentative Budget is structurally balanced, responsible and reflects our relative recovery. While we are certainly far from having the economy fully return to the years of phenomenal growth, we are seeing the first signs of some good news in the latest monthly revenues receipts. I believe that through our continued commitment to find efficiencies, technological improvements, and the financial commitment to economic development and social reform, Maricopa County is transforming this government into a forward looking and progressive institution that will support creative and innovative solutions for years to come.

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

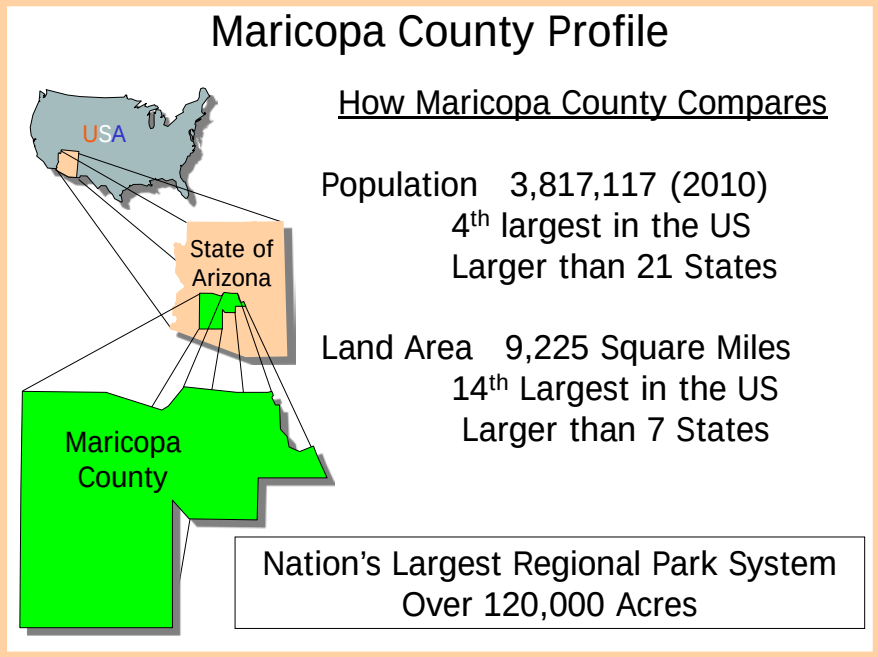
On June 20, 2011, the Maricopa County Board of Supervisors adopted the FY 2012 Budget totaling $2,332,616,122. Overall, there was no change in total expenditures from the Tentative Adopted Budget, as all increases were offset with transfers from Contingency budgets or eliminations.

On August 15, 2011, the Maricopa County Board of Supervisors approved the FY 2012 Tax Levy and rates.

Maricopa County Profile

Introduction

Maricopa County, Arizona, is the nation's fourth largest county in terms of population and is estimated to be approximately 3.8 million as of 2010, according to the U.S. Census Bureau. 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 30% of total land ownership, with the remainder publicly owned. Of the 70% of land owned by public entities, 5% is owned by Native American communities, 29% by the U.S. Bureau of Land Management, 11% by the U.S. Forest Service, 11% by the State of Arizona, and the remaining 14% 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

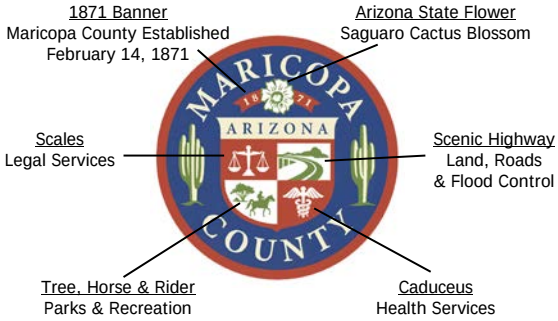
Americans, including the Apache, Maricopa, Gila River, and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation 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 3,072,149 residents in 2000 to the aforementioned 3,817,117 in 2010, a 24 percent increase during the past decade.

County Seal and Flag

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

Maricopa County Seal



Maricopa County Flag

The County flag, like the State flag, is red, gold and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and desert flowers. The central golden band signifies

the great abundance of sunshine, as well as one of the first stimulants to local commerce – the gold mines around Wickenburg that brought settlers into the area. The blue field represents the blue skies and the waters of the rivers, lakes and canals that have made the desert lush with vegetation and a source of recreation. In the blue field are five stars, which represent the five groups of Yuman-speaking Maricopa people for whom the County is named. The five stars also represent the five districts of the County from which members of the County Board of Supervisors are elected.

Climate and Topography

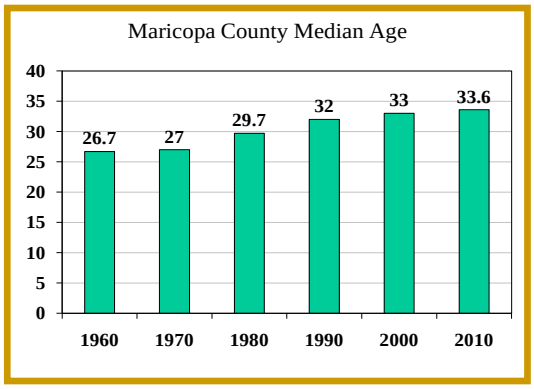
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonora Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of animals, insects and flora including saguaro, ocotillo, cactus wren, palo verde, peccary (javelina),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

Maricopa County is surrounded on the north, east and west by various mountain ranges, the highest point being Brown's Peak at an elevation of 7,657 feet. Several rivers also cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by several buttes and some smaller mountain ranges scattered throughout the County. This variety in topography provides incredible recreational opportunities, climatic diversity, geologic variety, numerous reservoirs and the

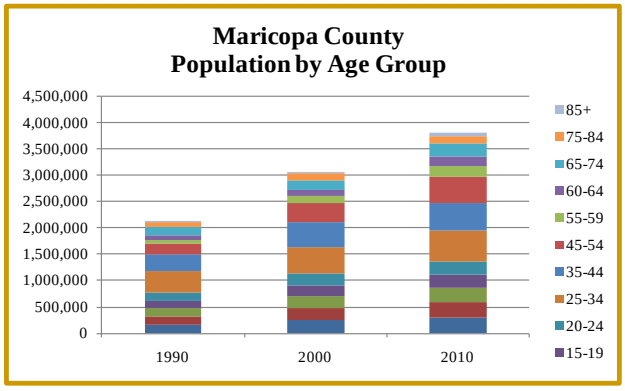
development of several canals. Tonto National Forest borders the County on the east, Sonora Desert National Monument is in the south, and numerous wilderness areas and regional parks dot the landscape throughout the County. The central valley areas are dominated by very fertile soils that contain few rocks, making the soil ideal for cultivation and construction. Due to the monsoon and silt-like quality of the soil, the area is also occasionally bothered by higher than usual levels of air-borne particulates at certain times of the year. This particulate pollution is due in large part to human disturbance of the desert soils, which would naturally settle in the absence of human activity. Despite the particulate pollution, Maricopa County is one of the most beautiful and unique areas in the nation and the County generally has good air quality throughout the year.

Population

According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. By comparison, Maricopa County has a population density of 415 persons per square mile, whereas the State of Arizona has a density of 56 persons per square mile and the United States has a density of 82 persons per square mile. The recent economic downturn and housing market slump are the main factors in the recent slowing in population growth. However, many of the fundamentals remain in place for the community to again greatly outperform the rest of the nation over the longer term.



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 33.6 years, an increase from 26.7 years in 1960.



A common misconception about Arizona is that the population has an unusually high number of senior citizens, but the population in the County is actually 3 years younger than the national average, and the largest age cohort (group) of individuals has been the 25 to 34 age group since the 1990s. The population growth in Maricopa County is much higher than the current birth rate of 61 per 1000 women, indicating high levels of in-migration. There is a high level of in-migration from all age categories, especially by individuals between 24 and 44 years of age.

Local Economy and Business Environment

The unique aspects of Maricopa County's population, climate and government policies have laid the foundation for a unique and vibrant economy and a supportive business environment. The majority of the economic activity in the County takes place within and immediately surrounding the population center, which is located in the north-central portion of the County and extends all the way to the eastern border, with limited base industry activity extending beyond into the adjacent counties.

Maricopa County has also been among the first local government entities in Arizona to take a leadership role in the diversifying of the economic base. Aggressive and strategic economic development activities have already occurred and will continue into the future. The key to this involvement being successful in the longer term is twofold. First, the economic development

programming has been designed to be strategic and emphasize the utilization of incentives that yield a net benefit to the community as a whole. This implies designing projects that yield a positive return on the County investment. Second, the County is also taking a leading role in partnering with other government entities in the State. Thus far this has included participating with local economic development organizations, partnering with local municipalities within the County, and blending resources with the State of Arizona.

While much is being done that is new and exciting, one must not forget that the underlying economic fundamentals remain in place.

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

Workforce Indicators

Per capita income	$ 25,485
Median household income	$ 53,284
Total workforce	1,802,438
Mean travel time to work (minutes)	25.2
Families above poverty line	89%
Median Priced Home	$124,500*
Median family income	$ 63,243

Source: U.S. Census Bureau (2009 ACS),
*Maricopa County Assessor's Office, Full Cash Value TY11, FY12

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow.

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

The International Genomics Consortium and the Transnational Genomics Research Institute (TGEN) are evidence of Maricopa County's leadership in bioscience, providing a base of expertise and knowledge that will enhance the area's ability to develop and attract bioscience-related companies. In addition, the new Arizona State University-Capital Center campus in Phoenix will enhance downtown and the businesses located there. The County is also expanding its presence in the solar industry with the new manufacturing operation of First Solar in the County. This venture provides new opportunities for economic growth in the County.

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 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 has been ranked #1 in international business by U.S. News & World Report for seven consecutive years. The national headquarters of the University of Phoenix (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs.

Transportation Infrastructure

Maricopa County is well positioned for easy access to Arizona, the United States and the world through a very well-structured road system and ample air traffic facilities. The County has three Interstate Highways (I-10, I-8, and I-17) and many major highways that connect Phoenix to all other major metropolitan areas in the in intermountain west as well as coastal regions. Many freeway loops (Highways 101, 202, and 303) also circle the metropolitan area, providing improved access within the metropolitan area.

The Phoenix Sky Harbor International 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 blic 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, as well as 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 Barbra 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, providing facilities for 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.

Chase Field

County Government

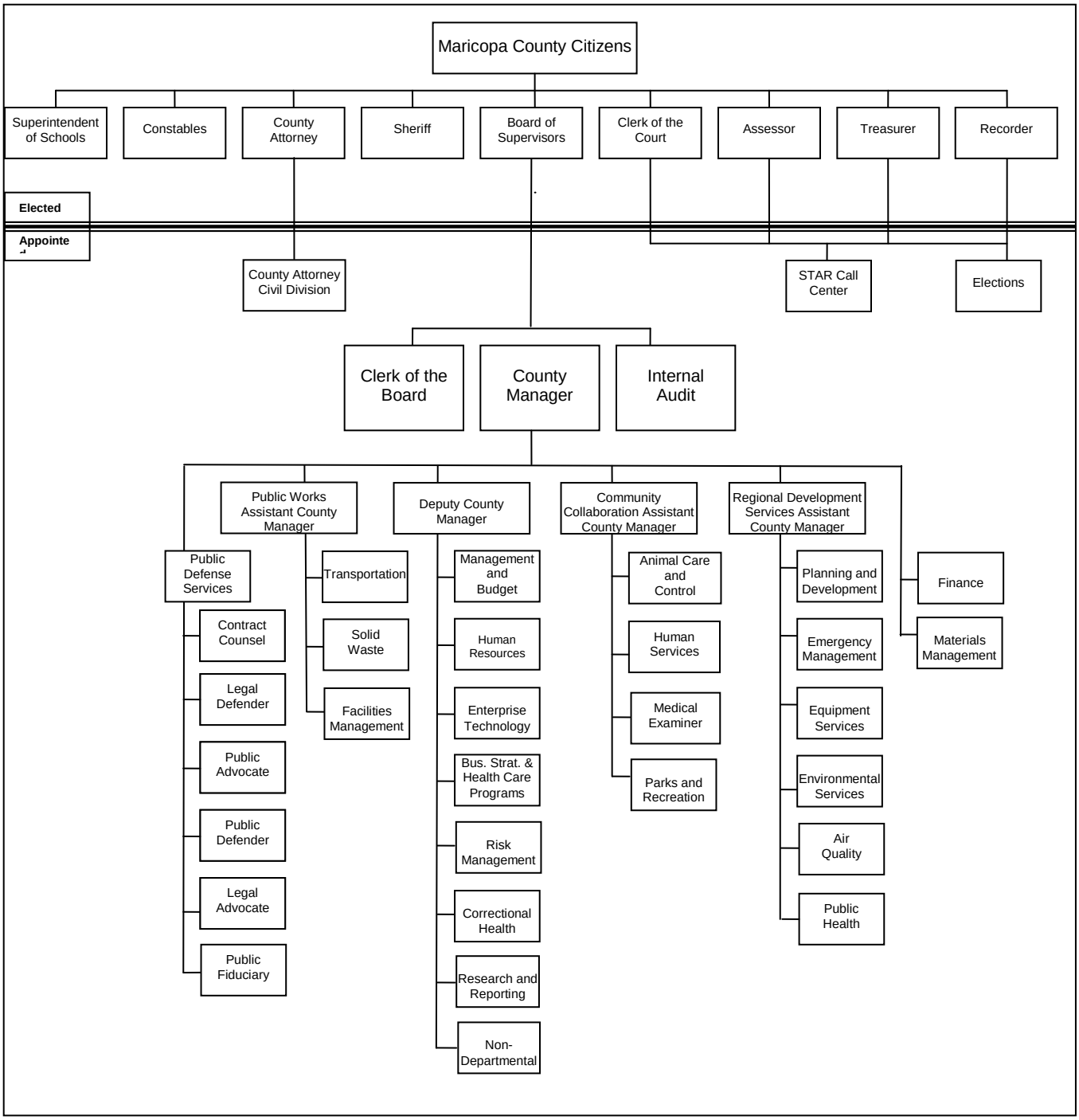
Maricopa County is the largest local government in Arizona. Even with budget reductions, the County still has the equivalent of more than 13,000 full-time County employees serve the public in such areas as public health, flood control law enforcement, libraries, parks and recreation, courts, transportation, 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

During FY 2011, there was an organizational change to create the department of Business Strategies and Health Care Programs, which expanded the existing the Health Care Programs department to also include Employee Benefits, Wellness and Managing For Results. This change is reflected in the FY 2012 budget.



Board of Supervisors

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

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

District 1: Supervisor Fulton Brock

District 2: Supervisor Don Stapley

District 3: Supervisor Andrew Kunasek (Chairman)

District 4: Supervisor Max Wilson

District 5: Supervisor 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: Bill Montgomery

Clerk of the Superior Court: Michael K Jeanes

Recorder: Helen Purcell

Sheriff: Joseph M Arpaio

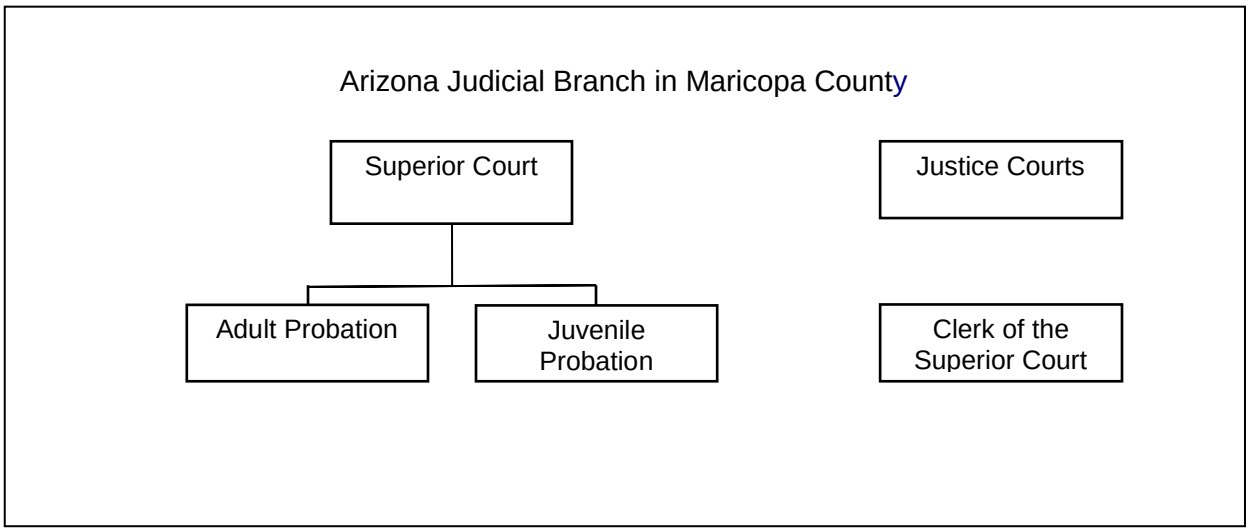
Superintendent of Schools: Don Covey

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.



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	Judge	Judge
Edward Bassett	Robert Oberbillig	David Udall
Aimee Anderson	Peter Reinstein	Connie Contes
Ruth Hilliard	David Talamante	Craig Blakey
Benjamin Norris	Bethany Hicks	Linda Miles
Roger Brodman	Douglas Rayes	Margaret Mahoney
Dean Fink	Rosa Mroz	Gary Donahoe
Susan Brnovich	Carey Hyatt	Harriett Chavez
David Gass	Maria del Mar Verdin	Larry Grant
Hugh Hegyi	Arthur Anderson	George Foster, Jr.
Norman Davis	Mark Brain	M. Scott McCoy
Eddward Ballinger, Jr.	Eileen Willett	Raymond Lee
Warren Granville	Alfred Fenzel	Sally Duncan
Thomas LeClaire	David Palmer	Peter Thompson
Joseph Kreamer	Karen O'Connor	John Rea

Judge	Judge	Judge
Daniel Martin	Teresa Sanders	Christopher Whitten
J. Kenneth Mangum	Andrew Klein	Michael Kemp
Samuel Myers	Emmet Ronan	Helene Abrams
Brian Hauser	Sherry Stephens	Bruce Cohen
Linda Akers	J. Richard Gama	Jo Lynn Gentry-Lewis
Susanna Pineda	Karen Potts	Kristin Hoffman
Michael McVey	Janet Barton	Timothy Ryan
William Brotherton, Jr.	Randall Warner	Michael Gordon
Joseph Welty	Cari Harrison	Paul McMurdie
Brian Ishikawa	Colleen McNally	John Hannah, Jr.
Crane McClennen	Roland Steinle, III	Robert Miles
Mark Aceto	John Ditsworth	Glenn Davis
Michael Jones	John Buttrick	Lisa Flores
M. Jean Hoag	James Beene	Jose Padilla
Dawn Bergin	Christopher Coury	Pamela Frasher Gates
Jeanne Garcia	Samuel Thumma	Daniel Kiley
Danielle Viola	Douglas Gerlach	

Department	Judicial Officer	Department	Judicial Officer
Superior Court Presiding Judge	Hon. N. Davis	Associate P.J.	Hon. E. Ballinger
Juvenile Presiding Judge	Hon. E. Ballinger	Civil P.J.	Hon. R. Oberbillig
Criminal Presiding Judge	Hon. D. Rayes	Family P.J.	Hon. C. Hyatt
Probate/Mental Health P.J.	Hon. R. Mroz	Tax P.J.	Hon. D. Fink
Southeast Presiding Judge	Hon. D. Talamante	Northwest P.J.	Hon. H. Chavez
Northeast Presiding Judge	Hon. M. McVey		

Justice of the Peace	Precinct	Justice of the Peace	Precinct
Jeff Fine	Estrella Mountain	Phillip Woolbright	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
Jimmie R. Hernandez	Downtown	Mark Anderson	West Mesa
Steven Sarkis	Arcadia Biltmore	Rachel Torres Carrillo	West McDowell
Meg Burton-Cahill	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, Presiding JP	North Mesa	Rebecca Macbeth	Moon Valley
Gerald A. Williams	North Valley	Daniel Dodge	Highland
Clancy Jayne	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.

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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 Program*, 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 50 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 "By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in FY 2007-08 to 129 positive mosquitoes." 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, 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 8.0%.
    - 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%.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of probations who complete community work service hours ordered by the court during the reporting period.	N/A	87.6%	56.2%	55.9%	-31.7%	-36.2%
Percent of opted-in victims satisfied with MCAPD.	53.0%	43.5%	52.0%	52.0%	8.5%	19.5%
Percent of probationers paying restitution during the reporting period.	70.0%	100.0%	90.4%	92.3%	-7.7%	-7.7%
Percent of Domestic Violence probationers who successfully complete probation during the reporting period.	55.0%	70.9%	58.5%	59.2%	-11.7%	-16.5%
Percent of active Domestic Violence probationers sentenced for a new felony offense while supervised during the reporting period.	2.6%	N/A	4.2%	3.4%	N/A	N/A
Percent of jail days saved through Court Liaison during the reporting period.	42.7%	43.7%	43.5%	44.1%	0.4%	1.0%
Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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

Intensive Probation Activity

The purpose of the Intensive Probation Activity is to provide community supervision 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.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	56.4%	61.3%	57.3%	60.0%	(1.3%)	-2.0%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	8.5%	N/A	6.0%	6.5%	N/A	N/A
Output	Average number of active IPS probationers supervised during the reporting period.	813	817	807	850	34	4.1%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,019	831	911	820	(11)	-1.3%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	813	817	807	850	34	4.1%
Efficiency	Average daily cost per IPS probationer for the reporting period.	$ 2,075.15	$ 2,074.05	$ 1,933.47	$ 1,831.00	$ 243.06	11.7%
Revenue							
	201 - ADULT PROBATION FEES	$ 1,636,478	$ 1,525,590	$ 683,179	$ 689,179	$ (836,411)	-54.8%
	TOTAL SOURCES	$ 1,636,478	$ 1,525,590	$ 683,179	$ 689,179	$ (836,411)	-54.8%
Expenditure							
	100 - GENERAL	$ 6,719,491	$ 6,739,632	$ 6,241,256	$ 6,225,383	$ 514,249	7.6%
	211 - ADULT PROBATION GRANTS	7,817	7,200	-	-	7,200	100.0%
	201 - ADULT PROBATION FEES	23,160	27,021	-	-	27,021	100.0%
	TOTAL USES	$ 6,750,468	$ 6,773,853	$ 6,241,256	$ 6,225,383	$ 548,470	8.1%

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, Economic Development Property Taxes, State Budget Threats, 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 section* 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:** 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.

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.

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* section.

State Shared Sales Tax

Fiscal Year		Annual Collections	Growth Rate
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		366,285,237	-7.3%
2011	*	369,732,348	0.9%
2012	**	369,740,752	0.0%
2013	***	396,586,439	7.3%
2014	***	414,432,829	4.5%
2015	***	435,154,470	5.0%
2016	***	456,912,194	5.0%
2017	***	479,759,804	5.0%

*Forecast

**Budget

***Source Elliott D. Pollack & Co.

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, forecasted totals for FY 2011, the budget for FY 2012 and forecasted amounts for the next five years. State Shared Sales Tax and Jail Excise Tax revenues have followed similar trends, except that Jail Tax revenues have experienced greater declines, but are rebounding more quickly. Annual growth reached 15.1% in FY 2006, but declined for several years and remains below FY 2005 levels. There are signs of a slight recovery however these gains are being offset by the negative impact from the revenue sharing calculation. While the point of sale component is increasing, Maricopa County's percent of the net assessed valuation and the population is declining, thus negatively impacting the County's portion of the sales tax distribution. In this environment, it is prudent to assume no growth for FY 2012 and therefore, State Shared Sales Taxes are budgeted to remain flat for FY 2012.

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 *Attachments* section 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:

Court Tower

Project Location: 175 W. Madison Street - Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: February, 2012

Project Description

The new 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 just south of the current Superior Court buildings. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, a food service area and related space for Court support, and the County's Restorative Justice Program.

Purpose Statement

The new Court Tower will serve as the anchor facility for the full service downtown courthouse square. 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 2010-11 Year-To-Date Actual	FY 2010-11 Year-End Projected	FY 2011-12 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 10-11	Year 1 FY 11-12	Year 2 FY 12-13	Year 3 FY 13-14	Year 4 FY14-15	Year 5 FY15-16	5-Year Total	Total Project
Financing Series 2008 (441)	$ 46,506,143	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 46,506,143
Financing Series 2007 (440)	48,269,919	-	-	-	-	-	-	-	48,269,919
General Fund Cty Improv (445)	45,656,922	120,985,196	50,548,800	-	-	-	-	50,548,800	217,190,918
Detention Fund (455)	-	-	28,391,973	-	-	-	-	28,391,973	28,391,973
Project Total	**$ 140,432,984**	**$ 120,985,196**	**$ 78,940,773**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 78,940,773**	**$ 340,358,953**

Operating Cost Summary

	FY 10-11	Year 1 FY 11-12	Year 2 FY 12-13	Year 3 FY 13-14	Year 4 FY 14-15	Year 5 FY 15-16
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 576,464	$ 576,887	$ 594,193	$ 612,018	$ 630,377
Supplies & Services	3,379,163	4,882,698	10,703,611	10,907,171	11,118,700	11,338,532
Capital Outlay	-	-	-	-	-	-
Total	$ 3,379,163	$ 5,459,162	$ 11,280,498	$ 11,501,364	$ 11,730,718	$ 11,968,909
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 576,464	$ 576,887	$ 594,193	$ 612,018	$ 630,377
Supplies & Services	3,379,163	4,882,698	10,703,611	10,907,171	11,118,700	11,338,532
Capital Outlay	-	-	-	-	-	-
Total	$ 3,379,163	$ 5,459,162	$ 11,280,498	$ 11,501,364	$ 11,730,718	$ 11,968,909

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities in place to provide mandated services to the public and infrastructure. The *Major Maintenance* description in the Public Work section of the *Department Strategic Business Plan and Budget* 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 Device

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 *Strategic Direction* 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), along with the *Vehicle Replacement Policy*, *General Government Policy, Policy for Administering Grants, Funded Position Policy,* and the *Capital Improvement Program* processes may be found in the *Budget Policies and Process, Strategic Direction, Capital Improvement Program* 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 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 Profile, 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 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 1: Safe Communities

Ensure Safe Communities

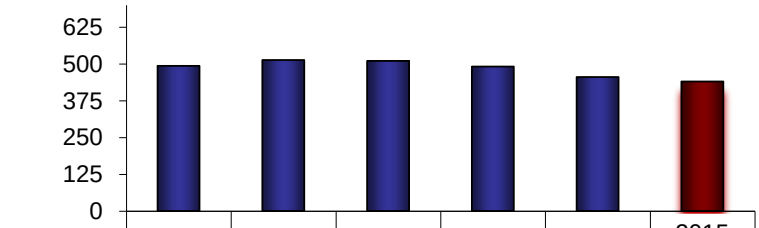
Citizens consider their personal safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. Maricopa County has adopted a key strategic priority to ensure safe communities that strives to reduce crime and juvenile recidivism rates. The Board of Supervisors has established a number of goals related to public safety in the County.

Strategic Goal 1: 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.

Why this is Important:
Crime takes a toll on the health of our community through loss of life, fear for physical safety, disintegration of community cohesion, and incarceration. This goal is aimed at continuing the County's efforts to reduce violent crime rate in the community.

Where We Are:

- 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.
- When compared to similar counties, the violent crime rate in Maricopa County is higher than five of its benchmark counties.



	2004	2005	2006	2007	2008	2015 Goal
Rate	493.1	513.0	509.9	490.8	455.2	440
% change	-2.6%	4.0%	-0.6%	-3.7	-7.2	

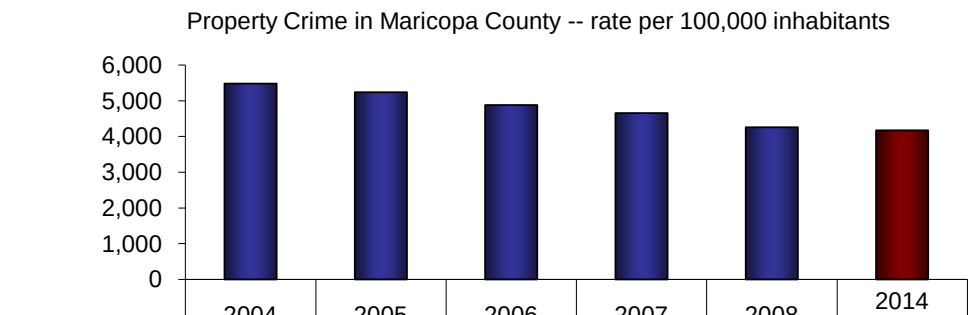
Strategic Goal 2: By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

Why this is Important:
Citizens consider their personal safety to be one of the most significant factors affecting their quality of life. This goal is aimed at continuing the County's efforts to reduce the property crime rate in the

community

Where We Are:

- 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.



	2004	2005	2006	2007	2008	2014 Goal
Property crimes	5,478	5,236	4,878	4,653	4,256	4,170

Source: FBI Crime in the United States

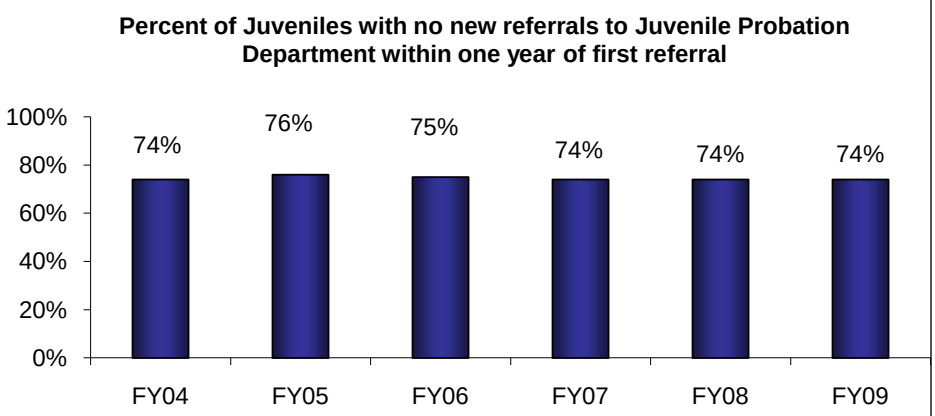
Strategic Goal 3: By 2015, the rate of juvenile recidivism will be at or less than 15%.

Why this is Important:

Reducing the involvement of juveniles with the criminal justice system is a major objective for Maricopa County. This goal is aimed at decreasing the number of juveniles who commit repeat offenses and come into contact with the justice system.

Where We Are:

Note: Data on the overall juvenile recidivism rate in Maricopa County are not yet available. The chart below represents juveniles who come into contact with the Juvenile Probation Department. The measure is a proxy for juvenile recidivism in the County.



Source: Maricopa County Juvenile Probation Department Fiscal Year 2010 Data Book

Strategic Priority 2: Access to Justice

Provide All Citizens with Access to an Effective, Integrated Justice System

Victims, witnesses, defendants, and members of the community expect access to an effective justice system and 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 ensuring access to justice to all. The judicial branch in Maricopa County is committed to the timely, fair, and impartial administration of justice. The following goals are aimed at decreasing the times it takes to resolve a selected group of case types to ensure timely administration of justice

Strategic Goal 1: By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

Strategic Goal 2: By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, 99% within 24 months.

Strategic Goal 3: By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, 90% within 365 days.

Strategic Goal 4: 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.

Where We Are:

Percent of cases processed within standards, by type

Case Type	FY2005	FY2006	FY2007	FY2008	FY2009	Strategic Goal
Criminal Felony (% resolved within 180 days)	83.4%	84.3%	88.9%	81.2%	81.2%	85.0%
Civil (% resolved within 18 mths)	93.5%	95.0%	95.4%	95.6%	92.6%	95.0%
Family (% resolved within 12 mths)	88.1%	93.2%	95.0%	95.0%	95.9%	96.0%
Probate (% meeting case-monitoring compliance standards)	n/a	n/a	n/a	n/a	n/a	85.0%

Source: Maricopa County Superior Court, n/a=not available

Strategic Priority 3: Public Health

Promote and Protect the Public Health of the Community

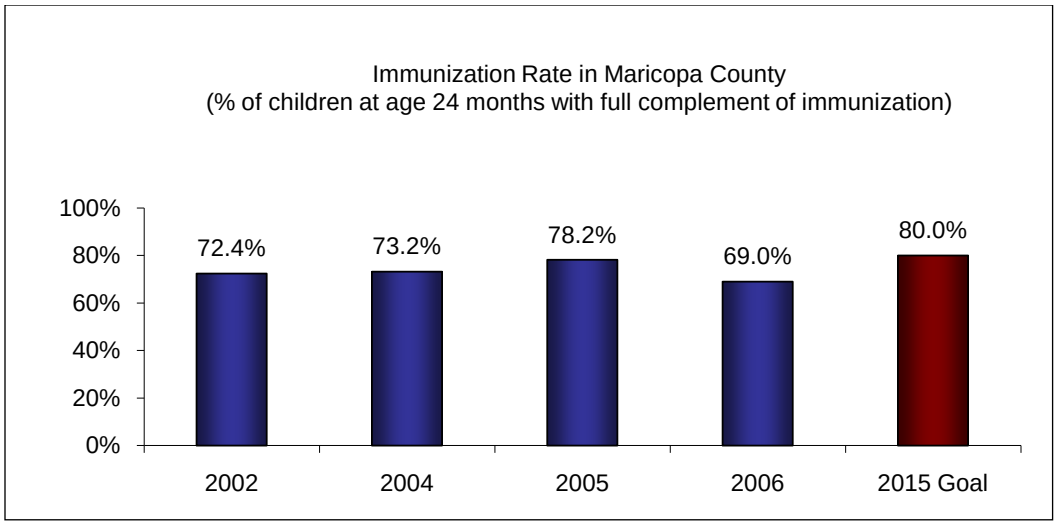
The benefits of a healthy community are varied and numerous. It results in a productive workforce and improved quality of life. Additionally, if people are in good health, there is less drain on the limited resources in the healthcare system, allowing other critical issues to be addressed. As part of 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 *Healthy People 2020*—a national health promotion and disease prevention initiative—objective of promoting quality of life, healthy development and healthy behaviors across all life stages. (For more information, go to www.healthypeople.gov).

Strategic Goal 1: 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).

Why this is Important:
Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. Many childhood diseases can be prevented and on-going good health can be achieved by ensuring that children receive the proper immunizations. 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 in home life. This goal is aimed at improving the overall well-being of infants and children in Maricopa County by increasing the annual immunization rate.

Where We Are:
Note: Data for this goal are not yet available. The chart below represents data collected through the National Immunization Survey until 2006. This indicator serves as a comparable proxy for the immunization rate in the County. Data for this goal will be tracked from a different source beginning in 2011.

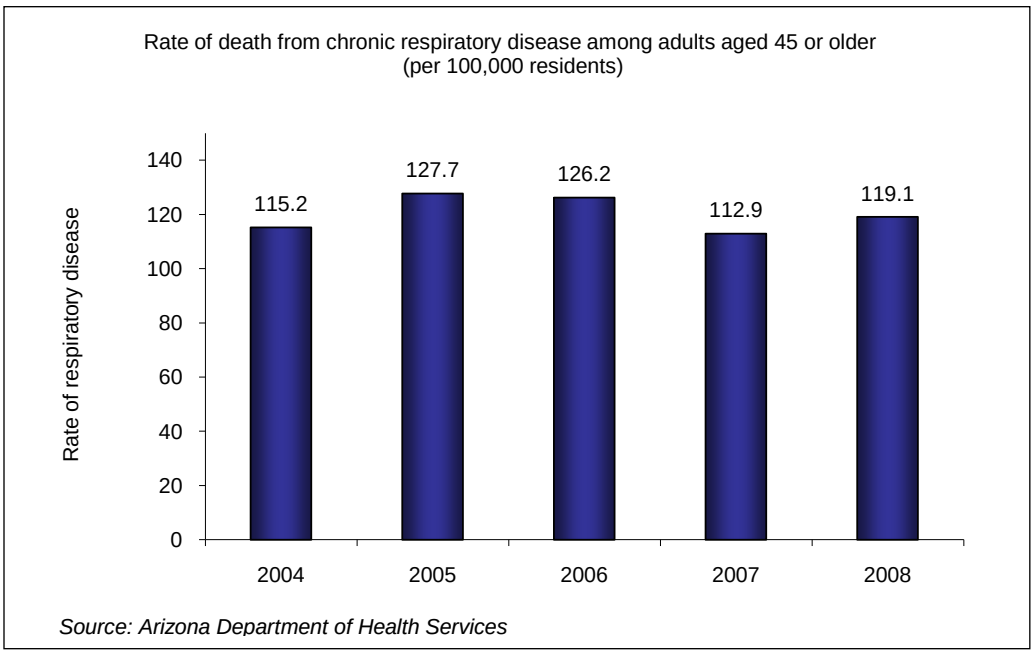
- Information provided by the National Immunization Survey reported that, in 2006, the child immunization rate for children at or under 24 months old in Maricopa County who have received a full complement of immunizations was at 69%, which was not as high as the national average (76.4%), and a lower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



Strategic Goal 2: By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

Why this is Important:
For the past decade one of the leading causes of illness and deaths among adults in Maricopa County has been related to respiratory disease. This goal is aimed at reducing the number of adults who suffer from this disease each year.

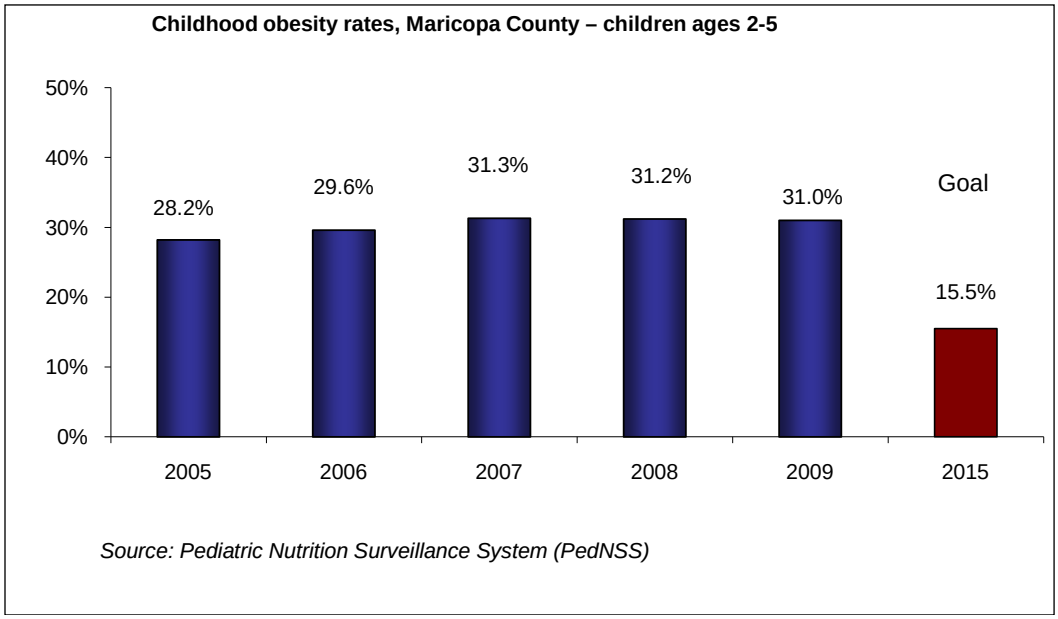
Where We Are:
Note: Data for this specific goal are not yet available. The chart below represents data collected through the Arizona Department of Health Services on the rate of death from chronic respiratory disease among adults in the County. This serves as a proxy for the significance and importance of tracking respiratory disease rates. Data for this goal related to hospital admissions will be tracked beginning in 2011.



Strategic Goal 3. By 2015, reduce childhood obesity to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS).

Why this is Important:
Obesity is a risk factor for many diseases and conditions, including heart disease and diabetes. This goal is aimed reducing obesity among children to prevent or control the devastating effects of these diseases in the community.

Where We Are:
Childhood obesity rates are tracked to age and gender according to growth charts developed by Centers for Disease Control and Prevention (CDC) in 2000. Overweight is defined as being within the 85-95 percentile, and obesity is 95 percentile or greater. By definition you might suppose that about 15% of kids should be in the 85 % or greater category. In 2009, the Maricopa County total was 31.0%.This strategic goal is aimed at reducing that rate by half by 2015.



Strategic Priority 4: Individual Empowerment

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

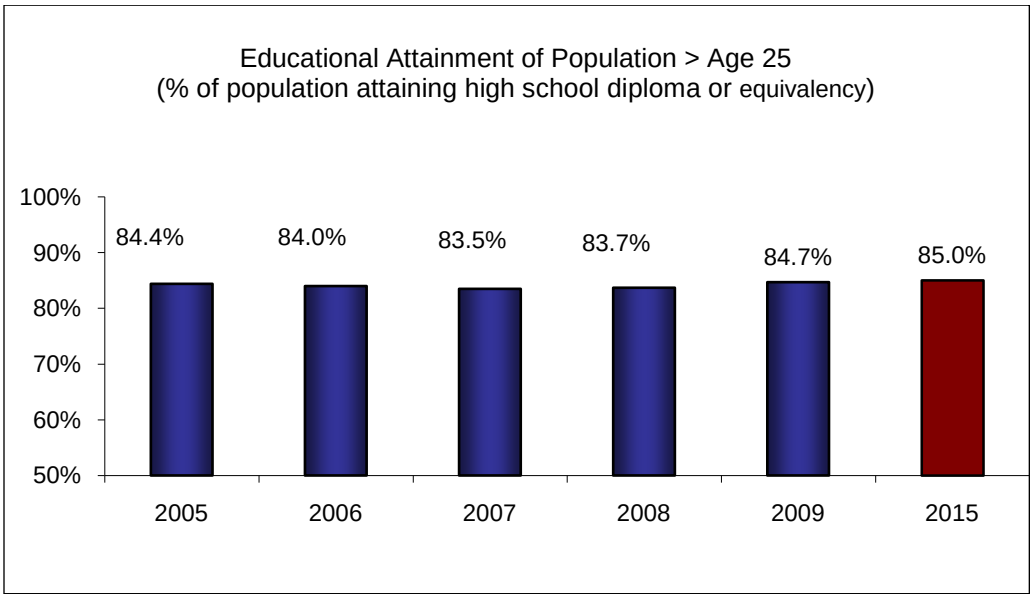
Empowering individuals to experience positive development through life stages—from early childhood through senior years—is a key ingredient to the overall health and quality of life of residents in the community. The vision of the Human Services Department is that Maricopa County residents will have opportunities to achieve economic self-sufficiency, attain a sustainable living environment, and enjoy a high quality of life. As part of its strategic plan, the County has set a strategic priority to promote opportunities for and educate residents so they can improve their own circumstances and quality of life. The following goals are aimed at improving residents' capacity to be self-sufficient and improving the career, college, and life readiness of Maricopa County youth.

Strategic Goal 1: 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 2: 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 a least a high-school diploma or equivalency.

Why this is Important:
Improving the life readiness of youth so they can successfully participate in college and other post-secondary education will provide life-long opportunities and enhance their future success.

Where We Are:



Strategic Priority 5: Sustainable Environment

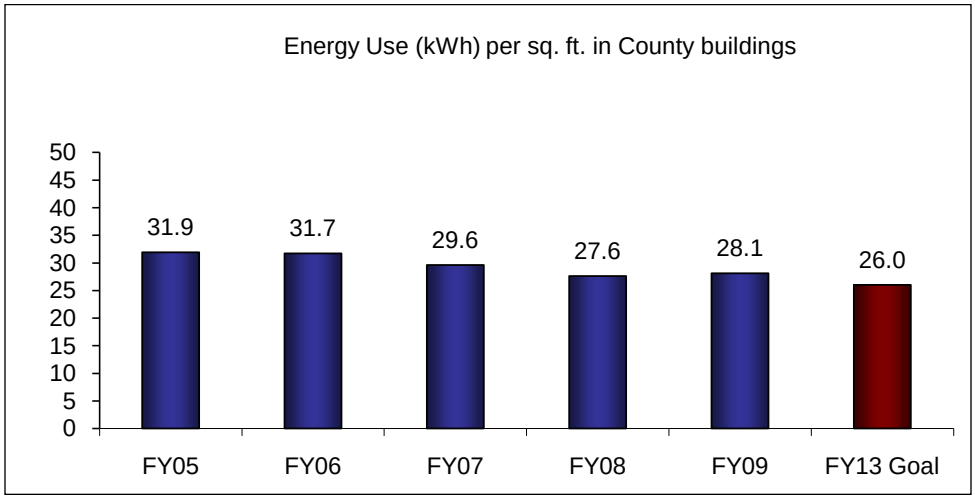
Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands

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 and energy availability, and open space are becoming increasingly important to the livability of the community. A 2008 Board policy established the Green Government goals for Maricopa County government operations to ensure that the County is promoting sustainable practices, including reducing the energy use in County buildings, which also will save the County money and lead to long-term economic growth. Ensuring that services are provided in a sustainable fashion and that the County is promoting sustainable practices among its employees and residents is a key priority of Maricopa County.

Strategic Goal 1: 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.

Why this is Important:
With more than 11,000 employees and 177 buildings, Maricopa County is leveraging its assets and activities to make great strides in energy reduction. According to the Environmental Information Administration the buildings in the U.S. consume 72% of the electricity generated. Energy efficiency is becoming even more necessary as Maricopa County continues to add residents to its population base using more finite fossil fuel energy.

Where We Are:

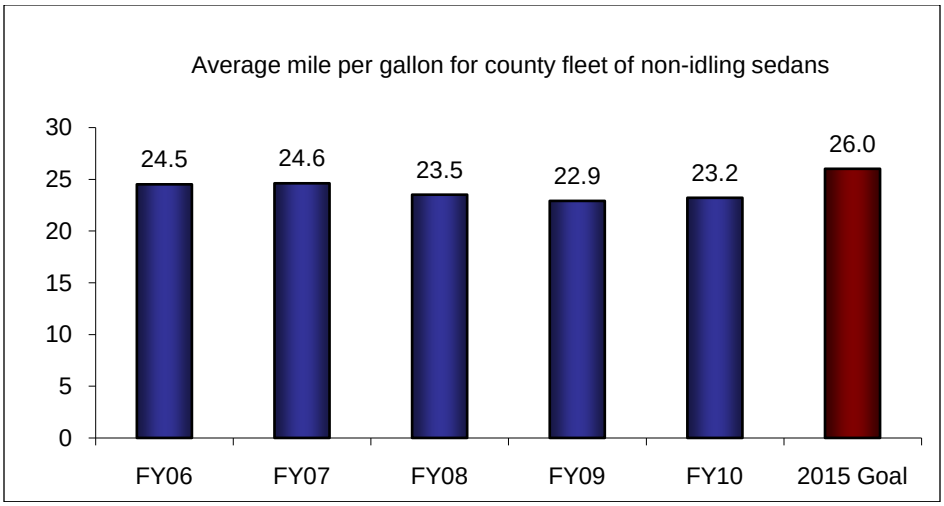


Strategic Goal 2: By 2015, the average fuel efficiency rating for County non-idling sedans will be 26 miles per gallon or greater, an improvement of 12% from the 2010 rating.

Why this is Important:
Maricopa County maintains a personal fleet of over 2,000 vehicles and maintains a road network of

over 2,600 miles with signals at over 115 intersections. This goal is aimed at improving the fuel efficiency of the County's fleet of vehicles.

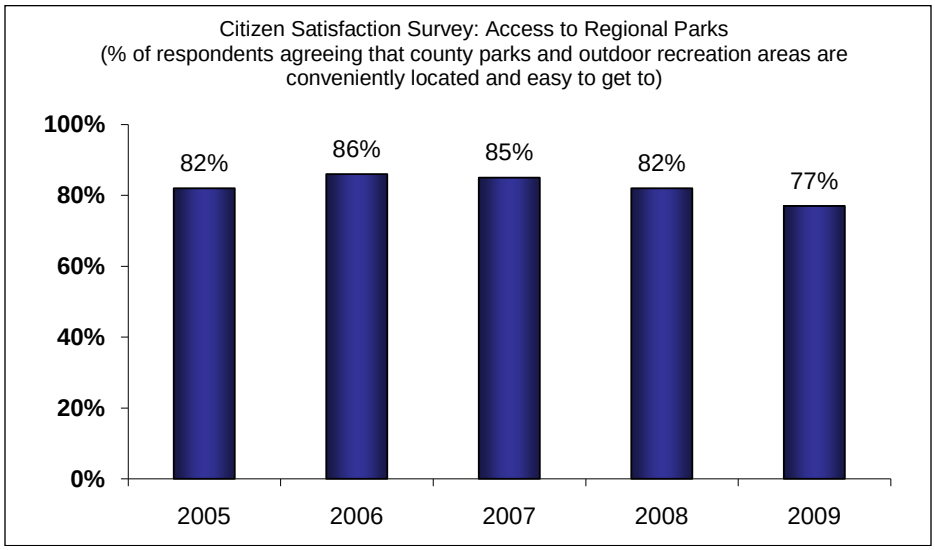
Where We Are:



Strategic Goal 3: 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.

Why this is Important:
Availability of open space, parks and recreational opportunities is key to County residents' quality of life. This goal is aimed at ensuring that citizens are satisfied with amount and availability of open space and parks in the County.

Where We Are:
Data for this specific goal are not yet available. The chart below represents data collected through Maricopa County annual Citizen Satisfaction Survey regarding parks location. This serves as a proxy for general satisfaction with parks and open space. Data for this goal related specifically to satisfaction with amount of open space and parks and recreation land will be tracked beginning in 2010.



Strategic Goal 4: By 2015, all new buildings built by Maricopa County will achieve Leadership in Energy and Environmental Design (LEED) certification.

Why this is Important:
The County recently adopted a policy to construct new buildings to LEED standards. LEED Green Building System is a voluntary national system for developing high-performance, sustainable buildings in five key areas of human and environmental health including energy efficiency, material selection, water savings, indoor environmental quality and sustainable site development. Research has shown that LEED buildings generate not only energy savings and enhanced employee productivity, they also reduce stormwater runoff, increase groundwater recharge, utilize sustainable transportation systems and support other societal benefits.

Where We Are:
The County's Downtown Justice Center is a LEED Certified building, which is helping to reduce costs for the County. Data for fiscal year 2008 show that the site, which came online in September 2006, has a total utility cost of $1.65 per square foot per year. This is 25% below the current County-wide average of $2.21 per square foot per year. Additionally, two new County park visitor's centers—at Estrella Mountain Regional Park and Cave Creek Park-- have been completed and have applied for LEED certification. The new Court Tower, currently under construction, is being built in accordance with LEED standards.

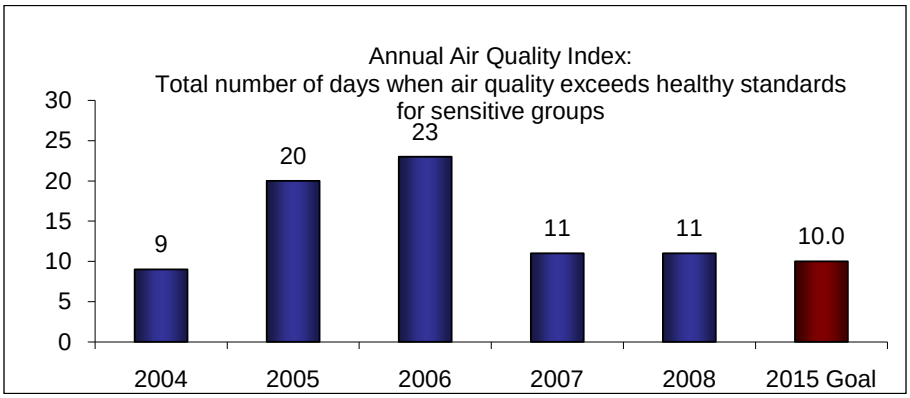
Strategic Goal 5: By 2015, Maricopa County government will reduce its carbon footprint by 10% from 2007 levels.

Why this is Important:
Recognizing the relationship between a healthy environment and the County's long-term success, the Maricopa County Board of Supervisors directed County departments to prepare and implement a long-term strategy whereby the County will reduce its carbon footprint, help save money, and enhance the region's environment.

Strategic Goal 6: 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.

Why this is Important:
Poor air quality has a profound impact on the health for all Maricopa County residents with the greatest affects on people with respiratory problems and young children. This goal is aimed at improving the air quality in Maricopa County.

Where We Are:



Strategic Priority 6: Effective Economy

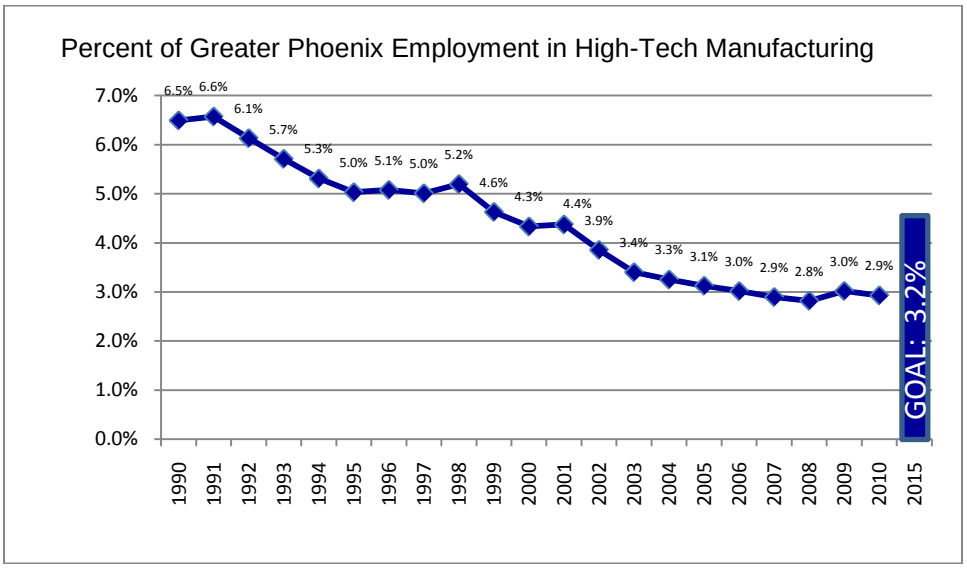
Contribute to an effective regional economy.

Maricopa County enjoys a diverse economic base and employment profile. As part of its strategic plan, the county has set a priority to contribute to an effective regional economy. These goals are aimed at encouraging economic growth that is compatible with the County's character and lifestyle, and that complement existing businesses and industries by increasing jobs in high-tech manufacturing, reducing the overall tax burden of the citizens, and increasing per capita personal income.

Strategic Goal 1: 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.

Why this is Important:
Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.

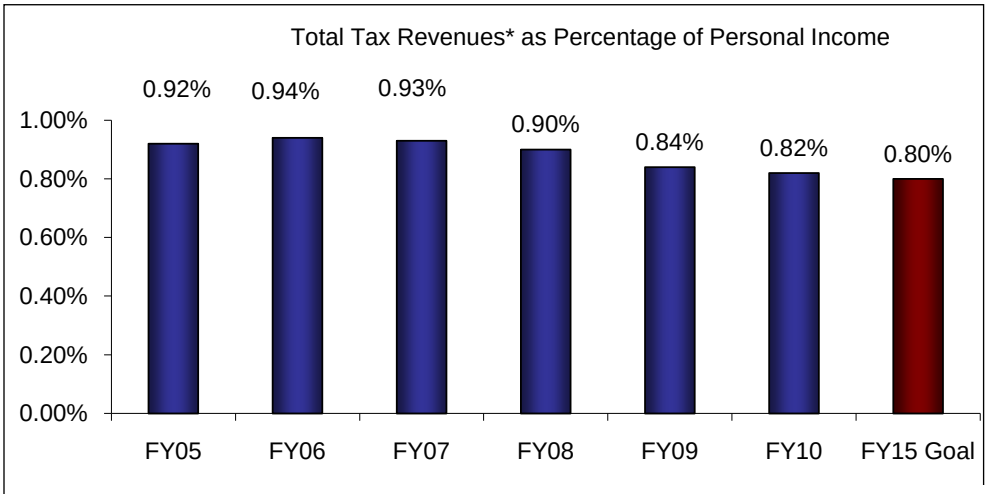
Where We Are:
A key to economic strength and prosperity is to have base industries (those that derive their income from exporting goods and services outside the region) make up a healthy share of the local economy. Base industries bring income into the region and are essential to economic growth. The decline in local employment in base industries must be stopped and reversed.



Strategic Goal 2: 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.

Why this is Important:
Prudent spending plans and responsible spending are key to minimizing the overall tax burden of our citizens. This goal is aimed at reducing the County's burden on taxpayers by keeping their total tax contribution to a minimum.

Where We Are:

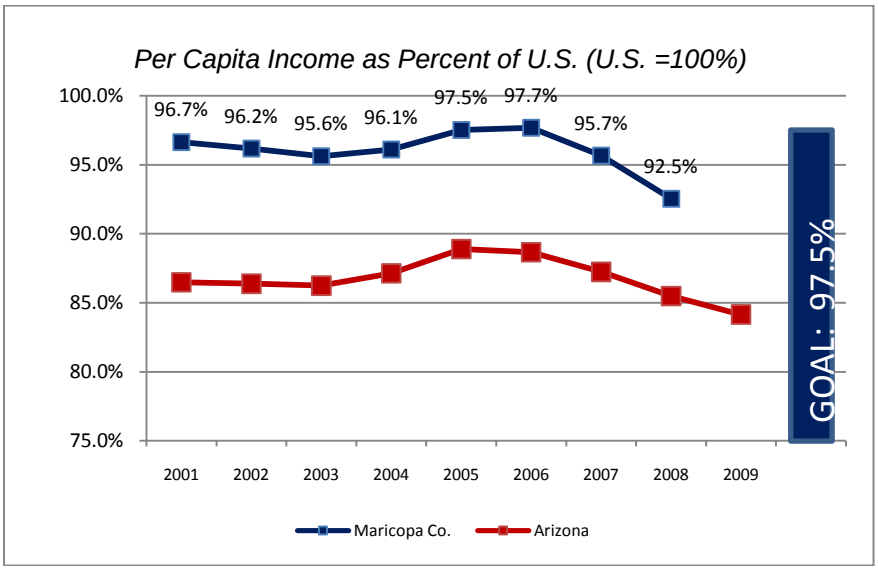


*Total revenue from County primary property taxes and jail excise, plus State-shared transaction privilege (sales) taxes, vehicle license taxes, and highway user revenues *Source: Maricopa County Office of Management and Budget.*

Strategic Goal 3: 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.

Why this is Important:
Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.

Where We Are:
Per capita personal income is a key indicator of the economic well-being of County residents. This graph displays the historical trend of Maricopa County per capita personal income as a percent of per capita personal income for the United States as a whole. Maricopa County's per capita personal income has declined in recent years relative to the rest of the United States. This goal is to restore the percentage to its previous peak, which would serve as a base for further improvement.



Strategic Priority 7: Quality Transportation

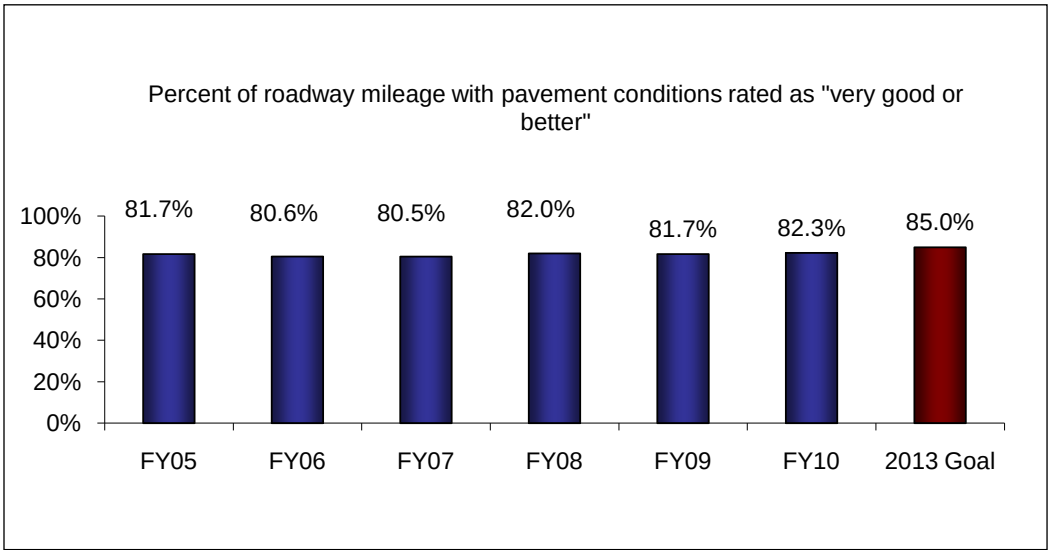
Contribute to a safe and effective transportation system

The ability of residents, workers, and goods to move within the County is integral to Maricopa County's quality of life and economic prosperity. The availability and use of alternative modes of travel, such as carpools, public transportation, walking, biking, or telecommuting, can impact a variety of measures, such as commute times, congestion and accident statistics. It also influences other quality of life measures such as air quality. Use of alternative modes of transportation by workers in Maricopa County is an indicator of the countywide effort to alleviate traffic congestion and improve air quality by encouraging use of other methods of transportation to work.

Strategic Goal 1: By 2015, Maricopa County will reduce the number of intersection fatalities in unincorporated County areas by 23% from 13 to 10, an improvement of 23% over 2007.

Strategic Goal 2: 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.

Where We Are:



Strategic Priority 8: Citizen Satisfaction

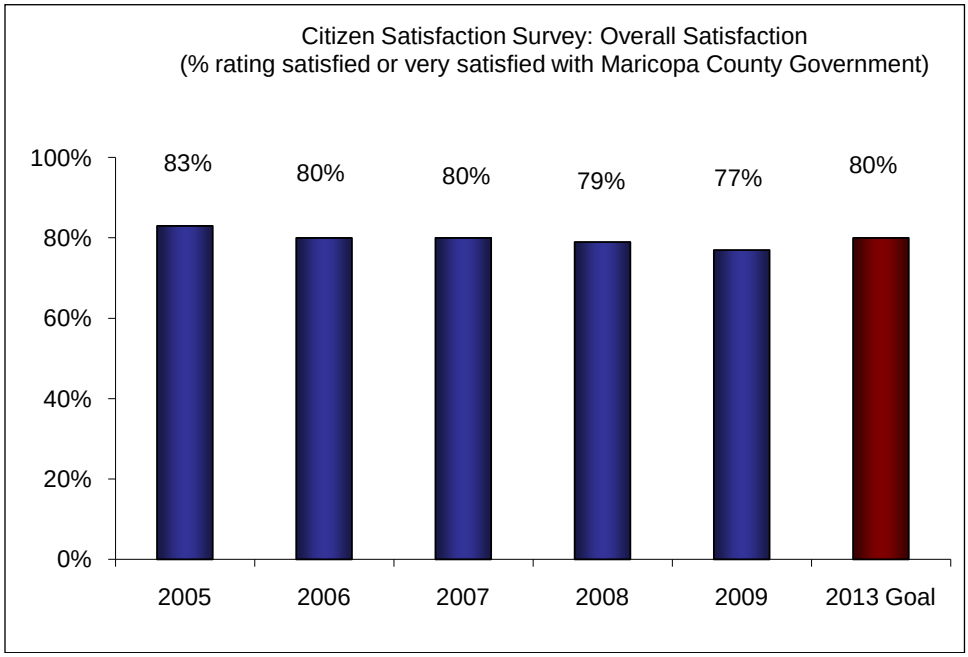
Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services

Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities of Maricopa County is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided.

Strategic Goal 1: 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.

Why this is Important:
Understanding how the County's performance is viewed by its customers is paramount to improving the quality of service delivery. This goal is aimed at improving overall citizen satisfaction with County government.

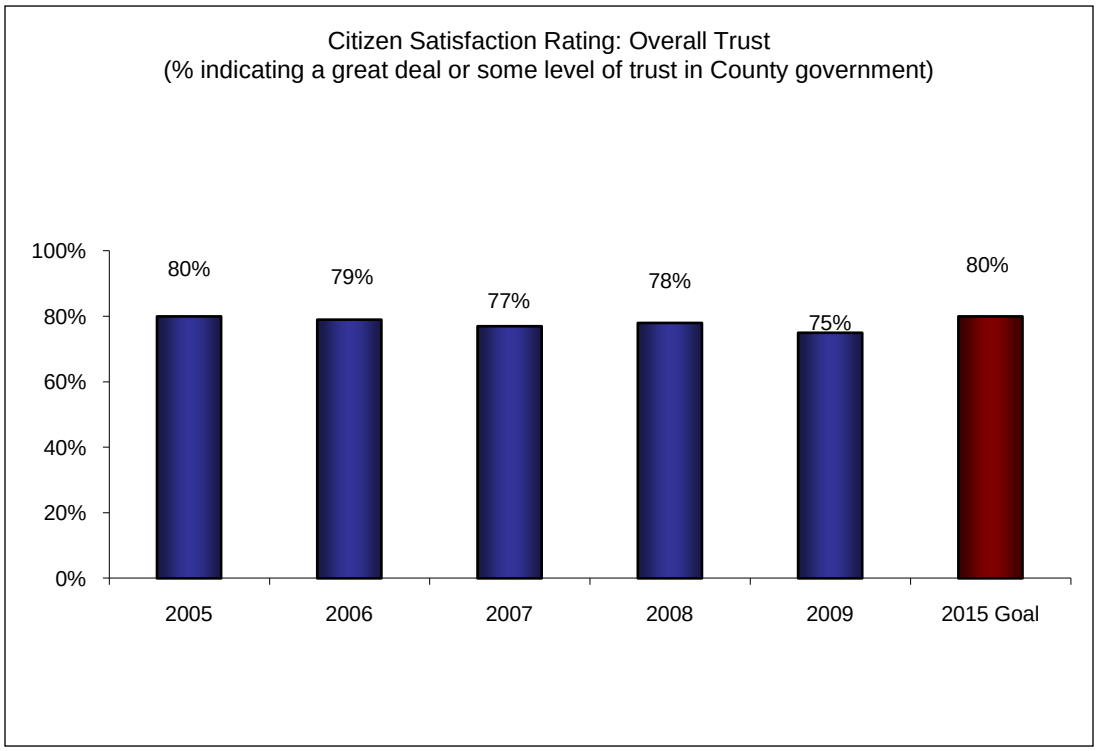
Where We Are:



Strategic Goal 2: 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.

Why this is Important:
Public trust and confidence in County government are central to County values, and to achieving the desired outcomes of the strategic plan. This goal is aimed at renewing efforts to ensure that citizens trust that County government is acting in the public interest , is open and honest, a accountable for results.

Where We Are:



Strategic Priority 9: Fiscal Strength

Exercise sound financial management and build the County's fiscal strength

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. Among them are the ability to continue to be a low-cost leader in providing services and the ability to reduce the mandated contributions to the State of Arizona, which impact the General Fund.

Strategic Goal 1: 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.

Why this is Important:
Maricopa County prides itself on keep the costs of delivering services at a minimum in order to reduce the tax burden for county taxpayers. Tracking the average cost of providing services will ensure that the county maintains its eye toward the efficiency as well as results. The services/functions to be tracked include, but are not limited to,

- *Total expenditures per capita*
- *$/1000 Board of Supervisors' constituents*
- *$/property assessment*
- *$/property tax bill*
- *$/lane mile paved*
- *$/child immunization*
- *$/child enrolled in Head Start*
- *$/dog shelter day*

Where We Are:

Research is underway to benchmark Maricopa County against comparable urban counties. Below is an example of how Maricopa County fares relative to budget per 1,000 population for County boards/commissions.

Low-Cost Leader:
Example: County Boards/Commissions

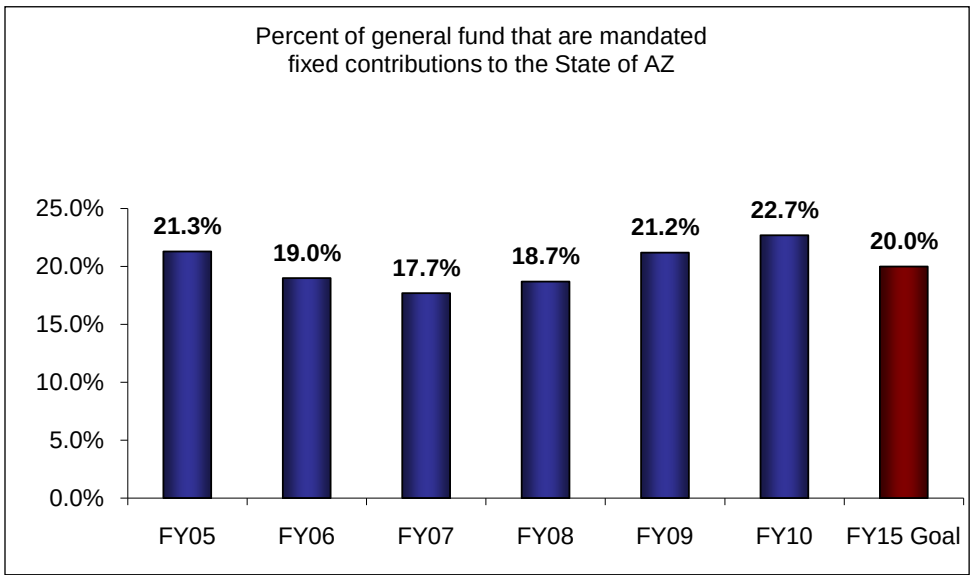
County	State	Population*	Members	Budget	FTEs	Budget Per Member	Budget Per 1,000 Population
Los Angeles	California	9,848,011	5	$126,027,000	326.00	$25,205,400	$ 12,797
Santa Clara	California	1,784,642	5	12,915,061	36.50	2,583,012	7,237
King	Washington	1,916,441	9	13,719,094	111.10	1,524,344	7,159
Multnomah	Oregon	726,855	5	4,386,398	27.80	877,280	6,035
Salt Lake	Utah	1,034,989	9	3,378,091	36.50	375,343	3,264
Pima	Arizona	1,020,200	5	3,131,648	40.00	626,330	3,070
Orange	California	3,026,786	5	7,792,169	63.00	1,558,434	2,574
San Diego	California	3,053,793	5	7,674,629	56.00	1,534,926	2,513
Maricopa	**Arizona**	**4,023,132**	**5**	**$ 2,392,833**	**25.50**	**478,567**	**595**
Percent of Averages				*11.9%*	*31.8%*	*14.0%*	*8.7%*
Averages				**$ 20,157,436**	**80.27**	**$ 3,422,961**	**$ 6,863**

*As of July 1, 2009 per US Census Bureau.

Strategic Goal 2: 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.

Why this is Important:
Reducing the mandated fixed contributions that the County makes to the States will allow the County more control over its own budget and ability to maintain fiscal stability and strength.

Where We Are:



Strategic Priority 10: Quality Workforce

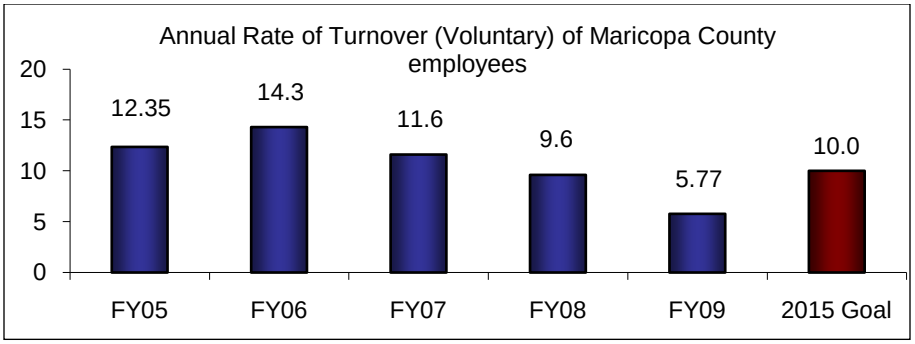
Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well

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. Through this strategic priority the County strives to create an exceptional work environment as measured by increasing retention rates and ensuring employee satisfaction.

Strategic Goal 1: By 2015, the voluntary turnover rate of full-time employees will be maintained at or below 10%.

Why this is Important:
Maricopa County recognizes the important role its employees have in the success of its operation and to the provision of quality services to citizens. This goal is aimed at reducing turnover rate of employees.

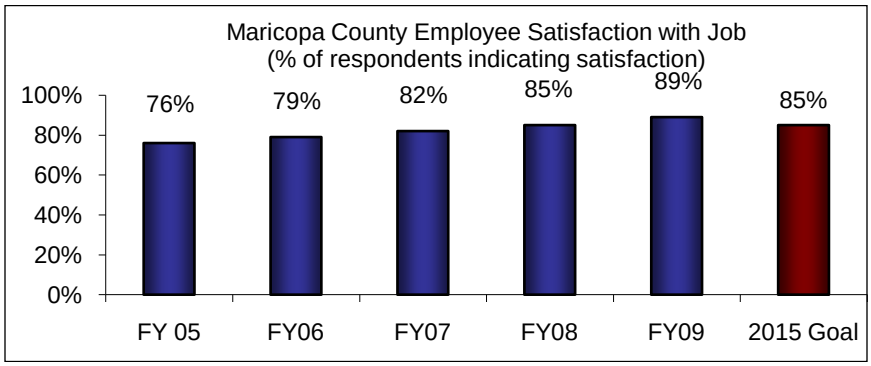
Where We Are:



Strategic Goal 2: By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.

Why this is Important:
Job satisfaction is critical to a productive and effective workforce. This goal is aimed at continuing to increase the level of satisfaction among County employees.

Where We Are:



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, approved by the Board of Supervisors, 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 <u>and</u> 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 Risk 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 at 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 amend 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. 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 Board of Supervisors will commit a portion of the fund balance in the General Fund for budget stabilization purposes. The General Fund committed balance will be 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.
- Fund balances may be appropriated for the following specific uses, consistent with the legally-authorized purposes of the fund:
    - *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.

- Proceeds from the sale of real property will be set aside 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.
- In cases where an expenditure can be funded by more than one component of fund balance (restricted, committed, assigned or unassigned), the following is the flow assumption:
    - First, expenditures will draw on unassigned fund balances,
    - Second, expenditures will draw on assigned fund balances (if applicable),
    - Third, expenditures will draw on committed fund balances, and
    - Fourth, expenditures will draw on restricted fund balances.
- Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined below.
- 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 burden at current or lower levels. The Board of Supervisors/Board of Directors may reduce property taxes under the following conditions:
    - The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
    - The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
    - The fund balance in the General Fund 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 if 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.

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. The County does not report any discretely presented component units. Each blended component unit discussed below has a June 30 year-end.

The reporting entity comprises the primary government, Housing Authority of Maricopa County Maricopa County Flood Control District, Maricopa County Library District, Maricopa County Public

Finance Corporation, Maricopa County Special Assessment Districts, Maricopa County Stadium District, and Maricopa County Street Lighting Districts. The blended component units are as 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. On December 13, 2010, the Maricopa County Board of Supervisors adopted a resolution, pursuant to Arizona Revised Statutes ("A.R.S.") §36-1404, for the Housing Authority of Maricopa County (Authority). Although the Authority is still considered a legally separate entity pursuant to A.R.S.§36-1404, as a result of this resolution, the Maricopa County Board of Supervisors now serves as the Authority's Board of Commissioners and is able to significantly influence the programs, projects, activities and level of services provided by the Authority. Therefore, effective December 13, 2010, the Authority is considered a blended component unit of the County.

Housing Authority of Maricopa County
2024 North Seventh Street, Suite 201
Phoenix, Arizona 85006
www.maricopahousing.org

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.

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:

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

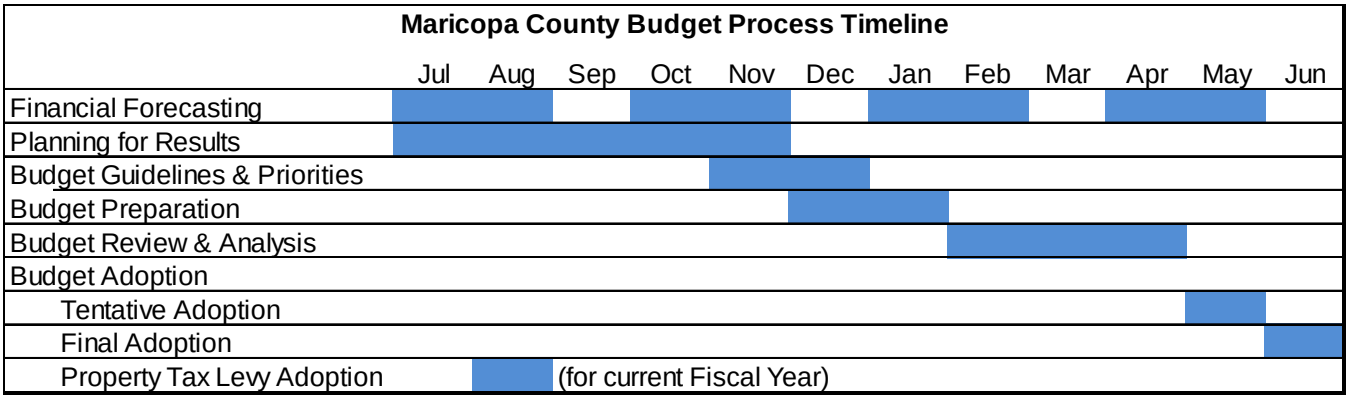
Budgets of Blended Component Units

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.



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 2012 Budget Process

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. The FY 2012 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on December 13, 2010.

Department budget targets and instructions for FY 2012 were developed and issued in December. Departments began to submit their budget requests to OMB from early January to late February. OMB reviewed and analyzed department budget requests from late January through early March. The Deputy County Manager negotiated budget recommendations with elected officials and the Presiding Judge from mid-March through mid-April.

The FY 2012 Recommended Budget was presented to the Board of Supervisors on May 23, 2011 and was tentatively adopted the same day. Final Adoption of the budget occurred on June 20, 2011. Property Tax levies and rates were adopted on August 15, 2011.

This process aligns with the Statutory Requirements which can be found in the *Attachments* section of this document. If mid-year adjustments need to be made after the budget is adopted, the statutory requirements that govern this process are followed as outlined in the *Budget Adjustment Process* section below.

Fiscal Year 2013 Budget Process

The FY 2013 budget process is anticipated to mirror that of FY 2012.

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, 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.).

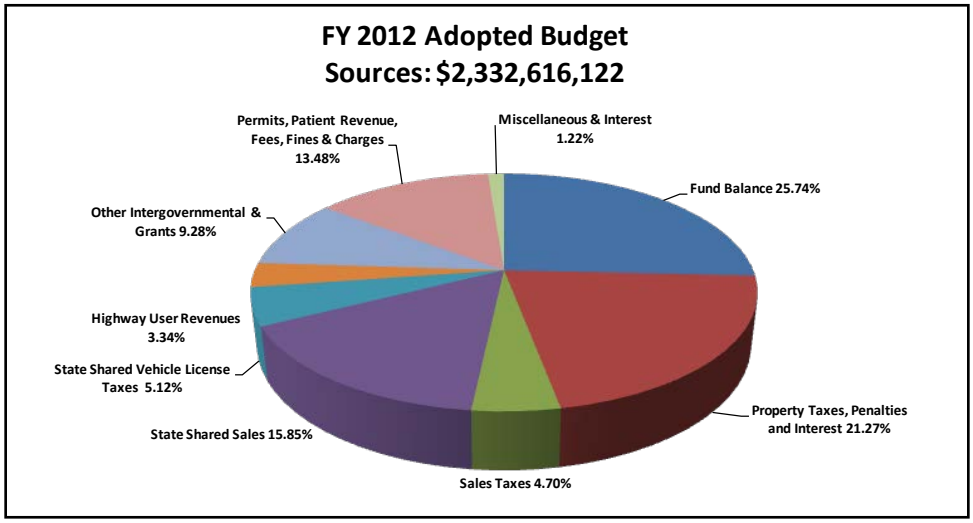
- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped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

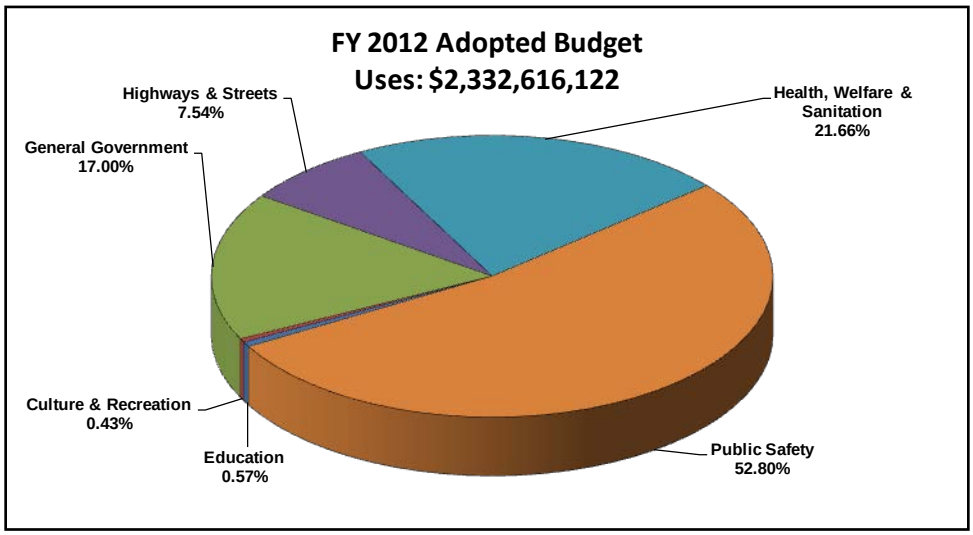
The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

Consolidated Sources, Uses and Fund Balance by Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEGINNING FUND BALANCE	$ 384,405,703	$ 153,302,831	$ 6,818,550	$ 753,526,710	$ 71,893,800	$ 1,369,947,594	$ -	$1,369,947,594
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 472,831,017	$ -	$ -	$ -	$ -	$ 472,831,017	$ -	$ 472,831,017
TAX PENALTIES & INTEREST	23,300,000	-	-	-	-	23,300,000	-	23,300,000
SALES TAXES	-	109,584,249	-	-	-	109,584,249	-	109,584,249
LICENSES AND PERMITS	2,203,000	36,299,526	-	-	-	38,502,526	-	38,502,526
GRANTS	-	144,223,182	-	-	-	144,223,182	-	144,223,182
OTHER INTERGOVERNMENTAL	4,773,201	14,322,465	-	-	-	19,095,666	-	19,095,666
PAYMENTS IN LIEU OF TAXES	11,775,550	-	-	-	-	11,775,550	-	11,775,550
STATE SHARED SALES TAX	369,740,752	-	-	-	-	369,740,752	-	369,740,752
STATE SHARED HIGHWAY USER REV	-	77,990,758	-	-	-	77,990,758	-	77,990,758
STATE SHARED VEHICLE LICENSE	111,119,076	8,412,636	-	-	-	119,531,712	-	119,531,712
INTERGOV CHARGES FOR SERVICES	11,717,822	73,454,129	1,238,574	806,408	5,011,972	92,228,905	-	92,228,905
OTHER CHARGES FOR SERVICES	28,283,339	73,363,866	-	-	32,876,599	134,523,804	-	134,523,804
INTERNAL SERVICE CHARGES	-	-	-	-	145,892,791	145,892,791	(145,892,791)	-
PATIENT SERVICES REVENUE	6,876	1,561,500	-	-	-	1,568,376	-	1,568,376
FINES & FORFEITS	14,036,087	18,409,979	-	-	-	32,446,066	-	32,446,066
INTEREST EARNINGS	5,000,000	3,647,792	-	-	929,805	9,577,597	-	9,577,597
MISCELLANEOUS REVENUE	3,680,426	14,860,220	-	-	14,500	18,555,146	-	18,555,146
GAIN ON FIXED ASSETS	-	200,000	-	-	-	200,000	-	200,000
TRANSFERS IN	-	167,856,177	1,140,559	27,949,797	-	196,946,533	(196,946,533)	-
TOTAL OPERATING SOURCES	$1,058,467,146	$ 744,186,479	$ 2,379,133	$ 28,756,205	$184,725,667	$ 2,018,514,630	$ (342,839,324)	$1,675,675,306
NON-RECURRING								
GRANTS	$ -	$ 893,023	$ -	$ 40,379,487	$ -	$ 41,272,510	$ -	$ 41,272,510
INTERGOV CHARGES FOR SERVICES	-	-	-	14,705,998	-	14,705,998	-	14,705,998
OTHER CHARGES FOR SERVICES	-	454,940	-	-	-	454,940	-	454,940
INTEREST EARNINGS	-	7,010	9,608	-	-	16,618	-	16,618
TRANSFERS IN	-	26,352,945	22,438,376	108,015,997	13,000,000	169,807,318	(169,807,318)	-
TOTAL NON-RECURRING SOURCES	$ -	$ 27,707,918	$ 22,447,984	$ 163,101,482	$ 13,000,000	$ 226,257,384	$ (169,807,318)	$ 56,450,066
TOTAL SOURCES	$1,058,467,146	$ 771,894,397	$ 24,827,117	$ 191,857,687	$197,725,667	$ 2,244,772,014	$ (512,646,642)	$1,732,125,372
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 441,651,931	$ 435,072,505	$ -	$ -	$ 12,304,323	$ 889,028,759	$ -	$ 889,028,759
SUPPLIES	13,215,624	43,924,261	-	-	9,159,957	66,299,842	(4,345,356)	61,954,486
SERVICES	404,281,637	224,447,966	-	-	191,036,274	819,765,877	(141,547,435)	678,218,442
CAPITAL	3,547,030	10,269,908	19,408,417	-	218,080	33,443,435	-	33,443,435
OTHER FINANCING USES	195,770,924	1,175,609	-	-	-	196,946,533	(196,946,533)	-
TOTAL OPERATING USES	$1,058,467,146	$ 714,890,249	$ 19,408,417	$ -	$212,718,634	$ 2,005,484,446	$ (342,839,324)	$1,662,645,122
NON-RECURRING								
PERSONAL SERVICES	$ 2,546,433	$ 2,558,583	$ -	$ 4,135,160	$ 98,269	$ 9,338,445	$ -	$ 9,338,445
SUPPLIES	2,912,674	2,680,612	-	1,091,375	249,017	6,933,678	-	6,933,678
SERVICES	123,331,988	80,377,121	-	60,991,920	17,208,309	281,909,338	-	281,909,338
CAPITAL	5,274,087	7,342,413	-	357,767,039	1,406,000	371,789,539	-	371,789,539
OTHER FINANCING USES	91,340,521	47,886,369	-	30,580,428	-	169,807,318	(169,807,318)	-
TOTAL NON-RECURRING USES	$ 225,405,703	$ 140,845,098	$ -	$ 454,565,922	$ 18,961,595	$ 839,778,318	$ (169,807,318)	$ 669,971,000
TOTAL USES	$1,283,872,849	$ 855,735,347	$ 19,408,417	$ 454,565,922	$231,680,229	$ 2,845,262,764	$ (512,646,642)	$2,332,616,122
STRUCTURAL BALANCE	$ -	$ 29,296,230	$ (17,029,284)	$ 28,756,205	$ (27,992,967)	$ 13,030,184	$ -	$ 13,030,184
ENDING FUND BALANCE:								
RESTRICTED	$ -	$ 74,686,451	$ 11,614,976	$ 198,171,303	$ 62,219,054	$ 346,691,784	$ -	$ 346,691,784
COMMITTED	$ 159,000,000	$ 6,669,829	$ 622,274	$ 292,647,172	$ 2,359,336	$ 159,622,274	$ -	$ 159,622,274
UNASSIGNED	$ -	$ (11,894,399)	$ -	$ -	$ (13,639,152)	$ (25,533,551)	$ -	$ (25,533,551)

Sources and Uses of Funds





Reconciliation of Budget Changes

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

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
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 Adjustments:							
Fees and Other Revenues	$ -	$ 4,470,000	$ -	$ -	$ -	$ (40,000)	$ 4,430,000
Grants, Donations and Intergovernmental Agreements	-	11,151,269	-	-	-	-	11,151,269
Other Supplemental Funding	-	2,041,871	451,750	-	3,650,000	(3,650,000)	2,493,621
Total Operating Adjustments	$ -	$ 17,663,140	$ 451,750	$ -	$ 3,650,000	$ (3,690,000)	$ 18,074,890
Non Recurring Adjustments:							
Capital Improvement Program	$ -	$ (10,896)	$ -	$ 178,964	$ 119,595	$ (72,902)	$ 214,761
Grants, Donations and Intergovernmental Agreements	22,538	4,307,749	-	-	-	-	4,330,287
Information and Communications Technology	-	-	-	-	-	-	-
Other Non Recurring	1,380,292	(1,935,376)	-	-	1,756,732	(1,201,648)	-
Total Non Recurring Adjustments	$ 1,402,830	$ 2,361,477	$ -	$ 178,964	$ 1,876,327	$ (1,274,550)	$ 4,545,048
FY 2011 Revised Budget	**$ 1,375,172,395**	**$ 1,032,122,857**	**$ 17,635,729**	**$ 439,618,212**	**$ 223,096,644**	**$ (800,745,083)**	**$ 2,286,900,754**

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2011 REVISED TO FY 2012 ADOPTED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2011 Revised Budget	**$ 1,375,172,395**	**$ 1,032,122,857**	**$ 17,635,729**	**$ 439,618,212**	**$ 223,096,644**	**$ (800,745,083)**	**$ 2,286,900,754**
Operating Adjustments:							
State Budget-Balancing Impacts:							
100% Sup Court Judges Salaries	$ 250,990	$ -	$ -	$ -	$ -	$ -	$ 250,990
State Contribution	(2,215,500)	-	-	-	-	-	(2,215,500)
Payment Sexually Viol Persons	2,500,000	-	-	-	-	-	2,500,000
	$ 535,490	$ -	$ -	$ -	$ -	$ -	$ 535,490
Mandated State Health Contributions:							
AHCCCS Contribution	$ (186,900)	$ -	$ -	$ -	$ -	$ -	$ (186,900)
ALTCS Contribution	(10,216,600)	-	-	-	-	-	(10,216,600)
Arnold v. Sarn Contribution	1,974,175	-	-	-	-	-	1,974,175
	$ (8,429,325)	$ -	$ -	$ -	$ -	$ -	$ (8,429,325)
Other Mandated Expenditures:							
Jail Excise Tax MOE	$ (8,845,174)	$ -	$ -	$ -	$ -	$ -	$ (8,845,174)
Primary and General Elections	(6,085,786)	-	-	-	-	-	(6,085,786)
	$ (14,930,960)	$ -	$ -	$ -	$ -	$ -	$ (14,930,960)
Reallocations:							
Reallocation of Sheriff General and Detention Funds	$ 4,499,343	$ (4,499,343)	$ -	$ -	$ -	$ -	$ -
Other Reallocation Between Funds	(2,420,758)	2,420,758	-	-	-	-	-
	$ 2,078,585	$ (2,078,585)	$ -	$ -	$ -	$ -	$ -
Employee Related Costs							
Emp Health Dental Prem Realloc	$ 1,682,475	$ 652,069	$ -	$ -	$ (23,549)	$ -	$ 2,310,995
Retirement Contributions	5,277,050	2,702,606	-	-	71,452	-	8,051,108
PEHPEP FY 10 Adjustments	(10,390)	-	-	-	-	-	(10,390)
	$ 6,949,135	$ 3,354,675	$ -	$ -	$ 47,903	$ -	$ 10,351,713
Central and Internal Service Charge Changes:							
Internal Service Charges	$ 1,636,067	$ (3,152,758)	$ -	$ -	$ 2,846,407	$ 12,990,103	$ 14,319,819
Central Service Cost Allocation Recording Change	(10,621,605)	-	-	-	-	-	(10,621,605)
Central Service Cost Allocation	(1,921,849)	-	-	-	-	-	(1,921,849)
	$ (10,907,387)	$ (3,152,758)	$ -	$ -	$ 2,846,407	$ 12,990,103	$ 1,776,365
Capital Related Transfers and Expenditures:							
Capital Transfers	$ -	$ -	$ -	$ -	$ -	$ (857,826)	$ (857,826)
Captial Lease and Debt Payments	-	(1,237,187)	1,237,187	-	-	-	-
IT Transfers and Expenditures	1,514,907	-	-	-	-	-	1,514,907
	$ 1,514,907	$ (1,237,187)	$ 1,237,187	$ -	$ -	$ (857,826)	$ 657,081
Base Adjustments:							
Personnel Savings	$ (346,751)	$ (434,862)	$ -	$ -	$ (19,819)	$ -	$ (801,432)
Vacant Position Elimination	(742,188)	(3,203,174)	-	-	-	-	(3,945,362)
Lease-related Adjustments	(88,833)						(88,833)
Banking Fees	214,413	32,423	-	-	743	-	247,579
Countywide GIS	269,382	-	-	-	-	-	269,382
Environmental Services Zenivex Purchase	240,000	-	-	-	-	-	240,000
Court Tower Operations	1,484,921	-	-	-	-	-	1,484,921
Debt Service	-	(245,896)	547,150	-	-	-	301,254
Human Resource System Operations	698,040	-	-	-	-	-	698,040
International Genomics	1,000,000	-	-	-	-	-	1,000,000
Vehicle Replacement	1,000,000	1,000,000	-	-	-	-	2,000,000
Planning and Deve Gen Fund Obligations	928,115	-	-	-	-	-	928,115
Solid Waste Subsidy	3,311,741	-	-	-	-	-	3,311,741
Other Base Adjustments	(1,805,207)	2,545,913	-	-	217,355	(82,155)	875,906
Grants and Intergovernmental Agreements	(67,176)	(9,499,288)	-	-	-	-	(9,566,464)
Structural Balance and Program Revenue/Volume Changes	-	(6,491,710)	-	-	(5,024,876)	-	(11,516,586)
	$ 6,096,457	$ (16,296,594)	$ 547,150	$ -	$ (4,826,597)	$ (82,155)	$ (14,561,739)
Total - Operating Adjustments	$ (17,093,098)	$ (19,410,449)	$ 1,784,337	$ -	$ (1,932,287)	$ 12,050,122	$ (24,601,375)

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
Non Recurring Adjustments							
Repayment of Payroll Discrepancy:							
Repayment of Detention Funds	$ 11,137,945	$ -	$ -	$ -	$ -	$ (11,137,945)	$ -
Repayment of Inmate Svs Funds	14,743,225	-	-	-	-	(14,743,225)	-
	$ 25,881,170	$ -	$ -	$ -	$ -	$ (25,881,170)	$ -
State Impacts:							
ALTCS Contribution	$ 26,396,100	$ -	$ -	$ -	$ -	$ -	$ 26,396,100
State Shared HURF	-	(10,000,000)	-	-	-	-	(10,000,000)
State Contribution	-	23,000,000	-	-	-	-	23,000,000
	$ 26,396,100	$ 13,000,000	$ -	$ -	$ -	$ -	$ 39,396,100
First Solar Economic Development	$ 20,000,000	$ -	$ -	$ -	$ -	$ -	$ 20,000,000
Capital Projects and Related Fund Transfers:	$ (135,842,193)	$ (113,733,801)	$ -	$ (50,872,587)	$ (467,152)	$ 284,785,415	$ (16,130,318)
IT Projects	$ 4,068,843	$ 4,268,651	$ -	$ 55,129,207	$ -	$ (5,700,000)	$ 57,766,701
Major Maintenance Program	$ (825,000)	$ (971,128)	$ -	$ -	$ -	$ -	$ (1,796,128)
Vehicle Transfers	$ -	$ (311,365)	$ -	$ -	$ -	$ 311,365	$ -
Personnel Related Expenditures	$ 8,188	$ 69,201	$ -	$ -	$ (51,440)	$ -	$ 25,949
Grants, Donations and Related Expenditures	$ (22,538)	$ (7,348,562)	$ -	$ (47,667)	$ -	$ -	$ (7,418,767)
Debt Service	$ (12,690,989)	$ (252,138)	$ -	$ 10,751,509	$ -	$ (2,390,000)	$ (4,581,618)
Other Adjustments:							
Close Health Select Fund	$ (1,380,292)	$ 1,330,301	$ -	$ -	$ (1,380,292)	$ 1,430,283	$ -
Public Defense Caseload Vol	4,700,000	-	-	-	-	-	4,700,000
Small Claims Tax Court Cases	221,738	-	-	-	-	-	221,738
Co Atty Civil Adj Dec 2010	291,000	-	-	-	-	-	291,000
Bar Complaints Spec Actions 2	100,000	-	-	-	-	-	100,000
Graves v Arpaio	-	500,000	-	-	-	-	500,000
Reallocation Between Funds	-	-	-	-	-	-	-
Other Non Recurring Expenditures	(5,112,475)	(53,528,220)	(11,649)	(12,752)	12,414,756	23,492,426	(22,757,914)
	$ (1,180,029)	$ (51,697,919)	$ (11,649)	$ (12,752)	$ 11,034,464	$ 24,922,709	$ (16,945,176)
Total - Non Recurring Adjustments	$ (74,206,448)	$ (156,977,061)	$ (11,649)	$ 14,947,710	$ 10,515,872	$ 276,048,319	$ 70,316,743
FY 2012 Adopted Budget	**$ 1,283,872,849**	**$ 855,735,347**	**$ 19,408,417**	**$ 454,565,922**	**$ 231,680,229**	**$ (512,646,642)**	**$ 2,332,616,122**

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,540,870	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%
240 - JUSTICE COURTS	24,446,649	24,083,653	24,083,653	23,592,190	24,465,917	382,264	1.6%
270 - JUVENILE PROBATION	9,052,804	9,935,297	10,032,316	8,711,706	9,456,225	(576,091)	-5.7%
800 - SUPERIOR COURT	17,479,046	17,202,069	18,074,025	16,542,718	17,981,605	(92,420)	-0.5%
SUBTOTAL	$ 68,519,369	$ 69,346,023	$ 70,943,029	$ 66,899,069	$ 69,213,746	$ (1,729,283)	-2.4%
ELECTED							
120 - ASSESSOR	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	22,530,417	21,440,775	22,150,718	20,753,870	22,407,320	256,602	1.2%
190 - COUNTY ATTORNEY	15,152,492	14,766,300	17,155,169	14,730,066	15,771,873	(1,383,296)	-8.1%
210 - ELECTIONS	10,982,735	3,513,210	3,513,210	5,640,068	6,382,840	2,869,630	81.7%
250 - CONSTABLES	1,342,820	1,504,722	1,527,260	1,514,870	1,504,722	(22,538)	-1.5%
280 - COUNTY ATTORNEY CIVIL	44,168	-	-	75,935	91,200	91,200	N/A
360 - RECORDER	12,253,308	11,620,000	11,620,000	11,508,319	11,590,000	(30,000)	-0.3%
370 - EDUCATION SERVICES	2,544,282	4,158,489	7,311,444	6,068,694	10,493,810	3,182,366	43.5%
430 - TREASURER	738	353,841	353,841	124,719	353,841	-	0.0%
500 - SHERIFF	64,024,043	58,453,083	67,031,106	60,917,419	76,959,532	9,928,426	14.8%
SUBTOTAL	$ 129,222,199	$ 116,050,420	$ 130,902,748	$ 121,598,303	$ 145,795,138	$ 14,892,390	11.4%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,031	$ -	$ -	$ -	$ -	$ -	N/A
150 - EMERGENCY MANAGEMENT	1,342,608	1,448,910	1,644,607	1,506,259	1,531,289	(113,318)	-6.9%
180 - FINANCE	1,270,112	874,647	874,647	881,458	539,864	(334,783)	-38.3%
200 - COUNTY MANAGER	12,121,779	653,280	3,669,250	3,505,936	294,388	(3,374,862)	-92.0%
220 - HUMAN SERVICES	55,659,191	67,160,833	64,580,037	67,989,651	59,378,559	(5,201,478)	-8.1%
260 - CORRECTIONAL HEALTH	79,886	56,500	56,500	60,988	56,500	-	0.0%
290 - MEDICAL EXAMINER	449,169	356,416	684,988	659,499	462,908	(222,080)	-32.4%
300 - PARKS AND RECREATION	6,223,093	5,773,032	5,864,191	6,167,121	6,211,043	346,852	5.9%
310 - HUMAN RESOURCES	63,685	60,090	60,090	68,376	62,700	2,610	4.3%
340 - PUBLIC FIDUCIARY	1,121,790	1,150,000	1,150,000	1,055,121	968,462	(181,538)	-15.8%
390 - BUS STRATEGIES HLTH CARE PROG	134,423,671	150,570,362	150,620,353	144,369,385	144,734,098	(5,886,255)	-3.9%
410 - ENTERPRISE TECHNOLOGY	16,527,701	15,972,983	16,622,983	18,044,381	15,972,983	(650,000)	-3.9%
440 - PLANNING AND DEVELOPMENT	6,368,985	7,609,006	7,774,199	6,941,059	8,013,252	239,053	3.1%
460 - RESEARCH AND REPORTING	97,283	50,000	50,000	50,000	72,000	22,000	44.0%
470 - NON DEPARTMENTAL	1,452,955,111	1,745,272,336	1,744,822,877	1,743,872,475	1,436,179,614	(308,643,263)	-17.7%
520 - PUBLIC DEFENDER	2,095,653	1,828,981	1,828,981	2,422,595	2,207,645	378,664	20.7%
540 - LEGAL DEFENDER	120,827	111,155	111,155	136,500	111,155	-	0.0%
550 - LEGAL ADVOCATE	26,711	13,836	13,836	28,577	13,836	-	0.0%
730 - MATERIALS MANAGEMENT	1,540,494	1,264,644	1,264,644	1,508,665	1,264,644	-	0.0%
740 - EQUIPMENT SERVICES	15,205,573	13,909,239	16,909,239	16,356,894	13,909,239	(3,000,000)	-17.7%
750 - RISK MANAGEMENT	29,554,200	25,052,007	25,052,007	25,584,843	16,231,190	(8,820,817)	-35.2%
790 - ANIMAL CARE AND CONTROL	13,423,405	15,517,874	15,517,874	13,165,578	14,263,381	(1,254,493)	-8.1%
850 - AIR QUALITY	14,129,104	17,041,877	17,471,735	14,609,329	13,966,520	(3,505,215)	-20.1%
860 - PUBLIC HEALTH	38,684,404	43,383,309	48,467,066	44,552,921	46,928,478	(1,538,588)	-3.2%
880 - ENVIRONMENTAL SERVICES	19,515,226	19,017,209	19,017,209	19,787,656	19,561,856	544,647	2.9%
910 - PUBLIC WORKS	156,756,421	179,033,616	179,033,616	172,637,863	185,328,119	6,294,503	3.5%
SUBTOTAL	$ 1,979,757,113	$ 2,313,182,142	$ 2,323,222,294	$ 2,305,995,406	$ 1,988,316,661	$ (334,905,633)	-14.4%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (433,435,168)	$ (758,899,247)	$ (763,823,797)	$ (757,872,907)	$ (471,200,173)	$ 292,623,624	-38.3%
MARICOPA COUNTY	$ 1,744,063,513	$ 1,739,679,338	$ 1,761,244,274	$ 1,736,619,871	$ 1,732,125,372	$ (29,118,902)	-1.7%

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

GENERAL FUND	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
240 - JUSTICE COURTS	$ 16,998,520	$ 16,235,000	$ 16,235,000	$ 16,981,532	$ 16,981,532	746,532	4.6%
270 - JUVENILE PROBATION	30,155	23,000	23,000	18,712	23,000	-	0.0%
800 - SUPERIOR COURT	1,758,686	1,393,080	1,393,080	1,285,618	1,302,200	(90,880)	-6.5%
SUBTOTAL	$ 18,787,361	$ 17,651,080	$ 17,651,080	$ 18,285,862	$ 18,306,732	$ 655,652	3.7%
ELECTED							
120 - ASSESSOR	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	12,394,739	11,409,900	11,409,900	10,991,639	11,557,600	147,700	1.3%
190 - COUNTY ATTORNEY	35,356	30,000	30,000	42,847	36,000	6,000	20.0%
210 - ELECTIONS	6,593,704	3,513,210	3,513,210	3,339,445	4,171,210	658,000	18.7%
250 - CONSTABLES	1,342,820	1,504,722	1,527,260	1,514,870	1,504,722	(22,538)	-1.5%
280 - COUNTY ATTORNEY CIVIL	44,168	-	-	75,935	91,200	91,200	N/A
360 - RECORDER	7,714,733	7,000,000	7,000,000	7,000,000	7,000,000	-	0.0%
370 - EDUCATION SERVICES	536,840	181,742	181,742	199,779	117,000	(64,742)	-35.6%
430 - TREASURER	738	49,500	49,500	26,998	49,500	-	0.0%
500 - SHERIFF	11,598,838	11,141,754	11,141,754	10,997,759	11,364,279	222,525	2.0%
SUBTOTAL	$ 40,609,132	$ 35,070,828	$ 35,093,366	$ 34,453,615	$ 36,131,511	$ 1,038,145	3.0%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,031	$ -	$ -	$ -	$ -	$ -	N/A
180 - FINANCE	1,270,112	874,647	874,647	881,458	539,864	(334,783)	-38.3%
200 - COUNTY MANAGER	1,491	1,100	1,100	999	1,100	-	0.0%
290 - MEDICAL EXAMINER	302,009	302,768	302,768	300,997	302,768	-	0.0%
310 - HUMAN RESOURCES	63,685	60,090	60,090	68,376	62,700	2,610	4.3%
340 - PUBLIC FIDUCIARY	1,121,790	1,150,000	1,150,000	1,055,121	968,462	(181,538)	-15.8%
390 - BUS STRATEGIES HLTH CARE PROG	28,834	7,200	7,200	149,039	6,876	(324)	-4.5%
460 - RESEARCH AND REPORTING	97,283	50,000	50,000	50,000	72,000	22,000	44.0%
470 - NON DEPARTMENTAL	1,032,920,481	1,026,273,597	1,027,653,889	1,034,296,384	1,001,215,738	(26,438,151)	-2.6%
520 - PUBLIC DEFENDER	65,265	61,000	61,000	74,330	53,693	(7,307)	-12.0%
540 - LEGAL DEFENDER	-	-	-	12,423	-	-	N/A
730 - MATERIALS MANAGEMENT	842,393	457,849	457,849	712,707	457,849	-	0.0%
860 - PUBLIC HEALTH	-	-	-	953	-	-	N/A
880 - ENVIRONMENTAL SERVICES	245,729	60,000	60,000	107,886	30,000	(30,000)	-50.0%
910 - PUBLIC WORKS	613,445	604,827	604,827	426,007	317,853	(286,974)	-47.4%
SUBTOTAL	$1,037,573,548	$ 1,029,903,078	$1,031,283,370	$ 1,038,136,680	$ 1,004,028,903	$ (27,254,467)	-2.6%
MARICOPA COUNTY	$1,096,970,041	$ 1,082,624,986	$1,084,027,816	$ 1,090,876,157	$ 1,058,467,146	$ (25,560,670)	-2.4%

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

SPECIAL REVENUE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,540,870	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%
240 - JUSTICE COURTS	7,448,129	7,848,653	7,848,653	6,610,658	7,484,385	(364,268)	-4.6%
270 - JUVENILE PROBATION	9,022,649	9,912,297	10,009,316	8,692,994	9,433,225	(576,091)	-5.8%
800 - SUPERIOR COURT	15,720,360	15,808,989	16,680,945	15,257,100	16,679,405	(1,540)	0.0%
SUBTOTAL	$ 49,732,008	$ 51,694,943	$ 53,291,949	$ 48,613,207	$ 50,907,014	$ (2,384,935)	-4.5%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 10,135,678	$ 10,030,875	$ 10,740,818	$ 9,762,231	$ 10,849,720	$ 108,902	1.0%
190 - COUNTY ATTORNEY	15,117,136	14,736,300	17,125,169	14,687,219	15,735,873	(1,389,296)	-8.1%
210 - ELECTIONS	4,389,031	-	-	2,300,623	2,211,630	2,211,630	N/A
360 - RECORDER	4,538,575	4,620,000	4,620,000	4,508,319	4,590,000	(30,000)	-0.6%
370 - EDUCATION SERVICES	2,007,442	3,976,747	7,129,702	5,868,915	10,376,810	3,247,108	45.5%
430 - TREASURER	-	304,341	304,341	97,721	304,341	-	0.0%
500 - SHERIFF	52,425,205	47,311,329	55,889,352	49,919,660	65,595,253	9,705,901	17.4%
SUBTOTAL	$ 88,613,067	$ 80,979,592	$ 95,809,382	$ 87,144,688	$ 109,663,627	$ 13,854,245	14.5%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,342,608	$ 1,448,910	$ 1,644,607	$ 1,506,259	$ 1,531,289	$ (113,318)	-6.9%
200 - COUNTY MANAGER	12,120,288	652,180	3,668,150	3,504,937	293,288	(3,374,862)	-92.0%
220 - HUMAN SERVICES	55,659,191	67,160,833	64,580,037	67,989,651	59,378,559	(5,201,478)	-8.1%
260 - CORRECTIONAL HEALTH	79,886	56,500	56,500	60,988	56,500	-	0.0%
290 - MEDICAL EXAMINER	147,160	53,648	382,220	358,502	160,140	(222,080)	-58.1%
300 - PARKS AND RECREATION	6,223,093	5,855,892	5,987,051	6,249,981	6,246,093	259,042	4.3%
390 - BUS STRATEGIES HLTH CARE PROG	5,609,933	6,651,736	6,651,736	6,280,672	6,921,762	270,026	4.1%
440 - PLANNING AND DEVELOPMENT	6,368,985	7,609,006	7,774,199	6,941,059	8,013,252	239,053	3.1%
470 - NON DEPARTMENTAL	289,025,008	299,755,481	298,392,828	290,749,928	301,775,976	3,383,148	1.1%
520 - PUBLIC DEFENDER	2,030,388	1,767,981	1,767,981	2,348,265	2,153,952	385,971	21.8%
540 - LEGAL DEFENDER	120,827	111,155	111,155	124,077	111,155	-	0.0%
550 - LEGAL ADVOCATE	26,711	13,836	13,836	28,577	13,836	-	0.0%
790 - ANIMAL CARE AND CONTROL	13,423,405	15,517,874	15,517,874	13,165,578	14,263,381	(1,254,493)	-8.1%
850 - AIR QUALITY	14,129,104	17,041,877	17,471,735	14,609,329	13,966,520	(3,505,215)	-20.1%
860 - PUBLIC HEALTH	38,684,404	43,383,309	48,467,066	44,551,968	46,928,478	(1,538,588)	-3.2%
880 - ENVIRONMENTAL SERVICES	19,269,497	18,957,209	18,957,209	19,679,770	19,531,856	574,647	3.0%
910 - PUBLIC WORKS	129,592,308	139,614,674	139,614,674	136,074,723	129,924,781	(9,689,893)	-6.9%
SUBTOTAL	$593,852,796	$625,652,101	$631,119,068	$614,256,540	$ 611,323,756	$ (19,795,312)	-3.1%
MARICOPA COUNTY	$732,197,871	$758,326,636	$780,220,399	$750,014,435	$ 771,894,397	$ (8,326,002)	-1.1%

DEBT SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 13,054,321	$ 15,566,028	$ 15,566,028	$ 15,570,053	$ 24,827,117	$ 9,261,089	59.5%
SUBTOTAL	$ 13,054,321	$ 15,566,028	$ 15,566,028	$ 15,570,053	$ 24,827,117	$ 9,261,089	59.5%
MARICOPA COUNTY	$ 13,054,321	$ 15,566,028	$ 15,566,028	$ 15,570,053	$ 24,827,117	$ (18,125,004)	-100.0%

CAPITAL PROJECTS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$117,955,301	$403,677,230	$403,210,132	$403,256,110	$ 108,360,783	$(294,849,349)	-73.1%
910 - PUBLIC WORKS	59,132,928	75,612,541	75,612,541	72,935,560	83,496,904	7,884,363	10.4%
SUBTOTAL	$177,088,229	$479,289,771	$478,822,673	$476,191,670	$ 191,857,687	$(286,964,986)	-59.9%
MARICOPA COUNTY	$177,088,229	$479,289,771	$478,822,673	$476,191,670	$ 191,857,687	$(286,964,986)	-59.9%

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

INTERNAL SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ -	$ -	$ -	$ 13,000,000	$ 13,000,000	N/A
390 - BUS STRATEGIES HLTH CARE PROG	128,784,904	143,911,426	143,961,417	137,939,674	137,805,460	(6,155,957)	-4.3%
410 - ENTERPRISE TECHNOLOGY	16,527,701	15,972,983	16,622,983	18,044,381	15,972,983	(650,000)	-3.9%
730 - MATERIALS MANAGEMENT	698,101	806,795	806,795	795,958	806,795	-	0.0%
740 - EQUIPMENT SERVICES	15,205,573	13,909,239	16,909,239	16,356,894	13,909,239	(3,000,000)	-17.7%
750 - RISK MANAGEMENT	29,554,200	25,052,007	25,052,007	25,584,843	16,231,190	(8,820,817)	-35.2%
SUBTOTAL	$ 190,770,479	$ 199,652,450	$ 203,352,441	$ 198,721,750	$ 197,725,667	$ (5,626,774)	-2.8%
MARICOPA COUNTY	$ 190,770,479	$ 199,652,450	$ 203,352,441	$ 198,721,750	$ 197,725,667	$ (5,626,774)	-2.8%

ELIMINATIONS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ -	$ -	$ -	$ (13,000,000)	$ (13,000,000)	N/A
300 - PARKS AND RECREATION	-	(82,860)	(122,860)	(82,860)	(35,050)	87,810	-71.5%
910 - PUBLIC WORKS	(32,582,260)	(36,798,426)	(36,798,426)	(36,798,427)	(28,411,419)	8,387,007	-22.8%
SUBTOTAL	$ (32,582,260)	$ (36,881,286)	$ (36,921,286)	$ (36,881,287)	$ (41,446,469)	$ (4,525,183)	12.3%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$(433,435,168)	$(758,899,247)	$(763,823,797)	$(757,872,907)	$(471,200,173)	$ 292,623,624	-38.3%
SUBTOTAL	$(433,435,168)	$(758,899,247)	$(763,823,797)	$(757,872,907)	$(471,200,173)	$ 292,623,624	-38.3%
MARICOPA COUNTY	$(466,017,428)	$(795,780,533)	$(800,745,083)	$(794,754,194)	$(512,646,642)	$ 288,098,441	-36.0%

Consolidated Revenues and Other Sources by Department and Fund Type

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 ADULT PROBATION	$ -	$ 17,309,999	$ -	$ -	$ -	$ 17,309,999	$ -	$ 17,309,999
240 JUSTICE COURTS	16,981,532	7,484,385	-	-	-	24,465,917	-	24,465,917
270 JUVENILE PROBATION	23,000	9,433,225	-	-	-	9,456,225	-	9,456,225
800 SUPERIOR COURT	1,302,200	16,679,405	-	-	-	17,981,605	-	17,981,605
SUBTOTAL	$ 18,306,732	$ 50,907,014	$ -	$ -	$ -	$ 69,213,746	$ -	$ 69,213,746
ELECTED								
120 ASSESSOR	$ 240,000	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ 240,000
160 CLERK OF THE SUPERIOR COURT	11,557,600	10,849,720	-	-	-	22,407,320	-	22,407,320
190 COUNTY ATTORNEY	36,000	15,735,873	-	-	-	15,771,873	-	15,771,873
210 ELECTIONS	4,171,210	2,211,630	-	-	-	6,382,840	-	6,382,840
250 CONSTABLES	1,504,722	-	-	-	-	1,504,722	-	1,504,722
280 COUNTY ATTORNEY CIVIL	91,200	-	-	-	-	91,200	-	91,200
360 RECORDER	7,000,000	4,590,000	-	-	-	11,590,000	-	11,590,000
370 EDUCATION SERVICES	117,000	10,376,810	-	-	-	10,493,810	-	10,493,810
430 TREASURER	49,500	304,341	-	-	-	353,841	-	353,841
500 SHERIFF	11,364,279	65,595,253	-	-	-	76,959,532	-	76,959,532
SUBTOTAL	$ 36,131,511	$ 109,663,627	$ -	$ -	$ -	$ 145,795,138	$ -	$ 145,795,138
APPOINTED								
150 EMERGENCY MANAGEMENT	$ -	$ 1,531,289	$ -	$ -	$ -	$ 1,531,289	$ -	$ 1,531,289
180 FINANCE	539,864	-	-	-	-	539,864	-	539,864
200 COUNTY MANAGER	1,100	293,288	-	-	13,000,000	13,294,388	(13,000,000)	294,388
220 HUMAN SERVICES	-	59,378,559	-	-	-	59,378,559	-	59,378,559
260 CORRECTIONAL HEALTH	-	56,500	-	-	-	56,500	-	56,500
290 MEDICAL EXAMINER	302,768	160,140	-	-	-	462,908	-	462,908
300 PARKS AND RECREATION	-	6,246,093	-	-	-	6,246,093	(35,050)	6,211,043
310 - HUMAN RESOURCES	62,700	-	-	-	-	62,700	-	62,700
340 PUBLIC FIDUCIARY	968,462	-	-	-	-	968,462	-	968,462
390 - BUS STRATEGIES HLTH CARE PROG	6,876	6,921,762	-	-	137,805,460	144,734,098	-	144,734,098
410 ENTERPRISE TECHNOLOGY	-	-	-	-	15,972,983	15,972,983	-	15,972,983
440 PLANNING AND DEVELOPMENT	-	8,013,252	-	-	-	8,013,252	-	8,013,252
460 RESEARCH AND REPORTING	72,000	-	-	-	-	72,000	-	72,000
470 NON DEPARTMENTAL	1,001,215,738	301,775,976	24,827,117	108,360,783	-	1,436,179,614	-	1,436,179,614
520 PUBLIC DEFENDER	53,693	2,153,952	-	-	-	2,207,645	-	2,207,645
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	-	-	-	-	16,231,190	16,231,190	-	16,231,190
790 ANIMAL CARE AND CONTROL	-	14,263,381	-	-	-	14,263,381	-	14,263,381
850 AIR QUALITY	-	13,966,520	-	-	-	13,966,520	-	13,966,520
860 PUBLIC HEALTH	-	46,928,478	-	-	-	46,928,478	-	46,928,478
880 ENVIRONMENTAL SERVICES	30,000	19,531,856	-	-	-	19,561,856	-	19,561,856
910 PUBLIC WORKS	317,853	129,924,781	-	83,496,904	-	213,739,538	(28,411,419)	185,328,119
ELIMINATIONS								
980 ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$(471,200,173)	$ (471,200,173)
MARICOPA COUNTY	$ 1,058,467,146	$ 771,894,397	$ 24,827,117	$ 191,857,687	$ 197,725,667	$ 2,244,772,014	$(512,646,642)	$ 1,732,125,372

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 487,992,871	$ 487,350,934	$ 487,350,934	$ 487,350,934	$ 472,831,017	$ (14,519,917)	-3.0%
0605 - TAX PENALTIES AND INTEREST	24,102,460	21,000,000	21,000,000	25,000,000	23,300,000	2,300,000	11.0%
0606 - SALES TAXES	107,094,681	104,216,987	104,216,987	108,642,561	109,584,249	5,367,262	5.2%
SUBTOTAL	$ 619,190,012	$ 612,567,921	$ 612,567,921	$ 620,993,495	$ 605,715,266	$ (6,852,655)	-1.1%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 35,318,286	$ 39,383,370	$ 39,512,068	$ 36,068,031	$ 38,502,526	$ (1,009,542)	-2.6%
SUBTOTAL	$ 35,318,286	$ 39,383,370	$ 39,512,068	$ 36,068,031	$ 38,502,526	$ (1,009,542)	-2.6%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 149,758,188	$ 144,761,961	$ 157,626,557	$ 169,420,942	$ 185,495,692	$ 27,869,135	17.7%
0620 - OTHER INTERGOVERNMENTAL	19,585,566	15,017,588	19,008,613	16,815,330	19,095,666	87,053	0.5%
0621 - PAYMENTS IN LIEU OF TAXES	9,846,888	10,060,000	10,060,000	10,568,220	11,775,550	1,715,550	17.1%
0625 - STATE SHARED SALES TAX	366,285,237	369,740,752	369,740,752	369,732,348	369,740,752	-	0.0%
0626 - STATE SHARED HIGHWAY USER RE	84,950,511	88,134,046	88,134,046	85,800,016	77,990,758	(10,143,288)	-11.5%
0630 - STATE SHARED VEHICLE LICENSE	124,579,511	121,794,935	121,794,935	121,469,220	119,531,712	(2,263,223)	-1.9%
SUBTOTAL	$ 755,005,901	$ 749,509,282	$ 766,364,903	$ 773,806,076	$ 783,630,130	$ 17,265,227	2.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 104,519,654	$ 132,012,978	$ 132,012,978	$ 110,310,934	$ 106,934,903	$ (25,078,075)	-19.0%
0635 - OTHER CHARGES FOR SERVICES	128,767,929	136,812,735	138,056,384	136,071,896	134,978,744	(3,077,640)	-2.2%
0636 - INTERNAL SERVICE CHARGES	12,102,393	-	-	-	-	-	N/A
0638 - PATIENT SERVICES REVENUE	1,317,792	1,406,915	1,452,842	1,518,000	1,568,376	115,534	8.0%
SUBTOTAL	$ 246,707,768	$ 270,232,628	$ 271,522,204	$ 247,900,830	$ 243,482,023	(28,040,181)	-10.3%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 34,346,965	$ 30,807,617	$ 35,462,617	$ 32,499,306	$ 32,446,066	$ (3,016,551)	-8.5%
SUBTOTAL	$ 34,346,965	$ 30,807,617	$ 35,462,617	$ 32,499,306	$ 32,446,066	$ (3,016,551)	-8.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 20,097,836	$ 12,446,621	$ 12,455,009	$ 14,255,329	$ 9,594,215	$ (2,860,794)	-23.0%
0650 - MISCELLANEOUS REVENUE	21,504,148	24,431,899	23,059,552	10,796,804	18,555,146	(4,504,406)	-19.5%
SUBTOTAL	$ 41,601,984	$ 36,878,520	$ 35,514,561	$ 25,052,133	$ 28,149,361	$ (7,365,200)	-20.7%
ALL REVENUES	$ 1,732,170,916	$ 1,739,379,338	$ 1,760,944,274	$ 1,736,319,871	$ 1,731,925,372	$ (29,018,902)	-1.6%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 114,800	$ 300,000	$ 300,000	$ 300,000	$ 200,000	$ (100,000)	-33.3%
0680 - TRANSFERS IN	11,777,797	-	-	-	-	-	N/A
ALL OTHER FINANCING SOURCES	$ 11,892,597	$ 300,000	$ 300,000	$ 300,000	$ 200,000	$ (100,000)	-33.3%
TOTAL SOURCES	$ 1,744,063,513	$ 1,739,679,338	$ 1,761,244,274	$ 1,736,619,871	$ 1,732,125,372	$ (29,118,902)	-1.7%

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 487,992,871	$ 487,350,934	$ 487,350,934	$ 487,350,934	$ 472,831,017	$ (14,519,917)	-3.0%
0605 - TAX PENALTIES AND INTEREST	24,102,460	21,000,000	21,000,000	25,000,000	23,300,000	2,300,000	11.0%
SUBTOTAL	$ 512,095,331	$ 508,350,934	$ 508,350,934	$ 512,350,934	$ 496,131,017	$ (12,219,917)	-2.4%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,779,039	$ 2,285,000	$ 2,285,000	$ 2,290,629	$ 2,203,000	$ (82,000)	-3.6%
SUBTOTAL	$ 2,779,039	$ 2,285,000	$ 2,285,000	$ 2,290,629	$ 2,203,000	$ (82,000)	-3.6%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 34,283	$ -	$ 22,538	$ 20,530	$ -	$ (22,538)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	7,703,846	4,041,475	4,041,475	3,833,857	4,773,201	731,726	18.1%
0621 - PAYMENTS IN LIEU OF TAXES	9,846,888	10,060,000	10,060,000	10,568,220	11,775,550	1,715,550	17.1%
0625 - STATE SHARED SALES TAX	366,285,237	369,740,752	369,740,752	369,732,348	369,740,752	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	116,405,330	113,380,026	113,380,026	113,301,612	111,119,076	(2,260,950)	-2.0%
SUBTOTAL	$ 500,275,584	$ 497,222,253	$ 497,244,791	$ 497,456,567	$ 497,408,579	$ 163,788	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 12,418,555	$ 12,057,601	$ 12,057,601	$ 12,113,117	$ 11,717,822	$ (339,779)	-2.8%
0635 - OTHER CHARGES FOR SERVICES	28,210,535	26,411,426	26,411,426	28,007,844	28,283,339	1,871,913	7.1%
0638 - PATIENT SERVICES REVENUE	28,834	7,200	7,200	14,237	6,876	(324)	-4.5%
SUBTOTAL	$ 40,657,924	$ 38,476,227	$ 38,476,227	$ 40,135,198	$ 40,008,037	$ 1,531,810	4.0%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 15,408,833	$ 14,440,741	$ 14,440,741	$ 13,812,675	$ 14,036,087	$ (404,654)	-2.8%
SUBTOTAL	$ 15,408,833	$ 14,440,741	$ 14,440,741	$ 13,812,675	$ 14,036,087	$ (404,654)	-2.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,593,471	$ 7,000,000	$ 7,000,000	$ 8,184,033	$ 5,000,000	$ (2,000,000)	-28.6%
0650 - MISCELLANEOUS REVENUE	7,057,741	4,228,226	4,228,226	4,644,224	3,680,426	(547,800)	-13.0%
SUBTOTAL	$ 13,651,212	$ 11,228,226	$ 11,228,226	$ 12,828,257	$ 8,680,426	$ (2,547,800)	-22.7%
ALL REVENUES	$ 1,084,867,923	$ 1,072,003,381	$ 1,072,025,919	$ 1,078,874,260	$ 1,058,467,146	$ (13,558,773)	-1.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 12,102,118	$ 10,621,605	$ 12,001,897	$ 12,001,897	$ -	$ (12,001,897)	-100.0%
ALL OTHER FINANCING SOURCES	$ 12,102,118	$ 10,621,605	$ 12,001,897	$ 12,001,897	$ -	$ (12,001,897)	-100.0%
TOTAL SOURCES	$ 1,096,970,041	$ 1,082,624,986	$ 1,084,027,816	$ 1,090,876,157	$ 1,058,467,146	$ (25,560,670)	-2.4%

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
0605 - TAX PENALTIES & INTEREST	-	-	-	-	-	-	N/A
0606 - SALES TAXES	$ 107,094,681	$ 104,216,987	$ 104,216,987	$ 108,642,561	$ 109,584,249	$ 5,367,262	5.2%
SUBTOTAL	$ 107,094,681	$ 104,216,987	$ 104,216,987	$ 108,642,561	$ 109,584,249	$ 5,367,262	5.2%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 32,539,247	$ 37,098,370	$ 37,227,068	$ 33,777,402	$ 36,299,526	$ (927,542)	-2.5%
SUBTOTAL	$ 32,539,247	$ 37,098,370	$ 37,227,068	$ 33,777,402	$ 36,299,526	$ (927,542)	-2.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 143,563,365	$ 144,761,961	$ 157,604,019	$ 152,071,844	$ 145,116,205	$ (12,487,814)	-7.9%
0620 - OTHER INTERGOVERNMENTAL	11,881,720	10,976,113	14,967,138	12,981,473	14,322,465	(644,673)	-4.3%
0621 - PAYMENTS IN LIEU OF TAXES	-	-	-	-	-	-	N/A
0625 - STATE SHARED SALES TAX	-	-	-	-	-	-	N/A
0626 - STATE SHARED HIGHWAY USER RE	84,950,511	88,134,046	88,134,046	85,800,016	77,990,758	(10,143,288)	-11.5%
0630 - STATE SHARED VEHICLE LICENSE	8,174,181	8,414,909	8,414,909	8,167,608	8,412,636	(2,273)	0.0%
SUBTOTAL	$ 248,569,777	$ 252,287,029	$ 269,120,112	$ 259,020,941	$ 245,842,064	$ (23,278,048)	-8.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 66,437,406	$ 73,404,775	$ 73,404,775	$ 71,257,744	$ 73,454,129	$ 49,354	0.1%
0635 - OTHER CHARGES FOR SERVICES	62,204,398	71,903,318	73,146,967	71,967,496	73,818,806	671,839	0.9%
0636 - INTERNAL SERVICE CHARGES	-	-	-	-	-	-	N/A
0638 - PATIENT SERVICES REVENUE	1,288,958	1,399,715	1,445,642	1,503,763	1,561,500	115,858	8.0%
SUBTOTAL	$ 129,930,762	$ 146,707,808	$ 147,997,384	$ 144,729,003	$ 148,834,435	$ 837,051	0.6%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 18,938,132	$ 16,366,876	$ 21,021,876	$ 18,686,631	$ 18,409,979	$ (2,611,897)	-12.4%
SUBTOTAL	$ 18,938,132	$ 16,366,876	$ 21,021,876	$ 18,686,631	$ 18,409,979	$ (2,611,897)	-12.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,922,947	$ 4,576,197	$ 4,584,585	$ 4,467,446	$ 3,654,802	$ (929,783)	-20.3%
0650 - MISCELLANEOUS REVENUE	14,176,341	20,189,173	18,816,826	3,584,526	14,860,220	(3,956,606)	-21.0%
SUBTOTAL	$ 20,099,288	$ 24,765,370	$ 23,401,411	$ 8,051,972	$ 18,515,022	$ (4,886,389)	-20.9%
ALL REVENUES	$ 557,171,887	$ 581,442,440	$ 602,984,838	$ 572,908,510	$ 577,485,275	$ (25,499,563)	-4.2%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 114,800	$ 300,000	$ 300,000	$ 300,000	$ 200,000	$ (100,000)	-33.3%
0652 - PROCEEEDS FROM FINANCING	-	-	-	-	-	-	N/A
0680 - TRANSFERS IN	174,911,184	176,584,196	176,935,561	176,805,925	194,209,122	17,273,561	9.8%
ALL OTHER FINANCING SOURCES	$ 175,025,984	$ 176,884,196	$ 177,235,561	$ 177,105,925	$ 194,409,122	$ 17,173,561	9.7%
TOTAL SOURCES	$ 732,197,871	$ 758,326,636	$ 780,220,399	$ 750,014,435	$ 771,894,397	$ (8,326,002)	-1.1%

DEBT SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0634 - INTERGOV CHARGES FOR SERVICE	$ 2,630,623	$ 2,674,846	$ 2,674,846	$ 2,674,846	$ 1,238,574	$ (1,436,272)	-53.7%
SUBTOTAL	$ 2,630,623	$ 2,674,846	$ 2,674,846	$ 2,674,846	$ 1,238,574	$ (1,436,272)	-53.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 276,414	$ 25,000	$ 25,000	$ 29,025	$ 9,608	$ (15,392)	-61.6%
SUBTOTAL	$ 276,414	$ 25,000	$ 25,000	$ 29,025	$ 9,608	$ (15,392)	-61.6%
ALL REVENUES	$ 2,907,037	$ 2,699,846	$ 2,699,846	$ 2,703,871	$ 1,248,182	$ (1,451,664)	-53.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 10,147,284	$ 12,866,182	$ 12,866,182	$ 12,866,182	$ 23,578,935	$ 10,712,753	83.3%
ALL OTHER FINANCING SOURCES	$ 10,147,284	$ 12,866,182	$ 12,866,182	$ 12,866,182	$ 23,578,935	$ 10,712,753	83.3%
TOTAL SOURCES	$ 13,054,321	$ 15,566,028	$ 15,566,028	$ 15,570,053	$ 24,827,117	$ 9,261,089	59.5%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,160,540	$ -	$ -	$ 17,328,568	$ 40,379,487	$ 40,379,487	N/A
SUBTOTAL	$ 6,160,540	$ -	$ -	$ 17,328,568	$ 40,379,487	$ 40,379,487	N/A
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 17,548,959	$ 38,814,115	$ 38,814,115	$ 18,825,405	$ 15,512,406	$ (23,301,709)	-60.0%
SUBTOTAL	$ 17,548,959	$ 38,814,115	$ 38,814,115	$ 18,825,405	$ 15,512,406	$ (23,301,709)	-60.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,625,798	$ -	$ -	$ 29,138	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	143,719	-	-	-	-	-	N/A
SUBTOTAL	$ 5,769,517	$ -	$ -	$ 29,138	$ -	$ -	N/A
ALL REVENUES	$ 29,479,016	$ 38,814,115	$ 38,814,115	$ 36,183,111	$ 55,891,893	$ 17,077,778	44.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 147,609,213	$ 440,475,656	$ 440,008,558	$ 440,008,559	$ 135,965,794	$ (304,042,764)	-69.1%
ALL OTHER FINANCING SOURCES	$ 147,609,213	$ 440,475,656	$ 440,008,558	$ 440,008,559	$ 135,965,794	$ (304,042,764)	-69.1%
TOTAL SOURCES	$ 177,088,229	$ 479,289,771	$ 478,822,673	$ 476,191,670	$ 191,857,687	$ (286,964,986)	-59.9%

INTERNAL SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 5,484,111	$ 5,061,641	$ 5,061,641	$ 5,439,822	$ 5,011,972	$ (49,669)	-1.0%
0635 - OTHER CHARGES FOR SERVICES	38,352,996	38,497,991	38,497,991	36,096,556	32,876,599	(5,621,392)	-14.6%
0636 - INTERNAL SERVICE CHARGES	145,127,819	155,232,894	158,882,894	153,021,640	145,892,791	(12,990,103)	-8.2%
SUBTOTAL	$ 188,964,926	$ 198,792,526	$ 202,442,526	$ 194,558,018	$ 183,781,362	$ (18,661,164)	-9.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,679,206	$ 845,424	$ 845,424	$ 1,545,687	$ 929,805	$ 84,381	10.0%
0650 - MISCELLANEOUS REVENUE	126,347	14,500	14,500	2,568,054	14,500	-	0.0%
SUBTOTAL	$ 1,805,553	$ 859,924	$ 859,924	$ 4,113,741	$ 944,305	$ 84,381	9.8%
ALL REVENUES	$ 190,770,479	$ 199,652,450	$ 203,302,450	$ 198,671,759	$ 184,725,667	$ (18,576,783)	-9.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	-	-	49,991	49,991	13,000,000	12,950,009	25904.7%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 49,991	$ 49,991	$ 13,000,000	$ 12,950,009	25904.7%
TOTAL SOURCES	$ 190,770,479	$ 199,652,450	$ 203,352,441	$ 198,721,750	$ 197,725,667	$ (5,626,774)	-2.8%

ELIMINATIONS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (133,025,426)	$ (155,232,894)	$ (158,882,894)	$ (153,021,640)	$(145,892,791)	$ 12,990,103	-8.2%
SUBTOTAL	$ (133,025,426)	$ (155,232,894)	$ (158,882,894)	$ (153,021,640)	$(145,892,791)	$ 12,990,103	-8.2%
ALL REVENUES	$ (133,025,426)	$ (155,232,894)	$ (158,882,894)	$ (153,021,640)	$(145,892,791)	$ 12,990,103	-8.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (332,992,002)	$ (640,547,639)	$ (641,862,189)	$ (641,732,554)	$(366,753,851)	$ 275,108,338	-42.9%
ALL OTHER FINANCING SOURCES	$ (332,992,002)	$ (640,547,639)	$ (641,862,189)	$ (641,732,554)	$(366,753,851)	$ 275,108,338	-42.9%
TOTAL SOURCES	$ (466,017,428)	$ (795,780,533)	$ (800,745,083)	$ (794,754,194)	$(512,646,642)	$ 288,098,441	-36.0%

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 2012.

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.

Property Tax Levies

Fiscal Year	Primary General Fund	Secondary Debt Service	Total
2003	$ 277,949,612	$ 19,565,638	**$ 297,515,250**
2004	308,122,580	19,234,591	**327,357,171**
2005	339,882,099	-	**339,882,099**
2006	371,224,118	-	**371,224,118**
2007	398,725,245	-	**398,725,245**
2008	430,023,735	-	**430,023,735**
2009	463,492,311	-	**463,492,311**
2010	492,230,736	-	**492,230,736**
2011	492,224,342	-	**492,224,342**
2012 *	477,571,468	-	**477,571,468**

*Budget
Note: Excludes Payments in Lieu of Taxes

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.

The schedule below lists Maricopa County primary net assessed values and tax rates for FY 2012 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2012 primary rate, $1.2407 per $100 of assessed value, is less than the maximum rate of $1.3982. 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 decreased and major decreases are forecasted to continue over the next three years as a result of the real estate downturn. Although assessed values are forecasted to

show a slight increase in FY 2016, this value would still be $19 billion lower than the peak in FY 2010. The FY 2012 primary property tax rate increase is a direct result of the decreasing tax base.

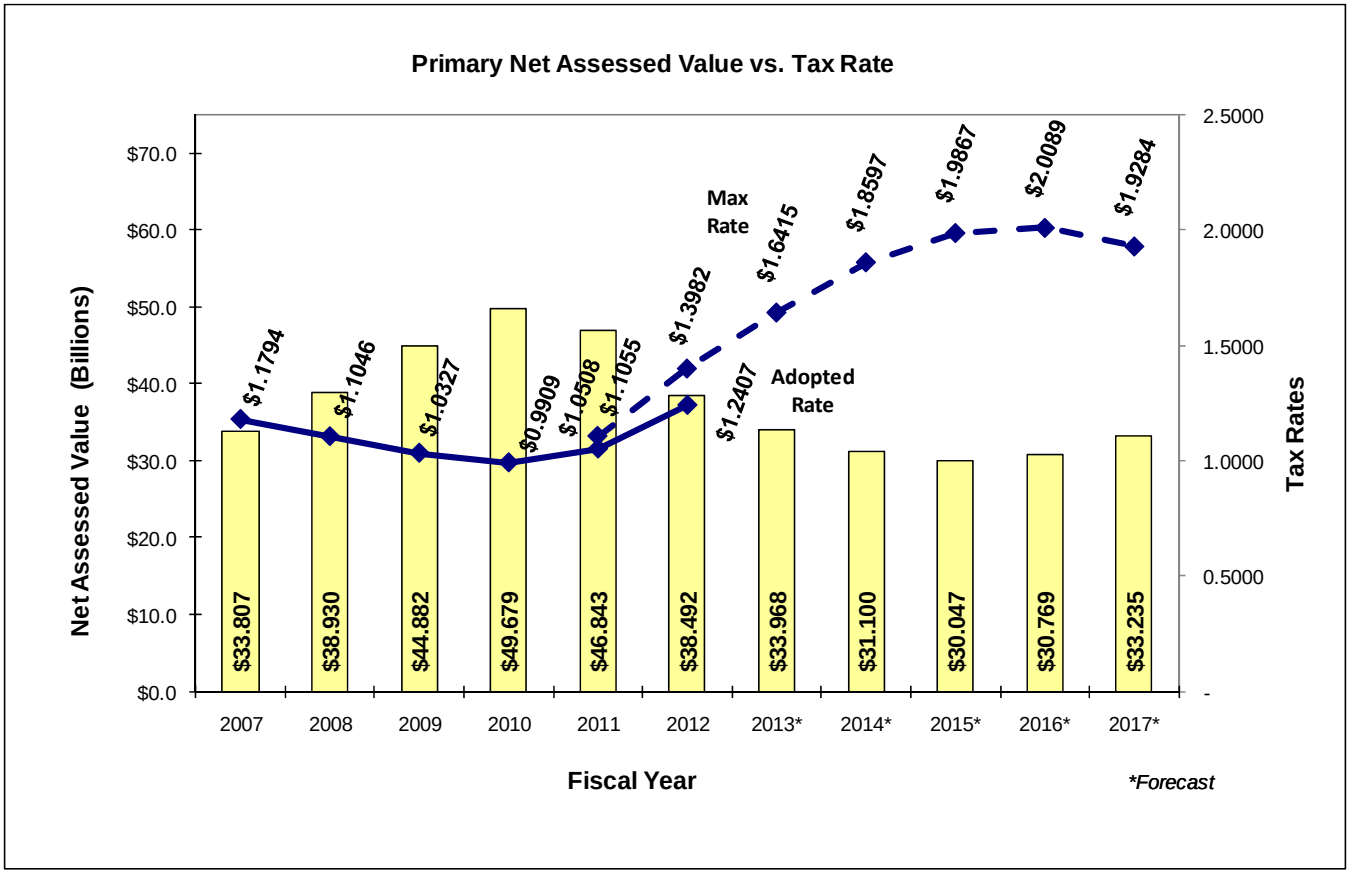
The decline in residential net assessed value preceded the decline in commercial and other property values. Thus, in FY 2012, while overall the primary net assessed value was down 18% year-over-year, the limited cash value of the median home declined only 15%. Rather than levy the maximum amount allowable, the Board of Supervisors plans to adopt a tax rate that results in a flat property tax bill for the median valued home. The budget guidelines called for a flat property tax levy, however, due to the sharp decline in total assessed values and the disproportionate decrease in commercial property values, a tax rate based on a flat levy would have resulted in an increased tax bill to the median residential home owner. This lower tax rate results in a decrease in property tax revenue, even after considering new construction.

Net Assessed Values and Tax Rates

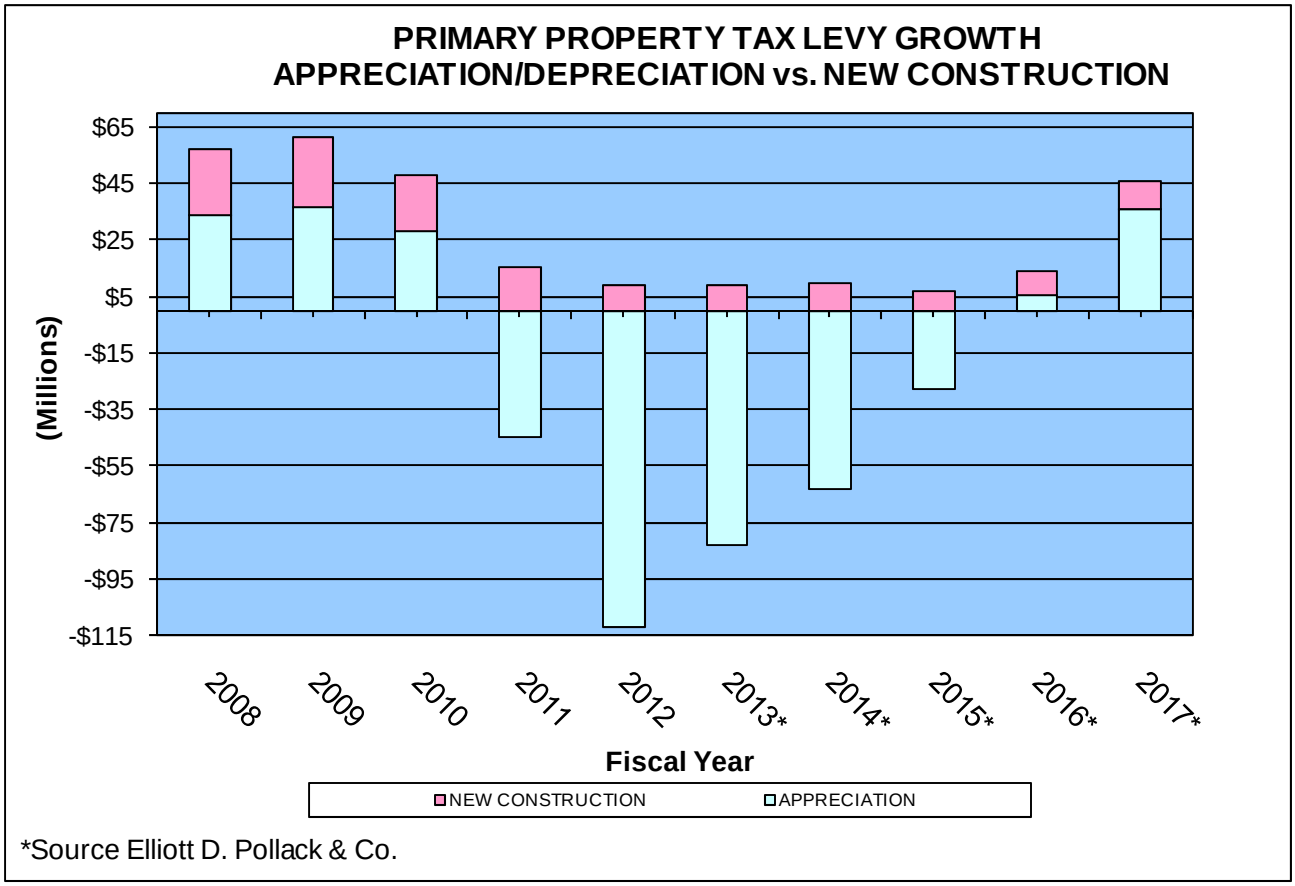
	Primary		Secondary		
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per $100 N.A.V.)	Combined Rate
2003	$ 22,955,865	$ 1.2907	$ 24,457,047	$ 0.0800	$ 1.3707
2004	25,447,851	1.2607	27,477,988	0.0700	1.3307
2005	28,070,870	1.2108	30,066,987	-	1.2108
2006	31,010,285	1.1971	33,197,218	-	1.1971
2007	33,807,465	1.1794	36,294,694	-	1.1794
2008	38,930,268	1.1046	49,534,573	-	1.1046
2009	44,881,603	1.0327	58,303,635	-	1.0327
2010	49,679,450	0.9909	57,984,052	-	0.9909
2011	46,842,819	1.0508	49,662,543	-	1.0508
2012	38,492,098	1.2407	38,760,296	-	1.2407
2013 *	33,967,769	1.6415	34,083,160	-	1.6415
2014 *	31,100,284	1.8597	31,214,841	-	1.8597
2015 *	30,047,210	1.9867	30,160,939	-	1.9867
2016 *	30,768,550	2.0089	30,885,962	-	2.0089
2017 *	33,234,986	1.9284	34,400,605	-	1.9284

*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 the 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 below, decreasing values of existing property are offsetting the almost nonexistent gains from new construction. This trend is expected to continue for several years until the existing inventory of property, both residential and commercial, is occupied. This is in sharp contrast to the growth patterns experienced several years ago, which were much more heavily influenced by new construction. Recovery is not expected to occur until FY 2017.



Due to the proposed tax rate and declining property values, the FY 2012 primary property tax levy (excluding Salt River Project) of $477,571,468 is lower than FY 2011. Property tax revenue is budgeted in FY 2012 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
$ 477,571,468	$ 472,831,017	99%

FY 2012 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT		
FY 2012 Adjusted Allowable Levy Limit	$ 538,196,523	
Maximum Tax Rate (per $100 Assessed Value)	1.3982	
FY 2012 Primary Levy (excluding SRP)	$ 477,571,468	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Amount Under Limit:	$ 60,625,055	11.3%
	0.1575	

FY 2012 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY		
FY 2012 "Truth-in-Taxation" Primary Levy	$ 501,513,553	
"Truth-in-Taxation" Tax Rate (per $100 Assessed Value)	1.3029	
FY 2012 Primary Levy	$ 477,571,468	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Amount Under/(Over) "Truth-in-Taxation" Levy	$ 23,942,085	4.8%
	0.0622	
FY 2012 Median Residential Limited Property Value	$ 124,500	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	$ 162.21	
Property Tax Bill on Median-Valued Home	154.47	
Tax Bill Savings/(Increase)	$ 7.74	4.8%

PRIMARY PROPERTY TAX LEVY FY 2011 vs. FY 2012 TAX BILL IMPACT ON MEDIAN HOME		
FY 2011:		
Median Residential Limited Property Value	$ 147,000	
Primary Tax Rate (per $100 Assessed Value)	1.0508	
Property Tax Bill	$ 154.47	
FY 2012:		
Median Residential Limited Property Value	$ 124,500	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Property Tax Bill	$ 154.47	
Tax Bill Savings/(Increase)	$ 0.00	0.0%

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 2012 budget reflects a slight increase in this revenue source, consistent with recent 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 four fiscal years and is slightly above FY 2004 levels. There are signs of recovery and limited growth is forecasted to resume in late FY 2011, with a modest year-over-year increase moving forward. However, recovery is forecasted to be slow, and therefore, in this environment is it prudent to forecast minor growth in revenue in the coming year.

Jail Excise Tax

Fiscal Year		Annual Collections	Growth Rate
2003		$ 98,932,138	0.9%
2004		107,441,209	8.6%
2005		119,143,065	10.9%
2006		137,876,660	15.7%
2007		145,389,195	5.4%
2008		138,206,968	-4.9%
2009		116,878,703	-15.4%
2010		107,094,681	-8.4%
2011	*	108,642,561	1.4%
2012	**	109,584,249	0.9%
2013	***	115,303,497	5.2%
2014	***	120,492,154	4.5%
2015	***	126,516,762	5.0%
2016	***	132,842,600	5.0%
2017	***	139,484,730	5.0%

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

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 eight fiscal years, along with forecasted revenues for FY 2011, and the budgeted revenues for FY 2012.

Special Revenue Fund Licenses and Permits are expected to increase in FY 2012. The increase is primarily due to enhanced ollection of dog-license and Air Quality permitting.

Licenses & Permits Revenues

Fiscal Year		General Fund	Special Revenue Funds	Total
2003		$ 52,000	$ 26,381,649	$ 26,433,649
2004		1,306,694	28,322,351	29,629,045
2005		1,494,043	30,955,888	32,449,930
2006		2,349,225	36,276,380	38,625,605
2007		2,510,840	35,224,846	37,735,686
2008		1,668,162	36,006,592	37,674,754
2009		2,303,516	34,824,035	37,127,551
2010		2,779,039	32,539,247	35,318,286
2011	*	2,290,629	33,777,402	36,068,031
2012	**	2,203,000	36,299,526	38,502,526

*Forecast
**Budget

General Fund license and permit revenues are detailed below. The largest component is license fees paid by cable television companies for operation in unincorporated areas.

Licenses and Permits General Fund			
Department	FY 2011 Forecast	FY 2012 Budget	Description
Non-Departmental	$ 50,000	$ 50,000	Liquor Licenses
Non-Departmental	1,670,000	1,604,000	Cable Television Franchise Fees
Clerk of Superior Court	473,129	468,000	Marriage Licenses
Sheriff	97,500	81,000	Pawnshop & Peddler's Licenses
Total	**$ 2,290,629**	**$ 2,203,000**	

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 eight fiscal years, forecasted collections for FY 2011, and the amounts budgeted for FY 2012.

Intergovernmental Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
2003	$ 486,655,500	$ 257,064,915	$ 3,062,855	$ 1,118,844	$ 7,320,885	$ 339,376	$ 755,562,375
2004	489,807,845	259,928,320	5,302,492	1,215,513	9,384,689	339,376	765,978,235
2005	626,232,433	250,103,881	-	9,647,024	8,820,531	2,036,360	896,840,230
2006	694,985,741	285,620,779	284,611	13,365,808	8,847,363	1,395,932	1,004,500,234
2007	652,535,569	309,172,630	-	8,228,148	39,089,704	3,346,367	1,012,372,418
2008	614,211,708	242,970,178	-	-	21,946,984	-	879,128,870
2009	535,999,337	225,480,770	-	-	674,870	-	762,154,977
2010	500,275,584	248,569,777	-	-	6,160,540	-	755,005,901
2011 *	497,456,567	259,020,941	-	-	17,328,568	-	773,806,076
2012 **	497,408,579	245,842,064	-	-	40,379,487	-	783,630,130

*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 the property tax rates. The table below identifies the amounts by payer.

Payments in Lieu of Taxes		
	FY 2011 Forecast	FY 2012 Budget
Salt River Project	$ 6,996,294	$ 8,078,465
Federal Bureau of Land Management	2,652,085	2,652,085
Cities	1,070,661	1,000,000
Arizona State Retirement System	44,490	45,000
	$ 10,763,530	**$ 11,775,550**

State Shared Sales Taxes

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

State Shared Sales Tax

Fiscal Year		Annual Collections	Growth Rate
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		366,285,237	-7.3%
2011	*	369,732,348	0.9%
2012	**	369,740,752	0.0%
2013	***	396,586,439	7.3%
2014	***	414,432,829	4.5%
2015	***	435,154,470	5.0%
2016	***	456,912,194	5.0%
2017	***	479,759,804	5.0%

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

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, estimates for FY 2011, the budget for FY 2012 and forecasted amounts for the next five years. State Shared Sales Tax and Jail Excise Tax revenues have followed similar trends, except that Jail Tax revenues experienced greater declines, but are rebounding more quickly. Annual growth reached 15.1% in FY 2006, but declined for several years and remains below FY 2005 levels. There are signs of a slight recovery however these gains are being offset by the negative impact from the revenue sharing calculation. While the point of sale component is increasing, Maricopa County's percent of the net assessed valuation and the population is declining, thus negatively impacting the County's portion of the sales tax distribution. In this environment, it is prudent to assume no growth for FY 2012 and therefore, State Shared Sales Taxes are budgeted to remain flat for FY 2012.

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 2011, and the budget for FY 2012.

State Shared Highway User Revenues

Fiscal Year		State Shared Highway User Revenues	Growth Rate
2003		$ 82,153,376	4.9%
2004		86,598,735	5.4%
2005		90,566,136	4.6%
2006		96,972,512	7.1%
2007		107,593,116	11.0%
2008		102,751,593	-4.5%
2009		90,419,237	-12.0%
2010		84,950,511	-6.0%
2011	*	85,800,016	1.0%
2012	**	77,990,758	-9.1%

*Forecast
**Budget

In FY 2009, the State of Arizona diverted Highway User Revenue from the distribution base to fund its Department of Public Safety (DPS). That diversion resulted in about $5.5 million less in HURF revenue for Maricopa County. That diversion has continued and in FY

12, they increased the amount by more than $3 million and diverted an additional amount for the Motor Vehicle Division of the AZ Department of Transportation. That resulted in an additional decrease in funds for Maricopa County of almost $7 million. The FY 2012 budget reflects these reductions.

State Shared Vehicle License Taxes

State Shared Vehicle License Tax			
Fiscal Year		General Fund	Growth Rate
2003		$ 103,532,057	4.2%
2004		116,054,332	12.1%
2005		122,637,826	5.7%
2006		138,003,052	18.9%
2007		143,543,616	4.0%
2008		139,312,595	-2.9%
2009		126,036,362	-9.5%
2010		116,405,330	-7.6%
2011	*	113,301,612	-2.7%
2012	**	111,119,076	-1.9%
2013	***	113,563,696	2.2%
2014	***	116,970,607	3.0%
2015	***	122,234,284	4.5%
2016	***	127,123,656	4.0%
2017	***	132,238,602	4.0%

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

The State of Arizona levies Vehicle License Taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax on cars and trucks. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. VLT rates are applied to a vehicle's depreciated value and as a result, revenue growth depends greatly on the volume of new car sales. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is also shared with local governments. The table to the left shows actual and forecasted vehicle license tax collections from FY 2003 to FY 2017. For FY 2012, VLT is expected to decline, 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 increase due to year-to-year changes in Election reimbursements.

Other Intergovernmental Revenue General Fund			
Department	FY 2011 Forecast	FY 2012 Budget	Description
County Attorney Civil	$ 75,935	$ 91,200	Legal services to Housing Authority and other entities
Elections	3,288,886	4,155,002	Election cost reimbursements from other jurisdictions
Research and Reporting	50,000	72,000	Surveys for other governmental agencies
Juvenile Probation	-	14,999	Reimbursement from Fort McDowell Yavapai Nation
Public Defender	20,300	-	State Grand Jury Fees
Sheriff's Office	398,736	440,000	Social Security Administration pay for inmate information and AZ State for patrol
Total	**$ 3,833,857**	**$ 4,773,201**	

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 eight fiscal years, forecasted revenue for FY 2011 and the budget amount for FY 2012 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.

Charges for Service

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
2003	$ 25,932,256	$ 36,564,318	$ -	$ -	$ 695,504,915	$ 73,435,665	$ (74,326,480)	$757,110,673
2004	30,266,056	41,510,912	-	-	773,743,235	86,558,352	(161,468,141)	770,610,414
2005	29,955,025	46,588,972	-	-	355,475,219	86,706,148	(76,001,438)	442,723,926
2006	33,156,418	53,563,330	-	-	78,515,094	74,861,880	(72,564,571)	167,532,151
2007	31,719,127	55,826,076	-	-	62,873	78,091,596	(70,498,458)	95,201,214
2008	43,177,387	96,369,159	3,054,932	7,300,482	-	199,238,595	(160,036,744)	189,103,811
2009	43,642,013	135,371,562	2,652,765	17,874,757	-	201,910,980	(161,737,799)	239,714,278
2010	40,657,924	129,930,762	2,630,623	17,548,959	-	188,964,926	(133,025,426)	246,707,768
2011 *	40,135,198	144,729,003	2,674,846	18,825,405	-	194,558,018	(153,021,640)	247,900,830
2012 **	40,008,037	148,834,435	1,238,574	15,512,406	-	183,781,362	(145,892,791)	243,482,023

* 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 2011 Forecast	FY 2012 Budget	Description
Education Services	$ 94,767	$ 12,000	Elections Services from School Districts
Non-Departmental	1,260,280	940,532	District Reimbursements
Non-Departmental	391,987	324,811	Industrial Development Authority Reimbursements
Public Works	152,728	-	Security services to Library District
Legal Defender	14,523	-	State Reimbursement for Dept of Corrections Case
Sheriff	9,632,177	9,873,779	Patrol Services provided to cities and towns and to the Stadium and Flood Control Districts
Superior Court	566,655	566,700	IGAs for Court Security; Title IV-D payments and other statutorily required payments
Total	**$12,113,117**	**$11,717,822**	

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 2006 is the result of the Maricopa Integrated Health Care System becoming a distinct governmental entity. The further reduction in FY 2007 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
2003	$ 49,448	$ 1,142,428	$ 695,449,087	$12,424,598	$ (5,248,439)	$703,817,091
2004	18,746	1,504,145	773,534,090	7,871,064	(79,149,895)	703,778,150
2005	29,583	905,752	355,475,219	-	-	356,410,554
2006	13,742	2,205,319	78,480,454	-	-	80,699,515
2007	7,271	927,913	-	-	-	935,184
2008	9,237	1,032,387	-	-	-	1,041,624
2009	15,947	1,055,877	-	-	-	1,071,824
2010	28,834	1,288,958	-	-	-	1,317,792
2011 *	14,237	1,503,763	-	-	-	1,518,000
2012 **	6,876	1,561,500	-	-	-	1,568,376

*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 2012, internal service charges are budgeted to decrease from FY 2011 due to a significant reduction in Risk Management charges based on their actuarial estimates.

Internal Service Charges

	FY 2011 Forecast	FY 2012 Budget
Business Strategies and Healthcare Programs	$ 104,485,576	$ 106,175,420
Enterprise Technology	15,859,074	15,559,223
Equipment Services	13,213,053	11,105,796
Materials Management	790,982	806,795
Risk Management	18,672,955	12,245,557
Total	**$ 153,021,640**	**$ 145,892,791**

Other Charges for Services

The schedule on the following page lists Maricopa County Other Charges for Service in the General Fund for FY 2011 and FY 2012. FY 2012 collections of Other Charges for Service in the General Fund are anticipated to be slightly greater than FY 2011. This is primarily due to an increase in Court filing and other Court-related fees.

Other Charges for Service Summary General Fund			
Department	FY 2011 Forecast	FY 2012 Budget	Description
Clerk of the Superior Court	$ 7,105,864	$ 7,390,000	Filing fees
Constables	1,494,340	1,504,722	Constable fees
Education Services	105,012	105,000	Garnishment & Support Processing Fees
Elections	2,053	702	Certifications
Finance	234,211	256,000	Collections Fee
Justice Courts	5,523,549	5,523,549	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Juvenile Probation	15,048	-	Miscellaneous charges and Indian Ward Custody Reimbursements
Medical Examiner	300,997	302,768	Cremation Certificate Fees and Transport Fees
Non-Departmental	4,000,000	3,930,000	Tax Sale Fees
Public Defender	51,928	53,693	Reimbursement for Legal Services
Public Fiduciary	1,055,121	968,462	Fiduciary Fees and Probate Fees
Public Works	186,656	235,141	Security Services for Homeless Campus
Recorder	6,625,803	6,625,802	Document Recording Fees
Sheriff	511,921	558,000	Other tax sales fees and various civil fees
Superior Court	713,489	730,000	Family Court filing and Civil trial jury fees
Treasurer	26,998	49,500	Miscellaneous charges
Human Resources	54,854	50,000	Garnishments, Copies and Lost Bus Card Fees
Total	**$ 28,007,844**	**$ 28,283,339**	

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
2003	$ 11,940,884	$ 4,051,596	$ 15,992,480
2004	12,858,597	3,828,653	16,687,250
2005	15,719,102	5,612,192	21,331,294
2006	15,646,210	7,098,112	22,744,322
2007	18,244,455	12,817,703	31,062,158
2008	16,901,603	14,490,595	31,392,198
2009	16,370,071	20,196,311	36,566,382
2010	15,408,833	18,938,132	34,346,965
2011 *	13,812,675	18,686,631	32,499,306
2012 **	14,036,087	18,409,979	32,446,066

* Forecast
** Budget

The largest source of General Fund fine and forfeit revenue is the Justice Courts. Fine revenue for FY 2012 is slightly above forecasted collections for FY 2011.

Fines and Forfeits Summary General Fund			
Department	**FY 2011 Forecast**	**FY 2012 Budget**	**Description**
Clerk of the Superior Court	$ 3,350,691	$ 3,660,000	Superior Court Fines
Elections	21,350	12,000	Campaign Finance Penalty Fees
Environmental Services	107,886	30,000	Code Enforcement Fines
Justice Courts	10,331,487	10,331,487	Justice Court Traffic and Misdemeanor Fines
Sheriff	1,168	2,500	Civil Sanctions and Traffic Fines
Superior Court	93	100	Juror Fines
Total	**$13,812,675**	**$14,036,087**	

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 eight fiscal years, forecasted amounts for FY 2011, plus the budget for FY 2012. Miscellaneous revenues are recorded in all fund types.

Miscellaneous Revenue							
Fiscal Year	**General Fund**	**Special Revenue Funds**	**Debt Service Funds**	**Capital Projects Funds**	**Enterprise Funds**	**Internal Service Funds**	**Total**
2003	$ 11,657,516	$ 16,902,830	$ 3,193,710	$ 5,994,977	$ 4,857,068	$ 1,672,982	$ 44,279,083
2004	9,818,704	15,901,534	1,586,395	10,505,604	7,081,380	625,811	45,519,428
2005	15,154,769	19,078,397	1,289,686	6,483,550	591,581	1,345,006	43,942,989
2006	22,714,174	24,869,157	1,077,601	3,229,749	456,261	4,101,900	56,448,842
2007	39,820,380	35,303,667	1,211,040	7,127,256	684,104	3,789,038	87,935,485
2008	32,662,960	40,941,646	1,095,072	19,300,188	-	5,369,946	99,369,812
2009	15,056,656	28,310,635	658,513	15,144,274	-	3,881,287	63,051,365
2010	13,651,212	20,099,288	276,414	5,769,517	-	1,805,553	41,601,984
2011 *	12,828,257	8,051,972	29,025	29,138	-	4,113,741	25,052,133
2012 **	8,680,426	18,515,022	9,608	-	-	944,305	28,149,361

* 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 $5 million in FY 2012. This represents a significant reduction compared with prior years due to declines in interest rates and a declining fund balance.

Miscellaneous Revenue
General Fund

Department	FY 2011 Forecast	FY 2012 Budget	Description
Assessor	$ 264,343	$ 240,000	Sale of maps, copies, etc.
Business Strategies and Health Care Programs	134,802	-	Court Monitor fee refund
Clerk of the Superior Court	61,955	39,600	Sale of copies & bad check fees, interest
County Attorney	42,847	36,000	Fees to private defense for discovery information
County Manager's Office	999	1,100	Sale of copies
Elections	27,156	3,506	Sale of copies and maps
Finance	647,247	283,864	Building Rental
Justice Court	1,126,496	1,126,496	Sale of copies
Juvenile Probation	3,664	8,001	Insurance Reimbursements
Materials Management	712,707	457,849	Vendor rebates & copy sales
Non-Departmental	8,969,106	5,600,000	Interest, Loss reimbursement, fire district reimbursement
Public Defender	2	-	Petty Cash overage
Public Health	953	-	Reimbursement from Center for Disease Control
Public Works	86,623	82,712	Revenue from vendors
Recorder	374,197	374,198	Micrographics & photocopy sales
Sheriff	356,257	409,000	Sale of copies and reimbursement for ID cards
Superior Court	5,381	5,400	Sale of copies
Human Resources	13,522	12,700	Sale of copies, W-2 fees
Total	**$ 12,828,257**	**$ 8,680,426**	

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 2012. 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 prior years, payments for the Central Service Cost Allocation from non-General Funded operations were recorded as fund transfers. Beginning in FY 2012, they will be recorded as contra-expenditures to be consistent with financial reporting. There is an on-going transfer from the General Fund to the Detention Fund for the statutorily required Maintenance of Effort payment. In addition, in FY 2012 there are transfers from the General Fund to the Detention and Inmate Services Funds, totaling over $25 million to repay prior years' mis-charged payroll costs. The General and Detention Funds also provide one-time transfers to the Capital Projects funds to fund the County's pay-as-you-go capital program.

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 2012:

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.

Emergency Management Fund (215)
The Emergency Management Fund (215) receives grant and fee revenue; therefore, similar to grant funds a negative fund balance is the result of revenues received after days after the close of the fiscal year.

Solid Waste Management Fund (580)
The Solid Waste Management Fund is expected to have a negative ending fund balance at the conclusion of FY 2012. This is due to the diminishment of funds from the sale of property at the Northwest Regional Landfill for the use of operations as planned. Increased regulations and testing on closed landfills has required more expenditures than originally planned when the property was sold to fund future operations. A subsidy from the General Fund has been set aside to assist in covering expenditures in the event a new source of revenue is not approved.

Risk Management Fund (676)
The negative ending fund balance for the County Manager Risk Management Fund (676) is due to the transfer of a multi-year liability from the Risk Management Fund (675). Funding is not provided in FY 2012 sufficient to meet this liability, but rather to cover a significant portion of the near-term liability of the pool of claims covered by this fund. This funding plan is consistent with Risk Management's approach to liability coverage for all other claim types. The negative ending fund balance reflects the carry forward amount of the liability for future years

Consolidated Sources, Uses and Fund Balance by Fund

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	UNASSIGNED
GENERAL	$ 384,405,703	$1,058,467,146	$1,283,872,849	$ -	$ 159,000,000	$ -
SPECIAL REVENUE						
NON-GRANT FUNDS						
201 ADULT PROBATION FEES	$ 2,225,040	$ 12,870,619	$ 13,177,506	$ 1,918,153	$ -	$ -
203 SHERIFF DONATIONS	109,220	26,300	26,300	109,220	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,092,886	936,813	1,936,813	92,886	-	-
205 COURT DOCUMENT RETRIEVAL	1,544,464	1,584,000	2,309,000	819,464	-	-
207 PALO VERDE	596,176	501,208	562,854	534,530	-	-
208 JUDICIAL ENHANCEMENT	1,582,748	1,670,600	1,970,600	1,282,748	-	-
209 PUBLIC DEFENDER TRAINING	218,306	432,845	617,305	33,846	-	-
210 ECONOMIC DEVELOOPMENT	413,846	70,820	484,410	256	-	-
212 SHERIFF RICO	-	2,000,000	2,000,000	-	-	-
213 COUNTY ATTORNEY RICO	4,556,914	4,000,000	6,000,000	2,556,914	-	-
214 SHERIFF JAIL ENHANCEMENT	2,043,344	1,560,000	3,560,000	43,344	-	-
215 EMERGENCY MANAGEMENT	(21,070)	1,030,081	1,030,081	-	-	(21,070)
218 CLERK OF COURT FILL THE GAP	139,257	2,633,772	2,633,772	139,257	-	-
220 DIVERSION	1,715,281	1,653,756	1,653,756	1,715,281	-	-
221 COUNTY ATTORNEY FILL THE GAP	370,075	1,792,043	1,792,043	370,075	-	-
225 SPUR CROSS RANCH CONSERVATION	292,331	172,050	330,591	133,790	-	-
226 PLANNING AND DEVELOPMENT FEES	1,971,122	8,004,144	8,312,752	-	1,662,514	-
228 JUVENILE PROBATION SPECIAL FEE	724,027	4,132,934	4,132,934	724,027	-	-
229 JUVENILE RESTITUTION	80,688	10,000	10,000	80,688	-	-
232 TRANSPORTATION OPERATIONS	28,545,354	88,278,036	88,403,517	28,419,873	-	-
235 DEL WEBB	512,586	9,108	235	521,459	-	-
236 RECORDERS SURCHARGE	5,577,189	4,590,000	6,944,738	3,222,451	-	-
237 JUSTICE COURTS PHOTO ENFORCEMEN	1,111,478	75,000	921,000	265,478	-	-
239 PARKS SOUVENIR	19,847	220,000	220,000	19,847	-	-
240 LAKE PLEASANT RECREATION SVCS	1,729,523	2,013,948	2,738,948	1,004,523	-	-
241 PARKS ENHANCEMENT FUND	1,595,557	3,777,305	4,532,826	840,036	-	-
243 PARKS DONATIONS	608,999	62,790	112,974	558,815	-	-
245 JUSTICE COURTS SPECIAL REVENUE	156,659	6,472,572	6,472,572	156,659	-	-
252 INMATE SERVICES	8,773,511	25,542,993	33,799,768	516,736	-	-
254 INMATE HEALTH SERVICES	100,073	80,500	80,500	100,073	-	-
255 DETENTION OPERATIONS	47,948,108	321,025,472	368,973,580	-	-	-
256 PROBATE FEES	348,759	464,531	564,531	248,759	-	-
257 CONCILIATION COURT FEES	412,617	1,390,000	1,702,500	100,117	-	-
259 TRIAL COURTS SPECIAL REVENUE	558,201	5,797,540	6,029,540	326,201	-	-
261 LAW LIBRARY FEES	1,642,410	1,425,000	1,425,000	1,642,410	-	-
262 PUBLIC DEFENDER FILL THE GAP	1,345,852	1,337,366	2,678,475	4,743	-	-
263 LEGAL DEFENDER FILL THE GAP	2,090	59,000	59,000	2,090	-	-
264 SUPERIOR COURT FILL THE GAP	631,350	3,022,724	3,122,724	531,350	-	-
265 PUBLIC HEALTH FEES	5,098,857	4,403,833	4,578,163	4,924,527	-	-
266 CHECK ENFORCEMENT PROGRAM	115,606	346,000	346,000	115,606	-	-
267 CRIM JUSTICE ENHANCEMENT	199,549	1,056,900	1,056,900	199,549	-	-
268 VICTIM COMP AND ASSISTANCE	1,024,837	100,000	100,000	1,024,837	-	-
269 VICTIM COMP RESTITUTION INT	778,036	40,000	40,000	778,036	-	-
270 CHILD SUPPORT ENHANCEMENT	591,914	91,000	45,900	637,014	-	-
271 EXPEDITED CHILD SUPPORT	408,157	585,000	897,500	95,657	-	-
273 VICTIM LOCATION	150,291	8,000	75,000	83,291	-	-
274 CLERK OF THE COURT EDMS	3,031,293	3,598,000	3,758,000	2,871,293	-	-
275 JUVENILE PROBATION DIVERSION	777,213	306,633	306,633	777,213	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	127,559	115,921	115,921	127,559	-	-
281 CHILDRENS ISSUES EDUCATION	416,392	115,007	115,007	416,392	-	-
282 DOM REL MEDIATION EDUCATION	263,197	190,682	390,682	63,197	-	-
290 WASTE TIRE	1,548,293	4,757,203	4,757,203	1,548,293	-	-
504 AIR QUALITY FEES	1,816,856	10,847,720	11,591,040	1,073,536	-	-
506 ENVIRONMTL SVCS ENV HEALTH	7,279,150	18,842,756	21,114,591	-	5,007,315	-
572 ANIMAL CONTROL LICENSE/SHELTER	4,716,924	9,361,383	9,358,200	4,720,107	-	-
574 ANIMAL CONTROL FIELD OPERATION	1,332,896	3,514,381	3,547,031	1,300,246	-	-

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	UNASSIGNED
580 SOLID WASTE MANAGEMENT	1,201,017	455,741	2,183,701	-	-	(526,943)
669 SMALL SCHOOL SERVICE	133,435	109,657	109,657	133,435	-	-
741 TAXPAYER INFORMATION	278,170	304,341	304,341	278,170	-	-
780 SCHOOL TRANSPORTATION	494,681	600,000	600,000	494,681	-	-
782 SCHOOL COMMUNICATION	40,398	128,763	128,763	40,398	-	-
795 COUNTY SCHOOL INDIRECT COST	1,763,679	858,631	1,614,559	1,007,751	-	-
988 PUBLIC WORKS FLOOD CONTROL	-	35,933,801	35,933,801	-	-	-
SUBTOTAL NON-GRANT FUNDS	$ 154,863,218	$ 607,397,223	$ 684,391,738	$ 71,746,887	$ 6,669,829	$ (548,013)
GRANT FUNDS						
211 ADULT PROBATION GRANTS	$ (181,632)	$ 4,439,380	$ 4,439,380	$ -	$ -	$ (181,632)
216 CLERK OF THE COURT GRANTS	(338,498)	1,834,948	1,834,948	-	-	(338,498)
217 CDBG HOUSING TRUST	(280,955)	13,792,394	13,486,394	25,045	-	-
219 COUNTY ATTORNEY GRANTS	49,670	6,747,174	6,747,174	49,670	-	-
222 HUMAN SERVICES GRANTS	(294,662)	45,586,165	45,586,165	-	-	(294,662)
223 TRANSPORTATION GRANTS	(27,169)	500,000	500,000	-	-	(27,169)
224 MEDICAL EXAMINER GRANT	-	160,140	160,140	-	-	-
227 JUVENILE PROBATION GRANTS	114,348	4,983,658	4,983,658	114,348	-	-
230 PARKS & REC. GRANTS	7,273	-	-	7,273	-	-
233 PUBLIC DEFENDER GRANTS	7,927	502,670	502,670	7,927	-	-
238 TRIAL COURTS GRANTS	(151,702)	3,002,400	3,002,400	-	-	(151,702)
248 ELECTIONS GRANT	1,236,213	2,211,630	2,211,630	1,236,213	-	-
249 NON DEPARTMENTAL GRANT	-	11,655,088	18,432,841	-	-	(6,777,753)
251 SHERIFF GRANTS	(687,225)	5,709,844	5,709,844	-	-	(687,225)
292 CORRECTIONAL HEALTH GRANT	4,165	50,000	50,000	4,165	-	-
503 AIR QUALITY GRANT	(106,492)	3,118,800	3,193,482	-	-	(181,174)
505 ENVIRONMENTAL SERVICES GRANT	(246)	689,100	689,100	-	-	(246)
532 PUBLIC HEALTH GRANTS	(2,700,828)	49,446,407	49,446,407	-	-	(2,700,828)
573 ANIMAL CONTROL GRANTS	1,244,614	1,387,617	1,687,617	944,614	-	-
581 SOLID WASTE GRANTS	(5,497)	-	-	-	-	(5,497)
715 SCHOOL GRANT	550,309	8,679,759	8,679,759	550,309	-	-
SUBTOTAL GRANTS	$ (1,560,387)	$ 164,497,174	$ 171,343,609	$ 2,939,564	$ -	$ (11,346,386)
SPECIAL REVENUE	$ 153,302,831	$ 771,894,397	$ 855,735,347	$ 74,686,451	$ 6,669,829	$ (11,894,399)
DEBT SERVICE						
320 COUNTY IMPROVEMENT DEBT	$ 6,808,346	$ 17,423,129	$ 11,994,437	$ 11,614,976	$ 622,062	$ -
321 COUNTY IMPROVEMENT DEBT 2	10,204	7,403,988	7,413,980	-	212	-
DEBT SERVICE	$ 6,818,550	$ 24,827,117	$ 19,408,417	$ 11,614,976	$ 622,274	$ -
CAPITAL PROJECT						
234 TRANSPORTATION CAPITAL PROJECT	$ 53,099,852	$ 83,496,904	$ 115,550,123	$ 21,046,633	$ -	$ -
422 INTERGOVERNMENTAL CAP PROJ	2,448,457	125,000	2,567,052	-	6,405	-
445 GENERAL FUND CTY IMPROV	284,235,480	18,349,460	117,592,753	-	184,992,187	-
455 DETENTION CAPITAL PROJECTS	263,887,500	16,000,000	107,573,974	172,313,526	-	-
460 TECHNOLOGY CAP IMPROVEMENT	141,814,761	64,836,373	99,002,554	-	107,648,580	-
465 DETENTION TECH CAP IMPROVEMENT	8,040,660	9,049,950	12,279,466	4,811,144	-	-
CAPITAL PROJECT	$ 753,526,710	$ 191,857,687	$ 454,565,922	$ 198,171,303	$ 292,647,172	$ -
INTERNAL SERVICE						
601 CMG HIGH OPTION	$ (99,813)	$ 38,798,632	$ 38,798,632	$ -	$ -	$ (99,813)
602 CMG LOW OPTION	1,185,896	1,201,113	1,201,113	1,185,896	-	-
603 OAP IN	(3,700,096)	17,985,367	17,985,367	-	-	(3,700,096)
604 OAP HIGH OPTION	2,534,366	29,754,654	29,754,654	2,534,366	-	-
605 OAP LOW OPTION	1,396,658	2,187,205	2,187,205	1,396,658	-	-
606 CHOICE FUND H.S.A.	833,110	5,514,104	5,514,104	833,110	-	-
607 FI DENTAL PPO	59,547	4,997,323	4,997,323	59,547	-	-
608 COINSURANCE	19,911,447	11,358,884	11,358,884	19,911,447	-	-
609 CONSUMER CHOICE	2,316,084	1,711,120	1,711,120	2,316,084	-	-
610 70% STD	5,554,352	-	-	5,554,352	-	-
611 60% STD	1,439,446	1,384,936	2,173,104	651,278	-	-
612 50% STD	1,120,218	297,718	477,494	940,442	-	-
613 40% STD	645,719	142,859	234,901	553,677	-	-

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	UNASSIGNED
614 BEHAVIORAL HEALTH	4,993,637	2,104,872	2,104,872	4,993,637	-	-
615 WELLNESS	2,404,192	1,613,048	3,693,698	323,542	-	-
616 CONTRACT ADMINISTRATION	631,480	278,924	381,852	528,552	-	-
617 MEDICAL INCENTIVE/PENALTIES	1,110,152	-	-	1,110,152	-	-
618 BENEFIT ADMINISTRATION	541,199	2,862,139	3,370,482	32,856	-	-
621 FLEX SPENDING HEALTH	612,021	2,804,131	2,804,131	612,021	-	-
622 FLEX SPENDING DEP CARE	232,648	989,885	989,885	232,648	-	-
623 VISION	291,716	1,327,632	1,327,632	291,716	-	-
625 FI PREPAID DENTAL	93,609	418,926	418,926	93,609	-	-
626 FI LIFE & AD&D	11,910	1,130,769	1,130,769	11,910	-	-
627 SUPPLEMENTAL LIFE	198,975	3,880,123	3,880,123	198,975	-	-
628 EMPLOYEE ASSISTANCE	853	206,332	206,332	853	-	-
629 SI DENTAL	4,918,090	3,573,945	3,573,945	4,918,090	-	-
630 DEPENDENT LIFE	3,102	506,927	506,927	3,102	-	-
631 VOLUNTARY BENEFITS	2,475	285,492	285,492	2,475	-	-
632 CIGNA FOR SENIORS	73,082	488,400	488,400	73,082	-	-
654 EQUIPMENT SERVICES	2,355,234	13,909,239	14,591,343	-	1,673,130	-
673 REPROGRAPHICS	61,994	806,795	804,333	-	64,456	-
675 RISK MANAGEMENT	40,536,483	16,231,190	43,912,696	12,854,977	-	-
676 COUNTY MANAGER RISK MANAGEMENT	(22,839,243)	13,000,000	13,000,000	-	-	(9,839,243)
681 TELECOMMUNICATIONS	2,463,257	15,972,983	17,814,490	-	621,750	-
INTERNAL SERVICE	$ 71,893,800	$ 197,725,667	$ 231,680,229	$ 62,219,054	$ 2,359,336	$ (13,639,152)
ELIMINATIONS	$ -	$ (512,646,642)	$ (512,646,642)	$ -	$ -	$ -
ALL FUNDS	$1,369,947,594	$1,732,125,372	$2,332,616,122	$ 346,691,784	$ 159,622,274	$ (25,533,551)

Structural Balance

The *Budgeting for Results Policy Guidelines* require the budget to be structurally balanced, meaning that recurring expenditures are fully supported by recurring revenues. This FY 2011 budget follows this key guideline in nearly all funds. However, the budgets for several funds are not structurally balanced, often for technical reasons. Following is an explanation by fund of each instance of structural deficit:

Spur Cross Ranch Conservation (225)

The Town of Cave Creek is unable to support the operations of the Spur Cross Park in FY 2012. The Town believes the building permit approval for a large retail establishment and the associated taxes will enable the Town to support the park at required levels beginning in FY 2013. The fund has sufficient fund balance to support the deficit in FY 2012.

Solid Waste Management (580)

The Solid Waste Management Fund of the Public Works Solid Waste Division is not structurally balanced by $1,873,700 in FY 2012. This is due to the combination of increased post-closure costs and the cost of operating the six transfer stations around the County. The fund is not expected to have an operating structured balance in the future without significant fee or other revenue sources.

County Improvement Debt (320) and County Improvement Debt 2 (321)

These two funds account for outstanding long-term debt that has been used to fund certain capital improvements. The debt issuances have a limited term, even though that term extends for many years. Annual debt service payments are partially supported by ongoing reimbursements from the Maricopa County Special Health Care District and by the Department of Animal Care and Control. The remainder is being supported by accumulated fund balance in the General Fund County Improvement Fund (445).

Benefits Trust Funds (610,612,613,616)

The structural imbalance in FY 2012 is due to the planned spend down of fund balance, which is higher than required. To reduce the fund balance to a more appropriate level, the FY 2012 budget includes a premium reduction of thirty-two percent, a reduction in the number of sick days employees are required to take prior to receiving Short-Term Disability benefits, an increase in the maximum payout of Short-Term Disability benefits from $1,000 to $2,000 per pay period, and the use of fund balance for non-recurring outside contract services.

Risk Management (675)

The Risk Management Fund is decreasing its cash balances but will still have sufficient resources to handle all administrative and claims requirements in the coming fiscal year. Charges to County departments will be adjusted as necessary in future years to cover the liabilities of this fund.

Consolidated Operating Sources, Uses and Structural Balance by Fund

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
GENERAL	$ 1,058,467,146	$ 1,058,467,146	$ -
SPECIAL REVENUE			
NON-GRANT FUNDS			
201 ADULT PROBATION FEES	$ 12,870,619	$ 12,870,619	$ -
203 SHERIFF DONATIONS	26,300	26,300	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	936,813	936,813	-
205 COURT DOCUMENT RETRIEVAL	1,584,000	1,584,000	-
207 PALO VERDE	501,208	501,208	-
208 JUDICIAL ENHANCEMENT	1,670,600	1,670,600	-
209 PUBLIC DEFENDER TRAINING	432,845	432,845	-
212 SHERIFF RICO	2,000,000	2,000,000	-
213 COUNTY ATTORNEY RICO	4,000,000	4,000,000	-
214 SHERIFF JAIL ENHANCEMENT	1,560,000	1,560,000	-
215 EMERGENCY MANAGEMENT	929,156	929,156	-
218 CLERK OF COURT FILL THE GAP	2,633,772	2,633,772	-
220 DIVERSION	1,653,756	1,653,756	-
221 COUNTY ATTORNEY FILL THE GAP	1,792,043	1,792,043	-
225 SPUR CROSS RANCH CONSERVATION	172,050	295,591	(123,541)
226 PLANNING AND DEVELOPMENT FEES	7,874,883	7,844,791	30,092
228 JUVENILE PROBATION SPECIAL FEE	4,132,934	4,132,934	-
229 JUVENILE RESTITUTION	10,000	10,000	-
232 TRANSPORTATION OPERATIONS	88,278,036	58,474,290	29,803,746
235 DEL WEBB	9,108	235	8,873
236 RECORDERS SURCHARGE	4,590,000	3,494,738	1,095,262
237 JUST COURTS PHOTO ENFORCEMENT	75,000	75,000	-
239 PARKS SOUVENIR	220,000	220,000	-
240 LAKE PLEASANT RECREATION SVCS	2,013,948	2,013,948	-
241 PARKS ENHANCEMENT FUND	3,777,305	3,777,305	-
243 PARKS DONATIONS	62,790	62,790	-
245 JUSTICE COURTS SPECIAL REVENUE	6,472,572	6,472,572	-
252 INMATE SERVICES	10,799,768	10,799,768	-
254 INMATE HEALTH SERVICES	80,500	80,500	-
255 DETENTION OPERATIONS	309,887,527	309,887,527	-
256 PROBATE FEES	464,531	464,531	-
257 CONCILIATION COURT FEES	1,390,000	1,390,000	-
259 SUPERIOR COURT SPECIAL REVENUE	5,797,540	5,797,540	-
261 LAW LIBRARY	1,425,000	1,425,000	-
262 PUBLIC DEFENDER FILL THE GAP	1,076,687	1,076,687	-
263 LEGAL DEFENDER FILL THE GAP	59,000	59,000	-
264 SUPERIOR COURT FILL THE GAP	3,022,724	3,022,724	-
265 PUBLIC HEALTH FEES	4,403,833	4,403,833	-
266 CHECK ENFORCEMENT PROGRAM	346,000	346,000	-
267 CRIM JUSTICE ENHANCEMENT	1,056,900	1,056,900	-
268 VICTIM COMP AND ASSISTANCE	100,000	100,000	-
269 VICTIM COMP RESTITUTION INT	40,000	40,000	-
270 CHILD SUPPORT ENHANCEMENT	91,000	-	91,000
271 EXPEDITED CHILD SUPPORT	585,000	585,000	-

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
273 VICTIM LOCATION	8,000	-	8,000
274 CLERK OF THE COURT EDMS	3,598,000	3,598,000	-
275 JUVENILE PROBATION DIVERSION	306,633	306,633	-
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	4,757,203	4,757,203	-
504 AIR QUALITY FEES	10,847,720	10,847,720	-
506 ENVIRONMTL SVCS ENV HEALTH	18,842,756	18,842,756	-
572 ANIMAL CONTROL LICENSE SHELTER	9,361,383	9,358,200	3,183
574 ANIMAL CONTROL FIELD OPERATION	3,514,381	3,431,031	83,350
580 SOLID WASTE MANAGEMENT	289,966	1,993,701	(1,703,735)
669 SMALL SCHOOL SERVICE	109,657	109,657	-
741 TAXPAYER INFORMATION	304,341	304,341	-
780 SCHOOL TRANSPORTATION	600,000	600,000	-
782 SCHOOL COMMUNICATION	128,763	128,763	-
795 EDUCATIONAL SUPPLEMENTAL PROG	858,631	858,631	-
988 PUBLIC WORKS FLOOD CONTROL	35,933,801	35,933,801	-
SUBTOTAL NON-GRANT FUNDS	$ 580,788,593	$ 551,492,363	$ 29,296,230
GRANT FUNDS			
211 ADULT PROBATION GRANTS	$ 4,439,380	$ 4,439,380	$ -
216 CLERK OF THE COURT GRANTS	1,834,948	1,834,948	-
217 CDBG HOUSING TRUST	13,486,394	13,486,394	-
219 COUNTY ATTORNEY GRANTS	6,747,174	6,747,174	-
222 HUMAN SERVICES GRANTS	45,586,165	45,586,165	-
224 MEDICAL EXAMINER GRANT	160,140	160,140	-
227 JUVENILE PROBATION GRANTS	4,983,658	4,983,658	-
233 PUBLIC DEFENDER GRANTS	502,670	502,670	-
238 SUPERIOR COURT GRANTS	3,002,400	3,002,400	-
248 ELECTIONS GRANT	2,211,630	2,211,630	-
249 NON DEPARTMENTAL GRANT	11,361,800	11,361,800	-
251 SHERIFF GRANTS	5,709,844	5,709,844	-
292 CORRECTIONAL HEALTH GRANT	50,000	50,000	-
503 AIR QUALITY GRANT	3,118,800	3,118,800	-
505 ENVIRONMENTAL SERVICES GRANT	689,100	689,100	-
532 PUBLIC HEALTH GRANTS	49,446,407	49,446,407	-
573 ANIMAL CONTROL GRANTS	1,387,617	1,387,617	-
715 SCHOOL GRANT	8,679,759	8,679,759	-
SUBTOTAL GRANTS	163,397,886	163,397,886	-
SPECIAL REVENUE	$ 744,186,479	$ 714,890,249	$ 29,296,230
DEBT SERVICE			
320 COUNTY IMPROVEMENT DEBT	$ 1,238,574	$ 11,994,437	$ (10,755,863)
321 COUNTY IMPROVEMENT DEBT 2	1,140,559	7,413,980	(6,273,421)
DEBT SERVICE	$ 2,379,133	$ 19,408,417	$ (17,029,284)
CAPITAL PROJECTS			
445 GENERAL FUND CTY IMPROV	$ 5,756,205	$ -	$ 5,756,205
460 TECHNOLOGY CAP IMPROVEMENT	23,000,000	-	23,000,000
CAPITAL PROJECTS	$ 28,756,205	$ -	$ 28,756,205

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
INTERNAL SERVICE			
601 CMG HIGH OPTION	$ 38,798,632	$ 38,798,632	$ -
602 CMG LOW OPTION	1,201,113	1,201,113	-
603 OAP IN	17,985,367	17,985,367	-
604 OAP HIGH OPTION	29,754,654	29,754,654	-
605 OAP LOW OPTION	2,187,205	2,187,205	-
606 CHOICE FUND H.S.A.	5,514,104	5,514,104	-
607 FI DENTAL PPO	4,997,323	4,997,323	-
608 COINSURANCE	11,358,884	11,358,884	-
609 CONSUMER CHOICE	1,711,120	1,711,120	-
611 60 PERCENT STD	1,384,936	2,173,104	(788,168)
612 50 PERCENT STD	297,718	477,494	(179,776)
613 40 PERCENT STD	142,859	234,901	(92,042)
614 BEHAVIORAL HEALTH	2,104,872	2,104,872	-
615 WELLNESS	1,613,048	1,613,048	-
616 CONTRACT ADMINISTRATION	278,924	309,852	(30,928)
618 BENEFIT ADMINISTRATION	2,862,139	2,862,139	-
621 FLEX SPENDING HEALTH	2,804,131	2,804,131	-
622 FLEX SPENDING DEP CARE	989,885	989,885	-
623 VISION	1,327,632	1,327,632	-
625 FI PREPAID DENTAL	418,926	418,926	-
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	206,332	206,332	-
629 SI DENTAL	3,573,945	3,573,945	-
630 DEPENDENT LIFE	506,927	506,927	-
631 VOLUNTARY BENEFITS	285,492	285,492	-
632 CIGNA FOR SENIORS	488,400	488,400	-
654 EQUIPMENT SERVICES	13,909,239	13,165,326	743,913
673 REPROGRAPHICS	806,795	804,333	2,462
675 RISK MANAGEMENT	16,231,190	43,912,696	(27,681,506)
681 TELECOMMUNICATIONS	15,972,983	15,939,905	33,078
INTERNAL SERVICE	$ 184,725,667	$ 212,718,634	$ (27,992,967)
ELIMINATIONS	$ (342,839,324)	$ (342,839,324)	$ -
ALL FUNDS	$ 1,675,675,306	$ 1,662,645,122	$ 13,030,184

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 2012 Expenditure Limitation	$ 1,143,320,086
FY 2012 Est. Expenditures Subject to Limitation	$ 1,143,320,085
Expenditures (Over)/Under Limitation	$ 1

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
	JUDICIAL				
110	**ADULT PROBATION**				
100	**GENERAL**				
	OPERATING	$ 58,479,190	$ 58,376,613	$ 54,654,939	$ 3,721,674
201	**ADULT PROBATION FEES**				
	OPERATING	$ 12,005,365	$ 12,005,365	$ 12,870,619	$ (865,254)
	NON RECURRING NON PROJECT	283,427	283,427	306,887	(23,460)
	ALL FUNCTIONS	$ 12,288,792	$ 12,288,792	$ 13,177,506	$ (888,714)
211	**ADULT PROBATION GRANTS**				
	OPERATING	$ 6,119,639	$ 6,747,670	$ 4,439,380	$ 2,308,290
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 6,028,224	$ (6,028,224)
	TOTAL DEPARTMENT	**$ 76,887,621**	**$ 77,413,075**	**$ 78,300,049**	**$ (886,974)**
240	**JUSTICE COURTS**				
100	**GENERAL**				
	OPERATING	$ 14,353,098	$ 14,353,098	$ 15,615,281	$ (1,262,183)
204	**JUSTICE CT JUDICIAL ENHANCEMNT**				
	OPERATING	$ 924,686	$ 924,686	$ 936,813	$ (12,127)
	NON RECURRING NON PROJECT	856,815	856,815	1,000,000	(143,185)
	ALL FUNCTIONS	$ 1,781,501	$ 1,781,501	$ 1,936,813	$ (155,312)
237	**JUST COURTS PHOTO ENFORCEMENT**				
	OPERATING	$ 2,251,936	$ 2,251,936	$ 75,000	$ 2,176,936
	ELEC DOCUMENT MGMNT SYSTEM	-	-	846,000	(846,000)
	ALL FUNCTIONS	$ 2,251,936	$ 2,251,936	$ 921,000	$ 1,330,936
245	**JUSTICE COURTS SPECIAL REVENUE**				
	OPERATING	$ 4,672,031	$ 4,672,031	$ 6,472,572	$ (1,800,541)
	NON RECURRING NON PROJECT	1,034,584	1,034,584	-	1,034,584
	ALL FUNCTIONS	$ 5,706,615	$ 5,706,615	$ 6,472,572	$ (765,957)
	TOTAL DEPARTMENT	**$ 24,093,150**	**$ 24,093,150**	**$ 24,945,666**	**$ (852,516)**
270	**JUVENILE PROBATION**				
100	**GENERAL**				
	OPERATING	$ 16,124,198	$ 15,124,198	$ 16,756,982	$ (1,632,784)
227	**JUVENILE PROBATION GRANTS**				
	OPERATING	$ 5,296,477	$ 5,393,496	$ 4,983,658	$ 409,838
228	**JUVENILE PROBATION SPECIAL FEE**				
	OPERATING	$ 4,204,187	$ 4,204,187	$ 4,132,934	$ 71,253
229	**JUVENILE RESTITUTION**				
	OPERATING	$ 25,000	$ 25,000	$ 10,000	$ 15,000
255	**DETENTION OPERATIONS**				
	OPERATING	$ 33,206,895	$ 33,206,895	$ 31,542,830	$ 1,664,065
	JUV DETENTION TECH PROJECTS	-	-	1,484,321	(1,484,321)
	ALL FUNCTIONS	$ 33,206,895	$ 33,206,895	$ 33,027,151	$ 179,744
275	**JUVENILE PROBATION DIVERSION**				
	OPERATING	$ 386,633	$ 386,633	$ 306,633	$ 80,000
	TOTAL DEPARTMENT	**$ 59,243,390**	**$ 58,340,409**	**$ 59,217,358**	**$ (876,949)**
800	**SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 71,111,106	$ 72,298,636	$ 73,456,676	$ (1,158,040)
	INTEGRATED COURT INFO REWRITE	-	-	3,100,000	(3,100,000)
	ALL FUNCTIONS	$ 71,111,106	$ 72,298,636	$ 76,556,676	$ (4,258,040)

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 570,600	$ 570,600	$ 570,600	$ -
	NON RECURRING NON PROJECT	-	400,000	-	400,000
	INTEGRATED COURT INFO REWRITE	-	-	300,000	(300,000)
	ALL FUNCTIONS	$ 570,600	$ 970,600	$ 870,600	$ 100,000
238	**SUPERIOR COURT GRANTS**				
	OPERATING	$ 2,145,648	$ 2,324,480	$ 3,002,400	$ (677,920)
256	**PROBATE FEES**				
	OPERATING	$ 464,531	$ 464,531	$ 464,531	$ -
	NON RECURRING NON PROJECT	100,000	213,000	100,000	113,000
	ALL FUNCTIONS	$ 564,531	$ 677,531	$ 564,531	$ 113,000
257	**CONCILIATION COURT FEES**				
	OPERATING	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ -
	NON RECURRING NON PROJECT	-	200,000	312,500	(112,500)
	ALL FUNCTIONS	$ 1,390,000	$ 1,590,000	$ 1,702,500	$ (112,500)
259	**SUPERIOR COURT SPECIAL REVENUE**				
	OPERATING	$ 6,477,000	$ 6,477,000	$ 5,797,540	$ 679,460
	NON RECURRING NON PROJECT	175,000	1,400,000	-	1,400,000
	JURY SYSTEM REWRITE	384,000	384,000	232,000	152,000
	ALL FUNCTIONS	$ 7,036,000	$ 8,261,000	$ 6,029,540	$ 2,231,460
261	**LAW LIBRARY**				
	OPERATING	$ 1,425,000	$ 1,425,000	$ 1,425,000	$ -
264	**SUPERIOR COURT FILL THE GAP**				
	OPERATING	$ 2,329,600	$ 3,022,724	$ 3,022,724	$ -
	INTEGRATED COURT INFO REWRITE	-	-	100,000	(100,000)
	ALL FUNCTIONS	$ 2,329,600	$ 3,022,724	$ 3,122,724	$ (100,000)
271	**EXPEDITED CHILD SUPPORT**				
	OPERATING	$ 585,000	$ 585,000	$ 585,000	$ -
	NON RECURRING NON PROJECT	335,479	535,479	312,500	222,979
	ALL FUNCTIONS	$ 920,479	$ 1,120,479	$ 897,500	$ 222,979
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	$ -
	NON RECURRING NON PROJECT	-	-	200,000	(200,000)
	ALL FUNCTIONS	$ 190,682	$ 190,682	$ 390,682	$ (200,000)
	TOTAL DEPARTMENT	**$ 87,914,574**	**$ 92,112,060**	**$ 94,793,081**	**$ (2,681,021)**
	TOTAL JUDICIAL	**$ 248,138,735**	**$ 251,958,694**	**$ 257,256,154**	**$ (5,297,460)**
	ELECTED				
010	**BOARD OF SUPERVISORS DIST 1**				
100	**GENERAL**				
	OPERATING	$ 346,428	$ 346,428	$ 355,672	$ (9,244)
020	**BOARD OF SUPERVISORS DIST 2**				
100	**GENERAL**				
	OPERATING	$ 346,428	$ 346,428	$ 355,672	$ (9,244)
030	**BOARD OF SUPERVISORS DIST 3**				
100	**GENERAL**				
	OPERATING	$ 346,428	$ 346,428	$ 355,672	$ (9,244)
040	**BOARD OF SUPERVISORS DIST 4**				
100	**GENERAL**				
	OPERATING	$ 346,428	$ 346,428	$ 355,672	$ (9,244)
050	**BOARD OF SUPERVISORS DIST 5**				
100	**GENERAL**				
	OPERATING	$ 346,428	$ 346,428	$ 355,672	$ (9,244)

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
120	**ASSESSOR**				
100	**GENERAL**				
	OPERATING	$ 22,792,643	$ 22,792,643	$ 22,658,796	$ 133,847
	NON RECURRING NON PROJECT	325,000	561,139	669,183	(108,044)
	TOTAL DEPARTMENT	**$ 23,117,643**	**$ 23,353,782**	**$ 23,327,979**	**$ 25,803**
140	**CALL CENTER**				
100	**GENERAL**				
	OPERATING	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)
160	**CLERK OF THE SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 30,185,299	$ 30,185,299	$ 30,516,351	$ (331,052)
	NON RECURRING NON PROJECT	-	-	45,000	(45,000)
	ALL FUNCTIONS	$ 30,185,299	$ 30,185,299	$ 30,561,351	$ (376,052)
205	**COURT DOCUMENT RETRIEVAL**				
	OPERATING	$ 1,469,100	$ 1,469,100	$ 1,584,000	$ (114,900)
	NON RECURRING NON PROJECT	220,000	220,000	725,000	(505,000)
	ALL FUNCTIONS	$ 1,689,100	$ 1,689,100	$ 2,309,000	$ (619,900)
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ -
	NON RECURRING NON PROJECT	279,000	279,000	-	279,000
	ALL FUNCTIONS	$ 1,379,000	$ 1,379,000	$ 1,100,000	$ 279,000
216	**CLERK OF THE COURT GRANTS**				
	OPERATING	$ 1,350,280	$ 1,834,946	$ 1,834,948	$ (2)
218	**CLERK OF COURT FILL THE GAP**				
	OPERATING	$ 2,408,495	$ 2,633,772	$ 2,633,772	$ -
	NON RECURRING NON PROJECT	25,000	25,000	-	25,000
	ALL FUNCTIONS	$ 2,433,495	$ 2,658,772	$ 2,633,772	$ 25,000
270	**CHILD SUPPORT ENHANCEMENT**				
	NON RECURRING NON PROJECT	$ 75,000	$ 75,000	$ 45,900	$ 29,100
273	**VICTIM LOCATION**				
	NON RECURRING NON PROJECT	$ 75,000	$ 75,000	$ 75,000	$ -
274	**CLERK OF THE COURT EDMS**				
	OPERATING	$ 3,598,000	$ 3,598,000	$ 3,598,000	$ -
	NON RECURRING NON PROJECT	1,330,000	1,330,000	-	1,330,000
	JUVENILE ELEC COURT RECORD	-	-	160,000	(160,000)
	ALL FUNCTIONS	$ 4,928,000	$ 4,928,000	$ 3,758,000	$ 1,170,000
	TOTAL DEPARTMENT	**$ 42,115,174**	**$ 42,825,117**	**$ 42,317,971**	**$ 507,146**
190	**COUNTY ATTORNEY**				
100	**GENERAL**				
	OPERATING	$ 56,599,487	$ 56,814,153	$ 60,070,204	$ (3,256,051)
213	**COUNTY ATTORNEY RICO**				
	OPERATING	$ 2,000,000	$ 4,000,000	$ 4,000,000	$ -
	MCAO CASE MANAGEMENT SYSTEM	-	-	2,000,000	(2,000,000)
	ALL FUNCTIONS	$ 2,000,000	$ 4,000,000	$ 6,000,000	$ (2,000,000)
219	**COUNTY ATTORNEY GRANTS**				
	OPERATING	$ 7,792,090	$ 7,792,090	$ 6,747,174	$ 1,044,916
220	**DIVERSION**				
	OPERATING	$ 1,608,810	$ 1,608,810	$ 1,653,756	$ (44,946)
	NON RECURRING NON PROJECT	1,000,000	1,000,000	-	1,000,000
	ALL FUNCTIONS	$ 2,608,810	$ 2,608,810	$ 1,653,756	$ 955,054
221	**COUNTY ATTORNEY FILL THE GAP**				
	OPERATING	$ 1,400,000	$ 1,788,869	$ 1,792,043	$ (3,174)
	NON RECURRING NON PROJECT	-	33,885	-	33,885
	ALL FUNCTIONS	$ 1,400,000	$ 1,822,754	$ 1,792,043	$ 30,711
266	**CHECK ENFORCEMENT PROGRAM**				
	OPERATING	$ 346,000	$ 346,000	$ 346,000	$ -
	NON RECURRING NON PROJECT	-	75,000	-	75,000
	ALL FUNCTIONS	$ 346,000	$ 421,000	$ 346,000	$ 75,000

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
267	**CRIM JUSTICE ENHANCEMENT**				
	OPERATING	$ 1,449,400	$ 1,449,400	$ 1,056,900	$ 392,500
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	**$ 72,335,787**	**$ 75,048,207**	**$ 77,806,077**	**$ (2,757,870)**
210	**ELECTIONS**				
100	**GENERAL**				
	OPERATING	$ 20,300,000	$ 20,300,000	$ 14,368,149	$ 5,931,851
248	**ELECTIONS GRANT**				
	OPERATING	$ -	$ -	$ 2,211,630	$ (2,211,630)
	NON RECURRING NON PROJECT	2,782,320	2,782,320	-	2,782,320
	ALL FUNCTIONS	$ 2,782,320	$ 2,782,320	$ 2,211,630	$ 570,690
	TOTAL DEPARTMENT	**$ 23,082,320**	**$ 23,082,320**	**$ 16,579,779**	**$ 6,502,541**
250	**CONSTABLES**				
100	**GENERAL**				
	OPERATING	$ 2,429,547	$ 2,429,547	$ 2,490,609	$ (61,062)
	NON RECURRING NON PROJECT	272,790	295,328	177,876	117,452
	TOTAL DEPARTMENT	**$ 2,702,337**	**$ 2,724,875**	**$ 2,668,485**	**$ 56,390**
280	**COUNTY ATTORNEY CIVIL**				
100	**GENERAL**				
	OPERATING	$ 3,383,769	$ 5,540,786	$ 8,384,465	$ (2,843,679)
	NON RECURRING NON PROJECT	226,455	1,638,961	1,518,618	120,343
	TOTAL DEPARTMENT	**$ 3,610,224**	**$ 7,179,747**	**$ 9,903,083**	**$ (2,723,336)**
360	**RECORDER**				
100	**GENERAL**				
	OPERATING	$ 2,095,117	$ 2,095,117	$ 2,251,263	$ (156,146)
236	**RECORDERS SURCHARGE**				
	OPERATING	$ 3,498,813	$ 3,498,813	$ 3,494,738	$ 4,075
	NON RECURRING NON PROJECT	1,050,000	1,050,000	3,450,000	(2,400,000)
	ALL FUNCTIONS	$ 4,548,813	$ 4,548,813	$ 6,944,738	$ (2,395,925)
	TOTAL DEPARTMENT	**$ 6,643,930**	**$ 6,643,930**	**$ 9,196,001**	**$ (2,552,071)**
370	**EDUCATION SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,046,590	$ 2,046,590	$ 2,087,883	$ (41,293)
	NON RECURRING NON PROJECT	251,791	251,791	-	251,791
	ALL FUNCTIONS	$ 2,298,381	$ 2,298,381	$ 2,087,883	$ 210,498
669	**SMALL SCHOOL SERVICE**				
	OPERATING	$ 104,204	$ 104,204	$ 109,657	$ (5,453)
	NON RECURRING NON PROJECT	53,000	53,000	-	53,000
	ALL FUNCTIONS	$ 157,204	$ 157,204	$ 109,657	$ 47,547
715	**SCHOOL GRANT**				
	OPERATING	$ 2,238,480	$ 5,391,435	$ 8,679,759	$ (3,288,324)
780	**SCHOOL TRANSPORTATION**				
	OPERATING	$ 600,000	$ 600,000	$ 600,000	$ -
782	**SCHOOL COMMUNICATION**				
	OPERATING	$ 102,240	$ 102,240	$ 128,763	$ (26,523)
795	**EDUCATIONAL SUPPLEMENTAL PROG**				
	OPERATING	$ 920,335	$ 920,335	$ 858,631	$ 61,704
	NON RECURRING NON PROJECT	572,335	572,335	755,928	(183,593)
	ALL FUNCTIONS	$ 1,492,670	$ 1,492,670	$ 1,614,559	$ (121,889)
	TOTAL DEPARTMENT	**$ 6,888,975**	**$ 10,041,930**	**$ 13,220,621**	**$ (3,178,691)**

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
430	**TREASURER**				
100	**GENERAL**				
	OPERATING	$ 3,865,769	$ 3,865,769	$ 4,267,568	$ (401,799)
741	**TAXPAYER INFORMATION**				
	OPERATING	$ 304,341	$ 304,341	$ 304,341	$ -
	TOTAL DEPARTMENT	**$ 4,170,110**	**$ 4,170,110**	**$ 4,571,909**	**$ (401,799)**
500	**SHERIFF**				
100	**GENERAL**				
	OPERATING	$ 61,380,923	$ 61,380,923	$ 74,452,020	$ (13,071,097)
	NON RECURRING NON PROJECT	-	-	-	-
	ALL FUNCTIONS	$ 61,380,923	$ 61,380,923	$ 74,452,020	$ (13,071,097)
203	**SHERIFF DONATIONS**				
	OPERATING	$ 26,300	$ 26,300	$ 26,300	$ -
	NON RECURRING NON PROJECT	-	20,000	-	20,000
	ALL FUNCTIONS	$ 26,300	$ 46,300	$ 26,300	$ 20,000
212	**SHERIFF RICO**				
	OPERATING	$ -	$ 2,655,000	$ 2,000,000	$ 655,000
214	**SHERIFF JAIL ENHANCEMENT**				
	OPERATING	$ -	$ 2,205,000	$ 1,560,000	$ 645,000
	NON RECURRING NON PROJECT	-	-	2,000,000	(2,000,000)
	ALL FUNCTIONS	$ -	$ 2,205,000	$ 3,560,000	$ (1,355,000)
251	**SHERIFF GRANTS**				
	OPERATING	$ 4,824,306	$ 8,542,329	$ 5,709,844	$ 2,832,485
252	**INMATE SERVICES**				
	OPERATING	$ 10,799,768	$ 10,799,768	$ 10,799,768	$ -
	NON RECURRING NON PROJECT	-	9,262	23,000,000	(22,990,738)
	ALL FUNCTIONS	$ 10,799,768	$ 10,809,030	$ 33,799,768	$ (22,990,738)
254	**INMATE HEALTH SERVICES**				
	OPERATING	$ 97,215	$ 97,215	$ 80,500	$ 16,715
	NON RECURRING NON PROJECT	600,000	600,000	-	600,000
	ALL FUNCTIONS	$ 697,215	$ 697,215	$ 80,500	$ 616,715
255	**DETENTION OPERATIONS**				
	OPERATING	$ 182,132,904	$ 182,132,904	$ 173,059,942	$ 9,072,962
	JMS MIGRATION	500,000	500,000	-	500,000
	ALL FUNCTIONS	$ 182,632,904	$ 182,632,904	$ 173,059,942	$ 9,572,962
	TOTAL DEPARTMENT	**$ 260,361,416**	**$ 268,968,701**	**$ 292,688,374**	**$ (23,719,673)**
	TOTAL ELECTED	**$ 448,123,646**	**$ 467,134,449**	**$ 495,632,204**	**$ (28,497,755)**
	APPOINTED				
060	**CLERK OF THE BOARD**				
100	**GENERAL**				
	OPERATING	$ 660,693	$ 920,094	$ 1,209,399	$ (289,305)
	NON RECURRING NON PROJECT	583,251	583,251	399,356	183,895
	TOTAL DEPARTMENT	**$ 1,243,944**	**$ 1,503,345**	**$ 1,608,755**	**$ (105,410)**
150	**EMERGENCY MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 173,881	$ 173,881	$ 236,250	$ (62,369)
207	**PALO VERDE**				
	OPERATING	$ 418,829	$ 418,829	$ 501,208	$ (82,379)
	NON RECURRING NON PROJECT	-	-	61,646	(61,646)
	ALL FUNCTIONS	$ 418,829	$ 418,829	$ 562,854	$ (144,025)
215	**EMERGENCY MANAGEMENT**				
	OPERATING	$ 1,030,081	$ 1,030,081	$ 929,156	$ 100,925
	NON RECURRING NON PROJECT	-	195,697	100,925	94,772
	ALL FUNCTIONS	$ 1,030,081	$ 1,225,778	$ 1,030,081	$ 195,697
	TOTAL DEPARTMENT	**$ 1,622,791**	**$ 1,818,488**	**$ 1,829,185**	**$ (10,697)**

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
180	**FINANCE**				
100	**GENERAL**				
	OPERATING	$ 3,248,204	$ 3,248,204	$ 3,290,113	$ (41,909)
	NON RECURRING NON PROJECT	-	200,000	308,500	(108,500)
	TOTAL DEPARTMENT	**$ 3,248,204**	**$ 3,448,204**	**$ 3,598,613**	**$ (150,409)**
200	**COUNTY MANAGER**				
100	**GENERAL**				
	OPERATING	$ 2,682,434	$ 2,802,434	$ 2,818,608	$ (16,174)
	NON RECURRING NON PROJECT	2,448,928	2,427,228	15,066,101	(12,638,873)
	ALL FUNCTIONS	$ 5,131,362	$ 5,229,662	$ 17,884,709	$ (12,655,047)
249	**NON DEPARTMENTAL GRANT**				
	NON RECURRING NON PROJECT	$ 652,180	$ 3,668,150	$ 293,288	$ 3,374,862
255	**DETENTION OPERATIONS**				
	OPERATING	$ 1,458,856	$ 1,458,856	$ 1,282,863	$ 175,993
676	**COUNTY MANAGER RISK MANAGEMENT**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 13,000,000	$ (13,000,000)
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ (13,000,000)	$ 13,000,000
	TOTAL DEPARTMENT	**$ 7,242,398**	**$ 10,356,668**	**$ 19,460,860**	**$ (9,104,192)**
220	**HUMAN SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,063,610	$ 2,063,610	$ 2,260,912	$ (197,302)
217	**CDBG HOUSING TRUST**				
	OPERATING	$ 16,980,470	$ 16,980,470	$ 13,486,394	$ 3,494,076
222	**HUMAN SERVICES GRANTS**				
	OPERATING	$ 50,180,363	$ 56,564,367	$ 45,586,165	$ 10,978,202
255	**DETENTION OPERATIONS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 1,976,289	$ (1,976,289)
	TOTAL DEPARTMENT	**$ 69,224,443**	**$ 75,608,447**	**$ 63,309,760**	**$ 12,298,687**
230	**INTERNAL AUDIT**				
100	**GENERAL**				
	OPERATING	$ 1,572,354	$ 1,572,354	$ 1,590,290	$ (17,936)
260	**CORRECTIONAL HEALTH**				
100	**GENERAL**				
	OPERATING	$ 3,071,763	$ 3,071,763	$ 3,071,763	$ -
255	**DETENTION OPERATIONS**				
	OPERATING	$ 51,042,379	$ 51,042,379	$ 51,042,379	$ -
	NON RECURRING NON PROJECT	10,581,845	10,581,845	877,514	9,704,331
	ALL FUNCTIONS	$ 61,624,224	$ 61,624,224	$ 51,919,893	$ 9,704,331
292	**CORRECTIONAL HEALTH GRANT**				
	OPERATING	$ 50,000	$ 50,000	$ 50,000	$ -
	TOTAL DEPARTMENT	**$ 64,745,987**	**$ 64,745,987**	**$ 55,041,656**	**$ 9,704,331**
290	**MEDICAL EXAMINER**				
100	**GENERAL**				
	OPERATING	$ 6,757,790	$ 6,757,790	$ 6,911,513	$ (153,723)
224	**MEDICAL EXAMINER GRANT**				
	OPERATING	$ 53,648	$ 382,220	$ 160,140	$ 222,080
	TOTAL DEPARTMENT	**$ 6,811,438**	**$ 7,140,010**	**$ 7,071,653**	**$ 68,357**
300	**PARKS AND RECREATION**				
100	**GENERAL**				
	OPERATING	$ 693,436	$ 693,436	$ 1,098,011	$ (404,575)
225	**SPUR CROSS RANCH CONSERVATION**				
	OPERATING	$ 305,000	$ 305,000	$ 295,591	$ 9,409
	NON RECURRING NON PROJECT	35,000	35,000	35,000	-
	ALL FUNCTIONS	$ 340,000	$ 340,000	$ 330,591	$ 9,409
230	**PARKS AND RECREATION GRANTS**				
	OPERATING	$ 4,820	$ 4,820	$ -	$ 4,820
	NON RECURRING NON PROJECT	-	91,159	-	91,159
	ALL FUNCTIONS	$ 4,820	$ 95,979	$ -	$ 95,979

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
239	**PARKS SOUVENIR**				
	OPERATING	$ 220,000	$ 260,000	$ 220,000	$ 40,000
240	**LAKE PLEASANT RECREATION SVCS**				
	OPERATING	$ 1,847,278	$ 1,847,278	$ 2,013,948	$ (166,670)
	NON RECURRING NON PROJECT	510,000	739,753	725,000	14,753
	ALL FUNCTIONS	$ 2,357,278	$ 2,587,031	$ 2,738,948	$ (151,917)
241	**PARKS ENHANCEMENT FUND**				
	OPERATING	$ 3,503,744	$ 3,503,744	$ 3,777,305	$ (273,561)
	NON RECURRING NON PROJECT	943,300	978,735	755,521	223,214
	ALL FUNCTIONS	$ 4,447,044	$ 4,482,479	$ 4,532,826	$ (50,347)
243	**PARKS DONATIONS**				
	OPERATING	$ 108,000	$ 108,000	$ 62,790	$ 45,210
	NON RECURRING NON PROJECT	141,389	141,389	50,184	91,205
	ALL FUNCTIONS	$ 249,389	$ 249,389	$ 112,974	$ 136,415
900	**ELIMINATIONS**				
	OPERATING	$ (82,860)	$ (122,860)	$ (35,050)	$ (87,810)
	TOTAL DEPARTMENT	**$ 8,229,107**	**$ 8,585,454**	**$ 8,998,300**	**$ (412,846)**
310	**HUMAN RESOURCES**				
100	**GENERAL**				
	OPERATING	$ 2,923,840	$ 2,923,840	$ 3,046,837	$ (122,997)
601	**CMG HIGH OPTION**				
	OPERATING	$ 38,769,529	$ 38,769,529	$ -	$ 38,769,529
	NON RECURRING NON PROJECT	525,000	525,000	-	525,000
	ALL FUNCTIONS	$ 39,294,529	$ 39,294,529	$ -	$ 39,294,529
602	**CMG LOW OPTION**				
	OPERATING	$ 1,204,451	$ 1,204,451	$ -	$ 1,204,451
603	**OAP IN**				
	OPERATING	$ 18,246,010	$ 18,246,010	$ -	$ 18,246,010
604	**OAP HIGH OPTION**				
	OPERATING	$ 29,035,684	$ 29,035,684	$ -	$ 29,035,684
605	**OAP LOW OPTION**				
	OPERATING	$ 2,119,315	$ 2,119,315	$ -	$ 2,119,315
606	**CHOICE FUND H.S.A.**				
	OPERATING	$ 5,480,061	$ 5,480,061	$ -	$ 5,480,061
607	**FI DENTAL PPO**				
	OPERATING	$ 5,502,303	$ 5,502,303	$ -	$ 5,502,303
608	**COINSURANCE**				
	OPERATING	$ 13,041,846	$ 13,041,846	$ -	$ 13,041,846
609	**CONSUMER CHOICE**				
	OPERATING	$ 1,994,911	$ 1,994,911	$ -	$ 1,994,911
610	**70 PERCENT STD**				
	OPERATING	$ 2,246,085	$ 2,246,085	$ -	$ 2,246,085
611	**60 PERCENT STD**				
	OPERATING	$ 510,935	$ 510,935	$ -	$ 510,935
612	**50 PERCENT STD**				
	OPERATING	$ 439,219	$ 439,219	$ -	$ 439,219
613	**40 PERCENT STD**				
	OPERATING	$ 202,539	$ 202,539	$ -	$ 202,539
614	**BEHAVIORAL HEALTH**				
	OPERATING	$ 4,491,552	$ 4,491,552	$ -	$ 4,491,552
615	**WELLNESS**				
	OPERATING	$ 810,960	$ 810,960	$ -	$ 810,960
	NON RECURRING NON PROJECT	-	285,000	-	285,000
	ALL FUNCTIONS	$ 810,960	$ 1,095,960	$ -	$ 1,095,960
616	**CONTRACT ADMINISTRATION**				
	OPERATING	$ 287,611	$ 287,611	$ -	$ 287,611
617	**MED INCENTIVE AND PENALTIES**				
	OPERATING	$ 2,357,648	$ 2,357,648	$ -	$ 2,357,648
	NON RECURRING NON PROJECT	1,000,000	1,000,000	-	1,000,000
	ALL FUNCTIONS	$ 3,357,648	$ 3,357,648	$ -	$ 3,357,648

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
618	**BENEFIT ADMINISTRATION**				
	OPERATING	$ 2,267,007	$ 2,267,007	$ -	$ 2,267,007
	NON RECURRING NON PROJECT	120,000	120,000	-	120,000
	ALL FUNCTIONS	$ 2,387,007	$ 2,387,007	$ -	$ 2,387,007
621	**FLEX SPENDING HEALTH**				
	OPERATING	$ 2,261,183	$ 2,261,183	$ -	$ 2,261,183
622	**FLEX SPENDING DEP CARE**				
	OPERATING	$ 715,536	$ 715,536	$ -	$ 715,536
623	**VISION**				
	OPERATING	$ 1,351,050	$ 1,351,050	$ -	$ 1,351,050
624	**STAND ALONE VISION**				
	OPERATING	$ 75,644	$ 75,644	$ -	$ 75,644
625	**FI PREPAID DENTAL**				
	OPERATING	$ 409,832	$ 409,832	$ -	$ 409,832
626	**FI LIFE AND AD AND D**				
	OPERATING	$ 1,130,769	$ 1,130,769	$ -	$ 1,130,769
627	**SUPPLEMENTAL LIFE**				
	OPERATING	$ 3,880,123	$ 3,880,123	$ -	$ 3,880,123
628	**EMPLOYEE ASSISTANCE**				
	OPERATING	$ 196,253	$ 196,253	$ -	$ 196,253
629	**SI DENTAL**				
	OPERATING	$ 3,510,313	$ 3,510,313	$ -	$ 3,510,313
630	**DEPENDENT LIFE**				
	OPERATING	$ 506,927	$ 506,927	$ -	$ 506,927
631	**VOLUNTARY BENEFITS**				
	OPERATING	$ 306,930	$ 306,930	$ -	$ 306,930
632	**CIGNA FOR SENIORS**				
	OPERATING	$ 559,200	$ 559,200	$ -	$ 559,200
652	**HEALTH SELECT SI TRUST**				
	NON RECURRING NON PROJECT	$ -	$ 1,380,292	$ -	$ 1,380,292
	TOTAL DEPARTMENT	**$ 148,480,266**	**$ 150,145,558**	**$ 3,046,837**	**$ 147,098,721**
320	**SPECIAL LITIGATION**				
100	**GENERAL**				
	OPERATING	$ 1,944,953	$ 1,246,584	$ -	$ 1,246,584
	NON RECURRING NON PROJECT	51,000	51,000	-	51,000
	TOTAL DEPARTMENT	**$ 1,995,953**	**$ 1,297,584**	**$ -**	**$ 1,297,584**
330	**GENERAL COUNSEL**				
100	**GENERAL**				
	OPERATING	$ 5,835,533	$ 2,688,265	$ -	$ 2,688,265
	NON RECURRING NON PROJECT	44,400	44,400	-	44,400
	TOTAL DEPARTMENT	**$ 5,879,933**	**$ 2,732,665**	**$ -**	**$ 2,732,665**
340	**PUBLIC FIDUCIARY**				
100	**GENERAL**				
	OPERATING	$ 2,459,102	$ 2,459,102	$ 3,026,709	$ (567,607)
	NON RECURRING NON PROJECT	-	-	73,311	(73,311)
	TOTAL DEPARTMENT	**$ 2,459,102**	**$ 2,459,102**	**$ 3,100,020**	**$ (640,918)**
390	**BUS STRATEGIES HLTH CARE PROG**				
100	**GENERAL**				
	OPERATING	$ 242,044,524	$ 242,044,524	$ 237,003,448	$ 5,041,076
	NON RECURRING NON PROJECT	(26,396,100)	(26,396,100)	-	(26,396,100)
	ALL FUNCTIONS	$ 215,648,424	$ 215,648,424	$ 237,003,448	$ (21,355,024)
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 6,651,736	$ 6,651,736	$ 6,921,762	$ (270,026)
601	**CMG HIGH OPTION**				
	OPERATING	$ -	$ -	$ 38,798,632	$ (38,798,632)
602	**CMG LOW OPTION**				
	OPERATING	$ -	$ -	$ 1,201,113	$ (1,201,113)
603	**OAP IN**				
	OPERATING	$ -	$ -	$ 17,985,367	$ (17,985,367)

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
604	**OAP HIGH OPTION**				
	OPERATING	$ -	$ -	$ 29,754,654	$ (29,754,654)
605	**OAP LOW OPTION**				
	OPERATING	$ -	$ -	$ 2,187,205	$ (2,187,205)
606	**CHOICE FUND H.S.A.**				
	OPERATING	$ -	$ -	$ 5,514,104	$ (5,514,104)
607	**FI DENTAL PPO**				
	OPERATING	$ -	$ -	$ 4,997,323	$ (4,997,323)
608	**COINSURANCE**				
	OPERATING	$ -	$ -	$ 11,358,884	$ (11,358,884)
609	**CONSUMER CHOICE**				
	OPERATING	$ -	$ -	$ 1,711,120	$ (1,711,120)
611	**60 PERCENT STD**				
	OPERATING	$ -	$ -	$ 2,173,104	$ (2,173,104)
612	**50 PERCENT STD**				
	OPERATING	$ -	$ -	$ 477,494	$ (477,494)
613	**40 PERCENT STD**				
	OPERATING	$ -	$ -	$ 234,901	$ (234,901)
614	**BEHAVIORAL HEALTH**				
	OPERATING	$ -	$ -	$ 2,104,872	$ (2,104,872)
615	**WELLNESS**				
	OPERATING	$ -	$ -	$ 1,613,048	$ (1,613,048)
	NON RECURRING NON PROJECT	-	-	2,080,650	(2,080,650)
	ALL FUNCTIONS	$ -	$ -	$ 3,693,698	$ (3,693,698)
616	**CONTRACT ADMINISTRATION**				
	OPERATING	$ -	$ -	$ 309,852	$ (309,852)
	NON RECURRING NON PROJECT	-	-	72,000	(72,000)
	ALL FUNCTIONS	$ -	$ -	$ 381,852	$ (381,852)
618	**BENEFIT ADMINISTRATION**				
	OPERATING	$ -	$ -	$ 2,862,139	$ (2,862,139)
	NON RECURRING NON PROJECT	-	-	508,343	(508,343)
	ALL FUNCTIONS	$ -	$ -	$ 3,370,482	$ (3,370,482)
621	**FLEX SPENDING HEALTH**				
	OPERATING	$ -	$ -	$ 2,804,131	$ (2,804,131)
622	**FLEX SPENDING DEP CARE**				
	OPERATING	$ -	$ -	$ 989,885	$ (989,885)
623	**VISION**				
	OPERATING	$ -	$ -	$ 1,327,632	$ (1,327,632)
624	**STAND ALONE VISION**				
	OPERATING	$ -	$ -	$ -	$ -
625	**FI PREPAID DENTAL**				
	OPERATING	$ -	$ -	$ 418,926	$ (418,926)
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	$ -	$ -	$ 206,332	$ (206,332)
629	**SI DENTAL**				
	OPERATING	$ -	$ -	$ 3,573,945	$ (3,573,945)
630	**DEPENDENT LIFE**				
	OPERATING	$ -	$ -	$ 506,927	$ (506,927)
631	**VOLUNTARY BENEFITS**				
	OPERATING	$ -	$ -	$ 285,492	$ (285,492)
632	**CIGNA FOR SENIORS**				
	OPERATING	$ -	$ -	$ 488,400	$ (488,400)
	TOTAL DEPARTMENT	**$ 222,300,160**	**$ 222,300,160**	**$ 385,482,577**	**$ (163,182,417)**

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
410	**ENTERPRISE TECHNOLOGY**				
100	**GENERAL**				
	OPERATING	$ 6,892,486	$ 6,633,085	$ 8,174,211	$ (1,541,126)
	NON RECURRING NON PROJECT	289,000	289,000	275,000	14,000
	ALL FUNCTIONS	$ 7,181,486	$ 6,922,085	$ 8,449,211	$ (1,527,126)
681	**TELECOMMUNICATIONS**				
	OPERATING	$ 15,972,983	$ 15,972,983	$ 15,939,905	$ 33,078
	NON RECURRING NON PROJECT	3,923,139	3,923,139	1,874,585	2,048,554
	ALL FUNCTIONS	$ 19,896,122	$ 19,896,122	$ 17,814,490	$ 2,081,632
	TOTAL DEPARTMENT	**$ 27,077,608**	**$ 26,818,207**	**$ 26,263,701**	**$ 554,506**
440	**PLANNING AND DEVELOPMENT**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 1,015,855	$ (1,015,855)
226	**PLANNING AND DEVELOPMENT FEES**				
	OPERATING	$ 7,799,774	$ 7,928,472	$ 7,844,791	$ 83,681
	NON RECURRING NON PROJECT	431,000	611,889	467,961	143,928
	ALL FUNCTIONS	$ 8,230,774	$ 8,540,361	$ 8,312,752	$ 227,609
235	**DEL WEBB**				
	OPERATING	$ 1,636	$ 1,636	$ 235	$ 1,401
	TOTAL DEPARTMENT	**$ 8,232,410**	**$ 8,541,997**	**$ 9,328,842**	**$ (786,845)**
460	**RESEARCH AND REPORTING**				
100	**GENERAL**				
	OPERATING	$ 322,241	$ 322,241	$ 362,739	$ (40,498)
470	**NON DEPARTMENTAL**				
100	**GENERAL**				
	OPERATING	$ 279,735,218	$ 281,004,219	$ 249,133,423	$ 31,870,796
	NON RECURRING NON PROJECT	314,514,777	310,618,665	196,809,478	113,809,187
	ALL FUNCTIONS	$ 594,249,995	$ 591,622,884	$ 445,942,901	$ 145,679,983
210	**WASTE MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 474,133	$ 474,133	$ 484,410	$ (10,277)
249	**NON DEPARTMENTAL GRANT**				
	OPERATING	$ 16,336,158	$ 14,512,061	$ 11,361,800	$ 3,150,261
	NON RECURRING NON PROJECT	7,690,000	3,077,662	6,777,753	(3,700,091)
	ALL FUNCTIONS	$ 24,026,158	$ 17,589,723	$ 18,139,553	$ (549,830)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 17,326,108	$ 17,326,108	$ 19,812,524	$ (2,486,416)
	NON RECURRING NON PROJECT	211,143,471	211,143,471	54,747,929	156,395,542
	ALL FUNCTIONS	$ 228,469,579	$ 228,469,579	$ 74,560,453	$ 153,909,126
320	**COUNTY IMPROVEMENT DEBT**				
	OPERATING	$ 9,762,550	$ 10,214,300	$ 11,994,437	$ (1,780,137)
	NON RECURRING NON PROJECT	11,649	11,649	-	11,649
	ALL FUNCTIONS	$ 9,774,199	$ 10,225,949	$ 11,994,437	$ (1,768,488)
321	**COUNTY IMPROVEMENT DEBT 2**				
	OPERATING	$ 7,409,780	$ 7,409,780	$ 7,413,980	$ (4,200)

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
422	**INTERGOVERNMENTAL CAP PROJ**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 2,442,052	$ (2,442,052)
	CAVE CREEK TRANSFER STATION	-	83,798	-	83,798
	APS ES ESCO IMPROVEMENTS	17,683	90,585	-	90,585
	VULTURE MOUNTAIN	50,000	50,000	125,000	(75,000)
	WHITE TANKS NATURE CTR	165,000	165,000	-	165,000
	ALL FUNCTIONS	$ 232,683	$ 389,383	$ 2,567,052	$ (2,177,669)
440	**FINANCING SERIES 2007**				
	NON RECURRING NON PROJECT	$ 12,752	$ 12,752	$ -	$ 12,752
445	**GENERAL FUND CTY IMPROV**				
	NON RECURRING NON PROJECT	$ 11,701,867	$ 11,701,867	$ 22,438,376	$ (10,736,509)
	CLERK OF SUP COURT REMODEL	-	-	8,229,359	(8,229,359)
	CHAMBERS SWING SPACE REMODEL	-	2,819,079	2,399,905	419,174
	APS ES ESCO IMPROVEMENTS	5,020,710	5,648,280	4,873,635	774,645
	FIRST AVE JAIL DEMO PLAZA DSGN	8,331,712	8,331,712	-	8,331,712
	FIFTH AVE REMEDIATION	-	295,000	-	295,000
	COURT TOWER	138,067,103	138,067,103	50,548,800	87,518,303
	MARICOPA REGIONAL TRAIL SYSTEM	850,000	850,000	875,477	(25,477)
	OLD COURTHOUSE REMODEL	-	-	2,373,811	(2,373,811)
	PROJECT RESERVE	31,657,923	26,916,506	-	26,916,506
	SHERIFF CRIME LAB RELOCATION	3,533,297	4,592,713	2,606,806	1,985,907
	SANTA FE DEPOT REMODEL	3,822,106	3,830,901	-	3,830,901
	SHERIFF HQ PROJECT	-	-	20,000,000	(20,000,000)
	SECURITY BUILDING	2,669,424	2,665,727	-	2,665,727
	SOUTHEAST FACILITY REMODEL	-	250,000	3,178,584	(2,928,584)
	VULTURE MOUNTAIN	100,000	100,000	68,000	32,000
	W COURT 2 3 4 FLOOR REMODEL	2,784,519	3,097,343	-	3,097,343
	ALL FUNCTIONS	$ 208,538,661	$ 209,166,231	$ 117,592,753	$ 91,573,478
455	**DETENTION CAPITAL PROJECTS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 5,700,000	$ (5,700,000)
	ESTRELLA CHILLED WATER CONV	3,150,000	2,687,158	-	2,687,158
	APS ES ESCO IMPROVEMENTS	10,607,196	9,762,410	5,342,176	4,420,234
	4TH AVE SOLAR WATER HEATING SYSTEM	989,900	1,009,648	-	1,009,648
	COURT TOWER	-	-	28,391,973	(28,391,973)
	LBJ SOLAR WATER HEATING SYSTEM	1,142,900	1,170,819	-	1,170,819
	PROJECT RESERVE	-	-	52,139,825	(52,139,825)
	SHERIFF HQ PROJECT	-	-	16,000,000	(16,000,000)
	MCSO TRANSPORTATION HUB	52,139,825	52,139,825	-	52,139,825
	TOWERS CHILLED WATER CONV	1,900,000	2,529,936	-	2,529,936
	ALL FUNCTIONS	$ 69,929,821	$ 69,299,796	$ 107,573,974	$ (38,274,178)
460	**TECHNOLOGY CAP IMPROVEMENT**				
	CONTACT CENTER SYSTEM	$ 2,102,550	$ 2,102,550	$ 1,726,088	$ 376,462
	ENTERPRISE DATA CTNR CT	-	-	12,151,400	(12,151,400)
	COURT SECURITY INTEGRATION	-	-	1,000,000	(1,000,000)
	COUNTY TELEPHONE SYSTEM	16,453,320	16,453,320	17,287,800	(834,480)
	INTEGRATED WORKPLACE MGMT SYS	-	-	1,123,000	(1,123,000)
	RADIO SYSTEM	28,828,943	28,828,943	39,655,342	(10,826,399)
	SHERIFF 911 CENTER EQUIPMENT	8,250,000	8,250,000	8,108,000	142,000
	SHERIFF HQ PROJECT IT INFRA	-	-	4,220,934	(4,220,934)
	INFRASTRUCTURE REFRESH PH II	500,000	500,000	13,729,990	(13,229,990)
	ALL FUNCTIONS	$ 56,134,813	$ 56,134,813	$ 99,002,554	$ (42,867,741)
461	**DETENTION TECH CAP IMPROVEMENT**				
	CORR HEALTH ZONE H INFRA	$ -	$ -	$ 3,349,950	$ (3,349,950)
	CHS ELECTRONIC MEDICAL RECORD SYSTEM	5,718,000	5,718,000	3,229,516	2,488,484
	SHERIFF NICE VISION	-	-	5,700,000	(5,700,000)
	ALL FUNCTIONS	$ 5,718,000	$ 5,718,000	$ 12,279,466	$ (6,561,466)
	TOTAL DEPARTMENT	**$ 1,204,970,574**	**$ 1,196,513,023**	**$ 897,551,533**	**$ 298,961,490**

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
490	**MANAGEMENT AND BUDGET**				
100	**GENERAL**				
	OPERATING	$ 3,311,167	$ 3,311,167	$ 3,224,295	$ 86,872
520	**PUBLIC DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 34,439,124	$ 34,244,787	$ 32,986,216	$ 1,258,571
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 366,854	$ 366,854	$ 366,854	$ -
	NON RECURRING NON PROJECT	71,280	71,280	50,866	20,414
	ALL FUNCTIONS	$ 438,134	$ 438,134	$ 417,720	$ 20,414
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ 445,651	$ 445,651	$ 449,732	$ (4,081)
262	**PUBLIC DEFENDER FILL THE GAP**				
	OPERATING	$ 955,476	$ 955,476	$ 1,076,687	$ (121,211)
	NON RECURRING NON PROJECT	528,225	528,225	-	528,225
	PDS CASE MANAGEMENT SYSTEM	-	-	1,601,788	(1,601,788)
	NON-RECURRING	$ 528,225	$ 528,225	$ 1,601,788	$ (1,073,563)
	ALL FUNCTIONS	$ 1,483,701	$ 1,483,701	$ 2,678,475	$ (1,194,774)
	TOTAL DEPARTMENT	**$ 36,806,610**	**$ 36,612,273**	**$ 36,532,143**	**$ 80,130**
540	**LEGAL DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 10,483,641	$ 10,566,830	$ 10,268,731	$ 298,099
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 52,155	$ 52,155	$ 52,155	$ -
	NON RECURRING NON PROJECT	49,013	49,013	84,082	(35,069)
	ALL FUNCTIONS	$ 101,168	$ 101,168	$ 136,237	$ (35,069)
263	**LEGAL DEFENDER FILL THE GAP**				
	OPERATING	$ 59,000	$ 59,000	$ 59,000	$ -
	TOTAL DEPARTMENT	**$ 10,643,809**	**$ 10,726,998**	**$ 10,463,968**	**$ 263,030**
550	**LEGAL ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 9,231,434	$ 9,272,332	$ 9,256,389	$ 15,943
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 13,836	$ 13,836	$ 13,836	$ -
	NON RECURRING NON PROJECT	23,562	23,562	49,512	(25,950)
	ALL FUNCTIONS	$ 37,398	$ 37,398	$ 63,348	$ (25,950)
	TOTAL DEPARTMENT	**$ 9,268,832**	**$ 9,309,730**	**$ 9,319,737**	**$ (10,007)**
560	**CONTRACT COUNSEL**				
100	**GENERAL**				
	OPERATING	$ 21,191,305	$ 20,922,775	$ 21,193,853	$ (271,078)
	NON RECURRING NON PROJECT	4,380,269	4,380,269	4,700,000	(319,731)
	TOTAL DEPARTMENT	**$ 25,571,574**	**$ 25,303,044**	**$ 25,893,853**	**$ (590,809)**
570	**PUBLIC ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 4,275,150	$ 4,613,930	$ 5,989,844	$ (1,375,914)
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ -	$ 60,210	$ 52,938	$ 7,272
	TOTAL DEPARTMENT	**$ 4,275,150**	**$ 4,674,140**	**$ 6,042,782**	**$ (1,368,642)**
730	**MATERIALS MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 1,952,701	$ 1,952,701	$ 1,997,969	$ (45,268)
	NON RECURRING NON PROJECT	68,760	68,760	101,934	(33,174)
	ALL FUNCTIONS	$ 2,021,461	$ 2,021,461	$ 2,099,903	$ (78,442)
673	**REPROGRAPHICS**				
	OPERATING	$ 806,795	$ 806,795	$ 804,333	$ 2,462
	NON RECURRING NON PROJECT	-	51,440	-	51,440
	ALL FUNCTIONS	$ 806,795	$ 858,235	$ 804,333	$ 53,902
	TOTAL DEPARTMENT	**$ 2,828,256**	**$ 2,879,696**	**$ 2,904,236**	**$ (24,540)**

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
740	**EQUIPMENT SERVICES**				
654	**EQUIPMENT SERVICES**				
	OPERATING	$ 13,165,326	$ 13,165,326	$ 13,165,326	$ -
	NON RECURRING NON PROJECT	938,700	938,700	1,426,017	(487,317)
	APS ES ESCO IMPROVEMENTS	62,557	182,152	-	182,152
	NON-RECURRING	1,061,000	4,510,459	1,337,495	3,172,964
	TOTAL DEPARTMENT	**$ 14,166,583**	**$ 14,286,178**	**$ 14,591,343**	**$ (305,165)**
750	**RISK MANAGEMENT**				
675	**RISK MANAGEMENT**				
	OPERATING	$ 37,144,391	$ 37,144,391	$ 43,912,696	$ (6,768,305)
	TOTAL DEPARTMENT	**$ 37,144,391**	**$ 37,144,391**	**$ 43,912,696**	**$ (6,768,305)**
790	**ANIMAL CARE AND CONTROL**				
100	**GENERAL**				
	OPERATING	$ 257,903	$ 257,903	$ 257,903	$ -
572	**ANIMAL CONTROL LICENSE SHELTER**				
	OPERATING	$ 9,965,290	$ 9,965,290	$ 9,358,200	$ 607,090
	NON RECURRING NON PROJECT	205,433	278,335	-	278,335
	ALL FUNCTIONS	$ 10,170,723	$ 10,243,625	$ 9,358,200	$ 885,425
573	**ANIMAL CONTROL GRANTS**				
	OPERATING	$ 1,572,785	$ 1,572,785	$ 1,387,617	$ 185,168
	NON RECURRING NON PROJECT	-	-	300,000	(300,000)
	ALL FUNCTIONS	$ 1,572,785	$ 1,572,785	$ 1,687,617	$ (114,832)
574	**ANIMAL CONTROL FIELD OPERATION**				
	OPERATING	$ 3,295,702	$ 3,295,702	$ 3,431,031	$ (135,329)
	NON RECURRING NON PROJECT	225,000	225,000	116,000	109,000
	ALL FUNCTIONS	$ 3,520,702	$ 3,520,702	$ 3,547,031	$ (26,329)
	TOTAL DEPARTMENT	**$ 15,522,113**	**$ 15,595,015**	**$ 14,850,751**	**$ 744,264**
850	**AIR QUALITY**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 763,350	$ (763,350)
	NON RECURRING NON PROJECT	-	-	609,945	(609,945)
	ALL FUNCTIONS	$ -	$ -	$ 1,373,295	$ (1,373,295)
503	**AIR QUALITY GRANT**				
	OPERATING	$ 4,107,047	$ 4,107,047	$ 3,118,800	$ 988,247
	NON RECURRING NON PROJECT	-	164,682	74,682	90,000
	ALL FUNCTIONS	$ 4,107,047	$ 4,271,729	$ 3,193,482	$ 1,078,247
504	**AIR QUALITY FEES**				
	OPERATING	$ 12,812,844	$ 12,812,844	$ 10,847,720	$ 1,965,124
	NON RECURRING NON PROJECT	738,000	753,462	743,320	10,142
	ALL FUNCTIONS	$ 13,550,844	$ 13,566,306	$ 11,591,040	$ 1,975,266
	TOTAL DEPARTMENT	**$ 17,657,891**	**$ 17,838,035**	**$ 16,157,817**	**$ 1,680,218**
860	**PUBLIC HEALTH**				
100	**GENERAL**				
	OPERATING	$ 10,787,840	$ 10,787,840	$ 11,064,496	$ (276,656)
265	**PUBLIC HEALTH FEES**				
	OPERATING	$ 4,860,460	$ 4,860,460	$ 4,403,833	$ 456,627
	NON RECURRING NON PROJECT	325,679	379,481	174,330	205,151
	ALL FUNCTIONS	$ 5,186,139	$ 5,239,941	$ 4,578,163	$ 661,778
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 38,522,849	$ 48,726,606	$ 42,524,645	$ 6,201,961
	NON RECURRING NON PROJECT	-	743,445	-	743,445
	ALL FUNCTIONS	$ 38,522,849	$ 49,470,051	$ 42,524,645	$ 6,945,406
	TOTAL DEPARTMENT	**$ 54,496,828**	**$ 65,497,832**	**$ 58,167,304**	**$ 7,330,528**
880	**ENVIRONMENTAL SERVICES**				
100	**GENERAL**				
	OPERATING	$ 3,790,840	$ 3,790,840	$ 4,112,343	$ (321,503)
	NON RECURRING NON PROJECT	88,000	88,000	213,906	(125,906)
	ALL FUNCTIONS	$ 3,878,840	$ 3,878,840	$ 4,326,249	$ (447,409)

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
505	**ENVIRONMENTAL SERVICES GRANT**				
	OPERATING	$ 765,000	$ 765,000	$ 689,100	$ 75,900
506	**ENVIRONMTL SVCS ENV HEALTH**				
	OPERATING	$ 18,143,675	$ 18,143,675	$ 18,842,756	$ (699,081)
	NON RECURRING NON PROJECT	4,117,687	3,608,024	2,271,835	1,336,189
	ALL FUNCTIONS	$ 22,261,362	$ 21,751,699	$ 21,114,591	$ 637,108
	TOTAL DEPARTMENT	**$ 26,905,202**	**$ 26,395,539**	**$ 26,129,940**	**$ 265,599**
910	**PUBLIC WORKS**				
100	**GENERAL**				
	OPERATING	$ 44,514,611	$ 44,514,611	$ 39,140,659	$ 5,373,952
	NORTH SCOTTSDALE AIRPARK	-	-	20,249	(20,249)
	BUILDING ASSESSMENT	-	-	250,000	(250,000)
	BLACK CANYON HIGHWAY AP	-	-	37,336	(37,336)
	BARTLETT LAKE STATION	-	-	84,445	(84,445)
	CENTRAL COURT BLDG	-	-	1,000,000	(1,000,000)
	CODE COMPLIANCE RESERVE	-	-	200,000	(200,000)
	DURANGO PARKING GARAGE	-	-	1,301,692	(1,301,692)
	DURANGO JUVE	-	-	34,002	(34,002)
	EAST COURT BLDG	-	-	284,714	(284,714)
	ENERGY MANAGEMENT	-	-	400,000	(400,000)
	ENVIRONMENTAL PROGRAM	-	-	100,000	(100,000)
	EQUIPMENT SVS	-	-	212,764	(212,764)
	JACKSON ST GARAGE	-	-	510,000	(510,000)
	PROGRAM FEES	-	-	500,000	(500,000)
	SECURITY BLDG	-	-	1,891,691	(1,891,691)
	BLDG SECURITY PROGRAM	-	-	200,000	(200,000)
	SOUTHEAST COMPLEX	-	-	340,050	(340,050)
	LIFE SAFETY PROGRAM	-	-	250,000	(250,000)
	THOMPSON PEAK TRANS BLDG	-	-	129,762	(129,762)
	WEST COURT BLDG	-	-	831,201	(831,201)
	OPERATING	$ 44,514,611.00	$ 44,514,611.00	$ 47,718,565.00	$ (3,203,954.00)
	NON RECURRING NON PROJECT	$ (8,341,906)	$ (7,981,906)	$ 144,063	$ (8,125,969)
	ASSESSOR ADMIN BLDG REMODEL	-	1,546,027	-	1,546,027
	COURTS AREA GENERAL	307,377	307,377	-	307,377
	CENTRAL COURT BLDG	3,450,000	3,450,000	-	3,450,000
	DATA CENTER GENERATOR	-	1,543,432	1,193,432	350,000
	DURANGO PARKING GARAGE	450,000	450,000	-	450,000
	EAST COURT INFR IMPROVEMENTS	488,232	488,232	-	488,232
	ENERGY MANAGEMENT STUDIES	400,000	400,000	-	400,000
	ENVIRONMENTAL PROJECTS	100,000	100,000	-	100,000
	GLENDALE REG DAY REPORTING	85,000	85,000	-	85,000
	OLD COURT HOUSE BLDG IMPRVMTS	327,660	327,660	-	327,660
	PROGRAM FEES	600,000	600,000	-	600,000
	CODE COMPLIANCE RESERVE	200,000	200,000	-	200,000
	BUILDING SECURITY PROJECTS	400,000	400,000	-	400,000
	LIFE SAFETY PROJECTS	400,000	400,000	-	400,000
	SE REG INFRASTRUC IMPRVMTS	100,000	100,000	-	100,000
	SECURITY CNTR INFR IMPROVEMENT	1,081,259	1,081,259	-	1,081,259
	SHERIFF WAREHOUSE	416,000	416,000	-	416,000
	WEST COURT INFR IMPROVEMENTS	597,378	597,378	-	597,378
	NON-RECURRING	$ 1,061,000	$ 4,510,459	$ 1,337,495	$ 3,172,964
	ALL FUNCTIONS	$ 45,575,611	$ 49,025,070	$ 49,056,060	$ (30,990)
223	**TRANSPORTATION GRANTS**				
	NON RECURRING NON PROJECT	$ 573,971	$ 573,971	$ 500,000	$ 73,971

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
232	**TRANSPORTATION OPERATIONS**				
	OPERATING	$ 60,745,610	$ 60,745,610	$ 58,474,290	$ 2,271,320
	NON RECURRING NON PROJECT	37,582,426	37,920,963	29,929,227	7,991,736
	ALL FUNCTIONS	$ 98,328,036	$ 98,666,573	$ 88,403,517	$ 10,263,056
234	**TRANSPORTATION CAPITAL PROJECT**				
	MAG ALCP PROJECTS	$ 33,505,000	$ 20,105,000	$ 48,550,000	$ (28,445,000)
	COUNTY ARTERIALS	23,485,000	19,485,000	10,445,000	9,040,000
	BRIDGE PRESERVATION	6,335,000	3,735,000	8,440,000	(4,705,000)
	DUST MITIGATION	4,035,000	7,235,000	4,170,000	3,065,000
	APS ES ESCO IMPROVEMENTS	924,518	949,237	131,956	817,281
	INTELLIGENT TRANS SYST ITS	2,390,000	3,390,000	2,500,000	890,000
	PAVEMENT PRESERVATION	6,260,000	25,760,000	13,580,000	12,180,000
	PARTNERSHIP SUPPORT	3,981,000	5,481,000	2,825,000	2,656,000
	RIGHT-OF-WAY	350,000	850,000	280,000	570,000
	SAFETY PROJECTS	1,660,000	3,160,000	4,730,000	(1,570,000)
	TRANSPORTATION ADMINISTRATION	7,491,000	1,291,000	9,868,167	(8,577,167)
	TRAFFIC IMPROVEMENTS	6,826,000	5,626,000	8,400,000	(2,774,000)
	TRANSPORTATION PLANNING	1,630,000	1,830,000	1,630,000	200,000
	NON-RECURRING	$ 98,872,518	$ 98,897,237	$ 115,550,123	$ (16,652,886)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 27,086,421	$ 27,086,421	$ 20,178,002	$ 6,908,419
	BUILDING ASSESSMENT	-	-	200,000	(200,000)
	AVONDALE SUBSTATION	-	-	26,000	(26,000)
	CODE COMPLIANCE RESERVE	-	-	200,000	(200,000)
	DURANGO JAIL	-	-	1,422,308	(1,422,308)
	DURANGO JUVE	-	-	209,773	(209,773)
	ENERGY MANAGEMENT	-	-	250,000	(250,000)
	ENVIRONMENTAL PROGRAM	-	-	100,000	(100,000)
	ESTRELLA JAIL	-	-	365,000	(365,000)
	FOURTH AVE JAIL	-	-	612,190	(612,190)
	GILA BEND SUBSTATION	-	-	31,805	(31,805)
	LBJ COMPLEX	-	-	1,461,544	(1,461,544)
	PROGRAM FEES	-	-	400,000	(400,000)
	BLDG SECURITY PROGRAM	-	-	200,000	(200,000)
	SE SUBSTATION	-	-	374,720	(374,720)
	SOUTHEAST JUVE	-	-	505,671	(505,671)
	LIFE SAFETY PROGRAM	-	-	250,000	(250,000)
	SHERIFF TRAINING ACADEMY	-	-	10,913	(10,913)
	TOWERS JAIL	-	-	320,839	(320,839)
	OPERATING	$ 27,086,421	$ 27,086,421	$ 27,118,765	$ (32,344)
	NON RECURRING NON PROJECT	$ (6,940,763)	$ (6,940,763)	$ -	$ (6,940,763)
	JUVENILE DETENTION BLDG	277,085	277,085	-	277,085
	DURANGO JAIL INFR IMPROVEMENTS	300,981	300,981	-	300,981
	ESTRELLA JAIL INFR IMPROVEMENT	1,535,066	1,535,066	-	1,535,066
	ENERGY MANAGEMENT STUDIES	250,000	250,000	-	250,000
	ENVIRONMENTAL PROJECTS	100,000	100,000	-	100,000
	4TH AVE JAIL MAINTENANCE	674,495	674,495	-	674,495
	LBJ COMPLEX	2,261,602	2,261,602	-	2,261,602
	PROGRAM FEES	400,000	400,000	-	400,000
	CODE COMPLIANCE RESERVE	150,000	150,000	-	150,000
	BUILDING SECURITY PROJECTS	500,000	500,000	-	500,000
	SE SUBSTATION	377,730	377,730	-	377,730
	LIFE SAFETY PROJECTS	400,000	400,000	-	400,000
	SE JUVENILE INFR IMPROVEMENTS	536,742	536,742	-	536,742
	GENERATOR SUPP SO DATA CTR	50,000	50,000	-	50,000
	SHERIFF PROPERTY & EVIDENCE	41,149	41,149	-	41,149
	SHERIFF TRAINING ACADEMY	57,041	57,041	-	57,041
	NON-RECURRING	$ 971,128	$ 971,128	$ -	$ 971,128
	ALL FUNCTIONS	$ 28,057,549	$ 28,057,549	$ 27,118,765	$ 938,784

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

		FY 2011 ADOPTED	FY 2011 REVISED	FY 2012 ADOPTED	(INC.)/DEC FROM REV.
290	**WASTE TIRE**				
	OPERATING	$ 4,816,896	$ 4,816,896	$ 4,757,203	$ 59,693
580	**SOLID WASTE MANAGEMENT**				
	OPERATING	$ 2,008,369	$ 2,008,369	$ 1,993,701	$ 14,668
	NON RECURRING NON PROJECT	5,716,000	5,734,198	190,000	5,544,198
	ALL FUNCTIONS	$ 7,724,369	$ 7,742,567	$ 2,183,701	$ 5,558,866
581	**SOLID WASTE GRANTS**				
	NON RECURRING NON PROJECT	$ -	$ 22,994	$ -	$ 22,994
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ (36,798,426)	$ (36,798,426)	$ (28,411,419)	$ (8,387,007)
988	**PUBLIC WORKS FLOOD CONTROL**				
	OPERATING	$ 35,509,839	$ 35,509,839	$ 35,933,801	$ (423,962)
	NON RECURRING NON PROJECT	-	44,300	-	44,300
	ALL FUNCTIONS	$ 35,509,839	$ 35,554,139	$ 35,933,801	$ (379,662)
	TOTAL DEPARTMENT	**$ 282,660,363**	**$ 286,505,040**	**$ 295,091,751**	**$ (8,586,711)**
	TOTAL APPOINTED	**$ 2,326,917,682**	**$ 2,341,988,572**	**$ 2,050,927,937**	**$ 291,060,635**
	ELIMINATIONS	**$ (758,899,247)**	**$ (760,096,161)**	**$ (471,200,173)**	**$ (288,895,988)**
	TOTAL MARICOPA COUNTY	**$ 2,264,280,816**	**$ 2,300,985,554**	**$ 2,332,616,122**	**$ (31,630,568)**

Consolidated Expenditures and Other Uses by Fund Type/ Department

ALL FUNDS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 74,015,446	$ 76,887,621	$ 77,413,075	$ 74,297,784	$ 78,300,049	$ (886,974)	-1.1%
240 - JUSTICE COURTS	22,317,673	24,093,150	24,093,150	21,256,793	24,945,666	(852,516)	-3.5%
270 - JUVENILE PROBATION	53,046,896	59,243,390	58,340,409	54,405,551	59,217,358	(876,949)	-1.5%
800 - SUPERIOR COURT	78,332,128	87,914,574	92,112,060	87,594,149	94,793,081	(2,681,021)	-2.9%
SUBTOTAL	$ 227,712,143	$ 248,138,735	$ 251,958,694	$ 237,554,277	$ 257,256,154	$ (5,297,460)	-2.1%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
020 - BOARD OF SUPERVISORS DIST 2	346,230	346,428	346,428	346,428	355,672	(9,244)	-2.7%
030 - BOARD OF SUPERVISORS DIST 3	338,457	346,428	346,428	341,896	355,672	(9,244)	-2.7%
040 - BOARD OF SUPERVISORS DIST 4	330,824	346,428	346,428	343,102	355,672	(9,244)	-2.7%
050 - BOARD OF SUPERVISORS DIST 5	329,356	346,428	346,428	344,725	355,672	(9,244)	-2.7%
120 - ASSESSOR	22,401,488	23,117,643	23,353,782	23,019,941	23,327,979	25,803	0.1%
140 - CALL CENTER	1,354,847	1,363,590	1,363,590	1,363,590	1,573,565	(209,975)	-15.4%
160 - CLERK OF THE SUPERIOR COURT	36,207,135	42,115,174	42,825,117	38,130,321	42,317,971	507,146	1.2%
190 - COUNTY ATTORNEY	71,561,884	72,335,787	75,048,207	69,044,998	77,806,077	(2,757,870)	-3.7%
210 - ELECTIONS	12,598,968	23,082,320	23,082,320	18,443,323	16,579,779	6,502,541	28.2%
250 - CONSTABLES	2,303,667	2,702,337	2,724,875	2,617,047	2,668,485	56,390	2.1%
280 - COUNTY ATTORNEY CIVIL	12,630,095	11,486,110	11,209,996	12,000,078	9,903,083	1,306,913	11.7%
360 - RECORDER	5,055,948	6,643,930	6,643,930	5,767,415	9,196,001	(2,552,071)	-38.4%
370 - EDUCATION SERVICES	4,159,642	6,888,975	10,041,930	7,671,042	13,220,621	(3,178,691)	-31.7%
430 - TREASURER	3,195,113	4,170,110	4,170,110	3,943,565	4,571,909	(401,799)	-9.6%
500 - SHERIFF	265,351,511	260,361,416	268,968,701	255,688,045	292,688,374	(23,719,673)	-8.8%
SUBTOTAL	$ 438,511,296	$ 455,999,532	$ 471,164,698	$ 439,411,944	$ 495,632,204	$ (24,467,506)	-5.2%
APPOINTED							
060 - CLERK OF THE BOARD	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%
150 - EMERGENCY MANAGEMENT	1,374,440	1,622,791	1,818,488	1,492,523	1,829,185	(10,697)	-0.6%
180 - FINANCE	3,310,343	3,248,204	3,448,204	3,096,583	3,598,613	(150,409)	-4.4%
200 - COUNTY MANAGER	15,424,475	7,242,398	10,356,668	7,629,087	19,460,860	(9,104,192)	-87.9%
220 - HUMAN SERVICES	58,120,593	69,224,443	66,643,647	70,053,261	63,309,760	3,333,887	5.0%
230 - INTERNAL AUDIT	1,545,861	1,572,354	1,572,354	1,549,683	1,590,290	(17,936)	-1.1%
260 - CORRECTIONAL HEALTH	51,799,615	64,745,987	64,745,987	63,667,276	55,041,656	9,704,331	15.0%
290 - MEDICAL EXAMINER	6,717,152	6,811,438	7,140,010	7,113,676	7,071,653	68,357	1.0%
300 - PARKS AND RECREATION	6,715,603	8,229,107	8,585,454	7,498,810	8,998,300	(412,846)	-4.8%
310 - HUMAN RESOURCES	2,741,327	2,923,840	2,923,840	2,670,267	3,046,837	(122,997)	-4.2%
340 - PUBLIC FIDUCIARY	2,354,777	2,459,102	2,459,102	2,440,517	3,100,020	(640,918)	-26.1%
390 - BUS STRATEGIES HLTH CARE PROG	290,391,536	369,345,249	371,010,540	320,155,979	385,482,577	(14,472,037)	-3.9%
410 - ENTERPRISE TECHNOLOGY	27,882,409	27,077,608	27,468,207	25,804,134	26,263,701	1,204,506	4.4%
440 - PLANNING AND DEVELOPMENT	8,016,423	8,232,410	8,556,409	7,775,598	9,328,842	(772,433)	-9.0%
460 - RESEARCH AND REPORTING	309,134	322,241	322,241	303,727	362,739	(40,498)	-12.6%
470 - NON DEPARTMENTAL	519,379,969	1,203,827,298	1,195,169,747	860,462,053	897,551,533	297,618,214	24.9%
490 - MANAGEMENT AND BUDGET	2,542,590	2,965,780	2,965,781	2,606,594	3,224,295	(258,514)	-8.7%
520 - PUBLIC DEFENDER	34,227,339	35,632,195	35,437,856	34,813,371	36,532,143	(1,094,287)	-3.1%
540 - LEGAL DEFENDER	9,776,178	10,643,809	10,726,998	10,378,065	10,463,968	263,030	2.5%
550 - LEGAL ADVOCATE	8,718,373	9,268,832	9,309,730	8,787,623	9,319,737	(10,007)	-0.1%
560 - CONTRACT COUNSEL	26,458,763	25,571,574	25,303,044	24,907,188	25,893,853	(590,809)	-2.3%
570 - PUBLIC ADVOCATE	5,346,306	5,449,565	5,848,557	5,809,581	6,042,782	(194,225)	-3.3%
730 - MATERIALS MANAGEMENT	2,757,819	2,828,256	2,919,696	2,717,450	2,904,236	15,460	0.5%
740 - EQUIPMENT SERVICES	14,406,984	14,166,583	17,286,178	16,692,494	14,591,343	2,694,835	15.6%
750 - RISK MANAGEMENT	51,957,989	37,144,391	37,144,391	31,418,393	43,912,696	(6,768,305)	-18.2%
790 - ANIMAL CARE AND CONTROL	13,466,786	15,522,113	15,595,015	12,955,143	14,850,751	744,264	4.8%
850 - AIR QUALITY	17,954,631	17,657,891	17,847,729	14,936,868	16,157,817	1,689,912	9.5%
860 - PUBLIC HEALTH	50,801,703	54,496,828	60,377,832	54,574,838	58,167,304	2,210,528	3.7%
880 - ENVIRONMENTAL SERVICES	21,656,539	26,905,202	26,395,539	24,322,852	26,129,940	265,599	1.0%
910 - PUBLIC WORKS	209,915,582	282,660,363	286,718,570	245,265,196	295,091,751	(8,373,181)	-2.9%
SUBTOTAL	$1,466,747,236	$2,319,041,796	$2,327,601,159	$ 1,872,932,872	$ 2,050,927,937	$ 276,673,222	11.9%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (433,435,168)	$ (758,899,247)	$ (763,823,797)	$ (757,872,907)	$ (471,200,173)	$(292,623,624)	38.3%
SUBTOTAL	$ (433,435,168)	$ (758,899,247)	$ (763,823,797)	$ (757,872,907)	$ (471,200,173)	$(292,623,624)	38.3%
MARICOPA COUNTY	$1,699,535,507	$2,264,280,816	$2,286,900,754	$ 1,792,026,186	$ 2,332,616,122	$ (45,715,368)	-2.0%

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

GENERAL FUND	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 56,850,885	$ 58,479,190	$ 58,376,613	$ 56,965,406	$ 56,965,406	$ 1,411,207	2.4%
240 - JUSTICE COURTS	13,966,472	14,353,098	14,353,098	14,345,164	15,615,281	(1,262,183)	-8.8%
270 - JUVENILE PROBATION	14,129,813	16,124,198	15,124,198	15,247,870	16,756,982	(1,632,784)	-10.8%
800 - SUPERIOR COURT	63,925,495	71,111,106	72,298,636	69,758,597	76,556,676	(4,258,040)	-5.9%
SUBTOTAL	$ 148,872,665	$ 160,067,592	$ 160,152,545	$ 156,317,037	$ 163,583,878	$ (3,431,333)	-2.1%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
020 - BOARD OF SUPERVISORS DIST 2	346,230	346,428	346,428	346,428	355,672	(9,244)	-2.7%
030 - BOARD OF SUPERVISORS DIST 3	338,457	346,428	346,428	341,896	355,672	(9,244)	-2.7%
040 - BOARD OF SUPERVISORS DIST 4	330,824	346,428	346,428	343,102	355,672	(9,244)	-2.7%
050 - BOARD OF SUPERVISORS DIST 5	329,356	346,428	346,428	344,725	355,672	(9,244)	-2.7%
120 - ASSESSOR	22,401,488	23,117,643	23,353,782	23,019,941	23,327,979	25,803	0.1%
140 - CALL CENTER	1,354,847	1,363,590	1,363,590	1,363,590	1,573,565	(209,975)	-15.4%
160 - CLERK OF THE SUPERIOR COURT	28,481,731	30,185,299	30,185,299	29,058,523	30,561,351	(376,052)	-1.2%
190 - COUNTY ATTORNEY	56,567,283	56,599,487	56,814,153	56,341,730	60,070,204	(3,256,051)	-5.7%
210 - ELECTIONS	12,039,025	20,300,000	20,300,000	17,378,913	14,368,149	5,931,851	29.2%
250 - CONSTABLES	2,303,667	2,702,337	2,724,875	2,617,047	2,668,485	56,390	2.1%
280 - COUNTY ATTORNEY CIVIL	12,630,095	11,486,110	11,209,996	12,000,078	9,903,083	1,306,913	11.7%
360 - RECORDER	1,649,614	2,095,117	2,095,117	1,893,399	2,251,263	(156,146)	-7.5%
370 - EDUCATION SERVICES	2,312,960	2,298,381	2,298,381	2,186,569	2,087,883	210,498	9.2%
430 - TREASURER	3,195,113	3,865,769	3,865,769	3,845,844	4,267,568	(401,799)	-10.4%
500 - SHERIFF	61,556,795	61,380,923	61,380,923	60,527,995	74,452,020	(13,071,097)	-21.3%
SUBTOTAL	$ 206,183,616	$ 217,126,796	$ 217,324,025	$ 211,956,208	$ 227,309,910	$ (9,985,885)	-4.6%
APPOINTED							
060 - CLERK OF THE BOARD	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%
150 - EMERGENCY MANAGEMENT	161,161	173,881	173,881	157,557	236,250	(62,369)	-35.9%
180 - FINANCE	3,310,343	3,248,204	3,448,204	3,096,583	3,598,613	(150,409)	-4.4%
200 - COUNTY MANAGER	2,212,162	5,131,362	5,229,662	2,960,714	17,884,709	(12,655,047)	-242.0%
220 - HUMAN SERVICES	2,049,089	2,063,610	2,063,610	2,063,610	2,260,912	(197,302)	-9.6%
230 - INTERNAL AUDIT	1,545,861	1,572,354	1,572,354	1,549,683	1,590,290	(17,936)	-1.1%
260 - CORRECTIONAL HEALTH	3,042,963	3,071,763	3,071,763	3,069,826	3,071,763	-	0.0%
290 - MEDICAL EXAMINER	6,565,478	6,757,790	6,757,790	6,755,174	6,911,513	(153,723)	-2.3%
300 - PARKS AND RECREATION	694,574	693,436	693,436	616,006	1,098,011	(404,575)	-58.3%
310 - HUMAN RESOURCES	2,741,327	2,923,840	2,923,840	2,670,267	3,046,837	(122,997)	-4.2%
340 - PUBLIC FIDUCIARY	2,354,777	2,459,102	2,459,102	2,440,517	3,100,020	(640,918)	-26.1%
390 - BUS STRATEGIES HLTH CARE PROG	154,439,135	217,137,087	217,137,086	181,179,694	237,003,448	(19,866,362)	-9.1%
410 - ENTERPRISE TECHNOLOGY	6,793,787	7,181,486	6,922,085	6,842,117	8,449,211	(1,527,126)	-22.1%
440 - PLANNING AND DEVELOPMENT	-	-	-	-	1,015,855	(1,015,855)	N/A
460 - RESEARCH AND REPORTING	309,134	322,241	322,241	303,727	362,739	(40,498)	-12.6%
470 - NON DEPARTMENTAL	341,448,618	593,106,719	590,479,608	468,768,853	445,942,901	144,536,707	24.5%
490 - MANAGEMENT AND BUDGET	2,542,590	2,965,780	2,965,781	2,606,594	3,224,295	(258,514)	-8.7%
520 - PUBLIC DEFENDER	32,443,910	33,264,709	33,070,370	33,043,265	32,986,216	84,154	0.3%
540 - LEGAL DEFENDER	9,680,794	10,483,641	10,566,830	10,283,112	10,268,731	298,099	2.8%
550 - LEGAL ADVOCATE	8,705,873	9,231,434	9,272,332	8,772,763	9,256,389	15,943	0.2%
560 - CONTRACT COUNSEL	26,458,763	25,571,574	25,303,044	24,907,188	25,893,853	(590,809)	-2.3%
570 - PUBLIC ADVOCATE	5,346,306	5,449,565	5,788,347	5,777,305	5,989,844	(201,497)	-3.5%
730 - MATERIALS MANAGEMENT	1,855,593	2,021,461	2,021,461	1,869,271	2,099,903	(78,442)	-3.9%
790 - ANIMAL CARE AND CONTROL	257,902	257,903	257,903	257,903	257,903	-	0.0%
850 - AIR QUALITY	-	-	-	-	1,373,295	(1,373,295)	N/A
860 - PUBLIC HEALTH	9,071,742	10,787,840	10,787,840	10,411,015	11,064,496	(276,656)	-2.6%
880 - ENVIRONMENTAL SERVICES	3,357,192	3,878,840	3,878,840	4,049,838	4,326,249	(447,409)	-11.5%
910 - PUBLIC WORKS	34,937,017	45,575,611	49,025,070	41,720,421	49,056,060	(30,990)	-0.1%
SUBTOTAL	$ 663,002,088	$ 996,575,177	$ 997,695,825	$ 827,207,045	$ 892,979,061	$ 104,716,764	10.5%
MARICOPA COUNTY	$1,018,058,369	$ 1,373,769,565	$1,375,172,395	$1,195,480,290	$ 1,283,872,849	$ 91,299,546	6.6%

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

SPECIAL REVENUE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,164,561	$ 18,408,431	$ 19,036,462	$ 17,332,378	$ 23,645,110	$ (4,608,648)	-24.2%
240 - JUSTICE COURTS	8,351,201	9,740,052	9,740,052	6,911,629	9,330,385	409,667	4.2%
270 - JUVENILE PROBATION	38,917,083	43,119,192	43,216,211	39,157,681	42,460,376	755,835	1.7%
800 - SUPERIOR COURT	14,406,633	16,803,468	19,813,424	17,835,552	18,236,405	1,577,019	8.0%
SUBTOTAL	$ 78,839,478	$ 88,071,143	$ 91,806,149	$ 81,237,240	$ 93,672,276	$ (1,866,127)	-2.0%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 7,725,404	$ 11,929,875	$ 12,639,818	$ 9,071,798	$ 11,756,620	$ 883,198	7.0%
190 - COUNTY ATTORNEY	14,994,601	15,736,300	18,234,054	12,703,268	17,735,873	498,181	2.7%
210 - ELECTIONS	559,943	2,782,320	2,782,320	1,064,410	2,211,630	570,690	20.5%
360 - RECORDER	3,406,334	4,548,813	4,548,813	3,874,016	6,944,738	(2,395,925)	-52.7%
370 - EDUCATION SERVICES	1,846,682	4,590,594	7,743,549	5,484,473	11,132,738	(3,389,189)	-43.8%
430 - TREASURER	-	304,341	304,341	97,721	304,341	-	0.0%
500 - SHERIFF	203,794,716	198,980,493	207,587,778	195,160,050	218,236,354	(10,648,576)	-5.1%
SUBTOTAL	$ 232,327,680	$ 238,872,736	$ 253,840,673	$ 227,455,736	$ 268,322,294	$ (14,481,621)	-5.7%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,213,279	$ 1,448,910	$ 1,644,607	$ 1,334,966	$ 1,592,935	$ 51,672	3.1%
200 - COUNTY MANAGER	13,212,313	2,111,036	5,127,006	4,668,373	1,576,151	3,550,855	69.3%
220 - HUMAN SERVICES	56,071,504	67,160,833	64,580,037	67,989,651	61,048,848	3,531,189	5.5%
260 - CORRECTIONAL HEALTH	48,756,652	61,674,224	61,674,224	60,597,450	51,969,893	9,704,331	15.7%
290 - MEDICAL EXAMINER	151,674	53,648	382,220	358,502	160,140	222,080	58.1%
300 - PARKS AND RECREATION	6,021,029	7,618,531	8,014,878	6,965,664	7,935,339	79,539	1.0%
390 - BUS STRATEGIES HLTH CARE PROG	6,441,620	6,651,736	6,651,736	6,280,672	6,921,762	(270,026)	-4.1%
440 - PLANNING AND DEVELOPMENT	8,016,423	8,232,410	8,556,409	7,775,598	8,312,987	243,422	2.8%
470 - NON DEPARTMENTAL	5,008,672	252,969,870	246,333,435	198,950,660	93,184,416	153,149,019	62.2%
520 - PUBLIC DEFENDER	1,783,429	2,367,486	2,367,486	1,770,106	3,545,927	(1,178,441)	-49.8%
540 - LEGAL DEFENDER	95,384	160,168	160,168	94,953	195,237	(35,069)	-21.9%
550 - LEGAL ADVOCATE	12,500	37,398	37,398	14,860	63,348	(25,950)	-69.4%
570 - PUBLIC ADVOCATE	-	-	60,210	32,276	52,938	7,272	12.1%
790 - ANIMAL CARE AND CONTROL	13,208,884	15,264,210	15,337,112	12,697,240	14,592,848	744,264	4.9%
850 - AIR QUALITY	17,954,631	17,657,891	17,847,729	14,936,868	14,784,522	3,063,207	17.2%
860 - PUBLIC HEALTH	41,729,961	43,708,988	49,589,992	44,163,823	47,102,808	2,487,184	5.0%
880 - ENVIRONMENTAL SERVICES	18,299,347	23,026,362	22,516,699	20,273,014	21,803,691	713,008	3.2%
910 - PUBLIC WORKS	151,768,685	175,010,660	175,594,689	167,493,404	158,896,987	16,697,702	9.5%
SUBTOTAL	$ 389,745,987	$ 685,154,361	$ 686,476,035	$ 616,398,080	$ 493,740,777	$ 192,735,258	28.1%
MARICOPA COUNTY	$ 700,913,145	$ 1,012,098,240	$ 1,032,122,857	$ 925,091,056	$ 855,735,347	$ 176,387,510	17.1%

DEBT SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 19,589,670	$ 17,183,979	$ 17,635,729	$ 17,635,729	$ 19,408,417	$ (1,772,688)	-10.1%
SUBTOTAL	$ 19,589,670	$ 17,183,979	$ 17,635,729	$ 17,635,729	$ 19,408,417	$ (1,772,688)	-10.1%
MARICOPA COUNTY	$ 19,589,670	$ 17,183,979	$ 17,635,729	$ 17,635,729	$ 19,408,417	$ (1,772,688)	-10.1%

CAPITAL PROJECTS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 153,333,009	$ 340,566,730	$ 340,720,975	$ 175,106,811	$ 339,015,799	$ 1,705,176	0.5%
910 - PUBLIC WORKS	55,792,140	98,872,518	98,897,237	72,849,798	115,550,123	(16,652,886)	-16.8%
SUBTOTAL	$ 209,125,149	$ 439,439,248	$ 439,618,212	$ 247,956,609	$ 454,565,922	$ (14,947,710)	-3.4%
MARICOPA COUNTY	$ 209,125,149	$ 439,439,248	$ 439,618,212	$ 247,956,609	$ 454,565,922	$ (14,947,710)	-3.4%

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

INTERNAL SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 REQUEST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED								
200 - COUNTY MANAGER	$ -	$ -	$ -	$ -	$ 10,242,309	$ 13,000,000	$ (13,000,000)	N/A
390 - BUS STRATEGIES HLTH CARE PROG	129,510,781	145,556,426	147,221,718	132,695,613	141,481,783	141,557,367	5,664,351	3.8%
410 - ENTERPRISE TECHNOLOGY	21,088,622	19,896,122	20,546,122	18,962,017	15,972,982	17,814,490	2,731,632	13.3%
730 - MATERIALS MANAGEMENT	902,226	806,795	898,235	848,179	806,795	804,333	93,902	10.5%
740 - EQUIPMENT SERVICES	14,406,984	14,166,583	17,286,178	16,692,494	13,162,517	14,591,343	2,694,835	15.6%
750 - RISK MANAGEMENT	51,957,989	37,144,391	37,144,391	31,418,393	43,925,457	43,912,696	(6,768,305)	-18.2%
SUBTOTAL	$ 217,866,602	$ 217,570,317	$ 223,096,644	$ 200,616,696	$ 225,591,843	$ 231,680,229	$ (8,583,585)	-3.8%
MARICOPA COUNTY	$ 217,866,602	$ 217,570,317	$ 223,096,644	$ 200,616,696	$ 225,591,843	$ 231,680,229	$ (8,583,585)	-3.8%

ELIMINATIONS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 REQUEST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED								
200 - COUNTY MANAGER	$ -	$ -	$ -	$ -	$ -	$ (13,000,000)	$ 13,000,000	N/A
300 - PARKS AND RECREATION	-	(82,860)	(122,860)	(82,860)	(35,050)	(35,050)	(87,810)	71.5%
910 - PUBLIC WORKS	(32,582,260)	(36,798,426)	(36,798,426)	(36,798,427)	(38,279,878)	(28,411,419)	(8,387,007)	22.8%
SUBTOTAL	$ (32,582,260)	$ (36,881,286)	$ (36,921,286)	$ (36,881,287)	$ (38,314,928)	$ (41,446,469)	$ 4,525,183	-12.3%
ELIMINATIONS								
980 - ELIMINATIONS COUNTY	$ (433,435,168)	$ (758,899,247)	$ (763,823,797)	$ (757,872,907)	$ (351,116,586)	$ (471,200,173)	$ (292,623,624)	38.3%
SUBTOTAL	$ (433,435,168)	$ (758,899,247)	$ (763,823,797)	$ (757,872,907)	$ (351,116,586)	$ (471,200,173)	$ (292,623,624)	38.3%
MARICOPA COUNTY	$ (466,017,428)	$ (795,780,533)	$ (800,745,083)	$ (794,754,194)	$ (389,431,514)	$ (512,646,642)	$ (288,098,441)	36.0%

Consolidated Expenditures and Other Uses by Department and Fund Type

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ 54,654,939	$ 23,645,110	$ -	$ -	$ -	$ 78,300,049	$ -	$ 78,300,049
240 - JUSTICE COURTS	15,615,281	9,330,385	-	-	-	24,945,666	-	24,945,666
270 - JUVENILE PROBATION	16,756,982	42,460,376	-	-	-	59,217,358	-	59,217,358
800 - SUPERIOR COURT	76,556,676	18,236,405	-	-	-	94,793,081	-	94,793,081
SUBTOTAL	$ 163,583,878	$ 93,672,276	$ -	$ -	$ -	$ 257,256,154	$ -	$ 257,256,154
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 355,672	$ -	$ -	$ -	$ -	$ 355,672	$ -	$ 355,672
020 - BOARD OF SUPERVISORS DIST 2	355,672	-	-	-	-	355,672	-	355,672
030 - BOARD OF SUPERVISORS DIST 3	355,672	-	-	-	-	355,672	-	355,672
040 - BOARD OF SUPERVISORS DIST 4	355,672	-	-	-	-	355,672	-	355,672
050 - BOARD OF SUPERVISORS DIST 5	355,672	-	-	-	-	355,672	-	355,672
120 - ASSESSOR	23,327,979	-	-	-	-	23,327,979	-	23,327,979
140 - CALL CENTER	1,573,565	-	-	-	-	1,573,565	-	1,573,565
160 - CLERK OF THE SUPERIOR COURT	30,561,351	11,756,620	-	-	-	42,317,971	-	42,317,971
190 - COUNTY ATTORNEY	60,070,204	17,735,873	-	-	-	77,806,077	-	77,806,077
210 - ELECTIONS	14,368,149	2,211,630	-	-	-	16,579,779	-	16,579,779
250 - CONSTABLES	2,668,485	-	-	-	-	2,668,485	-	2,668,485
280 - COUNTY ATTORNEY CIVIL	9,903,083	-	-	-	-	9,903,083	-	9,903,083
360 - RECORDER	2,251,263	6,944,738	-	-	-	9,196,001	-	9,196,001
370 - EDUCATION SERVICES	2,087,883	11,132,738	-	-	-	13,220,621	-	13,220,621
430 - TREASURER	4,267,568	304,341	-	-	-	4,571,909	-	4,571,909
500 - SHERIFF	74,452,020	218,236,354	-	-	-	292,688,374	-	292,688,374
SUBTOTAL	$ 227,309,910	$ 268,322,294	$ -	$ -	$ -	$ 495,632,204	$ -	$ 495,632,204
APPOINTED								
060 - CLERK OF THE BOARD	$ 1,608,755	$ -	$ -	$ -	$ -	$ 1,608,755	$ -	$ 1,608,755
150 - EMERGENCY MANAGEMENT	236,250	1,592,935	-	-	-	1,829,185	-	1,829,185
180 - FINANCE	3,598,613	-	-	-	-	3,598,613	-	3,598,613
200 - COUNTY MANAGER	17,884,709	1,576,151	-	-	13,000,000	32,460,860	(13,000,000)	19,460,860
220 - HUMAN SERVICES	2,260,912	61,048,848	-	-	-	63,309,760	-	63,309,760
230 - INTERNAL AUDIT	1,590,290	-	-	-	-	1,590,290	-	1,590,290
260 - CORRECTIONAL HEALTH	3,071,763	51,969,893	-	-	-	55,041,656	-	55,041,656
290 - MEDICAL EXAMINER	6,911,513	160,140	-	-	-	7,071,653	-	7,071,653
300 - PARKS AND RECREATION	1,098,011	7,935,339	-	-	-	9,033,350	(35,050)	8,998,300
340 - PUBLIC FIDUCIARY	3,100,020	-	-	-	-	3,100,020	-	3,100,020
410 - ENTERPRISE TECHNOLOGY	8,449,211	-	-	-	17,814,490	26,263,701	-	26,263,701
440 - PLANNING AND DEVELOPMENT	1,015,855	8,312,987	-	-	-	9,328,842	-	9,328,842
460 - RESEARCH AND REPORTING	362,739	-	-	-	-	362,739	-	362,739
470 - NON DEPARTMENTAL	445,942,901	93,184,416	19,408,417	339,015,799	-	897,551,533	-	897,551,533
490 - MANAGEMENT AND BUDGET	3,224,295	-	-	-	-	3,224,295	-	3,224,295
520 - PUBLIC DEFENDER	32,986,216	3,545,927	-	-	-	36,532,143	-	36,532,143
540 - LEGAL DEFENDER	10,268,731	195,237	-	-	-	10,463,968	-	10,463,968
550 - LEGAL ADVOCATE	9,256,389	63,348	-	-	-	9,319,737	-	9,319,737
560 - CONTRACT COUNSEL	25,893,853	-	-	-	-	25,893,853	-	25,893,853
730 - MATERIALS MANAGEMENT	2,099,903	-	-	-	804,333	2,904,236	-	2,904,236
740 - EQUIPMENT SERVICES	-	-	-	-	14,591,343	14,591,343	-	14,591,343
750 - RISK MANAGEMENT	-	-	-	-	43,912,696	43,912,696	-	43,912,696
790 - ANIMAL CARE AND CONTROL	257,903	14,592,848	-	-	-	14,850,751	-	14,850,751
850 - AIR QUALITY	1,373,295	14,784,522	-	-	-	16,157,817	-	16,157,817
860 - PUBLIC HEALTH	11,064,496	47,102,808	-	-	-	58,167,304	-	58,167,304
880 - ENVIRONMENTAL SERVICES	4,326,249	21,803,691	-	-	-	26,129,940	-	26,129,940
910 - PUBLIC WORKS	49,056,060	158,896,987	-	115,550,123	-	323,503,170	(28,411,419)	295,091,751
SUBTOTAL	$ 892,979,061	$ 493,740,777	$ 19,408,417	$ 454,565,922	$ 231,680,229	$2,092,374,406	$ (41,446,469)	$2,050,927,937
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (471,200,173)	$ (471,200,173)
MARICOPA COUNTY	$1,283,872,849	$ 855,735,347	$ 19,408,417	$ 454,565,922	$ 231,680,229	$2,845,262,764	$ (512,646,642)	$2,332,616,122

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 608,515,782	$ 634,932,507	$ 639,347,167	$ 615,051,231	$ 633,518,760	$ 5,828,407	0.9%
0705 - TEMPORARY PAY	2,796,018	5,380,832	5,497,804	3,786,751	3,402,005	2,095,799	38.1%
0710 - OVERTIME	7,716,496	7,493,149	7,592,521	6,351,389	6,063,184	1,529,337	20.1%
0750 - FRINGE BENEFITS	209,328,795	235,459,128	237,077,954	229,366,976	244,217,895	(7,139,941)	-3.0%
0790 - OTHER PERSOAL SERVICES	10,117,904	10,027,677	12,378,954	10,490,568	11,399,392	979,562	7.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(87,359,760)	(101,401,468)	(99,166,944)	(97,490,677)	(93,965,369)	(5,201,575)	-5.2%
0796 - PERSONNEL SERVICES ALLOC-IN	86,294,070	96,913,544	93,541,476	95,218,440	93,731,337	(189,861)	-0.2%
SUBTOTAL	$ 837,409,305	$ 888,805,369	$ 896,268,932	$ 862,774,678	$ 898,367,204	$ (2,098,272)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 37,982,319	$ 33,704,861	$ 37,938,796	$ 36,345,089	$ 39,071,371	$ (1,132,575)	-3.0%
0802 - MEDICAL SUPPLIES	6,485,721	7,183,182	7,275,073	6,522,215	6,887,120	387,953	5.3%
0803 - FUEL	6,577,587	6,256,026	6,595,428	8,907,517	8,273,654	(1,678,226)	-25.4%
0804 - NON-CAPITAL EQUIPMENT	4,870,027	7,934,473	9,252,015	4,988,404	14,730,695	(5,478,680)	-59.2%
0805 - SUPPLIES-ALLOCATION OUT	(3,292,667)	(3,788,674)	(4,023,018)	(3,645,540)	(3,168,526)	(854,492)	-21.2%
0806 - SUPPLIES-ALLOCATION IN	3,123,005	3,722,552	4,012,784	3,516,728	3,093,850	918,934	22.9%
SUBTOTAL	$ 55,745,992	$ 55,012,420	$ 61,051,078	$ 56,634,413	$ 68,888,164	$ (7,837,086)	-12.8%
SERVICES							
0809 - DAMAGES PAID	$ 1,440	$ -	$ -	$ 1,250	$ -	$ -	N/A
0810 - LEGAL SERVICES	51,386,666	112,868,026	112,516,123	50,150,173	109,836,995	2,679,128	2.4%
0811 - HEALTH CARE SERVICES	46,448,614	43,116,082	41,983,054	36,488,769	44,908,941	(2,925,887)	-7.0%
0812 - OTHER SERVICES	169,971,084	300,154,746	298,776,301	159,466,271	389,811,195	(91,034,894)	-30.5%
0820 - RENT AND OPERATING LEASES	17,275,707	17,051,819	18,223,528	17,682,885	17,237,937	985,591	5.4%
0825 - REPAIRS AND MAINTENANCE	62,040,969	67,159,316	71,271,421	82,363,345	74,792,819	(3,521,398)	-4.9%
0830 - INTERGOVERNMENTAL PAYMENTS	199,010,208	262,742,874	258,958,290	226,516,964	272,127,904	(13,169,614)	-5.1%
0839 - INTERNAL SERVICE CHARGES	1,518,887	-	(27,375)	(4,376,761)	107,781	(135,156)	-493.7%
0841 - TRAVEL	3,669,928	4,410,705	4,777,949	3,611,672	4,472,527	305,422	6.4%
0842 - EDUCATION AND TRAINING	2,933,813	5,649,058	6,336,201	3,592,757	3,092,584	3,243,617	51.2%
0843 - POSTAGE/FREIGHT/SHIPPING	5,175,695	5,326,707	5,350,359	5,176,271	5,206,686	143,673	2.7%
0845 - SUPPORT AND CARE OF PERSONS	1,050,506	1,329,106	1,433,251	1,057,598	1,311,030	122,221	8.5%
0850 - UTILITIES	30,556,012	36,857,278	37,057,978	33,225,839	36,983,559	74,419	0.2%
0855 - INTEREST EXPENSE	-	-	-	-	200	(200)	N/A
0872 - SERVICES-ALLOCATION OUT	(16,700,908)	(24,060,023)	(24,994,262)	(22,673,712)	(9,621,928)	(15,372,334)	-61.5%
0873 - SERVICES-ALLOCATION IN	16,304,256	24,060,046	25,163,512	22,275,721	9,859,550	15,303,962	60.8%
SUBTOTAL	$ 590,642,877	$ 856,665,740	$ 856,826,330	$ 614,559,042	$ 960,127,780	$ (103,301,450)	-12.1%
CAPITAL							
0910 - LAND	$ 2,348,574	$ 10,650,000	$ 3,629,500	$ 9,813,636	$ 6,430,000	$ (2,800,500)	-77.2%
0915 - BUILDINGS AND IMPROVEMENTS	99,053,893	271,948,865	276,080,465	139,045,449	182,839,668	93,240,797	33.8%
0920 - CAPITAL EQUIPMENT	6,577,625	33,826,398	36,361,176	15,118,725	95,298,985	(58,937,809)	-162.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,664,416	15,361,539	15,577,873	14,649,334	13,605,959	1,971,914	12.7%
0940 - INFRASTRUCTURE	35,062,765	93,931,870	103,144,298	46,672,220	87,255,100	15,889,198	15.4%
0950 - DEBT SERVICE	56,252,259	38,076,789	37,975,901	32,709,729	19,852,382	18,123,519	47.7%
0955 - CAPITAL-ALLOCATION OUT	(503,592)	(1,034,062)	(1,050,687)	(431,846)	(1,044,657)	(6,030)	-0.6%
0956 - CAPITAL-ALLOCATION IN	503,598	1,035,888	1,035,888	480,806	995,537	40,351	3.9%
SUBTOTAL	$ 203,959,538	$ 463,797,287	$ 472,754,414	$ 258,058,053	$ 405,232,974	$ 67,521,440	14.3%
ALL EXPENDITURES	$1,687,757,712	$ 2,264,280,816	$ 2,286,900,754	$ 1,792,026,186	$ 2,332,616,122	$ (45,715,368)	-2.0%
TOTAL USES	$ 1,699,535,507	$ 2,264,280,816	$ 2,286,900,754	$ 1,792,026,186	$ 2,332,616,122	$ (45,715,368)	-2.0%

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

GENERAL FUND	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 335,623,983	$ 348,762,595	$ 349,774,888	$ 342,566,641	$ 351,248,572	$ (1,473,684)	-0.4%
0705 - TEMPORARY PAY	2,067,710	3,951,597	3,884,454	3,055,555	2,448,113	1,436,341	37.0%
0710 - OVERTIME	2,005,138	2,907,207	2,867,207	2,468,340	2,303,168	564,039	19.7%
0750 - FRINGE BENEFITS	112,937,425	126,168,269	126,356,703	126,123,281	133,863,387	(7,506,684)	-5.9%
0790 - OTHER PERSONNEL SERVICES	4,349,111	3,948,531	5,173,177	4,746,965	5,751,995	(578,818)	-11.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(59,777,413)	(65,310,267)	(63,759,015)	(64,004,557)	(63,200,482)	(558,533)	-0.9%
0796 - PERSONNEL SERVICES ALLOC-IN	9,271,772	11,601,047	10,518,601	11,757,472	11,783,611	(1,265,010)	-12.0%
SUBTOTAL	$ 406,477,726	$ 432,028,979	$ 434,816,015	$ 426,713,697	$ 444,198,364	$ (9,382,349)	-2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 9,401,204	$ 7,777,174	$ 8,365,030	$ 8,591,851	$ 9,413,154	$ (1,048,124)	-12.5%
0802 - MEDICAL SUPPLIES	635,149	930,680	930,680	725,550	772,180	158,500	17.0%
0803 - FUEL	3,065,872	3,119,842	3,102,044	3,270,704	3,445,052	(343,008)	-11.1%
0804 - NON-CAPITAL EQUIPMENT	1,029,969	3,104,645	3,390,974	1,527,358	3,350,847	40,127	1.2%
0805 - SUPPLIES-ALLOCATION OUT	(1,477,191)	(1,884,348)	(1,884,348)	(1,825,704)	(1,163,622)	(720,726)	-38.2%
0806 - SUPPLIES-ALLOCATION IN	208,655	211,380	211,380	(144,213)	310,687	(99,307)	-47.0%
SUBTOTAL	$ 12,863,658	$ 13,259,373	$ 14,115,760	$ 12,145,546	$ 16,128,298	$ (2,012,538)	-14.3%
SERVICES							
0809 - DAMAGES PAID	$ 1,440	$ -	$ -	$ 1,250	$ -	$ -	N/A
0810 - LEGAL SERVICES	44,460,340	103,064,518	102,553,708	41,095,350	94,999,296	7,554,412	7.4%
0811 - HEALTH CARE SERVICES	2,322,185	3,232,172	2,537,657	2,087,760	2,367,935	169,722	6.7%
0812 - OTHER SERVICES	36,234,913	111,625,527	103,943,510	37,831,962	136,206,491	(32,262,981)	-31.0%
0820 - RENT AND OPERATING LEASES	7,417,113	7,817,664	7,959,168	8,421,963	7,933,274	25,894	0.3%
0825 - REPAIRS AND MAINTENANCE	24,223,458	26,789,306	29,535,301	25,551,599	27,789,036	1,746,265	5.9%
0830 - INTERGOVERNMENTAL PAYMENTS	172,392,647	240,245,086	240,245,086	206,178,949	231,405,092	8,839,994	3.7%
0839 - INTERNAL SERVICE CHARGES	19,229,321	19,278,805	19,280,861	19,116,724	7,126,281	12,154,580	63.0%
0841 - TRAVEL	1,588,582	1,767,957	1,752,092	1,424,421	1,551,136	200,956	11.5%
0842 - EDUCATION AND TRAINING	1,792,845	2,365,492	2,353,958	2,196,760	683,584	1,670,374	71.0%
0843 - POSTAGE/FREIGHT/SHIPPING	4,261,572	4,274,933	4,247,370	4,392,420	4,316,036	(68,666)	-1.6%
0845 - SUPPORT AND CARE OF PERSONS	458,203	605,549	605,549	397,208	461,000	144,549	23.9%
0850 - UTILITIES	8,333,153	14,315,155	14,320,155	11,946,876	14,502,222	(182,067)	-1.3%
0872 - SERVICES-ALLOCATION OUT	(8,560,876)	(10,999,556)	(10,999,556)	(9,108,092)	(3,661,707)	(7,337,849)	-66.7%
0873 - SERVICES-ALLOCATION IN	7,279,711	10,166,335	10,166,335	7,912,443	1,933,949	8,232,386	81.0%
SUBTOTAL	$ 321,434,607	$ 534,548,943	$ 528,501,194	$ 359,447,593	$ 527,613,625	$ 887,569	0.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (890)	$ 25,000	$ 3,895,341	$ 97,830	$ -	$ 3,895,341	100.0%
0920 - CAPITAL EQUIPMENT	3,339,921	958,675	983,675	4,493,201	5,577,987	(4,594,312)	-467.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,952,337	5,810,568	5,704,596	8,033,133	3,117,522	2,587,074	45.4%
0940 - INFRASTRUCTURE	-	-	-	-	30,100	(30,100)	N/A
0950 - DEBT SERVICE	32,611,918	16,758,099	16,619,923	13,545,703	230,508	16,389,415	98.6%
0955 - CAPITAL-ALLOCATION OUT	(482,101)	(864,000)	(864,000)	(316,029)	(135,000)	(729,000)	-84.4%
0956 - CAPITAL-ALLOCATION IN	24,185	121,755	121,755	41,480	-	121,755	100.0%
SUBTOTAL	$ 37,445,370	$ 22,810,097	$ 26,461,290	$ 25,895,318	$ 8,821,117	$ 17,640,173	66.7%
ALL EXPENDITURES	$ 778,221,361	$1,002,647,392	$1,003,894,259	$ 824,202,154	$ 996,761,404	$ 7,132,855	0.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	239,837,008	371,122,173	371,278,136	371,278,136	287,111,445	84,166,691	22.7%
ALL OTHER FINANCING USES	$ 239,837,008	$ 371,122,173	$ 371,278,136	$ 371,278,136	$ 287,111,445	$ 84,166,691	22.7%
TOTAL USES	$ 1,018,058,369	$ 1,373,769,565	$ 1,375,172,395	$ 1,195,480,290	$1,283,872,849	$ 91,299,546	6.6%

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

SPECIAL REVENUE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 265,578,630	$ 278,698,640	$ 282,101,007	$ 264,969,028	$ 274,480,223	$ 7,620,784	2.7%
0705 - TEMPORARY PAY	691,052	1,361,229	1,545,344	645,179	879,721	665,623	43.1%
0710 - OVERTIME	5,483,560	4,444,000	4,583,372	3,676,037	3,618,074	965,298	21.1%
0750 - FRINGE BENEFITS	94,007,550	106,626,589	108,056,981	100,576,850	107,546,538	510,443	0.5%
0790 - OTHER PERSONNEL SERVICES	5,568,667	5,667,471	6,742,662	5,650,804	5,635,622	1,107,040	16.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(26,879,332)	(35,204,944)	(34,521,672)	(31,934,492)	(30,695,900)	(3,825,772)	-11.1%
0796 - PERSONNEL SERVICES ALLOC-IN	70,989,211	79,215,751	78,138,578	76,621,592	76,166,810	1,971,768	2.5%
SUBTOTAL	$ 415,439,338	$ 440,808,736	$ 446,646,272	$ 420,204,998	$ 437,631,088	$ 9,015,184	2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 24,106,638	$ 22,365,674	$ 25,971,753	$ 22,115,848	$ 25,826,775	$ 144,978	0.6%
0802 - MEDICAL SUPPLIES	5,850,572	6,252,502	6,344,393	5,796,665	6,114,940	229,453	3.6%
0803 - FUEL	2,853,409	3,095,396	3,452,596	3,304,867	3,488,114	(35,518)	-1.0%
0804 - NON-CAPITAL EQUIPMENT	3,391,818	4,221,005	5,252,218	3,074,014	10,410,008	(5,157,790)	-98.2%
0805 - SUPPLIES-ALLOCATION OUT	(1,749,746)	(1,892,326)	(2,126,670)	(1,811,648)	(2,004,904)	(121,766)	-5.7%
0806 - SUPPLIES-ALLOCATION IN	2,816,127	3,485,996	3,776,228	3,635,132	2,769,940	1,006,288	26.6%
SUBTOTAL	$ 37,268,818	$ 37,528,247	$ 42,670,518	$ 36,114,878	$ 46,604,873	$ (3,934,355)	-9.2%
SERVICES							
0810 - LEGAL SERVICES	$ 1,918,236	$ 1,393,288	$ 1,552,195	$ 1,456,129	$ 2,462,686	$ (910,491)	-58.7%
0811 - HEALTH CARE SERVICES	17,643,114	17,185,800	16,750,502	16,754,994	17,361,294	(610,792)	-3.6%
0812 - OTHER SERVICES	62,857,118	132,152,322	138,733,623	75,555,814	153,244,637	(14,511,014)	-10.5%
0820 - RENT AND OPERATING LEASES	9,802,879	9,181,397	10,211,602	9,215,588	9,243,699	967,903	9.5%
0825 - REPAIRS AND MAINTENANCE	32,190,672	37,693,343	38,774,453	39,279,681	33,919,946	4,854,507	12.5%
0830 - INTERGOVERNMENTAL PAYMENTS	26,198,255	21,839,788	18,055,204	19,681,581	40,043,812	(21,988,608)	-121.8%
0839 - INTERNAL SERVICE CHARGES	19,583,286	19,850,109	19,817,463	18,649,260	24,921,822	(5,104,359)	-25.8%
0841 - TRAVEL	2,074,761	2,623,158	3,006,267	2,176,619	2,903,025	103,242	3.4%
0842 - EDUCATION AND TRAINING	1,062,908	1,793,412	2,492,089	1,247,683	2,315,333	176,756	7.1%
0843 - POSTAGE/FREIGHT/SHIPPING	890,050	1,032,873	1,084,088	763,672	862,766	221,322	20.4%
0845 - SUPPORT AND CARE OF PERSONS	592,303	723,557	827,702	660,390	850,030	(22,328)	-2.7%
0850 - UTILITIES	14,325,334	14,992,103	15,187,803	13,718,493	15,003,670	184,133	1.2%
0855 - INTEREST EXPENSE	-	-	-	-	200	(200)	N/A
0872 - SERVICES-ALLOCATION OUT	(7,012,930)	(11,995,621)	(12,929,860)	(12,458,209)	(5,960,221)	(6,969,639)	-53.9%
0873 - SERVICES-ALLOCATION IN	7,749,641	12,755,122	13,858,588	13,149,019	7,652,388	6,206,200	44.8%
SUBTOTAL	$ 189,875,627	$ 261,220,651	$ 267,421,719	$ 199,850,714	$ 304,825,087	$ (37,403,368)	-14.0%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 876,420	$ 292,641	$ 505,341	$ 745,538	$ 850,000	$ (344,659)	-68.2%
0920 - CAPITAL EQUIPMENT	2,550,906	2,433,454	4,943,232	4,197,564	6,626,289	(1,683,057)	-34.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,662,685	9,308,771	9,631,077	6,467,595	9,876,437	(245,360)	-2.5%
0940 - INFRASTRUCTURE	-	40,000	40,000	-	-	40,000	100.0%
0950 - DEBT SERVICE	4,050,679	3,783,650	3,820,938	1,516,485	203,965	3,616,973	94.7%
0955 - CAPITAL-ALLOCATION OUT	(17,871)	(166,786)	(183,411)	(115,817)	(909,657)	726,246	396.0%
0956 - CAPITAL-ALLOCATION IN	346,652	785,400	785,400	396,965	965,287	(179,887)	-22.9%
SUBTOTAL	$ 10,560,820	$ 16,477,130	$ 19,542,577	$ 13,208,330	$ 17,612,321	$ 1,930,256	9.9%
ALL EXPENDITURES	$ 653,144,603	$ 756,034,764	$ 776,281,086	$ 669,378,920	$ 806,673,369	$ (30,392,283)	-3.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	47,768,542	256,063,476	255,841,771	255,712,136	49,061,978	206,779,793	80.8%
TOTAL USES	$ 700,913,145	$ 1,012,098,240	$ 1,032,122,857	$ 925,091,056	$ 855,735,347	$ 176,387,510	17.1%

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

DEBT SERVICE	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
SERVICES							
0812 - OTHER SERVICES	$ -	$ -	$ 451,750	$ -	$ -	$ 451,750	100.0%
SUBTOTAL	$ -	$ -	$ 451,750	$ -	$ -	$ 451,750	100.0%
CAPITAL							
0950 - DEBT SERVICE	$ 19,589,670	$ 17,172,330	$ 17,172,330	$ 17,624,080	$ 19,408,417	$ (2,236,087)	-13.0%
SUBTOTAL	$ 19,589,670	$ 17,172,330	$ 17,172,330	$ 17,624,080	$ 19,408,417	$ (2,236,087)	-13.0%
ALL EXPENDITURES	$ 19,589,670	$ 17,172,330	$ 17,624,080	$ 17,624,080	$ 19,408,417	$ (1,784,337)	-10.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 11,649	$ 11,649	$ 11,649	$ -	$ 11,649	100.0%
ALL OTHER FINANCING USES	$ -	$ 11,649	$ 11,649	$ 11,649	$ -	$ 11,649	100.0%
TOTAL USES	$ 19,589,670	$ 17,183,979	$ 17,635,729	$ 17,635,729	$ 19,408,417	$ (1,772,688)	-10.1%

CAPITAL PROJECTS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0790 - OTHER PERSONNEL SERVICES	$ -	$ 400,000	$ 400,000	$ -	$ -	$ 400,000	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	4,104,472	3,699,737	2,487,288	3,923,143	4,135,160	(1,647,872)	-66.3%
SUBTOTAL	$ 4,104,472	$ 4,099,737	$ 2,887,288	$ 3,923,143	$ 4,135,160	$ (1,247,872)	-43.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 45,227	$ -	$ -	$ 461,306	$ 393,375	$ (393,375)	N/A
0803 - FUEL	551	-	-	-	-	-	N/A
0804 - NON-CAPITAL EQUIPMENT	274,906	575,000	575,000	354,165	698,000	(123,000)	-21.4%
SUBTOTAL	$ 320,684	$ 575,000	$ 575,000	$ 815,471	$ 1,091,375	$ (516,375)	-89.8%
SERVICES							
0810 - LEGAL SERVICES	$ 96,262	$ -	$ -	$ 44,975	$ -	$ -	N/A
0812 - OTHER SERVICES	13,384,247	17,871,355	17,141,876	16,285,363	50,171,923	(33,030,047)	-192.7%
0820 - RENT AND OPERATING LEASES	19,039	-	-	7,797	6,000	(6,000)	N/A
0825 - REPAIRS AND MAINTENANCE	297	-	-	14,720,963	10,763,997	(10,763,997)	N/A
0839 - INTERNAL SERVICE CHARGES	39,954	-	-	79,881	-	-	N/A
0841 - TRAVEL	-	-	-	248	-	-	N/A
0842 - EDUCATION AND TRAINING	-	1,408,000	1,408,000	103,395	50,000	1,358,000	96.4%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	420	-	-	N/A
0850 - UTILITIES	-	-	-	100	-	-	N/A
SUBTOTAL	$ 13,539,799	$ 19,279,355	$ 18,549,876	$ 31,243,142	$ 60,991,920	$ (42,442,044)	-228.8%
CAPITAL							
0910 - LAND	$ 2,257,225	$ 10,650,000	$ 3,629,500	$ 9,813,636	$ 6,430,000	$ (2,800,500)	-77.2%
0915 - BUILDINGS AND IMPROVEMENTS	98,178,363	271,568,667	271,497,631	138,177,105	181,734,668	89,762,963	33.1%
0920 - CAPITAL EQUIPMENT	-	27,660,000	27,660,000	5,597,273	82,377,371	(54,717,371)	-197.8%
0940 - INFRASTRUCTURE	35,062,765	93,891,870	103,104,298	46,672,220	87,225,000	15,879,298	15.4%
SUBTOTAL	$ 135,498,353	$ 403,770,537	$ 405,891,429	$ 200,260,234	$ 357,767,039	$ 48,124,390	11.9%
ALL EXPENDITURES	$ 153,463,308	$ 427,724,629	$ 427,903,593	$ 236,241,990	$ 423,985,494	$ 3,918,099	0.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 55,661,841	$ 11,714,619	$ 11,714,619	$ 11,714,619	$ 30,580,428	$ (18,865,809)	-161.0%
ALL OTHER FINANCING USES	$ 55,661,841	$ 11,714,619	$ 11,714,619	$ 11,714,619	$ 30,580,428	$ (18,865,809)	-161.0%
TOTAL USES	$ 209,125,149	$ 439,439,248	$ 439,618,212	$ 247,956,609	$ 454,565,922	$ (14,947,710)	-3.4%

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

INTERNAL SERVICE FUNDS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,313,169	$ 7,471,272	$ 7,471,272	$ 7,515,562	$ 7,789,965	$ (318,693)	-4.3%
0705 - TEMPORARY PAY	37,256	68,006	68,006	86,017	74,171	(6,165)	-9.1%
0710 - OVERTIME	227,798	141,942	141,942	207,012	141,942	-	0.0%
0750 - FRINGE BENEFITS	2,383,820	2,664,270	2,664,270	2,666,845	2,807,970	(143,700)	-5.4%
0790 - OTHER PERSONNEL SERVICES	200,126	11,675	63,115	92,799	11,775	51,340	81.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(703,015)	(886,257)	(886,257)	(1,551,628)	(68,987)	(817,270)	-92.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,928,615	2,397,009	2,397,009	2,916,233	1,645,756	751,253	31.3%
SUBTOTAL	$ 11,387,769	$ 11,867,917	$ 11,919,357	$ 11,932,840	$ 12,402,592	$ (483,235)	-4.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 4,429,250	$ 3,562,013	$ 3,976,104	$ 5,176,084	$ 3,438,067	$ 538,037	13.5%
0803 - FUEL	6,853,387	5,687,500	8,313,409	8,428,126	5,685,844	2,627,565	31.6%
0804 - NON-CAPITAL EQUIPMENT	173,334	33,823	33,823	32,867	271,840	(238,017)	-703.7%
0805 - SUPPLIES-ALLOCATION OUT	(65,730)	(12,000)	(12,000)	(8,188)	-	(12,000)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	98,223	25,176	25,176	25,809	13,223	11,953	47.5%
SUBTOTAL	$ 11,488,464	$ 9,296,512	$ 12,336,512	$ 13,654,698	$ 9,408,974	$ 2,927,538	23.7%
SERVICES							
0810 - LEGAL SERVICES	$ 4,911,828	$ 8,410,220	$ 8,410,220	$ 7,553,719	$ 12,375,013	$ (3,964,793)	-47.1%
0811 - HEALTH CARE SERVICES	115,754,150	131,136,018	131,136,018	122,131,591	131,355,132	(219,114)	-0.2%
0812 - OTHER SERVICES	57,494,806	38,505,542	38,505,542	29,793,132	50,188,144	(11,682,602)	-30.3%
0820 - RENT AND OPERATING LEASES	36,676	52,758	52,758	37,537	54,964	(2,206)	-4.2%
0825 - REPAIRS AND MAINTENANCE	5,626,542	2,676,667	2,961,667	2,811,102	2,319,840	641,827	21.7%
0830 - INTERGOVERNMENTAL PAYMENTS	419,306	658,000	658,000	656,434	679,000	(21,000)	-3.2%
0839 - INTERNAL SERVICE CHARGES	225,285	2,019,360	2,669,360	217,258	3,431,693	(762,333)	-28.6%
0841 - TRAVEL	6,585	19,590	19,590	10,384	18,366	1,224	6.2%
0842 - EDUCATION AND TRAINING	78,060	82,154	82,154	44,919	43,667	38,487	46.8%
0843 - POSTAGE/FREIGHT/SHIPPING	24,073	18,901	18,901	19,759	27,884	(8,983)	-47.5%
0850 - UTILITIES	7,897,525	7,550,020	7,550,020	7,560,370	7,477,667	72,353	1.0%
0872 - SERVICES-ALLOCATION OUT	(1,127,102)	(1,064,846)	(1,064,846)	(1,107,411)	-	(1,064,846)	-100.0%
0873 - SERVICES-ALLOCATION IN	1,274,904	1,138,589	1,138,589	1,214,259	273,213	865,376	76.0%
SUBTOTAL	$ 192,622,638	$ 191,202,973	$ 192,137,973	$ 170,943,053	$ 208,244,583	$ (16,106,610)	-8.4%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 62,557	$ 182,152	$ 24,976	$ 255,000	$ (72,848)	-40.0%
0920 - CAPITAL EQUIPMENT	686,798	2,774,269	2,774,269	830,687	717,338	2,056,931	74.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	49,394	242,200	242,200	148,606	612,000	(369,800)	-152.7%
0950 - DEBT SERVICE	(8)	362,710	362,710	23,461	9,492	353,218	97.4%
0955 - CAPITAL-ALLOCATION OUT	(3,620)	(3,276)	(3,276)	-	-	(3,276)	-100.0%
0956 - CAPITAL-ALLOCATION IN	132,761	128,733	128,733	42,361	30,250	98,483	76.5%
SUBTOTAL	$ 865,325	$ 3,567,193	$ 3,686,788	$ 1,070,091	$ 1,624,080	$ 2,062,708	55.9%
ALL EXPENDITURES	$ 216,364,196	$ 215,934,595	$ 220,080,630	$ 197,600,682	$ 231,680,229	$ (11,599,599)	-5.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,502,406	$ 1,635,722	$ 3,016,014	$ 3,016,014	$ -	$ 3,016,014	100.0%
ALL OTHER FINANCING USES	$ 1,502,406	$ 1,635,722	$ 3,016,014	$ 3,016,014	$ -	$ 3,016,014	100.0%
TOTAL USES	$ 217,866,602	$ 217,570,317	$ 223,096,644	$ 200,616,696	$ 231,680,229	$ (8,583,585)	-3.8%

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

ELIMINATIONS	FY 2009-10 ACTUAL	FY 2010-11 ADOPTED	FY 2010-11 REVISED	FY 2010-11 FORECAST	FY 2011-12 ADOPTED	REVISED VS ADOPTED VARIANCE	%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ -	$ -	$ (374,091)	$ -	$ -	$ (374,091)	-100.0%
0803 - FUEL	$ (6,195,632)	$ (5,646,712)	$ (8,272,621)	$ (6,096,180)	$ (4,345,356)	$ (3,927,265)	-47.5%
SUBTOTAL	$ (6,195,632)	$ (5,646,712)	$ (8,646,712)	$ (6,096,180)	$ (4,345,356)	$ (4,301,356)	-49.7%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (89,270,835)	$(108,437,908)	$(108,441,123)	$(104,485,576)	$(106,175,420)	$ (2,265,703)	-2.1%
0839 - INTERNAL SERVICE CHARGES	(37,558,959)	(41,148,274)	(41,795,059)	(42,439,884)	(35,372,015)	(6,423,044)	-15.4%
SUBTOTAL	$(126,829,794)	$(149,586,182)	$(150,236,182)	$(146,925,460)	$(141,547,435)	$ (8,688,747)	-5.8%
ALL EXPENDITURES	$(133,025,426)	$(155,232,894)	$(158,882,894)	$(153,021,640)	$(145,892,791)	$ (12,990,103)	-8.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$(332,992,002)	$(640,547,639)	$(641,862,189)	$(641,732,554)	$(366,753,851)	$(275,108,338)	-42.9%
ALL OTHER FINANCING USES	$(332,992,002)	$(640,547,639)	$(641,862,189)	$(641,732,554)	$(366,753,851)	$(275,108,338)	-42.9%
TOTAL USES	$(466,017,428)	$(795,780,533)	$(800,745,083)	$(794,754,194)	$(512,646,642)	$(288,098,441)	-36.0%

Non Departmental Expenditure Summary – Operating

DESCRIPTION	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VARIANCE	%
Operating						
General Fund (100)						
4711 - Contingency						
General Contingency	$ 29,560,809	$ 29,096,190	$ -	$ 27,897,167	$ 1,199,023	4.1%
Court Tower Operating	-	-	-	2,000,000	(2,000,000)	N/A
Retirement System Rate Change	-	-	-	1,340,204	(1,340,204)	N/A
Solid Waste Subsidy	-	-	-	3,141,776	(3,141,776)	N/A
	$ 29,560,809	$ 29,096,190	$ -	$ 34,379,147	$ (5,282,957)	-18.2%
4712 - Other Programs						
Air Quality Countywide Monitoring	$ 444,400	$ 444,400	$ 444,400	$ -	$ 444,400	100.0%
Anthem Sheriff Sub Station	40,000	40,000	40,000	40,000	-	0.0%
Assessor DOR Issue	-	-	-	282,000		
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.0%
Board of Equalization	150,000	150,000	150,000	150,000	-	0.0%
County Single Audit	225,000	225,000	225,000	235,000	(10,000)	-4.4%
Countywide GIS	-		-	269,382	(269,382)	N/A
Countywide Emergency Issues Fund	100,000	100,000	-	100,000	-	0.0%
Downtown Juror/Employee Shuttle	570,947	570,947	570,947	582,947	(12,000)	-2.1%
Gov Docs	-	50,000	50,000	50,000	-	0.0%
Human Resources System Operations	2,965,312	2,965,312	1,715,673	-	2,965,312	100.0%
Improvement District Allocation	144,725	144,725	144,725	146,909	(2,184)	-1.5%
International Genomics Consortium	-		-	1,000,000	(1,000,000)	N/A
Jail Excise Tax, Maintenance of Effort	176,466,336	176,466,336	176,466,336	167,621,162	8,845,174	5.0%
MCSO Operating Oversight and Review	-	-	-	900,417	(900,417)	N/A
Orthophotography Program	309,789	309,789	309,789	212,295	97,494	31.5%
Outside Counsel	-	1,688,620	-	2,500,000	(811,380)	-48.0%
Property Tax Billing/Info. Statement Printing and Postage	665,722	665,722	665,722	697,645	(31,923)	-4.8%
Real Estate Evaluation, Acquisition & Divestiture	100,000	100,000	100,000	100,000	-	0.0%
Relocations/New Facility Startup	1,000,000	950,000	950,000	1,000,000	(50,000)	-5.3%
Solid Waste Transfer Stations	-	-	-	169,965	(169,965)	N/A
Staff Development Training Room PC's	6,400	6,400	6,400	-	6,400	100.0%
State Contribution	28,600,000	28,600,000	28,600,000	3,156,051	25,443,949	89.0%
Vehicle Replacement	2,000,000	2,000,000	2,000,000	3,000,000	(1,000,000)	-50.0%
Human Resources Peak Performers	500,000	500,000	487,259	500,000	-	0.0%
	$ 214,293,911	$ 215,982,531	$ 212,931,531	$ 182,719,053	$ 33,263,478	15.4%
4713 - Infrastructure/CIP						
Transfers Out	$ 7,620,837	$ 7,620,837	$ 7,620,837	$ 27,949,797	$ (20,328,960)	-266.8%
4714 - Central Service Costs						
Base-Level Internal Service Charges	$ 14,474,170	$ 14,474,170	$ 14,474,170	$ -	$ 14,474,170	100.0%
Armored Car Services	-	-	-	114,000	(114,000)	N/A
CGI Maintenance Program	140,458	140,458	140,458	-	140,458	100.0%
CSCA Revenue	-	-	-	(12,543,454)	12,543,454	N/A
Enterprise Software License	2,614,188	2,614,188	2,621,429	2,621,429	(7,241)	-0.3%
Financial Transparency	-	-	-	120,000	(120,000)	N/A
HP Treasurer System Maintenance	460,000	460,000	460,000	-	460,000	100.0%
Human Resources System Operations	-	-	-	3,326,664	(3,326,664)	N/A
IT Infrastructure	1,200,000	1,200,000	1,200,000	2,400,000	(1,200,000)	-100.0%
Lobbyist Contracts	503,726	503,726	503,726	514,182	(10,456)	-2.1%
Sustainability Manager	80,000	80,000	80,000	-	80,000	100.0%
	$ 19,472,542	$ 19,472,542	$ 19,479,783	$ (3,447,179)	$ 22,919,721	117.7%
4715 - Technology Projects						
CAMA	$ 1,511,005	$ 1,511,005	$ 600,000	$ 1,467,041	$ 43,964	2.9%
	$ 1,511,005	$ 1,511,005	$ 600,000	$ 1,467,041	$ 43,964	2.9%
4716 - Debt Service/Capital Lease						
Admin Fee	$ 20,000	$ 20,000	$ 10,000	$ 20,000	$ -	0.0%
Arbitrage	15,000	15,000	3,000	15,000	-	0.0%
Bond Counsel	50,000	50,000	20,000	50,000	-	0.0%
Financial Advisor	60,000	60,000	10,000	60,000	-	0.0%
	$ 145,000	$ 145,000	$ 43,000	$ 145,000	$ -	0.0%
4721 - Dues and Memberships						
Arizona Association of Counties	$ 70,082	$ 70,082	$ 70,082	$ 70,082	$ -	0.0%
Arizona Community Foundation	5,000	5,000	5,000	5,000	-	0.0%
Arizona-Mexico Commission	10,000	10,000	10,000	10,000	-	0.0%

Non Departmental Expenditure Summary – Operating (continued)

DESCRIPTION	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VARIANCE	%
4721 - Dues and Memberships (continued)						
County Supervisors Association	159,822	159,822	159,822	159,822	-	0.0%
Govt. Finance Officers Assoc.	5,000	5,000	4,620	4,620	380	7.6%
Maricopa Association of Government	20,947	20,947	21,039	21,229	(282)	-1.3%
Maricopa HMIS Project	25,000	25,000	25,000	25,000	-	0.0%
National Association of Counties	45,000	45,000	45,000	45,000	-	0.0%
	$ 340,851	$ 340,851	$ 340,563	$ 340,753	$ 98	0.0%
4722 - Taxes and Assessments						
City of Phx. Downtown Mun. Serv. Dist.	$ 175,000	$ 175,000	$ 136,010	$ 175,000	$ -	0.0%
4724 - Miscellaneous Services						
Miscellaneous Services	$ 3,000,000	$ 3,045,000	$ 1,508,876	$ 2,850,000	$ 195,000	6.4%
4726 - Tuition Reimbursement						
Tuition Reimbursement	$ 1,850,000	$ 1,850,000	$ 1,850,000	$ 2,000,000	$ (150,000)	-8.1%
4776 - Cooperative Extension						
Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -	0.0%
4782 - Industrial Development Authority						
Industrial Development Authority	$ 391,987	$ 391,987	$ 391,987	$ 324,811	$ 67,176	17.1%
Total General Fund	**$ 278,591,942**	**$ 279,860,943**	**$ 245,132,587**	**$ 249,133,423**	**$ 30,727,520**	**11.0%**
Non-Departmental Grants (249)						
4711 - Potential Fee Increases	**$ 16,336,158**	**$ 14,352,061**	**$ -**	**$ 11,361,800**	**$ 2,990,261**	**20.8%**
Detention Fund (255)						
4711 - Contingency						
General Contingency	$ 16,307,103	$ 16,307,103	$ -	$ 16,307,103	$ -	0.0%
Inmate Shift	-	-	-	2,505,421	(2,505,421)	N/A
	$ 16,307,103	$ 16,307,103	$ -	$ 18,812,524	$ 2,505,421	15.4%
4712 - Other Programs						
Vehicle Replacement	$ -	$ -	$ -	$ 1,000,000	$ (1,000,000)	N/A
4714 - Central Service Costs						
Base ISF	$ 1,019,005	$ 1,019,005	$ 1,019,005	$ -	$ 1,019,005	100.0%
Total Detention Fund	**$ 17,326,108**	**$ 17,326,108**	**$ 1,019,005**	**$ 19,812,524**	**$ (2,486,416)**	**-14.4%**
County Improvement Debt Fund (320)						
4716 - Debt Service/Capital Lease	**$ 9,762,550**	**$ 10,214,300**	**$ 10,214,300**	**$ 11,994,437**	**$ (1,780,137)**	**-17.4%**
County Improvement Debt Fund #2 (321)						
4716 - Debt Service/Capital Lease	**$ 7,409,780**	**$ 7,409,780**	**$ 7,409,780**	**$ 7,413,980**	**$ (4,200)**	**-0.1%**
Total Operating All Funds	**$ 329,426,538**	**$ 329,163,192**	**$ 263,775,672**	**$ 299,716,164**	**$ 29,447,028**	**8.9%**

Non Departmental Expenditure Summary - Non-Recurring

DESCRIPTION	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VARIANCE	%
Non Recurring						
General Fund (100)						
4711 - Contingency						
General Contingency	$ 17,785,437	$ 7,969,478	$ -	$ 15,362,964	$ (7,393,486)	-92.8%
Interest Contingency	7,000,000	7,000,000	-	-	7,000,000	100.0%
Capital Case Backlog	5,500,000	5,500,000	-	775,337	4,724,663	85.9%
Project Reserve	-	-	-	4,185,000	(4,185,000)	N/A
	$ 30,285,437	$ 20,469,478	$ -	$ 20,323,301	$ 146,177	0.7%
4712 - Other Programs						
Air Quality Monitoring Equipment	$ 952,675	$ 952,675	$ 952,675	$ -	$ 952,675	100.0%
ASRS Contributions Not Withheld	50,000	50,000	50,000	50,000	-	0.0%
ASRS Liability	-	824,515	824,515	-	824,515	100.0%
Call Center Temporary Staff	100,000	100,000	100,000	50,000	50,000	50.0%
Civil Division Transition	-	575,000	-	-	575,000	100.0%
County Attorney/Adult Probation Relocation	-	3,870,341	3,870,341	-	3,870,341	100.0%
East Valley Food Bank	-	-	-	306,000	(306,000)	N/A
First Solar	-	-	-	20,000,000	(20,000,000)	N/A
Influenza Response	400,000	400,000	-	-	400,000	100.0%
International Genomics Consortium	2,000,000	2,000,000	1,000,000	-	2,000,000	100.0%
MCSO Oversight and Review	-	-	-	750,000	(750,000)	N/A
PC Replacement	2,800,000	2,800,000	205,972	2,700,000	100,000	3.6%
Pending Legal Settlements	54,500,000	54,500,000	-	54,500,000	-	0.0%
Staffing Study	500,000	500,000	-	-	500,000	100.0%
Transfer of Health Select Balances	-	49,991	49,991	-	49,991	100.0%
Transfer to Detention Fund	-	-	-	11,137,945	(11,137,945)	N/A
Transfer to Inmate Services	-	-	-	14,743,225	(14,743,225)	N/A
Vehicle Replacement	3,782,568	3,782,568	3,782,568	-	3,782,568	100.0%
	$ 65,085,243	$ 70,405,090	$ 10,836,062	$ 104,237,170	$ (33,832,080)	-48.1%
4713 - Infrastructure/CIP						
Transfers Out	$ 187,000,000	$ 187,000,000	$ 187,000,000	$ 52,153,351	$ 134,846,649	72.1%
4715 - Technology Projects						
Assessor CAMA	$ 1,627,447	$ 1,627,447	$ 410,000	$ 1,217,447	$ 410,000	25.2%
Downtown Infrastructure - Zone 2	-	-	-	4,940,000	(4,940,000)	N/A
Human Resource System	891,821	891,821	891,821	1,249,639	(357,818)	-40.1%
Human Resources System - Phase 2	-	-	-	1,718,496	(1,718,496)	N/A
IT Infrastructure	11,933,840	11,933,840	7,275,165	4,658,675	7,275,165	61.0%
IT Infrastructure Power	-	-	-	2,064,530	(2,064,530)	N/A
MFRIS	2,000,000	2,000,000	1,434,677	1,246,869	753,131	37.7%
	$ 16,453,108	$ 16,453,108	$ 10,011,663	$ 17,095,656	$ (642,548)	-3.9%
4716 - Debt Service/Cap Lease						
Capital Lease Payoff	$ 12,690,989	$ 12,690,989	$ 12,551,968	$ -	$ 12,690,989	100.0%
	$ 12,690,989	$ 12,690,989	$ 12,551,968	$ -	$ 12,690,989	100.0%
4724 - Miscellaneous Services						
Miscellaneous Services	$ 3,000,000	$ 3,600,000	$ 3,236,573	$ 3,000,000	$ 600,000	16.7%
Total General Fund	**$ 314,514,777**	**$ 310,618,665**	**$ 223,636,266**	**$ 196,809,478**	**$ 113,809,187**	**36.6%**
Waste Management Fund (210)						
Total Waste Management Fund	**$ 474,133**	**$ 474,133**	**$ 117,843**	**$ 484,410**	**$ (10,277)**	**-2.2%**
Non-Departmental Grants (249)						
Potential Expenditures from Fund Balance	**$ 7,690,000**	**$ 3,037,662**	**$ -**	**$ 6,777,753**	**$ (3,740,091)**	**-123.1%**
Detention Fund (255)						
4711 - Contingency						
General Contingency	$ 10,000,000	$ 9,987,215	$ -	$ 34,897,979	$ (24,910,764)	-249.4%
Interest Contingency (Dependent on Earnings)	2,600,000	2,600,000	-	-	2,600,000	100.0%
	$ 12,600,000	$ 12,587,215	$ -	$ 34,897,979	$ (22,310,764)	-177.2%
4712 - Other Programs						
ASRS Liability	$ -	$ 12,785	$ 12,785	$ -	$ 12,785	100.0%
Graves vs. Arpiao	-	-	9,694	500,000	(500,000)	N/A
Staffing Study	500,000	500,000	-	-	500,000	100.0%
Vehicle Replacement	467,623	467,623	467,623	-	467,623	100.0%
	$ 967,623	$ 980,408	$ 490,102	$ 500,000	$ 480,408	49.0%

Non Departmental Expenditure Summary - Non-Recurring (continued)

DESCRIPTION	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VARIANCE	%
4713 - Infrastructure/CIP						
Transfers Out	$ 197,323,710	$ 197,323,710	$ 197,323,710	$ 19,349,950	$ 177,973,760	90.2%
4716 - Debt Service/Cap Lease						
Capital Lease Payoff	$ 252,138	$ 252,138	$ -	$ -	$ 252,138	100.0%
Total Detention Fund	**$ 211,143,471**	**$ 211,143,471**	**$ 197,813,812**	**$ 54,747,929**	**$ 156,395,542**	**74.1%**
County Improvement Debt Fund	**$ 11,649**	**$ 11,649**	**$ 11,649**	**$ -**	**$ 11,649**	**100.0%**
Intergovernmental Capital Projects (422)	**$ 232,683**	**$ 389,383**	**$ 334,443**	**$ 2,567,052**	**$ (2,177,669)**	**-559.3%**
Financing Series 2007 (440)	**$ 12,752**	**$ 12,752**	**$ 12,752**	**$ -**	**$ 12,752**	**100.0%**
General Fund County Improvements (445)	**$ 208,538,661**	**$ 209,166,231**	**$ 147,159,214**	**$ 117,592,753**	**$ 91,573,478**	**43.8%**
Detention Capital Projects (455)	**$ 69,929,821**	**$ 69,299,796**	**$ 15,755,823**	**$ 107,573,974**	**$ (38,274,178)**	**-55.2%**
Technology Capital Improvements (460)	**$ 56,134,813**	**$ 56,134,813**	**$ 9,885,239**	**$ 99,002,554**	**$ (42,867,741)**	**-76.4%**
Detention Technology Capital Improvements (461)	**$ 5,718,000**	**$ 5,718,000**	**$ 1,959,340**	**$ 12,279,466**	**$ (6,561,466)**	**-114.8%**
Total Non-Recurring Funds	**$ 874,400,760**	**$ 866,006,555**	**$ 596,686,381**	**$ 597,835,369**	**$ 268,171,186**	**31.0%**

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 2012 are listed in the following schedule:

Agency Supported	Program	FY 2011 Budget	FY 2011 Actual	FY 2012 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
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
Unallocated		3,000	3,000	3,000
Subtotal		$ 1,143,276	$ 1,143,276	$ 1,143,276
International Genomics Consortium*	To put Maricopa County in the forefront of the bio-industry	$ 1,000,000	$ 1,000,000	$ 1,000,000
First Solar**		-	-	20,000,000
Subtotal		$ 1,000,000	$ 1,000,000	$ 21,000,000
Total Economic Development Funding		$ 3,286,552	$ 3,286,552	$ 23,286,552
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

*$5,000,000 was appropriated over 5 years, beginning in FY 2007-08, at $1,000,000 per year.
** The grant will be paid in disbursements of $1 million, each based on achievement of performance thresholds

Health Care Programs Summary

DESCRIPTION	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (*Arnold v. Sarn*)	$ 39,483,497	$ 39,483,497	$ 39,483,497	$ 41,457,672	$ (1,974,175)	-4.76%
General Mental Health	3,366,706	3,366,706	3,366,706	3,366,706	-	0.00%
Local Alcoholism Reception Center (LARC)	1,489,871	1,489,871	1,489,871	1,489,871	-	0.00%
Subtotal Arnold v. Sarn IGA	$ 44,340,074	$ 44,340,074	$ 44,340,074	$ 46,314,249	$ (1,974,175)	-4.26%
AHCCCS Acute Care	$ 20,761,900	$ 20,761,900	$ 20,761,900	$ 20,575,000	$ 186,900	0.91%
ALTCS	164,735,500	164,735,500	164,735,500	154,518,900	10,216,600	6.61%
Subtotal State Contribution	$ 185,497,400	$ 185,497,400	$ 185,497,400	$ 175,093,900	$ 10,403,500	5.94%
Other Mental Health:						
Mental Health Testimony	$ 2,227,151	$ 2,227,151	$ 2,188,253	$ 575,000	$ 1,652,151	287.33%
Mental Health Orders	55,000	55,000	55,412	77,200	(22,200)	-28.76%
Mental Health Residency Training	3,547,896	3,547,896	3,547,896	3,547,896	-	0.00%
SVP Commitment Payments	3,000,000	3,000,000	1,557,942	5,000,000	(2,000,000)	-40.00%
	$ 8,830,047	$ 8,830,047	$ 7,349,503	$ 9,200,096	$ (370,049)	-4.02%
County Residual Long Term Care	$ 307,200	$ 307,200	$ 100,251	$ 200,000	$ 107,200	53.60%
Arnold v. Sarn Court Monitor	$ 188,040	$ 188,040	$ -	$ -	$ 188,040	
Tuberculosis Services	$ 500,000	$ 500,000	$ 321,542	$ 500,000	$ -	0.00%
Litigation Support	$ 2,356,235	$ 2,356,235	$ 2,318,156	$ 4,000,309	$ (1,644,074)	-41.10%
MMCS Run Out Operations	$ 25,528	$ 25,528	$ 25,487	$ 23,155	$ 2,373	10.25%
Subtotal General Fund Operating	$ 242,044,524	$ 242,044,524	$ 239,952,413	$ 235,331,709	$ 6,712,815	2.85%
Non-Recurring						
General Fund						
Enhanced FMAP Savings:						
AHCCCS Acute Care	$ -	$ -	$ (5,514,519)	$ -	$ -	
ALTCS	(26,396,100)	(26,396,100)	(53,314,996)	-	(26,396,100)	
Subtotal General Fund Non-Recurring	$ (26,396,100)	$ (26,396,100)	$ (58,829,515)	$ -	$ (26,396,100)	
Total Operating & Non-Recurring	**$ 215,648,424**	**$ 215,648,424**	**$ 181,122,898**	**$ 235,331,709**	**$ (19,683,285)**	**-8.36%**

Fund Transfers In

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
GENERAL FUND	**$ 10,621,605**	**$ 12,001,897**	**$ 12,001,897**	**$ -**
Operating	$ 10,621,605	$ 10,621,605	$ 10,621,605	$ -
Central Service Cost Allocation (CSCA)	*10,621,605*	*10,621,605*	*10,621,605*	-
Non-Recurring	$ -	$ 1,380,292	$ 1,380,292	$ -
Health Select Fund (652) Close -out	-	*1,380,292*	*1,380,292*	-
GRANT SPECIAL REVENUE	**$ -**	**$ -**	**$ -**	**$ 306,000**
Non-Recurring	$ -	$ -	$ -	$ 306,000
217 - CDBG HOUSING TRUST	$ -	$ -	$ -	$ 306,000
Non-Recurring	$ -	$ -	$ -	$ 306,000
General Fund (100) - East Side Food Bank	-	-	-	*306,000*
OTHER SPECIAL REVENUE	**$ 176,584,196**	**$ 176,857,925**	**$ 176,805,925**	**$ 193,903,122**
Operating	$ 176,584,196	$ 176,624,196	$ 176,584,196	$ 167,856,177
Non-Recurring	$ -	$ 233,729	$ 221,729	$ 26,046,945
226 - PLANNING AND DEVELOPMENT FEES	$ -	$ 36,495	$ 36,495	$ -
Non-Recurring	$ -	$ 36,495	$ 36,495	$ -
General Fund (100) - Vehicle Transfer	-	*36,495*	*36,495*	-
241 - PARKS ENHANCEMENT FUND	$ 82,860	$ 122,860	$ 82,860	$ 35,050
Operating	$ 82,860	$ 122,860	$ 82,860	$ 35,050
Parks Souvenir Fund (239)	*82,860*	*122,860*	*82,860*	*35,050*
252 - INMATE SERVICES	$ -	$ -	$ -	$ 14,743,225
Non-Recurring	$ -	$ -	$ -	$ 14,743,225
General Fund (100) prior year payroll discrepancy	-	-	-	*14,743,225*
255 - DETENTION OPERATIONS	$ 176,466,336	$ 176,466,336	$ 176,466,336	$ 178,759,107
Operating	$ 176,466,336	$ 176,466,336	$ 176,466,336	$ 167,621,162
General Fund (100) Jail Tax Maint. Of Effort	*176,466,336*	*176,466,336*	*176,466,336*	*167,621,162*
Non-Recurring	$ -	$ -	$ -	$ 11,137,945
General Fund (100) prior year payroll discrepancy	-	-	-	*11,137,945*
265 - PUBLIC HEALTH FEES	$ 35,000	$ 35,000	$ 35,000	$ 30,000
Operating	$ 35,000	$ 35,000	$ 35,000	$ 30,000
General Fund (100) Vital Statistics	*35,000*	*35,000*	*35,000*	*30,000*
504 - AIR QUALITY FEES	$ -	$ 197,234	$ 185,234	$ -
Non-Recurring	$ -	$ 197,234	$ 185,234	$ -
General Fund (100) - Vehicle Transfer	-	*69,477*	*69,477*	-
Detention Fund (255) - Vehicle Transfer	-	*9,694*	*9,694*	-
Parks Fund (240) - Vehicle Transfer	-	*29,753*	*29,753*	-
Parks Fund (241) - Vehicle Transfer	-	*35,435*	*35,435*	-
Enviromental Fund (506) - Vehicle Transfer	-	*22,677*	*22,677*	-
Solid Waste Fund (580) - Vehicle Transfer	-	*18,198*	*18,198*	-

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
580 - SOLID WASTE MANAGEMENT	$ -	$ -	$ -	$ 335,740
Operating	$ -	$ -	$ -	$ 169,965
General Fund (100)	-	-	-	*169,965*
Non-Recurring	$ -	$ -	$ -	$ 165,775
Intergovernmental Capital Fund (422)	-	-	-	*165,775*
DEBT SERVICE	**$ 12,866,182**	**$ 12,866,182**	**$ 12,866,182**	**$ 23,578,935**
Operating	$ 1,139,914	$ 1,139,914	$ 1,139,914	$ 1,140,559
Non-Recurring	$ 11,726,268	$ 11,726,268	$ 11,726,268	$ 22,438,376
320 - COUNTY IMPROVEMENT DEBT	$ 5,520,000	$ 5,520,000	$ 5,520,000	$ 16,174,955
Non-Recurring	$ 5,520,000	$ 5,520,000	$ 5,520,000	$ 16,174,955
General Fund County Imrpovement Fund (445)	*5,520,000*	*5,520,000*	*5,520,000*	*16,174,955*
321 - COUNTY IMPROVEMENT DEBT 2	$ 7,346,182	$ 7,346,182	$ 7,346,182	$ 7,403,980
Operating	$ 1,139,914	$ 1,139,914	$ 1,139,914	$ 1,140,559
Animal Control License Shelter (572) - Debt Service	*1,033,446*	*1,033,446*	*1,033,446*	*1,034,031*
Animal Control Field Operations (574) - Debt Service	*106,468*	*106,468*	*106,468*	*106,528*
Non-Recurring	$ 6,206,268	$ 6,206,268	$ 6,206,268	$ 6,263,421
General Fund County Imrpovement Fund (445)	*6,181,867*	*6,206,268*	*6,206,268*	*6,263,421*
Financing Series 2007 (440)	*12,752*	*12,752*	*12,752*	-
Count Improvement Debt Fund (320)	*11,649*	*11,649*	*11,649*	-
CAPITAL PROJECTS	**$ 440,475,656**	**$ 440,008,558**	**$ 440,008,559**	**$ 135,965,794**
Operating	$ 7,620,837	$ 7,620,837	$ 7,620,837	$ 27,949,797
Non-Recurring	$ 432,854,819	$ 432,387,721	$ 432,387,722	$ 108,015,997
234 - TRANSPORTATION CAPITAL PROJECT	$ 36,798,426	$ 36,798,426	$ 36,798,427	$ 28,411,419
Non-Recurring	$ 36,798,426	$ 36,798,426	$ 36,798,427	$ 28,411,419
Transportation Operations (232)	*36,798,426*	*36,798,426*	*36,798,427*	*28,411,419*
422 - INTERGOVERNMENTAL CAP PROJ	$ 232,683	$ 305,585	$ 305,585	$ 125,000
Non-Recurring	$ 232,683	$ 305,585	$ 305,585	$ 125,000
Park Enhancment Fund (241)	*215,000*	*215,000*	*215,000*	*125,000*
Animal Control License Shelter (572)	*17,683*	*90,585*	*90,585*	
445 - GENERAL FUND CTY IMPROV	$ 44,420,837	$ 43,880,837	$ 43,880,837	$ 17,543,052
Operating	$ 7,620,837	$ 7,620,837	$ 7,620,837	$ 4,949,797
General Fund (100)	*7,620,837*	*7,620,837*	*7,620,837*	*4,949,797*
Non-Recurring	$ 36,800,000	$ 36,260,000	$ 36,260,000	$ 12,593,255
General Fund (100)	*35,300,000*	*35,300,000*	*35,300,000*	*10,316,978*
Intergovernmental Capital Fund (422)				*2,276,277*
Environmental Fee fund (506)	*1,500,000*	*960,000*	*960,000*	-
455 - DETENTION CAPITAL PROJECTS	$ 197,323,710	$ 197,323,710	$ 197,323,710	$ 16,000,000
Non-Recurring	$ 197,323,710	$ 197,323,710	$ 197,323,710	$ 16,000,000
Detention Fund (255)	*197,323,710*	*197,323,710*	*197,323,710*	*16,000,000*

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
460 - TECHNOLOGY CAP IMPROVEMENT	$ 151,700,000	$ 151,700,000	$ 151,700,000	$ 64,836,373
Operating	$ -	$ -	$ -	$ 23,000,000
General Fund (100)	-	-	-	*23,000,000*
Non-Recurring	$ 151,700,000	$ 151,700,000	$ 151,700,000	$ 41,836,373
General Fund (100)	*151,700,000*	*151,700,000*	*151,700,000*	*41,836,373*
461 - DETENTION TECH CAP IMPROVEMENT	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 9,049,950
Non-Recurring	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 9,049,950
Detention Fund (255)	*9,400,000*	*9,400,000*	*9,400,000*	*3,349,950*
Inmate Health Services Fund (254)	*600,000*	*600,000*	*600,000*	
Detention Capital Projects Fune (455)	-	-	-	*5,700,000*
INTERNAL SERVICE	**$ -**	**$ 49,991**	**$ 49,991**	**$ 13,000,000**
Non-Recurring	$ -	$ 49,991	$ 49,991	$ 13,000,000
652 - HEALTH SELECT SI TRUST	$ -	$ 49,991	$ 49,991	$ -
Non-Recurring	$ -	$ 49,991	$ 49,991	$ -
General Fund (100) - Health Select Close-out	-	*49,991*	*49,991*	-
676 - COUNTY MANAGER RISK MANAGEMENT	$ -	$ -	$ -	$ 13,000,000
Non-Recurring	$ -	$ -	$ -	$ 13,000,000
General Fund (100)	-	-	-	*13,000,000*
TOTAL BEFORE ELIMINATIONS	**$ 640,547,639**	**$ 641,784,553**	**$ 641,732,554**	**$ 366,753,851**
Operating	$ 195,966,552	$ 196,006,552	$ 195,966,552	$ 196,946,533
Non-Recurring	$ 444,581,087	$ 445,728,010	$ 445,716,011	$ 156,807,318
ELIMINATIONS	**$ (640,547,639)**	**$ (641,784,553)**	**$ (641,732,554)**	**$ (366,753,851)**
Operating	$ (195,966,552)	$ (196,006,552)	$ (195,966,552)	$ (196,946,533)
Non-Recurring	$ (444,581,087)	$ (445,778,001)	$ (445,766,002)	$ (169,807,318)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
GENERAL FUND	**$ 371,122,173**	**$ 371,278,136**	**$ 371,278,136**	**$ 287,111,445**
Operating	$ 184,122,173	$ 184,122,173	$ 184,122,173	$ 195,770,924
Detention Fund (255) - Jail Maint of Effort	*176,466,336*	*176,466,336*	*176,466,336*	*167,621,162*
Public Health Fee Fund (265) - Vital Statistics	*35,000*	*35,000*	*35,000*	*30,000*
General Fund Cap Improvement Fund (445)	*7,620,837*	*7,620,837*	*7,620,837*	*4,949,797*
Technology Cap Improvement Fund (460)				*23,000,000*
Solid Waste Fund (580)				*169,965*
Non-Recurring	$ 187,000,000	$ 187,155,963	$ 187,155,963	$ 91,340,521
Inmate Servcies Fund (252) - prior year payroll discre	-	-	-	*14,743,225*
Detention Fund (255) - prior year payroll discrecpanc	-	-	-	*11,137,945*
CDBG Fund (217) - East Side Food Bank	-	-	-	*306,000*
County Manager Risk Fund (676)	-	-	-	*13,000,000*
General Fund Cap Improvement Fund (445)	*35,300,000*	*35,300,000*	*35,300,000*	*10,316,978*
Technology Cap Improvement Fund (460)	*151,700,000*	*151,700,000*	*151,700,000*	*41,836,373*
Planning and Development Fee Fund (224) - Vehicle	-	*36,495*	*36,495*	-
Air Quality Fee Fund (504) - Vehicle Transfer	-	*69,477*	*69,477*	-
Health Select Fund (652) - Close-out	-	*49,991*	*49,991*	-
GRANT SPECIAL REVENUE	**$ 2,713,303**	**$ 2,713,303**	**$ 2,713,303**	**$ -**
Operating	$ 2,713,303	$ 2,713,303	$ 2,713,303	$ -
217 - CDBG HOUSING TRUST	$ 47,371	$ 47,371	$ 47,371	$ -
Operating	$ 47,371	$ 47,371	$ 47,371	$ -
General Fund (100) - CSCA	*47,371*	*47,371*	*47,371*	-
222 - HUMAN SERVICES GRANTS	$ 1,291,750	$ 1,291,750	$ 1,291,750	$ -
Operating	$ 1,291,750	$ 1,291,750	$ 1,291,750	$ -
General Fund (100) - CSCA	*1,291,750*	*1,291,750*	*1,291,750*	-
503 - AIR QUALITY GRANT	$ 63,643	$ 63,643	$ 63,643	$ -
Operating	$ 63,643	$ 63,643	$ 63,643	$ -
General Fund (100) - CSCA	*63,643*	*63,643*	*63,643*	-
505 - ENVIRONMENTAL SERVICES GRANT	$ 24,339	$ 24,339	$ 24,339	$ -
Operating	$ 24,339	$ 24,339	$ 24,339	$ -
General Fund (100) - CSCA	*24,339*	*24,339*	*24,339*	-
532 - PUBLIC HEALTH GRANTS	$ 1,286,200	$ 1,286,200	$ 1,286,200	$ -
Operating	$ 1,286,200	$ 1,286,200	$ 1,286,200	$ -
General Fund (100) - CSCA	*1,286,200*	*1,286,200*	*1,286,200*	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
OTHER SPECIAL REVENUE	**$ 253,350,173**	**$ 253,038,832**	**$ 252,998,833**	**$ 49,061,978**
Operating	$ 7,495,354	$ 7,535,354	$ 7,495,354	$ 1,175,609
Non-Recurring	$ 245,854,819	$ 245,503,478	$ 245,503,479	$ 47,886,369
207 - PALO VERDE	$ 21,175	$ 21,175	$ 21,175	$ -
Operating	$ 21,175	$ 21,175	$ 21,175	$ -
General Fund (100) - CSCA	*21,175*	*21,175*	*21,175*	-
215 - EMERGENCY MANAGEMENT	$ 61,624	$ 61,624	$ 61,624	$ -
Operating	$ 61,624	$ 61,624	$ 61,624	$ -
General Fund (100) - CSCA	*61,624*	*61,624*	*61,624*	-
226 - PLANNING AND DEVELOPMENT FEES	$ 396,375	$ 396,375	$ 396,375	$ -
Operating	$ 396,375	$ 396,375	$ 396,375	$ -
General Fund (100) - CSCA	*396,375*	*396,375*	*396,375*	-
232 - TRANSPORTATION OPERATIONS	$ 38,801,782	$ 38,801,782	$ 38,801,783	$ 28,411,419
Operating	$ 2,003,356	$ 2,003,356	$ 2,003,356	$ -
General Fund (100) - CSCA	*2,003,356*	*2,003,356*	*2,003,356*	-
Non-Recurring	$ 36,798,426	$ 36,798,426	$ 36,798,427	$ 28,411,419
Transportation Capital Fund (234)	*36,798,426*	*36,798,426*	*36,798,427*	*28,411,419*
235 - DEL WEBB	$ 1,627	$ 1,627	$ 1,627	$ -
Operating	$ 1,627	$ 1,627	$ 1,627	$ -
General Fund (100) - CSCA	*1,627*	*1,627*	*1,627*	-
239 - PARKS SOUVENIR	$ 82,860	$ 122,860	$ 82,860	$ 35,050
Operating	$ 82,860	$ 122,860	$ 82,860	$ 35,050
Parks Enhancement Fund (241)	*82,860*	*122,860*	*82,860*	*35,050*
240 - LAKE PLEASANT RECREATION SVCS	$ -	$ 29,753	$ 29,753	$ -
Non-Recurring	$ -	$ 29,753	$ 29,753	$ -
Air Quality Fee Fund (504)	-	*29,753*	*29,753*	-
241 - PARKS ENHANCEMENT FUND	$ 215,000	$ 250,435	$ 250,435	$ 125,000
Non-Recurring	$ 215,000	$ 250,435	$ 250,435	$ 125,000
Intergovernmental Capital Projects Fund (422)	*215,000*	*215,000*	*215,000*	*125,000*
Air Quality Fee Fund (504) - Vehicle Transfer	-	*35,435*	*35,435*	-
254 - INMATE HEALTH SERVICES	$ 600,000	$ 600,000	$ 600,000	$ -
Non-Recurring	$ 600,000	$ 600,000	$ 600,000	$ -
Detention Tech Cap Improvement (461)	*600,000*	*600,000*	*600,000*	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
255 - DETENTION OPERATIONS	$ 206,723,710	$ 206,733,404	$ 206,733,404	$ 19,349,950
Non-Recurring	$ 206,723,710	$ 206,733,404	$ 206,733,404	$ 19,349,950
Detention Capital Projects fund (455)	*197,323,710*	*197,323,710*	*197,323,710*	*16,000,000*
Detention Tech Cap Improvement (461)	*9,400,000*	*9,400,000*	*9,400,000*	*3,349,950*
Air Quality Fee Fund (504) - Vehicle Transfer	-	*9,694*	*9,694*	-
265 - PUBLIC HEALTH FEES	$ 220,211	$ 220,211	$ 220,211	$ -
Operating	$ 220,211	$ 220,211	$ 220,211	$ -
General Fund (100) - CSCA	*220,211*	*220,211*	*220,211*	-
290 - WASTE TIRE	$ 64,703	$ 64,703	$ 64,703	$ -
Operating	$ 64,703	$ 64,703	$ 64,703	$ -
General Fund (100) - CSCA	*64,703*	*64,703*	*64,703*	-
504 - AIR QUALITY FEES	$ 545,444	$ 545,444	$ 545,444	$ -
Operating	$ 545,444	$ 545,444	$ 545,444	$ -
General Fund (100) - CSCA	*545,444*	*545,444*	*545,444*	-
506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,147,648	$ 1,630,325	$ 1,630,325	$ -
Operating	$ 647,648	$ 647,648	$ 647,648	$ -
General Fund (100) - CSCA	*647,648*	*647,648*	*647,648*	-
Non-Recurring	$ 1,500,000	$ 982,677	$ 982,677	$ -
General Fund Cap Improvement Fund (445) - Scottsdale Airpark	*1,500,000*	*960,000*	*960,000*	-
Air Quality Fee Fund (504)	-	*22,677*	*22,677*	-
572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,639,140	$ 1,712,042	$ 1,712,042	$ 1,034,031
Operating	$ 1,621,457	$ 1,621,457	$ 1,621,457	$ 1,034,031
General Fund (100) - CSCA	*588,011*	*588,011*	*588,011*	-
County Improvement Debt 2 Fund (321)	*1,033,446*	*1,033,446*	*1,033,446*	*1,034,031*
Non-Recurring	$ 17,683	$ 90,585	$ 90,585	$ -
Intergovernmental Capital Projects Fund (422)	*17,683*	*90,585*	*90,585*	-
574 - ANIMAL CONTROL FIELD OPERATION	$ 328,269	$ 328,269	$ 328,269	$ 106,528
Operating	$ 328,269	$ 328,269	$ 328,269	$ 106,528
General Fund (100) - CSCA	*221,801*	*221,801*	*221,801*	-
County Improvement Debt 2 Fund (321)	*106,468*	*106,468*	*106,468*	*106,528*
580 - SOLID WASTE MANAGEMENT	$ 81,319	$ 99,517	$ 99,517	$ -
Operating	$ 81,319	$ 81,319	$ 81,319	$ -
General Fund (100) - CSCA	*81,319*	*81,319*	*81,319*	-
Non-Recurring	$ -	$ 18,198	$ 18,198	$ -
Air Quality Fee Fund (504) - Vehicle Transfer	-	*18,198*	*18,198*	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
988 - PUBLIC WORKS FLOOD CONTROL	$ 1,419,286	$ 1,419,286	$ 1,419,286	$ -
Operating	$ 1,419,286	$ 1,419,286	$ 1,419,286	$ -
General Fund (100) - CSCA	*1,419,286*	*1,419,286*	*1,419,286*	-
DEBT SERVICE	**$ 11,649**	**$ 11,649**	**$ 11,649**	**$ -**
Non-Recurring	$ 11,649	$ 11,649	$ 11,649	$ -
320 - COUNTY IMPROVEMENT DEBT	$ 11,649	$ 11,649	$ 11,649	$ -
Non-Recurring	$ 11,649	$ 11,649	$ 11,649	$ -
County Improvement Debt 2 Fund (321)	*11,649*	*11,649*	*11,649*	-
CAPITAL PROJECTS	**$ 11,714,619**	**$ 11,714,619**	**$ 11,714,619**	**$ 30,580,428**
Non-Recurring	$ 11,714,619	$ 11,714,619	$ 11,714,619	$ 30,580,428
422 - INTERGOVERNMENTAL CAP PROJ	$ -	$ -	$ -	$ 2,442,052
Non-Recurring	$ -	$ -	$ -	$ 2,442,052
General Fund Cap Improvement (445)	-	-	-	*2,276,277*
Solid Waste Fund (580)	-	-	-	*165,775*
440 - FINANCING SERIES 2007	$ 12,752	$ 12,752	$ 12,752	$ -
Non-Recurring	$ 12,752	$ 12,752	$ 12,752	$ -
County Improvement Debt 2 Fund (321)	*12,752*	*12,752*	*12,752*	-
445 - GENERAL FUND CTY IMPROV	$ 11,701,867	$ 11,701,867	$ 11,701,867	$ 22,438,376
Non-Recurring	$ 11,701,867	$ 11,701,867	$ 11,701,867	$ 22,438,376
County Improvement Debt Fund (320)	*5,520,000*	*5,520,000*	*5,520,000*	*16,174,955*
County Improvement Debt 2 Fund (321)	*6,181,867*	*6,181,867*	*6,181,867*	*6,263,421*
455 - DETENTION CAPITAL PROJECTS	$ -	$ -	$ -	$ 5,700,000
Non-Recurring	$ -	$ -	$ -	$ 5,700,000
Detention Tech Cap Improvement (461)	-	-	-	*5,700,000*
INTERNAL SERVICE	**$ 1,635,722**	**$ 3,016,014**	**$ 3,016,014**	**$ -**
Operating	$ 1,635,722	$ 1,635,722	$ 1,635,722	$ -
Non-Recurring	$ -	$ 1,380,292	$ 1,380,292	$ -
618 - BENEFIT ADMINISTRATION	$ 367,665	$ 367,665	$ 367,665	$ -
Operating	$ 367,665	$ 367,665	$ 367,665	$ -
General Fund (100) - CSCA	*367,665*	*367,665*	*367,665*	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
652 - HEALTH SELECT SI TRUST	$ -	$ 1,380,292	$ 1,380,292	$ -
Non-Recurring	$ -	$ 1,380,292	$ 1,380,292	$ -
General fund (100) - Health Select Close-out	-	*1,380,292*	*1,380,292*	-
654 - EQUIPMENT SERVICES	$ 532,241	$ 532,241	$ 532,241	$ -
Operating	$ 532,241	$ 532,241	$ 532,241	$ -
General Fund (100) - CSCA	*532,241*	*532,241*	*532,241*	-
673 - REPROGRAPHICS	$ 67,416	$ 67,416	$ 67,416	$ -
Operating	$ 67,416	$ 67,416	$ 67,416	$ -
General Fund (100) - CSCA	*67,416*	*67,416*	*67,416*	-
675 - RISK MANAGEMENT	$ 207,485	$ 207,485	$ 207,485	$ -
Operating	$ 207,485	$ 207,485	$ 207,485	$ -
General Fund (100) - CSCA	*207,485*	*207,485*	*207,485*	-
681 - TELECOMMUNICATIONS	$ 460,915	$ 460,915	$ 460,915	$ -
Operating	$ 460,915	$ 460,915	$ 460,915	$ -
General Fund (100) - CSCA	*460,915*	*460,915*	*460,915*	-
TOTAL BEFORE ELIMINATIONS	**$ 640,547,639**	**$ 641,784,553**	**$ 641,732,554**	**$ 366,753,851**
Operating	$ 195,966,552	$ 196,006,552	$ 195,966,552	$ 196,946,533
Non-Recurring	$ 444,581,087	$ 445,766,001	$ 445,766,002	$ 169,807,318
ELIMINATIONS	**$ (640,547,639)**	**$ (641,784,553)**	**$ (641,732,554)**	**$ (366,753,851)**
Operating	$ (195,966,552)	$ (196,006,552)	$ (195,966,552)	$ (196,946,533)
Non-Recurring	$ (444,581,087)	$ (445,778,001)	$ (445,766,002)	$ (169,807,318)
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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Fund Transfers (see Schedule)					
Operating	$ (179,288,188)	$ (195,966,552)	$ (196,006,552)	$ (195,966,552)	$ (196,946,533)
Non-Recurring	(153,703,814)	(444,581,087)	(445,855,637)	(445,766,002)	(169,807,318)
	$ (332,992,002)	$ (640,547,639)	$ (641,862,189)	$ (641,732,554)	$ (366,753,851)
Internal Service Charges	$ (133,025,426)	$ (155,232,894)	$ (158,882,894)	$ (153,021,640)	$ (145,892,791)
Totals	**$ (466,017,428)**	**$ (795,780,533)**	**$ (800,745,083)**	**$ (794,754,194)**	**$ (512,646,642)**

Personnel

Year-over-year, the total number of positions in FY 2012 is increasing by 0.5% or 64.02 Full-time Equivalent (FTE) positions over the FY 2011 Revised budget. The tables that follow highlight the changes in FTE's by department and fund as well as by Market Range Title. Significant variances in FTE's are discussed below. The department section of this document also discusses specific variances at the department level

Clerk of the Board (060)
The increase of 1.5 FTEs is due to the inactivation of one part-time position and the funding of two contract positions. These contract positions are necessary to continue the Clerk's operation until a staffing study is completed.

Emergency Management (150)
The Department is adding one Planning Supervisor position that will serve as the Emergency Operations Center Integration Manager.

Justice Courts (240)
The addition of 26 FTE in the General Fund are being added to address increasing service demands in the Civil Traffic, Forcible Detainer and Criminal Traffic activities.

Public Fiduciary (340)
The FY 2012 Budget adds seven (7) FTE in order to more efficiently handle the current caseload. The additional positions are listed below:

- 4 FTE: Guardian Administrators
- 2 FTE: Estate Administrators
- 1 FTE: Estate Field Agent

Reorganization during FY 2011 resulted in the addition of one (1) FTE.

Education Services (370)
The Department will be adding positions in accordance with the implementation plan of Teacher Incentive Grant, Rewarding Excellence in Instruction and Leadership (REIL).

Business Strategies and Health Care Programs (390)
In FY 2012, there is a new department staffing structure. The staff increase is based on the availability of grant funds and the creation of this new Department.

Enterprise Technology (410)
The Office of Enterprise Technology staffing level is increasing by 21.31 positions for FY 2012. Nine of these positions were transferred from the Public Defense Service as part of a consolidation of IT responsibilities from PDS to OET. The balance of the new positions result from a re-organization designed to focus effort around enterprise level core competencies.

Treasurer (430)
The Department has demonstrated a need for two technology positions, as well as a Chief Auditor to ensure proper protocols are followed within the departmental functions.

Planning and Development (440)
The increase of 7.0 FTEs is due to a combination of the consolidation of the Regional Development Services Agency Human Resources staff; the partial year inactivation of contract staff associated with the Downtown Court Tower and the addition of a specific team that will focus on the solar energy projects developing in the County.

Management and Budget (490)
Four FTE's were restated to the Business Strategies and Health Care Programs Department, a Communications Officer was reallocated from Human Resources and a Policy and Compliance Consultant was reallocated from Non Departmental.

Public Advocate (570)
During FY 2011, the Public Defense System shifted these 6 FTE to Public Advocate for dependency representation. Previously, outside contract attorneys had been used for dependency representation through the Office of Contract Counsel. In-house attorneys are generally less expensive and often more effective than contract attorneys.

Air Quality (850)
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 2010 to FY 2011. An additional reduction of 37.65 full-time equivalents from FY 2011 to FY 2012 is budgeted.

Public Health (860)
Staffing is increased as a result of available grant funds. Further staffing changes may be required based on actual grant awards received in FY 2012.

Personnel Summary by Department and Fund

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
010	**BOARD OF SUPERVISORS DIST 1**							
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%**
020	**BOARD OF SUPERVISORS DIST 2**							
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%**
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	9.50	10.50	10.50	12.50	12.00	1.50	14.3%
Department Total		**9.50**	**10.50**	**10.50**	**12.50**	**12.00**	**1.50**	**14.3%**
110	**ADULT PROBATION**							
100	GENERAL	975.00	973.00	973.00	980.00	922.00	(51.00)	(5.2%)
201	ADULT PROBATION FEES	4.00	3.00	3.00	3.50	1.50	(1.50)	(50.0%)
211	ADULT PROBATION GRANTS	71.00	88.50	88.50	90.00	68.00	(20.50)	(23.2%)
255	DETENTION OPERATIONS	-	-	-	-	80.00	80.00	N/A
Department Total		**1,050.00**	**1,064.50**	**1,064.50**	**1,073.50**	**1,071.50**	**7.00**	**0.7%**
120	**ASSESSOR**							
100	GENERAL	322.00	323.45	322.45	318.46	329.46	7.01	2.2%
Department Total		**322.00**	**323.45**	**322.45**	**318.46**	**329.46**	**7.01**	**2.2%**
140	**CALL CENTER**							
100	GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total		**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**
150	**EMERGENCY MANAGEMENT**							
100	GENERAL	2.00	2.00	2.00	1.00	2.00	-	0.0%
207	PALO VERDE	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
215	EMERGENCY MANAGEMENT	8.50	7.50	7.50	7.50	7.50	-	0.0%
Department Total		**13.50**	**12.50**	**12.50**	**12.50**	**13.50**	**1.00**	**8.0%**
160	**CLERK OF THE SUPERIOR COURT**							
100	GENERAL	558.00	556.00	556.00	557.00	548.00	(8.00)	(1.4%)
205	COURT DOCUMENT RETRIEVAL	22.00	25.00	25.00	25.00	27.00	2.00	8.0%
208	JUDICIAL ENHANCEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
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	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	42.00	45.00	45.00	45.00	45.00	-	0.0%
Department Total		**679.00**	**680.00**	**680.00**	**681.00**	**674.00**	**(6.00)**	**(0.9%)**
180	**FINANCE**							
100	GENERAL	39.79	41.00	41.00	44.00	43.00	2.00	4.9%
Department Total		**39.79**	**41.00**	**41.00**	**44.00**	**43.00**	**2.00**	**4.9%**
190	**COUNTY ATTORNEY**							
100	GENERAL	744.00	710.00	687.00	693.50	682.00	(5.00)	(0.7%)
219	COUNTY ATTORNEY GRANTS	71.00	65.00	62.00	64.00	62.00	-	0.0%
220	DIVERSION	3.00	6.00	19.00	19.00	19.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	31.00	28.00	27.00	27.00	30.00	3.00	11.1%
266	CHECK ENFORCEMENT PROGRAM	12.60	8.00	8.00	8.00	8.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	28.00	26.00	21.00	21.00	21.00	-	0.0%
Department Total		**889.60**	**843.00**	**824.00**	**832.50**	**822.00**	**(2.00)**	**(0.2%)**

Personnel Summary by Department and Fund (continued)

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
200	**COUNTY MANAGER**							
100	GENERAL	23.40	24.80	24.80	26.00	25.00	.20	0.8%
249	NON DEPARTMENTAL GRANT	-	1.00	-	1.00	1.00	1.00	N/A
255	DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
676	COUNTY MANAGER RISK MANAGEMENT	-	-	-	-	1.00	1.00	N/A
Department Total		**27.40**	**29.80**	**28.80**	**31.00**	**31.00**	**2.20**	**7.6%**
210	**ELECTIONS**							
100	GENERAL	54.00	54.00	54.00	54.00	54.00	-	0.0%
Department Total		**54.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**
220	**HUMAN SERVICES**							
217	CDBG HOUSING TRUST	7.00	7.00	7.00	8.50	8.00	1.00	14.3%
222	HUMAN SERVICES GRANTS	335.00	390.00	390.00	374.00	370.00	(20.00)	(5.1%)
255	DETENTION OPERATIONS	-	-	-	-	7.00	7.00	N/A
Department Total		**342.00**	**397.00**	**397.00**	**382.50**	**385.00**	**(12.00)**	**(3.0%)**
230	**INTERNAL AUDIT**							
100	GENERAL	17.00	17.00	17.00	17.00	17.00	-	0.0%
Department Total		**17.00**	**17.00**	**17.00**	**17.00**	**17.00**	**-**	**0.0%**
240	**JUSTICE COURTS**							
100	GENERAL	292.03	303.03	303.03	302.03	330.03	27.00	8.9%
204	JUSTICE CT JUDICIAL ENHANCEMNT	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
245	JUSTICE COURTS SPECIAL REVENUE	4.00	-	-	-	-	-	N/A
Department Total		**298.03**	**305.03**	**305.03**	**305.03**	**333.03**	**28.00**	**9.2%**
250	**CONSTABLES**							
100	GENERAL	30.00	35.00	35.00	36.00	35.00	-	0.0%
Department Total		**30.00**	**35.00**	**35.00**	**36.00**	**35.00**	**-**	**0.0%**
260	**CORRECTIONAL HEALTH**							
100	GENERAL	18.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
255	DETENTION OPERATIONS	386.25	435.50	435.50	443.50	446.50	11.00	2.5%
Department Total		**404.25**	**452.50**	**452.50**	**460.50**	**462.50**	**10.00**	**2.2%**
270	**JUVENILE PROBATION**							
100	GENERAL	281.50	281.00	281.00	283.00	278.00	(3.00)	(1.1%)
227	JUVENILE PROBATION GRANTS	61.00	61.00	61.00	64.00	59.00	(2.00)	(3.3%)
255	DETENTION OPERATIONS	410.10	405.10	405.10	405.10	392.10	(13.00)	(3.2%)
275	JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Department Total		**757.60**	**752.10**	**752.10**	**757.10**	**733.10**	**(19.00)**	**(2.5%)**
280	**COUNTY ATTORNEY CIVIL**							
100	GENERAL	87.00	91.50	96.00	97.00	96.00	-	0.0%
Department Total		**87.00**	**91.50**	**96.00**	**97.00**	**96.00**	**-**	**0.0%**
290	**MEDICAL EXAMINER**							
100	GENERAL	75.50	77.00	77.00	78.00	78.40	1.40	1.8%
Department Total		**75.50**	**77.00**	**77.00**	**78.00**	**78.40**	**1.40**	**1.8%**
300	**PARKS AND RECREATION**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
225	SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	2.00	3.00	-	0.0%
240	LAKE PLEASANT RECREATION SVCS	17.00	17.00	17.00	17.00	18.00	1.00	5.9%
241	PARKS ENHANCEMENT FUND	62.00	62.00	62.00	63.00	62.00	-	0.0%
Department Total		**85.00**	**85.00**	**85.00**	**85.00**	**86.00**	**1.00**	**1.2%**
310	**HUMAN RESOURCES**							
100	GENERAL	47.00	44.00	44.00	42.00	43.00	(1.00)	(2.3%)
Department Total		**47.00**	**44.00**	**44.00**	**42.00**	**43.00**	**(1.00)**	**(2.3%)**
340	**PUBLIC FIDUCIARY**							
100	GENERAL	33.30	33.30	33.30	34.30	41.30	8.00	24.0%
Department Total		**33.30**	**33.30**	**33.30**	**34.30**	**41.30**	**8.00**	**24.0%**
350	**EMPLOYEE BENEFITS**							
618	BENEFIT ADMINISTRATION	24.00	-	-	-	-	-	N/A
Department Total		**24.00**	**-**	**-**	**-**	**-**	**-**	**N/A**

Personnel Summary by Department and Fund (continued)

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
360	**RECORDER**							
100	GENERAL	36.00	36.00	36.00	36.00	36.00	-	0.0%
236	RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total		**63.00**	**63.00**	**63.00**	**63.00**	**63.00**	**-**	**0.0%**
370	**EDUCATION SERVICES**							
100	GENERAL	27.00	25.00	23.00	23.00	22.00	(1.00)	(4.3%)
669	SMALL SCHOOL SERVICE	-	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	6.00	5.50	5.50	15.50	17.50	12.00	218.2%
782	SCHOOL COMMUNICATION	-	-	-	-	1.00	1.00	N/A
795	EDUCATIONAL SUPPLEMENTAL PROG	2.00	15.00	15.00	18.80	18.80	3.80	25.3%
Department Total		**35.00**	**46.50**	**44.50**	**58.30**	**60.30**	**15.80**	**35.5%**
390	**BUS STRATEGIES HLTH CARE PROG**							
100	GENERAL	4.00	4.00	4.00	14.00	8.00	4.00	100.0%
532	PUBLIC HEALTH GRANTS	9.00	9.00	9.00	11.00	12.00	3.00	33.3%
618	BENEFIT ADMINISTRATION	-	20.15	20.15	19.00	19.00	(1.15)	(5.7%)
Department Total		**13.00**	**33.15**	**33.15**	**44.00**	**39.00**	**5.85**	**17.6%**
410	**ENTERPRISE TECHNOLOGY**							
100	GENERAL	79.00	71.40	71.40	81.40	88.71	17.31	24.2%
681	TELECOMMUNICATIONS	40.00	40.00	40.00	44.00	44.00	4.00	10.0%
Department Total		**119.00**	**111.40**	**111.40**	**125.40**	**132.71**	**21.31**	**19.1%**
430	**TREASURER**							
100	GENERAL	41.00	49.00	49.00	50.00	52.00	3.00	6.1%
Department Total		**41.00**	**49.00**	**49.00**	**50.00**	**52.00**	**3.00**	**6.1%**
440	**PLANNING AND DEVELOPMENT**							
100	GENERAL	-	-	-	-	1.00	1.00	N/A
226	PLANNING AND DEVELOPMENT FEES	102.00	104.00	104.00	103.49	110.00	6.00	5.8%
Department Total		**102.00**	**104.00**	**104.00**	**103.49**	**111.00**	**7.00**	**6.7%**
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%**
470	**NON DEPARTMENTAL**							
100	GENERAL	-	-	-	1.00	-	-	N/A
Department Total		**-**	**-**	**-**	**1.00**	**-**	**-**	**N/A**
490	**MANAGEMENT AND BUDGET**							
100	GENERAL	27.77	26.80	26.80	27.80	28.80	2.00	7.5%
Department Total		**27.77**	**26.80**	**26.80**	**27.80**	**28.80**	**2.00**	**7.5%**
500	**SHERIFF**							
100	GENERAL	908.50	919.00	919.00	973.00	971.00	52.00	5.7%
251	SHERIFF GRANTS	29.00	18.00	18.00	29.00	29.00	11.00	61.1%
252	INMATE SERVICES	164.00	95.00	95.00	95.00	95.00	-	0.0%
255	DETENTION OPERATIONS	2,561.00	2,543.00	2,543.00	2,492.00	2,462.00	(81.00)	(3.2%)
Department Total		**3,662.50**	**3,575.00**	**3,575.00**	**3,589.00**	**3,557.00**	**(18.00)**	**(0.5%)**
520	**PUBLIC DEFENDER**							
100	GENERAL	402.48	402.48	402.48	394.48	392.48	(10.00)	(2.5%)
209	PUBLIC DEFENDER TRAINING	4.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
233	PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	13.00	9.00	9.00	10.00	10.00	1.00	11.1%
Department Total		**423.48**	**419.48**	**419.48**	**411.48**	**409.48**	**(10.00)**	**(2.4%)**
540	**LEGAL DEFENDER**							
100	GENERAL	109.00	115.00	115.00	114.00	114.00	(1.00)	(0.9%)
Department Total		**109.00**	**115.00**	**115.00**	**114.00**	**114.00**	**(1.00)**	**(0.9%)**
550	**LEGAL ADVOCATE**							
100	GENERAL	91.50	95.50	95.50	95.50	95.50	-	0.0%
Department Total		**91.50**	**95.50**	**95.50**	**95.50**	**95.50**	**-**	**0.0%**
560	**CONTRACT COUNSEL**							
100	GENERAL	25.00	25.00	25.00	26.00	26.00	1.00	4.0%
Department Total		**25.00**	**25.00**	**25.00**	**26.00**	**26.00**	**1.00**	**4.0%**

Personnel Summary by Department and Fund (continued)

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
570	**PUBLIC ADVOCATE**							
100	GENERAL	55.15	54.45	54.45	60.45	60.45	6.00	11.0%
Department Total		**55.15**	**54.45**	**54.45**	**60.45**	**60.45**	**6.00**	**11.0%**
730	**MATERIALS MANAGEMENT**							
100	GENERAL	23.00	25.00	25.00	25.50	25.00	-	0.0%
673	REPROGRAPHICS	11.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total		**34.00**	**34.00**	**34.00**	**34.50**	**34.00**	**-**	**0.0%**
740	**EQUIPMENT SERVICES**							
654	EQUIPMENT SERVICES	52.00	53.00	53.00	42.00	52.00	(1.00)	(1.9%)
Department Total		**52.00**	**53.00**	**53.00**	**42.00**	**52.00**	**(1.00)**	**(1.9%)**
750	**RISK MANAGEMENT**							
675	RISK MANAGEMENT	23.90	23.00	23.00	22.00	23.00	-	0.0%
Department Total		**23.90**	**23.00**	**23.00**	**22.00**	**23.00**	**-**	**0.0%**
790	**ANIMAL CARE AND CONTROL**							
572	ANIMAL CONTROL LICENSE SHELTER	110.00	110.00	110.00	111.00	111.00	1.00	0.9%
573	ANIMAL CONTROL GRANTS	6.00	6.00	6.00	6.00	6.00	-	0.0%
574	ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total		**168.00**	**168.00**	**168.00**	**169.00**	**169.00**	**1.00**	**0.6%**
800	**SUPERIOR COURT**							
100	GENERAL	1,101.00	1,099.60	1,099.60	1,107.50	1,103.50	3.90	0.4%
208	JUDICIAL ENHANCEMENT	5.00	4.00	4.00	7.00	7.00	3.00	75.0%
238	SUPERIOR COURT GRANTS	25.50	25.80	25.80	23.00	23.00	(2.80)	(10.9%)
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total		**1,163.50**	**1,161.40**	**1,161.40**	**1,169.50**	**1,165.50**	**4.10**	**0.4%**
850	**AIR QUALITY**							
503	AIR QUALITY GRANT	25.00	22.00	22.00	23.00	24.60	2.60	11.8%
504	AIR QUALITY FEES	180.00	158.25	158.25	129.00	118.00	(40.25)	(25.4%)
Department Total		**205.00**	**180.25**	**180.25**	**152.00**	**142.60**	**(37.65)**	**(20.9%)**
860	**PUBLIC HEALTH**							
100	GENERAL	127.25	127.25	127.25	132.65	131.25	4.00	3.1%
265	PUBLIC HEALTH FEES	55.00	51.00	51.00	56.00	53.00	2.00	3.9%
532	PUBLIC HEALTH GRANTS	325.70	398.50	397.50	435.65	429.75	32.25	8.1%
Department Total		**507.95**	**576.75**	**575.75**	**624.30**	**614.00**	**38.25**	**6.6%**
880	**ENVIRONMENTAL SERVICES**							
100	GENERAL	42.00	44.00	44.00	43.00	44.00	-	0.0%
505	ENVIRONMENTAL SERVICES GRANT	6.00	-	-	-	-	-	N/A
506	ENVIRONMTL SVCS ENV HEALTH	217.00	232.00	232.00	220.00	240.00	8.00	3.4%
Department Total		**265.00**	**276.00**	**276.00**	**263.00**	**284.00**	**8.00**	**2.9%**
910	**PUBLIC WORKS**							
100	GENERAL	181.50	183.50	183.50	183.50	193.50	10.00	5.4%
223	TRANSPORTATION GRANTS	-	1.00	1.00	-	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	522.00	509.00	509.00	506.50	489.00	(20.00)	(3.9%)
255	DETENTION OPERATIONS	32.00	32.00	32.00	31.00	31.00	(1.00)	(3.1%)
290	WASTE TIRE	12.50	12.50	12.50	13.00	10.50	(2.00)	(16.0%)
580	SOLID WASTE MANAGEMENT	18.00	18.00	18.00	15.00	18.00	-	0.0%
988	PUBLIC WORKS FLOOD CONTROL	184.75	189.75	189.75	192.00	192.00	2.25	1.2%
Department Total		**950.75**	**945.75**	**945.75**	**941.00**	**935.00**	**(10.75)**	**(1.1%)**
COUNTY		**13,470.71**	**13,532.36**	**13,512.86**	**13,585.36**	**13,576.88**	**64.02**	**0.5%**

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	46.00	45.00	46.00	51.00	51.00	5.00	10.9%
Accounting Specialist	88.90	90.00	89.00	92.50	89.50	.50	0.6%
Admin & Operations Mgr	36.00	33.00	6.00	3.00	4.00	(2.00)	(33.3%)
Admin Svcs Director - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Office Support	2.00	2.00	-	-	-	-	N/A
Admin/Office Support Supv	3.00	1.00	-	-	-	-	N/A
Admin/Operations Specialist	186.25	178.29	181.29	182.00	184.60	3.31	1.8%
Admin/Operations Supv	34.00	28.00	6.00	2.00	2.00	(4.00)	(66.7%)
Administrative Assistant	-	2.00	2.00	-	-	(2.00)	(100.0%)
Administrative Manager	16.00	19.00	17.00	16.00	16.00	(1.00)	(5.9%)
Administrative Specialist	3.50	3.00	2.00	1.00	1.00	(1.00)	(50.0%)
Administrative Staff Supv	50.00	54.00	50.00	53.00	54.00	4.00	8.0%
Administrative Supervisor	77.00	83.00	77.00	72.00	71.00	(6.00)	(7.8%)
Administrator	23.00	24.00	17.00	18.00	17.00	-	0.0%
Animal Care Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	40.00	40.00	40.00	40.00	40.00	-	0.0%
Animal Control Officer	39.00	39.00	39.00	39.00	39.00	-	0.0%
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	12.00	12.00	12.00	13.00	13.00	1.00	8.3%
Applications Development Mgr	9.00	11.00	11.00	9.00	9.00	(2.00)	(18.2%)
Applications Development Supv	9.00	9.00	9.00	9.00	9.00	-	0.0%
Appraiser	127.00	108.00	112.00	109.00	108.00	(4.00)	(3.6%)
Appraiser Manager	8.00	6.00	6.00	6.00	6.00	-	0.0%
Appraiser Senior	-	13.96	13.96	12.96	13.96	-	0.0%
Appraiser Supervisor	19.00	20.00	18.00	19.00	18.00	-	0.0%
Appraiser Trainee	-	5.00	1.00	5.00	5.00	4.00	400.0%
Assistant County Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Atmospheric Science Pro	-	-	2.00	2.00	2.00	-	0.0%
Attorney	5.00	-	528.29	540.79	537.29	9.00	1.7%
Attorney - Associate	230.50	243.50	2.00	-	-	(2.00)	(100.0%)
Attorney - Civil Practice Manager	-	-	5.00	5.00	-	(5.00)	(100.0%)
Attorney - General Counsel	7.00	4.00	-	-	-	-	N/A
Attorney - Policy & Compliance	-	-	-	1.00	-	-	N/A
Attorney - Senior	184.49	173.79	4.00	-	-	(4.00)	(100.0%)
Attorney - Senior Associate	139.00	132.00	-	-	-	-	N/A
Attorney - Senior Counsel	-	14.00	12.00	14.00	18.00	6.00	50.0%
Attorney - Senior Law Researcher	-	-	4.00	4.00	4.00	-	0.0%
Attorney -Capital Co-Counsel	43.00	48.00	40.00	40.00	40.00	-	0.0%
Attorney -Capital Lead Counsel	38.50	38.50	45.50	43.50	43.50	(2.00)	(4.4%)
Attorney Manager	11.00	11.00	10.00	9.00	10.00	-	0.0%
Attorney Supervisor	47.14	44.14	45.14	46.14	45.14	-	0.0%
Bailiff	114.00	114.00	114.00	114.00	114.00	-	0.0%
Benefits Specialist - County	5.00	.15	.15	-	-	(.15)	(100.0%)
BOS Press Secretary	-	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	-	-	-	1.00	1.00	1.00	N/A
Budget Analyst	12.00	12.00	10.00	11.00	13.00	3.00	30.0%
Budget Pol/Compl Cnsltnt-Cnty	-	1.00	1.00	-	-	(1.00)	(100.0%)
Budget Supervisor	4.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Business/Systems Analyst	26.00	24.00	25.00	24.00	23.00	(2.00)	(8.0%)
Business/Systems Analyst-Sr/Ld	12.00	15.00	15.00	15.00	18.00	3.00	20.0%
Call Ctr Representative	22.00	22.00	22.00	22.00	22.00	-	0.0%
CAMA Manager	1.00	1.00	1.00	-	1.00	-	0.0%
Chaplain	5.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	30.00	30.00	30.00	32.00	30.00	-	0.0%
Chemist	7.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Administrator - BOS	5.00	5.00	5.00	4.00	6.00	1.00	20.0%
Chief Appraiser - Assessor	-	-	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	-	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
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	4.75	4.00	4.00	3.00	4.00	-	0.0%
Claims Adjuster Lead	-	-	-	-	-	-	N/A
Code Enforcement Officer	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	19.50	19.00	19.00	21.00	21.00	2.00	10.5%
Communications Manager-County	-	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	22.00	24.00	24.00	23.00	24.00	-	0.0%
Communicatn Officer Supervisor	7.00	5.00	5.00	5.00	5.00	-	0.0%
Communicatns Mgr-Crim Justice	-	-	-	1.00	1.00	1.00	N/A
Community Devlpmnt Coordinator	-	-	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Supervisor	-	-	-	1.00	1.00	1.00	N/A
Compensation Analyst	5.18	2.80	2.80	2.80	2.80	-	0.0%
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	3.00	-	0.0%
Computer Operations Supv	1.00	-	-	-	-	-	N/A
Computer Operator	14.00	13.00	13.00	13.00	13.00	-	0.0%
Computer Operator - Sr/Ld	5.00	5.00	5.00	4.00	5.00	-	0.0%
Conference Officer	10.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	13.00	12.00	12.00	12.00	11.00	(1.00)	(8.3%)
Consultant	6.88	2.00	2.00	3.00	3.00	1.00	50.0%
Contract Service Monitor - Facilities	-	-	5.00	5.00	5.00	-	0.0%
Counseling Supervisor	8.00	8.00	5.00	4.00	3.00	(2.00)	(40.0%)
Counselor	69.00	77.50	52.00	39.00	39.00	(13.00)	(25.0%)
County Attorney Chief Assistant	-	-	1.00	1.00	-	(1.00)	(100.0%)
County Attorney Special Assistant	-	-	2.00	3.00	3.00	1.00	50.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Commissioner	58.00	58.00	58.00	59.00	59.00	1.00	1.7%
Court Interpreter	31.50	32.10	32.10	32.00	32.00	(.10)	(0.3%)
Court Interpreter Manager	-	-	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	3.00	4.00	4.00	4.00	4.00	-	0.0%
Court Reporter	56.50	56.50	56.50	51.50	51.50	(5.00)	(8.8%)
Court Reporter Manager	-	-	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	217.50	218.50	218.50	218.50	214.50	(4.00)	(1.8%)
Courtroom Services Supervisor	-	-	16.00	17.00	17.00	1.00	6.3%
Crew Leader	16.00	16.00	16.00	16.00	16.00	-	0.0%
Crime Scene Specialist	19.00	19.00	19.00	19.00	19.00	-	0.0%
Crime Scene Specialist-Sheriff	4.00	8.00	8.00	8.00	8.00	-	0.0%
Crime Scene Supervisor	3.00	3.00	6.00	6.00	6.00	-	0.0%
Data Security Analyst	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Data Security Analyst Sr/Ld	3.00	2.00	2.00	3.00	3.00	1.00	50.0%
Database Administrator	15.00	15.00	15.00	15.00	17.26	2.26	15.1%
Database Report Writer Analyst	6.00	5.00	5.00	5.00	5.00	-	0.0%
Dental Assistant	4.00	3.00	3.00	3.00	3.00	-	0.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dentist	1.00	1.50	1.50	1.50	1.50	-	0.0%
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	42.00	41.00	38.00	35.00	39.00	1.00	2.6%
Deputy Director - Budget	4.00	4.00	3.00	2.00	2.00	(1.00)	(33.3%)
Deputy Director - Finance	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Legal Defense	-	-	-	2.00	2.00	2.00	N/A

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy Director - OET/Infrastructure	-	-	-	-	-	-	N/A
Deputy Director - Probation	-	-	-	1.50	1.50	1.50	N/A
Deputy Director - Risk Mgmt	-	-	-	1.00	-	-	N/A
Detention Ofcr Coord-Probation	12.00	-	-	-	-	-	N/A
Detention Ofcr Supv -Probation	13.00	25.00	25.00	25.00	25.00	-	0.0%
Detention Officer	1,896.00	1,743.00	1,743.00	1,872.00	1,848.00	105.00	6.0%
Detention Officer - Probation	266.10	265.10	265.10	267.10	259.10	(6.00)	(2.3%)
Detention Officer Captain	13.00	11.00	11.00	11.00	11.00	-	0.0%
Detention Officer Lieutenant	72.00	64.00	64.00	65.00	65.00	1.00	1.6%
Detention Officer Sergeant	215.00	201.00	201.00	207.00	201.00	-	0.0%
Development Svcs Specialist	30.00	28.00	28.00	26.00	29.00	1.00	3.6%
Development Svcs Supervisor	9.00	6.00	7.00	8.00	8.00	1.00	14.3%
Development Svcs Technician	108.00	112.00	112.00	110.00	111.00	(1.00)	(0.9%)
Dietitian/Nutritionist	8.70	18.70	18.70	21.20	20.20	1.50	8.0%
Dietitian/Nutritionist Supv	-	3.00	4.00	5.00	4.00	-	0.0%
Director	4.00	4.00	3.00	3.00	3.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Business Strategies & Healthcare Progra	-	-	-	1.00	1.00	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	1.00	-	0.0%
Director - Community Dev	1.00	-	-	-	-	-	N/A
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - EHI	1.00	-	-	-	-	-	N/A
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	1.00	1.00	-	0.0%
Director - Geographic Information Systems	-	-	-	1.00	1.00	1.00	N/A
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Resources	-	-	-	1.00	1.00	1.00	N/A
Director - Human Services	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%
Director - Legal Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Director - Litigation	1.00	2.00	-	-	-	-	N/A
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	-	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)	(100.0%)
Dispatcher	32.00	29.00	29.00	29.00	29.00	-	0.0%
Education Manager - Detention	-	-	-	1.00	-	-	N/A
Education Svc Program Coord	-	-	-	1.00	2.00	2.00	N/A
Educator	42.00	48.00	43.00	42.00	42.00	(1.00)	(2.3%)
Educator - Detention	23.00	25.00	23.00	23.00	25.00	2.00	8.7%
Educator Assistant	41.00	58.00	58.00	53.00	53.00	(5.00)	(8.6%)
Educator Bachelor's	31.00	42.00	47.00	44.00	43.00	(4.00)	(8.5%)
Educator Coordinator	32.00	35.00	35.00	36.00	36.00	1.00	2.9%
Educator Supervisor - Detention	-	-	1.00	1.00	1.00	-	0.0%
Elected	37.00	37.00	37.00	36.00	37.00	-	0.0%
Electrician	11.00	11.00	11.00	11.00	12.00	1.00	9.1%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Electronic Technician	7.00	9.00	9.00	9.00	10.00	1.00	11.1%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	25.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	5.00	6.00	6.00	6.00	6.00	-	0.0%
Employee Relations Analyst-Cty	6.00	6.00	6.00	4.00	4.00	(2.00)	(33.3%)
Engineer	41.00	71.75	71.75	70.00	70.00	(1.75)	(2.4%)
Engineer - Senior	27.75	-	-	-	-	-	N/A
Engineering Aide	7.00	-	-	-	-	-	N/A
Engineering Associate	44.00	60.00	59.00	58.00	56.00	(3.00)	(5.1%)
Engineering Manager	4.00	7.00	7.00	7.00	7.00	-	0.0%
Engineering Specialist	-	23.00	23.00	23.00	23.00	-	0.0%
Engineering Supervisor	28.00	19.00	19.00	20.00	20.00	1.00	5.3%
Engineering Technician	58.00	38.00	37.00	38.00	38.00	1.00	2.7%
Environmental Enforcement Spec	18.00	13.00	13.00	6.00	10.00	(3.00)	(23.1%)
Environmental Spclst Supv	33.00	36.00	36.00	35.00	36.00	-	0.0%
Environmental Specialist	193.00	184.00	183.00	176.00	170.00	(13.00)	(7.1%)
Epidemiologist	12.00	10.00	10.00	12.40	12.40	2.40	24.0%
Epidemiology Manager	-	-	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	-	-	-	1.00	1.00	1.00	N/A
Equipment Operator	58.00	59.00	59.00	59.00	59.00	-	0.0%
Equipment Svcs Administrator	-	-	1.00	1.00	1.00	-	0.0%
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)	(100.0%)
Executive Assistant	23.80	25.00	24.00	27.00	29.00	5.00	20.8%
Executive Assistant - Elected Official	-	-	1.00	3.00	3.00	2.00	200.0%
Facilities Manager - Capital Projects	-	-	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	-	-	2.00	2.00	2.00	-	0.0%
Facilities Project Manager - Capital	-	-	5.00	6.00	6.00	1.00	20.0%
Facilities Project Manager Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	32.00	30.00	27.00	25.00	23.00	(4.00)	(14.8%)
Finan Compliance Admin - Cnty	-	-	-	1.00	1.00	1.00	N/A
Finan/Business Analyst - Dept	22.50	26.00	26.00	26.00	29.00	3.00	11.5%
Finan/Business Analyst -County	14.00	14.00	14.00	16.00	16.00	2.00	14.3%
Financial Manager - County	4.00	6.00	6.00	7.00	7.00	1.00	16.7%
Financial Supervisor - County	6.00	6.00	6.00	5.00	3.00	(3.00)	(50.0%)
Financial Supervisor - Dept	17.00	17.00	17.00	17.00	17.00	-	0.0%
Financial Support Supv - Dept	9.00	9.00	10.00	9.00	9.00	(1.00)	(10.0%)
Fingerprint Analyst	16.00	15.00	15.00	15.00	15.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	12.00	15.00	15.00	15.00	15.00	-	0.0%
Fleet Parts Specialist	-	-	3.00	3.00	3.00	-	0.0%
Food Service Worker	7.00	77.00	77.00	10.00	10.00	(67.00)	(87.0%)
Food Services Assistant Manager	-	-	1.00	1.00	1.00	-	0.0%
Food Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	10.00	17.00	17.00	12.00	12.00	(5.00)	(29.4%)
Food Services Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	-	-	-	.50	.60	.60	N/A
Forensic Odontologist	-	-	-	.50	.80	.80	N/A
Forensic Services Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Forensic Technician	7.00	9.00	9.00	9.00	9.00	-	0.0%
General Laborer	71.00	98.00	101.00	76.00	73.00	(28.00)	(27.7%)
General Laborer Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
General Maintenance Worker	89.00	88.00	86.00	85.00	82.00	(4.00)	(4.7%)
GIS Programmer/Analyst	18.00	18.00	18.00	17.00	17.00	(1.00)	(5.6%)
GIS Programmer/Analyst - Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	22.00	22.00	22.00	23.00	23.00	1.00	4.5%
Government Relations Liaison	-	-	-	1.00	1.00	1.00	N/A
Govt/Commun Affairs Ofcr	-	1.00	1.00	-	-	(1.00)	(100.0%)
Grant-Contract Admin Supv	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Grant-Contract Administrator	19.00	20.00	20.00	21.00	20.60	.60	3.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Guardian/Estate Admin Supv	-	-	2.00	3.00	3.00	1.00	50.0%
Guardian/Estate Administrator	16.80	18.30	18.30	18.30	24.30	6.00	32.8%
Health Educator	28.50	34.50	34.50	36.10	35.10	.60	1.7%
Health Educator Supervisor	-	-	6.00	8.00	9.00	3.00	50.0%
Health Services Aide	106.60	113.60	113.60	115.10	115.10	1.50	1.3%
Heavy Equipment Operator	40.00	39.00	39.00	41.00	41.00	2.00	5.1%
Help Desk Coordinator	23.00	23.00	23.00	23.00	22.00	(1.00)	(4.3%)
Help Desk Coordinator - Sr/Ld	8.00	8.00	8.00	8.00	8.00	-	0.0%
HST Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	17.00	26.00	27.00	29.00	27.00	-	0.0%
Human Resources Associate	12.00	10.00	10.00	11.00	11.00	1.00	10.0%
Human Resources Manager - Courts	-	-	1.00	1.00	-	(1.00)	(100.0%)
Human Resources Mngr - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Specialist	34.00	34.00	34.00	33.00	32.00	(2.00)	(5.9%)
Human Resources Supervisor	12.00	14.00	14.00	15.00	15.00	1.00	7.1%
Human Resources Support Supv	10.00	8.00	7.00	5.00	6.00	(1.00)	(14.3%)
Human Services Program Administrator	-	-	3.00	3.00	3.00	-	0.0%
Infection Control Specialist	32.00	31.00	31.00	31.00	31.00	-	0.0%
Inspection Supervisor	12.00	10.00	8.00	9.00	9.00	1.00	12.5%
Inspector	42.00	55.00	51.00	50.00	51.00	-	0.0%
Instrumentation Technician Air	12.00	12.00	12.00	11.00	13.00	1.00	8.3%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	4.00	-	0.0%
Intern	4.10	4.00	2.50	2.50	2.50	-	0.0%
Internal Audit Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Audit Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Internal Auditor	10.00	10.00	10.00	10.00	11.00	1.00	10.0%
Interpretive Ranger	11.00	12.00	12.00	12.00	12.00	-	0.0%
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
Investigations Supv - MCAO	5.00	4.00	5.00	5.00	5.00	-	0.0%
Investigator	5.00	2.00	2.00	2.00	2.00	-	0.0%
Investigator	39.00	35.00	34.00	34.00	34.00	-	0.0%
Investigator - Defense	43.00	44.00	44.00	43.00	43.00	(1.00)	(2.3%)
Investigator - MCAO	2.00	2.00	3.00	3.00	3.00	-	0.0%
Investigator Chief - Defense	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Investigator Chief - MCAO	2.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	3.00	2.00	2.00	6.00	9.00	7.00	350.0%
IS Project Management Mgr	1.00	2.00	2.00	3.00	3.00	1.00	50.0%
IS Project Manager	8.00	9.00	9.00	12.00	10.00	1.00	11.1%
IS Project Manager - Sr/Ld	9.00	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
IT Consultant	8.00	7.40	7.40	9.40	9.45	2.05	27.7%
IT Division Manager	10.00	10.00	10.00	10.00	10.00	-	0.0%
IT Operations Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
IT Senior Manager	9.00	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	152.00	153.00	154.00	158.00	5.00	3.3%
Judicial Assistant Coordinator	-	-	-	4.00	-	-	N/A
Justice Of The Peace	25.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Administrator	-	-	12.00	14.00	13.00	1.00	8.3%
Justice System Clerk	880.53	887.53	887.53	883.53	904.53	17.00	1.9%
Justice System Clerk Lead	81.00	79.00	80.00	79.00	78.00	(2.00)	(2.5%)
Justice System Clerk Supv	92.00	88.00	91.00	92.00	93.00	2.00	2.2%
Justice System Manager	-	-	21.00	22.00	22.00	1.00	4.8%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	2.50	2.00	2.00	2.00	2.00	-	0.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Law Enforcement Captain	19.00	17.00	17.00	17.00	17.00	-	0.0%
Law Enforcement Lieutenant	36.00	32.00	32.00	32.00	30.00	(2.00)	(6.3%)
Law Enforcement Officer	632.00	621.00	621.00	595.00	595.00	(26.00)	(4.2%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Law Enforcement Sergeant	92.00	89.00	89.00	89.00	89.00	-	0.0%
Legal Assistant	161.00	159.00	162.00	172.00	165.00	3.00	1.9%
Legal Assistant Supv	10.00	9.00	13.00	18.00	13.00	-	0.0%
Legal Order Server	8.00	11.00	11.00	12.00	11.00	-	0.0%
Legal Services Manager	-	-	4.00	6.00	7.00	3.00	75.0%
Legal Support Specialist	189.00	188.00	183.00	185.00	185.00	2.00	1.1%
Legal Support Supervisor	57.00	51.00	53.00	54.00	54.00	1.00	1.9%
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	6.00	6.00	6.00	6.00	6.00	-	0.0%
Licensed Practical Nurse	57.15	65.00	65.00	67.00	66.00	1.00	1.5%
Management Analyst	64.00	75.00	75.00	74.00	74.00	(1.00)	(1.3%)
Management Assistant	3.00	3.80	3.80	4.00	5.00	1.20	31.6%
Managing for Results Faciltatr	-	-	2.00	2.00	-	(2.00)	(100.0%)
Materials Handling Worker	43.00	43.00	18.00	18.00	18.00	-	0.0%
Materials Inventory Specialist	11.00	11.00	30.00	32.00	32.00	2.00	6.7%
Materials Testing Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Mechanic - Automotive	15.00	16.00	14.00	10.00	14.00	-	0.0%
Mechanic - Automotive Lead	-	-	2.00	2.00	2.00	-	0.0%
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	-	-	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equipment	13.00	14.00	12.00	11.00	12.00	-	0.0%
Mechanic Supervisor	2.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	16.00	17.00	17.00	19.00	19.00	2.00	11.8%
Medical Assistant	68.15	75.00	75.00	80.00	77.00	2.00	2.7%
Medical Death Investigations Manager	-	-	1.00	1.00	1.00	-	0.0%
Medical Director	1.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	9.00	9.00	9.00	9.00	9.00	-	0.0%
Mental Health Professional	-	-	25.50	36.50	35.50	10.00	39.2%
Mental Health Professional Supervisor	-	-	3.00	4.00	4.00	1.00	33.3%
Mitigation Specialist	13.00	13.00	13.00	14.00	14.00	1.00	7.7%
Mitigation Specialist - Capital Supervisor	-	-	-	2.00	-	-	N/A
Mitigation Specialist Supervisor	-	-	-	1.00	-	-	N/A
Mitigation Specialist-Capital	20.00	21.00	21.00	21.00	22.00	1.00	4.8%
Network Engineer	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Network Engineer - Sr/Ld	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Nurse - Correctional	98.30	103.00	103.00	105.00	107.00	4.00	3.9%
Nurse - Correctional/Psychiatric	-	1.00	1.00	3.00	3.00	2.00	200.0%
Nurse - Public Health	32.30	58.70	58.70	65.60	64.10	5.40	9.2%
Nurse Legal Consultant	-	-	1.00	1.00	1.00	-	0.0%
Nurse Pract/Phys Asst	25.00	24.00	24.00	23.00	24.00	-	0.0%
Nurse Pract/Phys Asst - Psych	-	4.00	4.00	4.00	4.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Informatics Analyst	-	-	-	1.00	1.00	1.00	N/A
Nursing Manager	5.00	5.00	5.00	4.00	5.00	-	0.0%
Nursing Supervisor	19.00	20.00	20.00	20.00	20.00	-	0.0%
Office Assistant	511.40	487.75	476.75	465.25	463.25	(13.50)	(2.8%)
Office Assistant Specialized	358.50	358.50	366.50	361.50	369.50	3.00	0.8%
Operations Manager	4.00	-	-	-	-	-	N/A
Operations Supervisor - PW	8.00	12.00	9.00	9.00	12.00	3.00	33.3%
Operations Support Analyst	6.00	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	28.60	47.00	40.00	42.00	45.00	5.00	12.5%
Operations/Program Supervisor	59.00	66.50	51.50	49.00	50.00	(1.50)	(2.9%)
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Payroll Specialist - County	5.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
Payroll/Time & Labor Spec	-	-	-	2.00	3.00	3.00	N/A

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PC/LAN Analyst	10.00	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
PC/LAN Tech Support	52.50	53.50	53.50	51.00	55.50	2.00	3.7%
Pharmacist	2.00	2.00	2.00	3.40	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	2.00	-	0.0%
Physician	12.60	13.00	13.00	12.75	12.75	(.25)	(1.9%)
Pilot	2.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	29.50	27.00	27.00	25.00	24.00	(3.00)	(11.1%)
Planner - Emergency Services	-	6.50	6.50	8.50	9.50	3.00	46.2%
Planner - Facilities	-	2.00	2.00	2.00	2.00	-	0.0%
Planner - Senior	13.00	-	-	-	-	-	N/A
Planning Supervisor	10.00	9.00	9.00	10.00	11.00	2.00	22.2%
Planning Supv - Emergency Svcs	-	-	-	-	-	-	N/A
Plans Examiner	5.00	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%
Policy and Compliance Consultant	-	-	-	-	1.00	1.00	N/A
Polygraph Examiner	3.00	3.00	3.00	3.00	3.00	-	0.0%
Presentence Screener	50.00	51.00	51.00	52.00	52.00	1.00	2.0%
Preventive Maintenance Tech	7.50	5.00	5.00	-	5.00	-	0.0%
Prgrm Coordination Spec	15.00	-	-	-	-	-	N/A
Probation Assistant	32.00	42.50	42.50	45.50	48.50	6.00	14.1%
Probation Manager	17.00	16.00	16.00	16.00	16.00	-	0.0%
Probation Officer	781.00	835.00	835.00	840.50	832.50	(2.50)	(0.3%)
Probation Officer Supervisor	124.00	117.00	117.00	120.00	118.00	1.00	0.9%
Procurement Officer - County	10.00	11.00	11.00	11.00	11.50	.50	4.5%
Procurement Officer - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	32.50	33.00	33.00	33.00	33.00	-	0.0%
Procurement Supervisor - Dept	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor -County	2.00	2.50	2.50	2.00	2.00	(.50)	(20.0%)
Program Coordinator	48.50	55.50	52.50	56.50	54.50	2.00	3.8%
Program Manager	1.00	1.00	-	-	-	-	N/A
Program Manager - County	-	-	1.00	2.00	2.00	1.00	100.0%
Program Supervisor	4.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	49.00	47.00	47.00	48.00	47.00	-	0.0%
Programmer/Analyst - Sr/Ld	35.00	35.00	34.00	36.00	36.00	2.00	5.9%
Project Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Project Manager	23.00	16.00	4.00	2.00	3.00	(1.00)	(25.0%)
Project Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Property & Evidence Custodian	-	-	5.00	5.00	5.00	-	0.0%
Psychiatrist	7.00	11.50	11.50	11.00	11.50	-	0.0%
Psychologist	14.00	15.00	15.00	15.00	15.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health OPR Manager	-	-	-	1.00	1.00	1.00	N/A
Public Health Program Administrator	-	-	2.00	2.00	2.00	-	0.0%
Public Works Chief Appraiser	-	-	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	3.50	3.50	3.50	3.50	-	0.0%
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Real Property Specialist	12.00	12.00	12.00	13.00	13.00	1.00	8.3%
Real Property Supervisor	-	-	3.00	3.00	-	(3.00)	(100.0%)
Records Specialist - County	4.00	4.00	4.00	4.00	4.00	-	0.0%
Recruiter	5.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Regression Modeler	7.00	8.00	7.00	-	7.00	-	0.0%
Reprographic Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Reprographic Technician	7.00	6.00	6.00	6.00	6.00	-	0.0%
Risk Management Consultant	-	-	-	1.00	1.00	1.00	N/A
Risk Mgmt Supervisor	3.50	3.50	3.50	2.50	2.50	(1.00)	(28.6%)
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Schools Program Administrator	-	-	-	2.00	2.00	2.00	N/A
Schools Program Manager	-	-	3.00	11.00	11.00	8.00	266.7%
Security Administrator	-	-	-	2.00	-	-	N/A
Security Officer	188.50	180.50	180.50	180.50	176.50	(4.00)	(2.2%)
Security Officer Manager	7.00	7.00	7.00	7.00	7.00	-	0.0%
Security Officer Supervisor	13.00	15.00	15.00	15.00	15.00	-	0.0%
Sheriff Record Specialist	46.00	48.00	48.00	48.00	48.00	-	0.0%
Sheriff Record Specialist Lead	5.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	7.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	169.50	168.00	162.00	162.00	166.00	4.00	2.5%
Social Worker Supervisor	21.00	21.00	21.00	19.00	19.00	(2.00)	(9.5%)
Software Sys Engineer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	-	-	-	1.00	1.00	1.00	N/A
Special Projects Manager	-	-	1.00	4.00	3.00	2.00	200.0%
Strategic Procurement Consultant - County	-	-	-	.50	.50	.50	N/A
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Surveillance Officer	159.00	127.00	127.00	126.00	124.00	(3.00)	(2.4%)
Survey Technician	9.00	-	-	-	-	-	N/A
Systems Admin & Analysis Mgr	4.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Admin & Analysis Supv	4.00	5.00	5.00	5.00	5.00	-	0.0%
Systems/Network Administrator	23.00	24.00	24.00	23.00	22.00	(2.00)	(8.3%)
Systems/Network Admin-Sr/Ld	24.00	24.00	24.00	23.00	23.00	(1.00)	(4.2%)
Tech Support Specialist	1.00	-	-	-	-	-	N/A
Technical Program Supv	4.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	6.00	6.00	6.00	7.00	7.00	1.00	16.7%
Telecomm Engineer	5.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgrmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	2.00	2.00	2.00	4.00	3.00	1.00	50.0%
Telecommunications Tech	7.00	7.00	7.00	7.00	7.00	-	0.0%
Telecommunications Tech-Sr/Ld	10.00	10.00	10.00	10.00	10.00	-	0.0%
Trades Generalist	40.00	42.00	42.00	42.00	43.00	1.00	2.4%
Trades Manager	-	-	1.00	1.00	1.00	-	0.0%
Trades Specialist	53.00	58.00	58.00	58.00	62.00	4.00	6.9%
Trades Supervisor	12.00	12.00	12.00	12.00	13.00	1.00	8.3%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	28.00	26.75	26.75	30.29	31.80	5.05	18.9%
Training Supervisor	-	-	-	1.00	-	-	N/A
Veterinarian	2.00	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	4.00	4.00	4.00	-	0.0%
Web Designer/Developer	13.00	13.00	13.00	15.00	14.00	1.00	7.7%
Web Designer/Developer-Sr/Ld	7.00	8.00	8.00	8.00	8.00	-	0.0%
Workforce Development Spec	23.00	27.00	27.00	25.00	24.00	(3.00)	(11.1%)
Total	**13,470.71**	**13,532.36**	**13,512.86**	**13,585.36**	**13,576.88**	**64.02**	**0.5%**

Mandates

Introduction

Approximately 93.3% 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.

Mandated State Payments are mandated expenditures which 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 $154.5 million, the Arizona Health Care Cost Containment System (AHCCCS) of $20.6 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total $46.3 million, $5 million to pay for Sexually Violent Persons at the Arizona State Hospital and a mandated contribution to the State General Fund of $26.4 million. These payments total $252.8 million for FY 2012.

Mandated State Payments			
	FY 2011	**FY 2012**	**% Chg**
ALTCS Contribution	$ 164,735,500	$ 154,518,900	-6%
Arnold v Sarn	44,340,074	46,314,249	4%
AHCCCS Contribution	20,761,900	20,575,000	-1%
State Contribution	28,600,000	26,384,500	-8%
SVP Commitment Payments	3,000,000	5,000,000	67%
Total	$ 261,437,474	$ 252,792,649	-3%
One-time FMAP Savings	(26,396,100)		-100%
Total Inc FMAP	$ 235,041,374	$ 252,792,649	8%

Administrative mandates, as used in this document, refer to essential support functions for mandated services, without which the mandated services could not be provided.

Services or functions that do not fall into one of the aforementioned categories are considered non-mandated.

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 3.0% due to one-time capital investments and increases in ongoing State mandated payments.

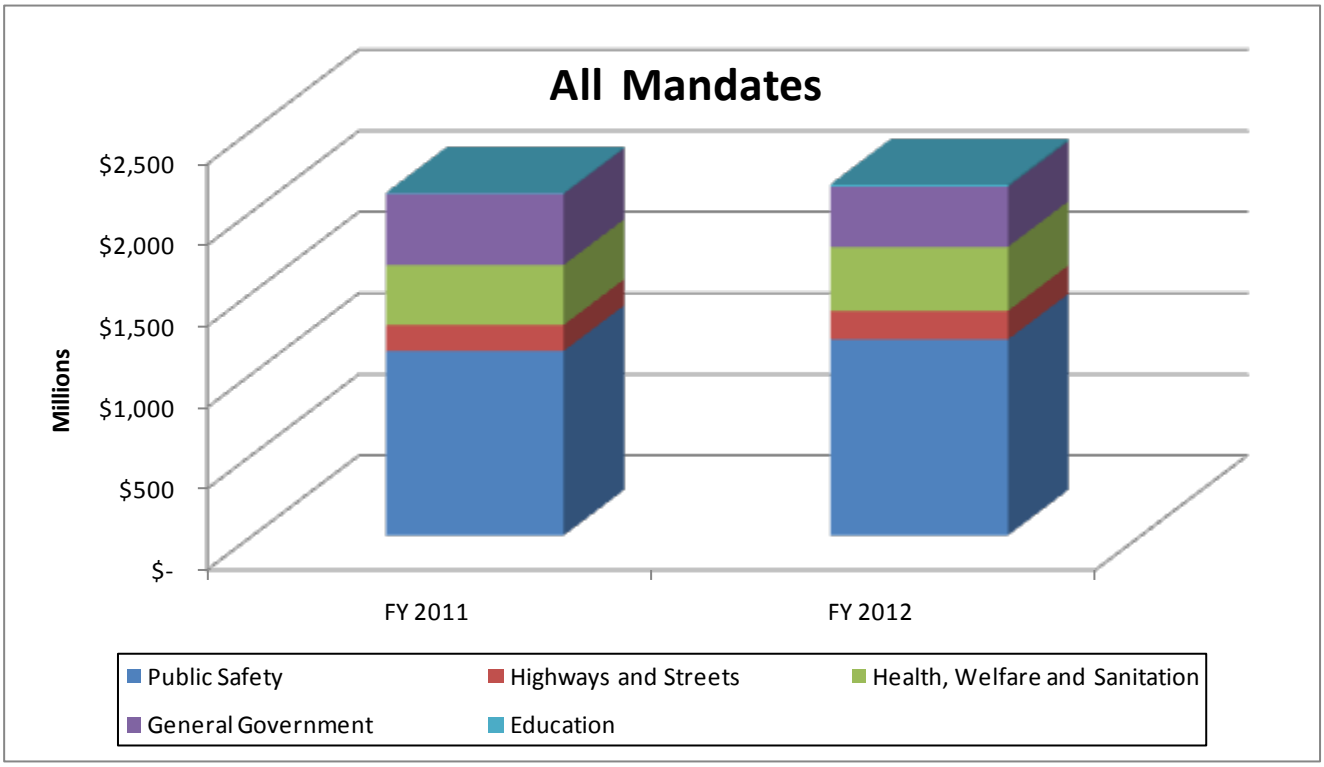
In this section expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety so that readers have a broad sense of the types of services provided.

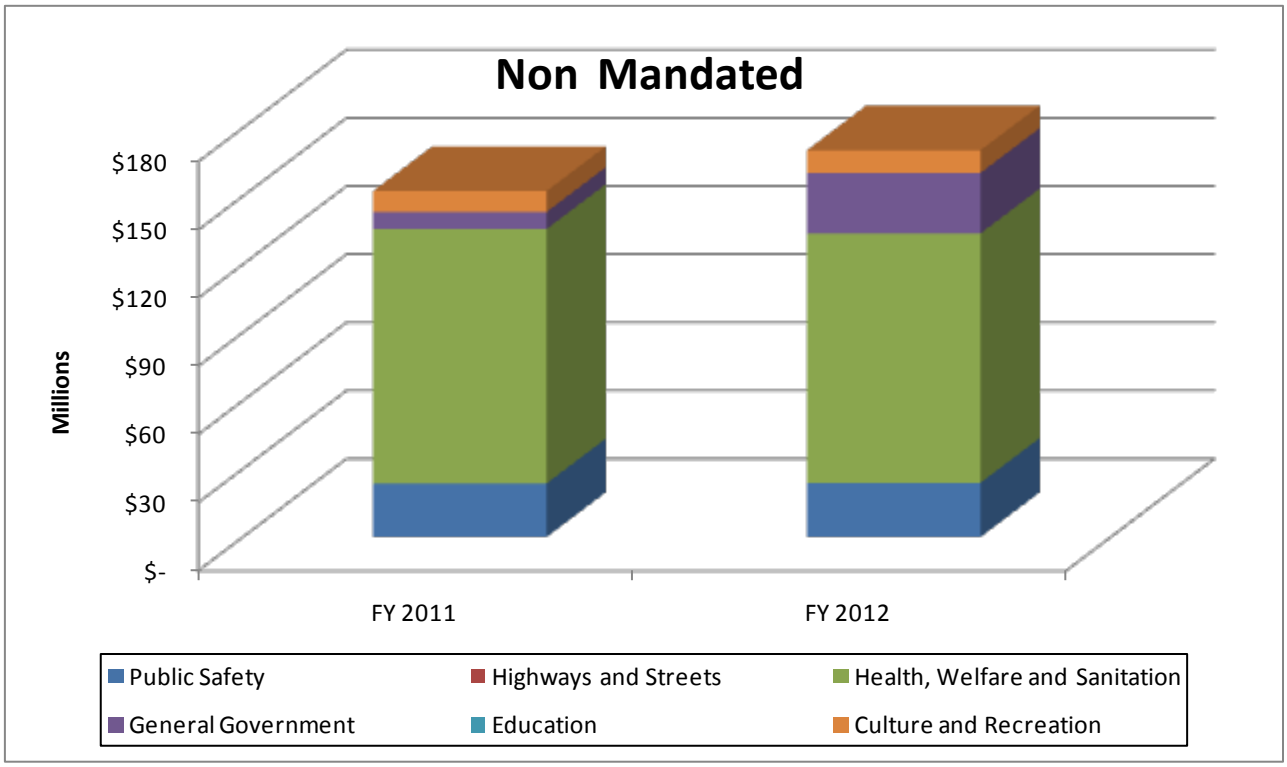
As illustrated in the table below, over $1.62 billion (69.5%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, $541 million (23.2%) is associated with administrative mandates. Only $170 million or 7.3% of the County's budgeted expenditures are for truly non-mandated services.

Summary of FY 2012 Mandated and Non-Mandated Expenditures

Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget	Not Mandated	% of Budget
Public Safety	$ 993,794,239	42.6%	$ 23,000,000	1.0%	$ 190,885,060	8.2%	$ 23,889,243	1.0%
Highways and Streets	164,987,471	7.1%	-	0.0%	11,054,750	0.5%	-	0.0%
Health, Welfare and Sanitation	141,661,390	6.1%	226,408,149	9.7%	26,019,332	1.1%	109,739,138	4.7%
General Government	54,968,086	2.4%	3,384,500	0.1%	313,018,616	13.4%	26,643,750	1.1%
Education	12,799,363	0.5%	-	0.0%	421,258	0.0%	-	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%	9,941,777	0.4%
Totals	$1,368,210,549	58.7%	$ 252,792,649	10.8%	$ 541,399,016	23.2%	$ 170,213,908	7.3%

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 Health, Welfare and Sanitation. The charts below illustrate the year-over-year distribution of the overall mandated and non mandated expenditures by category. Discussion of the variances between the categories follows.





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, Planning and Development, Public Defense Services, Clerk of the Superior Court, and Constables.

Public Safety mandates, including state payments, are over $1 billion or 43.6% of the County's total budget. Only 1.9% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2011 and FY 2012.

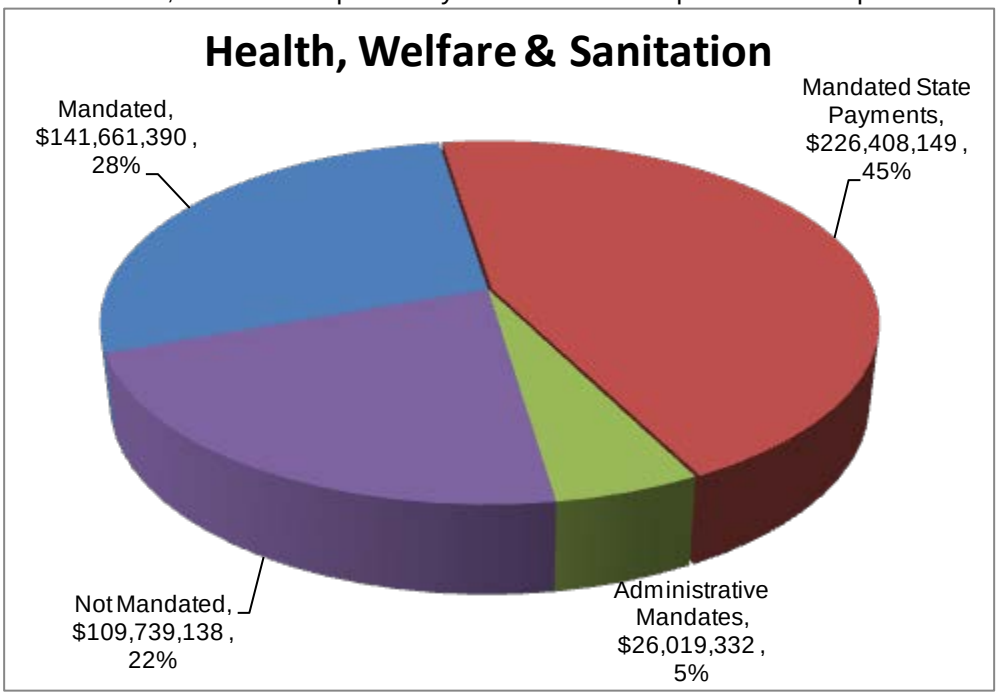
Public Safety	**FY 2011**	**FY 2012**	**% Chg**
Mandated	$ 964,273,549	$ 993,794,239	3%
Mandated State Payments	-	23,000,000	
Administrative Mandates	172,535,717	190,885,060	11%
Not Mandated	23,615,441	23,889,243	1%
Total	$ 1,160,424,707	$ 1,231,568,542	6%

The increase in Public Safety expenditures is primarily due to new information technology and capital 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, and 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 2012 budget includes over $109 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. Funding for these services is decreasing with the end of the Federal funding through the American Recovery and Reinvestment Act.

Mandated expenditures for Health, Welfare and Sanitation activities total $142 million or 6.1% of the County's overall expenditures, with an additional $226 million for mandated state payments. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2011 and FY 2012 budgets is shown in the table below.

Health, Welfare & Sanitation					
		FY 2011		FY 2012	% Chg
Mandated	$	137,281,388	$	141,661,390	3%
Mandated State Payments		206,441,374		226,408,149	10%
Administrative Mandates		25,224,576		26,019,332	3%
Not Mandated		111,958,257		109,739,138	-2%
Total	$	480,905,595	$	503,828,009	5%

The increase in Health, Welfare and Sanitation mandated expenditures is solely attributable to the increase in the payments to the State of Arizona.

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 $165 million, or 7.1% of the County's total expenditures. The table below reflects the FY 2011 and FY 2012 expenditures for Highways and Streets.

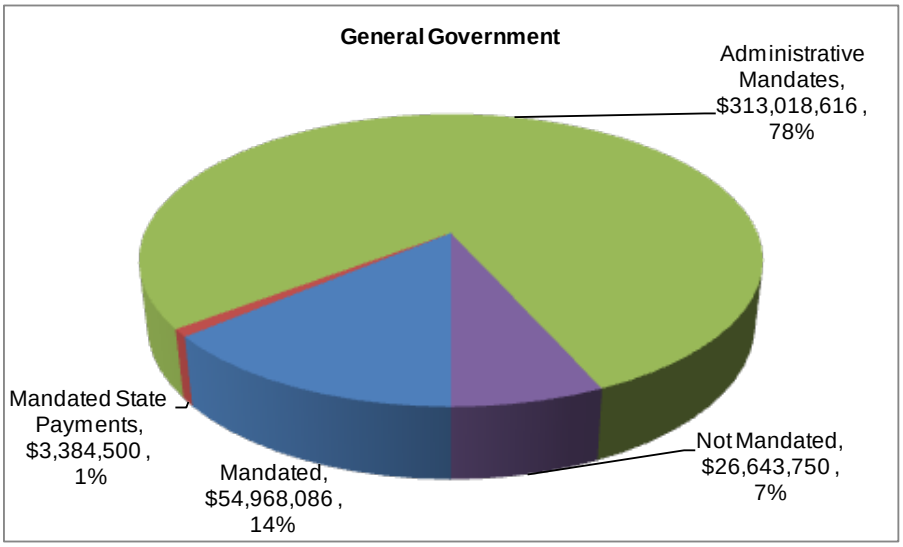
Highways & Streets			
	FY 2011	**FY 2012**	**% Chg**
Mandated	$ 147,491,287	$ 164,987,471	12%
Mandated State Payments	-	-	
Administrative Mandates	13,484,812	11,054,750	-18%
Not Mandated	-	-	
Total	$ 160,976,099	$ 176,042,221	9%

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.

Of the $398 million budgeted for General Government expenditures, 93% is mandated, either directly or administratively.

The table below illustrates the mandated versus non-mandated expenditures in FY 2011 and FY 2012.



General Government			
	FY 2011	**FY 2012**	**% Chg**
Mandated	$ 51,311,429	$ 54,968,086	7%
Mandated State Payments	28,600,000	3,384,500	-88%
Administrative Mandates	358,485,442	313,018,616	-13%
Not Mandated	7,509,462	26,643,750	255%
Total	$ 445,906,333	$ 398,014,952	-11%

General Government administrative mandated expenditures have decreased with the completion of several capital improvement projects during FY 2011.

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 2011 and FY 2012 expenditures for Culture and Recreation.

Culture & Recreation	**FY 2011**	**FY 2012**	**% Chg**
Mandated	$ -	$ -	
Mandated State Payments	-	-	
Administrative Mandates	-	-	
Not Mandated	9,179,107	9,941,777	8%
Total	$ 9,179,107	$ 9,941,777	8%

Expenditures for the Culture and Recreation have increased due to internal service charges and maintenance and development of park facilities.

Education

The Maricopa County Education Service Agency 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 Maricopa County Education Service Agency is the only department within the Education category.

Expenditures for Education activities total $13.2 million, less than 0.6% of the County's total expenditures. The distribution of mandated versus non-mandated expenditures for Education in FY 2011 and FY 2012 is shown in the table below.

Education	**FY 2011**	**FY 2012**	**% Chg**
Mandated	$ 6,600,534	$ 12,799,363	94%
Mandated State Payments	-	-	
Administrative Mandates	288,441	421,258	46%
Not Mandated	-	-	
Total	$ 6,888,975	$ 13,220,621	92%

The overall increase in expenditures in the Education is due to the new Rewarding Excellence in Instruction and Leadership grant funding received by Maricopa County Education Service Agency.

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 2012 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 2012 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 are expected to continue through FY 2015 with only a 2.4% increase anticipated in FY 2016.
- 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 2012, the Board of Supervisors adopted a reduction to the tax levy resulting in a rate of $1.2407, which resulted in a flat tax bill for a median-valued residential property. The forecast assumes a flat rate through during the period where assessed values continue to decline, which will result in a significantly reduced tax levy for FY 2013 to FY 2015. A slight increase is anticipated in FY 2016 when the assessed valuations increase 2.4%.
- State Shared Sales Tax has show signs of recovery, but due to the negative impact of the sales tax sharing formula coupled with a volatile economy, the budget for FY 2012 is flat with moderate growth anticipated throughout the forecast period. Vehicle License Tax has not performed well the past several years. The FY 2012 budget is 2% less than the prior year and growth is anticipated to remain slow. Highway User Revenue fees have also been weak and have been subject to reduction as the State of Arizona has diverted these funds to support their Department of Public Safety and Motor Vehicle Division. County Jail Excise Tax revenues began to increase in FY 2011 and moderate growth is anticipated.

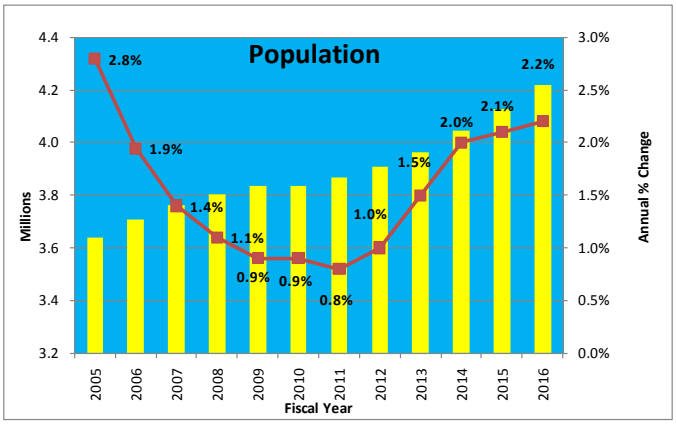
Annual collections for all these major revenue sources are not anticipated to reach the peak levels of FY 2004-FY 2006 until after FY 2016.

- Staggering State budget deficits continue to pose a significant risk to Maricopa County's fiscal stability. The forecast assumes continuation of the $26.4 million FY 2012 mandated contribution to the State, along with sizable increases in mandated healthcare contributions, in particular the ALTCS program and reduction of shared revenues for transportation services. The forecast incorporates the shift of inmates from the State's Department of Corrections to the County Jail system beginning in FY 2013.

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 2013 in the General Fund (assuming the "flat rate" property tax scenario), as well as the Detention Fund (due to the inmate shift). No deficits are forecasted in the Transportation Operating Fund, but slower growth in Highway User Revenue Funds will limit the County's ability to fund transportation projects.

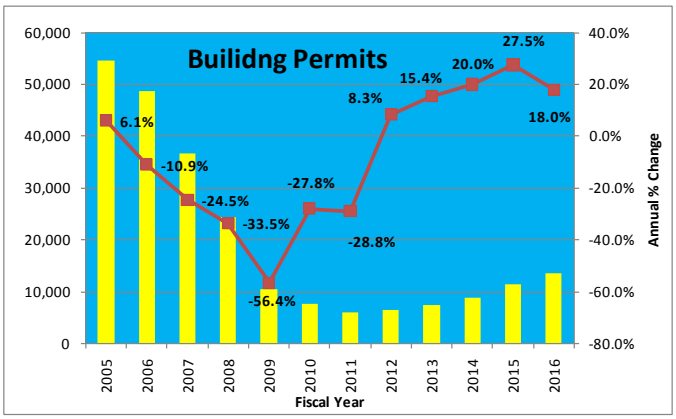
Forecast Drivers

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. Annual population growth will be slow, increasing to only 2.2% by FY 2016. 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 3.0% in FY 2012, will peak at 4.0% in FY 2015. The Medical CPI is forecasted to spike to 5.6% in FY 2014. 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 increased 3% in FY 2011 after three years of decline. FY 2012 will show improvement at 4% and will gradually increase to an average of 4.5%. The slow growth in retail sales reduces forecasted revenues from State Shared Sales Taxes and Jail Excise Taxes.



There is a large inventory of vacant commercial and residential property in Maricopa County. Therefore, building permits are forecasted to increase slowly over the next 5 years until the existing inventory is absorbed. The forecast assumes that permits will increase to 6,500 in FY 2012, a far cry from the 54,000 plus permits in FY 2005. Permits will increase to 13,500 by 2016.

Due to the property tax valuation cycle, the slowdown in the housing market was not felt until FY 2010. Full-cash value, which increased 36.5% for FY 2008 and 17.7% in FY 2009, dropped 0.5% in FY 2010, 14.4% in FY 2011 and staggering 22% in FY 2012. It will continue to slide until FY 2016. By that year,

secondary net assessed value will have dropped by almost $28 billion (47%) 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 38% from the peak.

Forecast Assumptions

The five-year forecast is based on four general assumptions:

- The property tax rate will remain flat until assessed values begin to increase.
- 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.
- Other than the Inmate Shift in FY 2013, 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 through FY 2012. The forecast for FY 2013 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 had 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. The forecast assumes the tax rate will remain flat, resulting in a reduction in the levy through most of the forecast period.

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.

State Shared Sales Taxes: After unprecedented record declines in FY 2008 to FY 2010, year-over-year collections improved in FY 2011. State Shared Sales Taxes are forecasted to remain flat in FY 2012 due to the negative impact to Maricopa County from the sales tax sharing formula as well as the recent economic turmoil. Collections will grow in FY 2013, but only by 4.2%. The rate of growth is forecasted to increase 4.5% to 5% each year 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. Sales have been weak and the forecasted population growth is minimal. Due to these factors, the VLT is budgeted to decrease in FY 2012 and

is projected to improve slowly beginning in FY 2013 with a 2.2% increase, gradually improving to an annual growth rate of 4% by FY 2016.

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 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. As fund balances decline, so will interest.

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: No operating transfers are anticipated in the General Fund. The Detention Fund's forecasted .operating transfer is reflective of the Maintenance of Effort increase based on the GDP price deflator forecast.

Expenditures

Wages & Salaries: The forecast assume that salaries are not increased until FY 2014. No staffing growth is forecast until FY 2015.

Employee Benefits: Retirement system contribution rates are assumed to increase based on projections from the retirement plan where available or the CPI. Based on the market situation, there is risk that retirement rates will increase beyond that level, but there is no basis at this time to forecast such increases. Employee health and dental insurance costs are forecasted to be relatively flat in FY 2012 and increase based on the Medical CPI.

Supplies and Services: Supplies and services are forecasted to increase at the anticipated rates of inflation and staffing growth. In addition, there are operating costs for capital and technology projects completed during the forecast period.

Capital Outlay: Capital outlay expenditures are also forecasted to increase at the anticipated rates of inflation and staffing growth. In addition, there are operating costs for capital and technology projects completed during the forecast period.

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.

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. This expenditure has been included in the General Fund operating budget since that time. The FY 2012 required payment of $26.4 million is forecasted to continue at that level. 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. .

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the General, Detention and Transportation Funds. At this point, other than costs to accommodate the Inmate Shift in FY 2013, no other major jail or juvenile detention projects are planned for the Detention Capital Projects Fund.

Financial Forecast Schedules

GENERAL FUND	Adopted FY 2012	2 FY 2013	3 FY 2014	4 FY 2015	5 FY 2016
PESSIMISTIC SCENARIO					
Beginning Fund Balance	$ 384,405,703	$ 159,000,000	$ 71,916,218	$ (83,736,804)	$ (306,838,022)
Sources of Funds:					
Recurring					
Prop. Taxes, Pen. & Interest	$ 496,131,017	$ 439,829,724	$ 401,951,614	$ 387,332,779	$ 392,285,179
Licenses & Permits	2,203,000	2,267,000	2,340,000	2,422,000	2,499,000
Other Intergovernmental	4,773,201	4,739,000	4,162,000	4,789,000	4,814,000
Payments in Lieu of Taxes	11,775,550	11,775,550	11,775,550	11,775,550	11,705,229
State Shared Sales Tax	369,740,752	385,269,864	402,607,007	422,737,358	441,760,539
State Shared VLT	111,119,076	113,563,696	116,970,607	122,234,284	127,123,655
Intergovernmental Charges	11,717,822	12,069,357	12,479,715	12,928,985	13,446,144
Other Charges for Services	28,290,215	28,756,000	29,450,000	30,724,000	31,948,000
Fines & Forfeits	14,036,087	14,246,000	14,531,000	14,837,000	15,163,000
Interest Earnings	5,000,000	3,400,000	2,600,000	1,300,000	-
Miscellaneous Revenue	3,680,426	3,707,000	3,753,000	3,801,000	3,854,000
Total Recurring Sources	$ 1,058,467,146	$ 1,019,623,190	$ 1,002,620,493	$ 1,014,881,955	$ 1,044,598,746
Net Growth Rate	**-1.6%**	**-3.7%**	**-1.7%**	**1.2%**	**2.9%**
Total Non-Recurring Sources	$ -	$ -	$ -	$ -	$ -
Total Sources	$ 1,058,467,146	$ 1,019,623,190	$ 1,002,620,493	$ 1,014,881,955	$ 1,044,598,746
Uses of Funds					
Recurring:					
Personal Services	$ 441,651,931	$ 448,343,591	$ 464,234,894	$ 490,193,454	$ 503,499,006
Supplies	13,215,624	13,664,955	14,156,894	14,986,548	15,800,183
Services	174,488,988	191,228,143	192,201,447	219,022,937	228,280,206
Capital	3,547,030	7,282,347	18,591,688	21,600,823	21,295,897
Mandated State Contributions	229,792,649	267,364,102	282,774,180	298,445,623	314,401,905
Detention Fund Maintenance of Effort	167,621,162	173,500,000	180,800,000	188,000,000	194,600,000
Other Financing Uses	28,149,762	5,323,834	5,514,412	5,733,788	5,933,421
Total Recurring Uses	$ 1,058,467,146	$ 1,106,706,972	$ 1,158,273,515	$ 1,237,983,172	$ 1,283,810,617
Net Growth Rate	**-1.6%**	**4.6%**	**4.7%**	**6.9%**	**3.7%**
Non-Recurring:					
Personal Services	$ 2,546,433	$ -	$ -	$ -	$ -
Supplies	2,912,674	-	-	-	-
Services	123,331,988	-	-	-	-
Capital	5,274,087	-	-	-	-
Other Financing Uses	91,340,521	-	-	-	-
Total Non-Recurring Uses	$ 225,405,703	$ -	$ -	$ -	$ -
Total Uses	$ 1,283,872,849	$ 1,106,706,972	$ 1,158,273,515	$ 1,237,983,172	$ 1,283,810,617
Structural Balance	$ -	$ (87,083,782)	$ (155,653,022)	$ (223,101,218)	$ (239,211,871)
Ending Fund Balance	$ 159,000,000	$ 71,916,218	$ (83,736,804)	$ (306,838,022)	$ (546,049,893)
Committed Fund Balance:					
Budget Stabilization	159,000,000	153,000,000	150,000,000	152,000,000	157,000,000
Future Capital Imp. Projects	-	-	-	-	-
Other Commitments	-	-	-	-	-
Unassigned Fund Balance	$ -	$ (81,083,782)	$ (233,736,804)	$ (458,838,022)	$ (703,049,893)

Financial Forecast Schedules (cont.)

DETENTION FUND	Adopted FY 2012	2 FY 2013	3 FY 2014	4 FY 2015	5 FY 2016
PESSIMISTIC SCENARIO					
OPERATIONS (255)					
Beginning Fund Balance	$ 47,948,108	$ -	$ (34,360,195)	$ (67,526,953)	$(107,434,087)
Sources of Funds					
Recurring Sources:					
Jail Excise Tax	$ 109,584,249	$ 113,748,450	$ 118,867,131	$ 124,810,487	$ 131,051,012
Other Intergovernmental/Grants					
Jail Per Diem & Other Charges	30,664,116	31,707,000	32,807,000	34,107,000	35,307,000
Interest Income	$ 2,000,000	$ 1,100,000	$ 500,000	$ 300,000	$ 100,000
Miscellaneous	18,000	-	-	-	-
General Fund Maintenance of Effort	167,621,162	173,500,000	180,800,000	188,000,000	194,600,000
Total Recurring Sources	$ 309,887,527	$ 320,055,450	$ 332,974,131	$ 347,217,487	$ 361,058,012
Net Growth Rate	**-0.8%**	**3.3%**	**4.0%**	**4.3%**	**4.0%**
Non-Recurring:					
Grants	$ -	$ -	$ -	$ -	$ -
Transfer In	11,137,945	-	-	-	-
Total Non-Recurring Sources	$ 11,137,945	$ -	$ -	$ -	$ -
Total Sources	$ 321,025,472	$ 320,055,450	$ 332,974,131	$ 347,217,487	$ 361,058,012
Uses of Funds					
Recurring Uses:					
Personal Services	$ 223,342,065	$ 253,931,437	$ 261,646,449	$ 276,805,348	$ 291,031,545
Supplies	15,969,255	18,504,310	19,170,466	20,355,967	21,531,932
Services	69,332,086	80,338,278	83,230,456	88,377,427	93,482,991
Capital Outlay	1,244,121	1,641,620	2,093,519	1,585,878	1,677,494
Total Recurring Uses	$ 309,887,527	$ 354,415,646	$ 366,140,889	$ 387,124,621	$ 407,723,962
Net Growth Rate	-0.76%	14.37%	3.31%	5.73%	5.32%
Non-Recurring Uses:					
Personal Services	$ 1,466,374	$ -	$ -	$ -	$ -
Services	37,849,073	-	-	-	-
Capital	350,000	-	-	-	-
Other Financing Uses	19,349,950	-	-	-	-
Total Non-Recurring Uses	$ 59,086,053	$ -	$ -	$ -	$ -
Total Uses	$ 368,973,580	$ 354,415,646	$ 366,140,889	$ 387,124,621	$ 407,723,962
Structural Balance	$ -	$ (34,360,195)	$ (33,166,758)	$ (39,907,134)	$ (46,665,950)
Ending Fund Balance	$ -	$ (34,360,195)	$ (67,526,953)	$(107,434,087)	$(154,100,037)

Financial Forecast Schedules (cont.)

DETENTION FUND	Adopted FY 2012	2 FY 2013	3 FY 2014	4 FY 2015	5 FY 2016
CAPITAL PROJECTS (455)					
Beginning Fund Balance	$ 263,887,500	$ 172,313,526	$ 122,313,526	$ 122,313,526	$ 122,313,526
Sources:					
Transfer from Operations	$ 16,000,000	$ -	$ -	$ -	$ -
Total Sources	$ 16,000,000	$ -	$ -	$ -	$ -
Total Uses:	$ 107,573,974	$ 50,000,000	$ -	$ -	$ -
Ending Fund Balance	$ 172,313,526	$ 122,313,526	$ 122,313,526	$ 122,313,526	$ 122,313,526
DETENTION TECHNOLOGY IMPROVEMENTS (461)					
Beginning Fund Balance	$ 8,040,660	$ 4,811,144	$ 604,144	$ -	$ -
Sources:					
Transfer In	$ 9,049,950	$ -	$ -	$ -	$ -
Total Sources	$ 9,049,950	$ -	$ -	$ -	$ -
Uses:	$ 12,279,466	$ 4,207,000	$ 604,144	$ -	$ -
Ending Fund Balance	$ 4,811,144	$ 604,144	$ -	$ -	$ -

Financial Forecast Schedules (cont.)

TRANSPORTATION FUND	Adopted FY 2012	2 FY 2013	3 FY 2014	4 FY 2015	5 FY 2016
PESSIMISTIC SCENARIO					
OPERATIONS (232)					
Beginning Fund Balance	$ 27,027,546	$ 28,419,873	$ 20,000,000	$ 20,000,000	$ 20,000,000
Sources of Funds					
Recurring Sources					
Licenses and Permits	$ 650,000	$ 660,000	$ 673,000	$ 687,000	$ 702,000
State Shared Highway User Rev.	77,990,758	81,474,942	85,279,671	88,056,959	90,897,507
State Shared Vehicle License Taxes	8,412,636	8,597,714	8,855,645	9,254,149	9,624,315
Intergovernmental Charges for Service	25,115	25,868	26,748	27,711	28,819
Interest Earnings	800,000	841,212	591,989	591,989	591,989
Miscellaneous Revenue	199,527	205,513	212,500	220,150	228,956
Gain on Fixed Assets	200,000	200,000	200,000	200,000	200,000
Total Recurring Sources	$ 88,278,036	$ 92,005,249	$ 95,839,553	$ 99,037,958	$ 102,273,587
Net Growth Rate	-10.56%	4.22%	4.17%	3.34%	3.27%
Total Sources	$ 88,278,036	$ 92,005,249	$ 95,839,553	$ 99,037,958	$ 102,273,587
Uses of Funds					
Recurring Uses:					
Personal Services	$ 25,543,323	$ 25,227,311	$ 25,532,350	$ 26,197,849	$ 26,879,396
Supplies	2,789,804	2,884,657	2,988,505	3,173,314	3,356,637
Services	26,027,708	26,912,650	27,881,505	28,996,766	30,011,652
Capital Outlay	4,113,455	4,253,312	4,406,432	4,678,925	4,949,227
Other Financing Uses	-	-	-	-	-
Total Recurring Uses	$ 58,474,290	$ 59,277,931	$ 60,808,792	$ 63,046,854	$ 65,196,912
Net Growth Rate	-3.74%	1.37%	2.58%	3.68%	3.41%
Non-Recurring Uses:					
Capital Outlay	$ -	$ -	$ -	$ -	$ -
Transfer to Capital Projects	28,411,419	41,147,191	35,030,761	35,991,104	37,076,675
Total Non-Recurring Uses	$ 28,411,419	$ 41,147,191	$ 35,030,761	$ 35,991,104	$ 37,076,675
Total Uses	$ 86,885,709	$ 100,425,122	$ 95,839,553	$ 99,037,958	$ 102,273,587
Structural Balance	$ 29,803,746	$ 32,727,318	$ 35,030,761	$ 35,991,104	$ 37,076,675
Ending Fund Balance	$ 28,419,873	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000
CAPITAL PROJECTS (234)					
Beginning Fund Balance	$ 53,099,852	$ 21,046,633	$ (368,159)	$ (12,850,310)	$ (52,531,303)
Sources:					
Other Intergovernmental	$ -	$ -	-	$ -	$ -
Grants	40,379,487	11,122,517	23,608,588	3,724,403	-
Intergovernmental Charges for Service	14,705,998	19,134,667	12,698,667	16,459,667	33,517,667
Miscellaneous	-	-	-	-	-
Transfer from Trans. Operations	28,411,419	41,147,191	35,030,761	35,991,104	37,076,675
Total Sources	$ 83,496,904	$ 71,404,375	$ 71,338,016	$ 56,175,174	$ 70,594,342
Total Uses	$ 115,550,123	$ 92,819,167	**$ 83,820,167**	**$ 95,856,167**	**$ 77,950,167**
Ending Fund Balance	$ 21,046,633	$ (368,159)	$ (12,850,310)	$ (52,531,303)	$ (59,887,128)

Adult Probation

Analysis by Ryan Wimmer, Budget Supervisor & Scott Rothe, Principal Management and 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

Safe Communities

By the end of FY 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: In FY 2010, Adult Probation exceeded the goal for successful completions from standard probation with 76.72%. The department decreased the new felony conviction rate to 4.68% and decreased the commitment rate to the Department of Corrections to 18.77%. The goal regarding Pretrial Supervision was exceeded with an 87.3% successful completion rate.

Quality Workforce

By the end of FY 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: In FY 2010, 97% of staff completed the Employee Satisfaction Survey. Staff had an overall satisfaction score of 5.79. The overall score in every category of the survey was more than 5.0. The average years of service for APD badge staff is 10.15 years.

Access to Justice

By the end of FY 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 (OST) for probation eligible offenders from 88% to 90%;
- Increase the use of the Field Reassessment Offender Screening Tool (FROST) for scheduled case assessments from 89% to 90%.

Status: Year-to-date in FY 2011, presentence reports have been reported on-time 99.55% of the time. APD continues to improve in providing victim restitution payments, as well as ensuring that community restitution work hours are completed by probationers. APD is operating at the established benchmarks for both the OST and the FROST assessments.

Citizen Satisfaction

By the end of FY 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: APD continues to make strides in improving services provided to community partners. The department has made improvements to increase satisfaction. Currently, APD is operating at the benchmark for each category.

Quality Workforce

By the end of FY 2012, MCAPD will have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety by achieving the following benchmarks:

- Increase staff satisfaction with MCAPD equipment, facilities, and support services from an overall satisfaction survey score of 5.93 to 5.96 (8 = total score);
- Increase staff satisfaction with MCAPD safety services from the survey satisfaction score of 5.4 to 5.7 (8 = total score).

Status: There has been an increase in staff satisfaction with APD equipment, facilities, and support services with an overall score of 6.27. With increased security at regional offices, there has also been an increase in staff satisfaction with APD safety services with an overall score of 6.52.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EDUC - ADULT EDUCATION	$ 224,373	$ 290,800	$ 290,800	$ 310,131	$ 247,169	$ (43,631)	-15.0%
PRES - PRESENTENCE	86,898	220,352	220,352	143,730	226,676	6,324	2.9%
TTAC - TRANSITION AND TREATMENT	3,305,829	4,469,341	4,884,689	2,854,666	3,009,426	(1,875,263)	-38.4%
11BC - BEHAVIORAL CHANGE	$ 3,617,100	$ 4,980,493	$ 5,395,841	$ 3,308,527	$ 3,483,271	$ (1,912,570)	-35.4%
CMRS - COMMUNITY RESTORATION	$ 455,866	$ 164,032	$ 376,715	$ 174,974	$ 211,799	$ (164,916)	-43.8%
ICMA - IN CUSTODY MANAGEMENT	618,305	774,850	774,850	727,045	991,430	216,580	28.0%
INPB - INTENSIVE PROBATION	1,636,478	1,525,590	1,525,590	683,179	689,179	(836,411)	-54.8%
SOFF - SEX OFFENDER	212,152	59,163	59,163	53,166	53,312	(5,851)	-9.9%
STDP - STANDARD PROBATION	6,937,679	6,455,379	6,455,379	8,211,292	7,965,600	1,510,221	23.4%
WARR - FUGITIVE APPREHENSION	223,727	422,778	422,778	426,725	115,325	(307,453)	-72.7%
11CJ - COMMUNITY JUSTICE	$ 10,084,207	$ 9,401,792	$ 9,614,475	$ 10,276,381	$ 10,026,645	$ 412,170	4.3%
FSAC - FINANCIAL SERVICES	$ (52,302)	$ -	$ -	$ -	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	12,182	24,722	24,722	28,046	5,291	(19,431)	-78.6%
99AS - ADMINISTRATIVE SERVICES	$ (40,120)	$ 24,722	$ 24,722	$ 28,046	$ 5,291	$ (19,431)	-78.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 156,743	$ 156,743	$ 72,635	$ 94,792	$ (61,951)	-39.5%
GGOV - GENERAL GOVERNMENT	3,879,683	3,561,254	3,561,254	4,366,866	3,700,000	138,746	3.9%
99GV - GENERAL GOVERNMENT	$ 3,879,683	$ 3,717,997	$ 3,717,997	$ 4,439,501	$ 3,794,792	$ 76,795	2.1%
TOTAL PROGRAMS	**$ 17,540,870**	**$ 18,125,004**	**$ 18,753,035**	**$ 18,052,455**	**$ 17,309,999**	**$ (1,443,036)**	**-7.7%**
USES							
EDUC - ADULT EDUCATION	$ 697,343	$ 1,105,182	$ 1,105,184	$ 833,879	$ 1,042,650	$ 62,534	5.7%
PRES - PRESENTENCE	7,978,512	8,388,837	8,388,837	8,154,933	8,196,611	192,226	2.3%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,604,898	1,705,936	1,705,937	1,660,417	1,701,841	4,096	0.2%
PTSV - PRETRIAL SUPERVISION	3,248,947	3,307,440	3,307,439	3,353,789	3,352,167	(44,728)	-1.4%
TTAC - TRANSITION AND TREATMENT	4,465,055	5,725,194	6,225,491	5,224,897	6,182,909	42,582	0.7%
11BC - BEHAVIORAL CHANGE	$ 17,994,755	$ 20,232,589	$ 20,732,888	$ 19,227,915	$ 20,476,178	$ 256,710	1.2%
CMRS - COMMUNITY RESTORATION	$ 2,941,319	$ 3,271,929	$ 3,484,618	$ 3,143,849	$ 3,134,503	$ 350,115	10.0%
DVIO - DOMESTIC VIOLENCE	1,248,259	1,399,127	1,399,127	1,281,630	1,377,240	21,887	1.6%
ICMA - IN CUSTODY MANAGEMENT	2,523,946	2,852,065	2,852,066	2,767,157	2,769,378	82,688	2.9%
INDS - INDIRECT SERVICES	891,284	890,054	890,053	890,923	892,185	(2,132)	-0.2%
INPB - INTENSIVE PROBATION	6,750,468	6,973,855	6,773,853	6,241,256	6,225,383	548,470	8.1%
RPRT - COMPLIANCE MONITORING	3,198,545	3,567,701	3,567,700	3,896,420	4,356,557	(788,857)	-22.1%
SMIL - SERIOUS MENTALLY ILL	1,247,027	1,290,850	1,290,850	1,342,604	1,378,041	(87,191)	-6.8%
SOFF - SEX OFFENDER	4,195,161	4,319,513	4,319,514	4,478,269	4,757,495	(437,981)	-10.1%
STDP - STANDARD PROBATION	24,136,117	24,395,879	24,395,868	23,516,487	24,198,269	197,599	0.8%
TYTH - TRANSFER YOUTH	455,274	555,453	555,454	555,699	566,130	(10,676)	-1.9%
WARR - FUGITIVE APPREHENSION	1,796,150	2,116,726	2,116,726	1,999,486	2,290,182	(173,456)	-8.2%
11CJ - COMMUNITY JUSTICE	$ 49,383,550	$ 51,633,152	$ 51,645,829	$ 50,113,780	$ 51,945,363	$ (299,534)	-0.6%
BDGT - BUDGETING	$ 189,836	$ 190,140	$ 190,140	$ 190,140	$ 192,540	$ (2,400)	-1.3%
FSAC - FINANCIAL SERVICES	461,932	500,164	500,163	479,107	472,841	27,322	5.5%
HRAC - HUMAN RESOURCES	307,270	300,287	300,286	305,956	340,325	(40,039)	-13.3%
ODIR - EXECUTIVE MANAGEMENT	895,935	935,239	947,718	886,985	1,840,963	(893,245)	-94.3%
PROC - PROCUREMENT	168,086	168,185	168,185	168,185	168,180	5	0.0%
RECO - RECORDS MANAGEMENT	32	-	-	-	-	-	N/A
RMGT - RISK MANAGEMENT	1,573,749	810,443	810,445	974,440	892,223	(81,778)	-10.1%
99AS - ADMINISTRATIVE SERVICES	$ 3,596,840	$ 2,904,458	$ 2,916,937	$ 3,004,813	$ 3,907,072	$ (990,135)	-33.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 156,743	$ 156,743	$ -	$ -	$ 156,743	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	1,401,859	330,894	330,894	331,071	305,082	25,812	7.8%
99GV - GENERAL GOVERNMENT	$ 1,401,859	$ 487,637	$ 487,637	$ 331,071	$ 305,082	$ 182,555	37.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 329,960	$ 325,198	$ 325,198	$ 331,630	$ 378,445	$ (53,247)	-16.4%
DESK - DESKTOP SUPPORT	1,094,277	1,093,254	1,093,254	1,083,116	1,086,685	6,569	0.6%
GISA - GIS APPLICATION DEV AND SUPP	60,954	56,907	56,907	59,897	56,949	(42)	-0.1%
HDSP - HELP DESK SUPPORT	77,594	81,501	81,500	78,313	75,728	5,772	7.1%
VANS - INFRASTRUCTURE NETWORK SVCS	75,657	72,925	72,925	67,249	68,547	4,378	6.0%
99IT - INFORMATION TECHNOLOGY	$ 1,638,442	$ 1,629,785	$ 1,629,784	$ 1,620,205	$ 1,666,354	$ (36,570)	-2.2%
TOTAL PROGRAMS	**$ 74,015,446**	**$ 76,887,621**	**$ 77,413,075**	**$ 74,297,784**	**$ 78,300,049**	**$ (886,974)**	**-1.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,153,705	$ 5,537,936	$ 6,165,967	$ 4,425,757	$ 3,876,028	$ (2,289,939)	-37.1%
SUBTOTAL	$ 4,153,705	$ 5,537,936	$ 6,165,967	$ 4,425,757	$ 3,876,028	$ (2,289,939)	-37.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 111,270	$ 261,352	$ 261,352	$ 166,897	$ 236,676	$ (24,676)	-9.4%
0635 - OTHER CHARGES FOR SERVICES	9,301,387	8,691,191	8,691,191	9,656,177	9,401,402	710,211	8.2%
SUBTOTAL	$ 9,412,657	$ 8,952,543	$ 8,952,543	$ 9,823,074	$ 9,638,078	$ 685,535	7.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,950,907	$ 3,634,525	$ 3,634,525	$ 3,795,893	$ 3,795,893	$ 161,368	4.4%
SUBTOTAL	$ 3,950,907	$ 3,634,525	$ 3,634,525	$ 3,795,893	$ 3,795,893	$ 161,368	4.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 23,601	$ -	$ -	$ 7,731	$ -	$ -	N/A
SUBTOTAL	$ 23,601	$ -	$ -	$ 7,731	$ -	$ -	N/A
ALL REVENUES	$ 17,540,870	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%
TOTAL SOURCES	$ 17,540,870	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 49,233,862	$ 49,393,753	$ 49,821,781	$ 48,279,628	$ 49,159,966	$ 661,815	1.3%
0705 - TEMPORARY PAY	146,485	281,579	281,580	164,795	226,689	54,891	19.5%
0710 - OVERTIME	60,559	144,240	144,240	100,564	84,600	59,640	41.3%
0750 - FRINGE BENEFITS	16,166,592	18,635,475	18,635,477	17,983,563	19,443,088	(807,611)	-4.3%
0790 - OTHER PERSONNEL SERVICES	391,930	309,250	309,250	275,441	281,303	27,947	9.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(11,542,761)	(12,024,622)	(12,024,622)	(11,944,953)	(12,469,144)	444,522	3.7%
0796 - PERSONNEL SERVICES ALLOC-IN	13,222,889	13,704,347	13,716,817	13,597,407	14,663,252	(946,435)	-6.9%
SUBTOTAL	$ 67,679,556	$ 70,444,022	$ 70,884,523	$ 68,456,445	$ 71,389,754	$ (505,231)	-0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 738,488	$ 676,500	$ 676,500	$ 742,638	$ 696,600	$ (20,100)	-3.0%
0802 - MEDICAL SUPPLIES	11,973	31,080	31,080	21,653	26,868	4,212	13.6%
0803 - FUEL	114,440	129,600	129,600	124,419	130,308	(708)	-0.5%
0804 - NON-CAPITAL EQUIPMENT	28,641	-	-	128,252	194,460	(194,460)	N/A
SUBTOTAL	$ 893,542	$ 837,180	$ 837,180	$ 1,016,962	$ 1,048,236	$ (211,056)	-25.2%
SERVICES							
0809 - DAMAGES PAID	$ -	$ -	$ -	$ 1,250	$ -	$ -	N/A
0810 - LEGAL SERVICES	632	960	960	530	-	960	100.0%
0811 - HEALTH CARE SERVICES	186,281	214,200	214,200	200,132	174,000	40,200	18.8%
0812 - OTHER SERVICES	1,807,104	2,220,617	2,220,617	1,725,770	1,680,771	539,846	24.3%
0820 - RENT & OPERATING LEASES	292,301	294,599	379,552	864,070	1,018,315	(638,763)	-168.3%
0825 - REPAIRS AND MAINTENANCE	476,170	521,000	521,000	49,551	51,000	470,000	90.2%
0830 - INTERGOVERNMENTAL PAYMENTS	1,429,723	1,787,440	1,787,440	1,694,044	1,789,400	(1,960)	-0.1%
0839 - INTERNAL SERVICE CHARGES	475,538	586,200	586,200	457,034	1,631,269	(1,045,069)	-178.3%
0841 - TRAVEL	307,815	374,772	374,772	315,252	323,580	51,192	13.7%
0842 - EDUCATION AND TRAINING	22,941	70,282	70,282	55,012	10,080	60,202	85.7%
0843 - POSTAGE/FREIGHT/SHIPPING	54,702	56,400	56,400	51,536	51,600	4,800	8.5%
0845 - SUPPORT AND CARE OF PERSONS	121,477	99,600	99,600	244,459	90,000	9,600	9.6%
0850 - UTILITIES	1,430	1,680	1,680	810	-	1,680	100.0%
0872 - SERVICES-ALLOCATION OUT	-	(1,054,952)	(1,054,952)	(1,025,568)	(1,025,566)	(29,386)	-2.8%
SUBTOTAL	$ 5,176,114	$ 5,172,798	$ 5,257,751	$ 4,633,882	$ 5,794,449	$ (536,698)	-10.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (126)	$ -	$ -	$ -	$ -	$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	50,000	50,000	(50,000)	N/A
0950 - DEBT SERVICE	266,360	433,621	433,621	140,495	17,610	416,011	95.9%
SUBTOTAL	$ 266,234	$ 433,621	$ 433,621	$ 190,495	$ 67,610	$ 366,011	84.4%
ALL EXPENDITURES	$ 74,015,446	$ 76,887,621	$ 77,413,075	$ 74,297,784	$ 78,300,049	$ (886,974)	-1.1%
TOTAL USES	$ 74,015,446	$ 76,887,621	$ 77,413,075	$ 74,297,784	$ 78,300,049	$ (886,974)	-1.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,257,408	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380	$ (2,308,290)	-34.2%
NON-RECURRING	412,839	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 4,670,247	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380	$ (2,308,290)	-34.2%
201 ADULT PROBATION FEES							
OPERATING	$ 12,870,623	$ 12,005,365	$ 12,005,365	$ 12,914,450	$ 12,870,619	$ 865,254	7.2%
FUND TOTAL SOURCES	$ 12,870,623	$ 12,005,365	$ 12,005,365	$ 12,914,450	$ 12,870,619	$ 865,254	7.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,128,031	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 412,839	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 17,540,870	$ 18,125,004	$ 18,753,035	$ 18,052,455	$ 17,309,999	$ (1,443,036)	-7.7%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 56,850,885	$ 58,479,190	$ 58,376,613	$ 56,965,406	$ 54,654,939	$ 3,721,674	6.4%
FUND TOTAL USES	$ 56,850,885	$ 58,479,190	$ 58,376,613	$ 56,965,406	$ 54,654,939	$ 3,721,674	6.4%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,197,337	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380	$ 2,308,290	34.2%
FUND TOTAL USES	$ 4,197,337	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380	$ 2,308,290	34.2%
201 ADULT PROBATION FEES							
OPERATING	$ 12,659,234	$ 12,005,365	$ 12,005,365	$ 11,937,173	$ 12,870,619	$ (865,254)	-7.2%
NON-RECURRING	307,990	283,427	283,427	257,200	306,887	(23,460)	-8.3%
FUND TOTAL USES	$ 12,967,224	$ 12,288,792	$ 12,288,792	$ 12,194,373	$ 13,177,506	$ (888,714)	-7.2%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ -	$ -	$ -	$ 6,028,224	$ (6,028,224)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 6,028,224	$ (6,028,224)	N/A
DEPARTMENT OPERATING TOTAL USES	$ 73,707,456	$ 76,604,194	$ 77,129,648	$ 74,040,584	$ 77,993,162	$ (863,514)	-1.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ 307,990	$ 283,427	$ 283,427	$ 257,200	$ 306,887	$ (23,460)	-8.3%
DEPARTMENT TOTAL USES	$ 74,015,446	$ 76,887,621	$ 77,413,075	$ 74,297,784	$ 78,300,049	$ (886,974)	-1.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	11.00	11.00	11.00	11.00	11.00	-	0.0%
FINANCIAL SERVICES	2.25	2.25	2.25	2.25	2.25	-	0.0%
HUMAN RESOURCES	3.25	3.25	3.25	3.25	3.25	-	0.0%
RISK MANAGEMENT	4.00	3.50	3.50	3.50	3.50	-	0.0%
PROGRAM TOTAL	20.50	20.00	20.00	20.00	20.00	-	0.0%
BEHAVIORAL CHANGE							
ADULT EDUCATION	14.60	17.10	17.10	16.35	16.35	(.75)	(4.4%)
PRESENTENCE	123.60	123.60	123.60	123.60	123.60	-	0.0%
PRETRIAL INIT AP RELEASE INFO	27.00	24.00	24.00	24.00	24.00	-	0.0%
PRETRIAL SUPERVISION	47.68	42.68	42.68	42.68	42.68	-	0.0%
TRANSITION AND TREATMENT	63.20	78.20	78.20	79.95	79.95	1.75	2.2%
PROGRAM TOTAL	276.08	285.58	285.58	286.58	286.58	1.00	0.4%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	53.62	54.26	54.26	54.06	53.02	(1.24)	(2.3%)
COMPLIANCE MONITORING	36.05	55.05	55.05	61.05	67.05	12.00	21.8%
DOMESTIC VIOLENCE	18.60	20.35	20.35	20.35	20.35	-	0.0%
FUGITIVE APPREHENSION	28.60	33.00	33.00	32.00	33.50	.50	1.5%
IN CUSTODY MANAGEMENT	49.92	43.32	43.32	42.32	42.32	(1.00)	(2.3%)
INDIRECT SERVICES	14.05	14.05	14.05	14.05	14.05	-	0.0%
INTENSIVE PROBATION	95.12	95.15	95.15	87.29	87.33	(7.82)	(8.2%)
SERIOUS MENTALLY ILL	18.25	17.25	17.25	18.25	19.25	2.00	11.6%
SEX OFFENDER	63.38	63.38	63.38	68.38	68.38	5.00	7.9%
STANDARD PROBATION	363.58	347.86	347.86	344.92	343.42	(4.44)	(1.3%)
TRANSFER YOUTH	4.50	7.50	7.50	7.50	7.50	-	0.0%
PROGRAM TOTAL	745.67	751.17	751.17	750.17	756.17	5.00	0.7%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.40	4.40	4.40	5.40	5.40	1.00	22.7%
DESKTOP SUPPORT	.20	.20	.20	.20	.20	-	0.0%
GIS APPLICATION DEV AND SUPP	.75	.75	.75	.75	.75	-	0.0%
HELP DESK SUPPORT	1.50	1.50	1.50	1.50	1.50	-	0.0%
INFRASTRUCTURE NETWORK SVCS	.90	.90	.90	.90	.90	-	0.0%
PROGRAM TOTAL	7.75	7.75	7.75	8.75	8.75	1.00	12.9%
NOT ALLOCATED							
NOT ALLOCATED	-	-	.00	.50	-	-	N/A
PROGRAM TOTAL	-	-	-	.50	-	-	N/A
DEPARTMENT TOTAL	1,050.00	1,064.50	1,064.50	1,066.00	1,071.50	7.00	0.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	1.00	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)	(100.0%)
Admin/Operations Specialist	23.00	21.00	21.00	22.00	22.00	1.00	4.8%
Administrative Specialist	1.00	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	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%
Counseling Supervisor	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Counselor	18.00	18.00	18.00	16.00	16.00	(2.00)	(11.1%)
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%
Deputy Director - Probation	-	-	-	.50	.50	.50	N/A
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	25.00	22.00	22.00	22.00	22.00	-	0.0%
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%
General Laborer	3.00	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	90.00	82.00	82.00	81.00	78.00	(4.00)	(4.9%)
Justice System Clerk Lead	3.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supv	10.00	10.00	10.00	10.00	10.00	-	0.0%
Management Analyst	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
Office Assistant Specialized	6.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Presentence Screener	50.00	51.00	51.00	52.00	52.00	1.00	2.0%
Probation Assistant	32.00	42.50	42.50	45.50	48.50	6.00	14.1%
Probation Manager	10.00	10.00	10.00	10.00	10.00	-	0.0%
Probation Officer	526.00	578.00	578.00	580.00	585.50	7.50	1.3%
Probation Officer Supervisor	89.00	84.00	84.00	84.00	84.00	-	0.0%
Program Coordinator	8.00	8.00	8.00	8.00	8.00	-	0.0%
Surveillance Officer	109.00	79.00	79.00	77.00	77.00	(2.00)	(2.5%)
Trades Generalist	-	-	-	-	1.00	1.00	N/A
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**1,050.00**	**1,064.50**	**1,064.50**	**1,066.00**	**1,071.50**	**7.00**	**0.7%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	975.00	973.00	973.00	976.00	922.00	(51.00)	(5.2%)
201	ADULT PROBATION FEES	4.00	3.00	3.00	3.50	1.50	(1.50)	(50.0%)
211	ADULT PROBATION GRANTS	71.00	88.50	88.50	86.50	68.00	(20.50)	(23.2%)
255	DETENTION OPERATIONS	-	-	-	-	80.00	80.00	N/A
Department Total		**1,050.00**	**1,064.50**	**1,064.50**	**1,066.00**	**1,071.50**	**7.00**	**0.7%**

Significant Variance Analysis

- Six probation positions are added in the General Fund to reduce Compliance Monitoring caseload to 2:350.
- Recovery Act grant funding of a Southern Border initiative to allow the Fugitive Apprehension Unit to concentrate on probation absconders with drug offenses is ending in FY 2012. Five positions are shifted to the General Fund in FY 2012 to continue this program.
- Recovery Act grant funding of a Prison Re-Entry initiative to reduce the absconder rate of probationers released from State prison is ending in FY 2012. Fifteen positions are shifted to the Detention Fund in FY 2012 to continue this program.

- Two Quality Assurance Probation Officer Supervisors are shifted from Fees Fund (201) Non-Recurring to the General Fund Operating.
- Sixty-five Pretrial positions are shifted from the General Fund to the Detention Fund.
- One Trades Generalist position (1.0) FTE is shifted from the Superior Court General Fund to the Adult Probation General Fund at the request of the Presiding Judge.

General Adjustments

Target Adjustments:

General Fund (100)

- Increase budget by $8,967 for restatement of risk management charges from Non Departmental.
- Increase budget by $85,469 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $618,835 for restatement of baseline telecommunications.
- Increase budget by $305,987 for restatement of radio cost charges.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $280,800 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $647,222 for retirement contribution rate increase.
- The expenditure budget is increased by $7,967 for banking fees that will be charged to the department for the first time in FY 2012.
- The expenditure budget is reduced by $888,143 as a result of lower pay rates caused by employee turnover (new hires paid less than those they replaced) as well as savings in Debt Service resulting from less frequent replacement of technology. The County has discontinued the practice of replacing computers and other technology on a regular cycle.
- The expenditure budget is reduced by $962,334 as a result of increasing the allocation of personnel costs to the Adult Probation Fees Fund (201).
- The expenditure budget is increased by $51,761 due to the shift of a Trades Generalist position form the Superior Court General Fund to the Adult Probation General Fund at the request of the Presiding Judge.

Adult Probation Fees Fund (201)

- The expenditure budget is reduced by $97,080 as a result of savings in Debt Service resulting from less frequent replacement of technology. The County has discontinued the practice of replacing computers and other technology on a regular cycle.
- The revenue budget is increased by $865,254 as a result of increasing probation surcharge fee collections.
- The expenditure budget is increased by $962,334 as a result of increasing the allocation of personnel expenditures from the General Fund (100).
- (Non-Recurring) Expenditures of $97,340 are budgeted for computer replacement.
- (Non-Recurring) Expenditures of $50,000 are budgeted for vehicle upgrades (from compact to mid-size).

Adult Probation Grants Fund (211)

- Increase Regular Benefits by $52,056 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $41,136 for retirement contribution rate increase.

- The Department expects grant revenue to decline in FY 2012. Budgeted revenue and expenditures are reduced by $2,308,290.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of students who achieve one or more successful gains in education classes operated by MCAPD during the reporting period.	70.0%	71.9%	73.8%	75.7%	3.7%	5.2%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.9%	98.2%	97.4%	97.0%	-1.2%	-1.2%
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%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions during the reporting period.	87.3%	90.0%	88.4%	91.9%	1.9%	2.1%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	9.0%	9.9%	8.6%	8.4%	-1.5%	-15.5%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	64.3%	59.3%	59.1%	63.9%	4.6%	7.7%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	8.2%	8.2%	9.0%	8.2%	0.0%	0.1%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of students who achieve one or more successful gains in education classes operated by MCAPD during the reporting period.	70.0%	71.9%	73.8%	75.7%	3.7%	5.2%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period.	1,561	1,782	1,445	1,759	(23)	-1.3%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period.	580	623	572	598	(25)	-4.1%
Demand	Average number of students in need (assessed, ordered, or referred) of MCAPD operated education services during the reporting period.	654	719	627	672	(47)	-6.5%
Efficiency	Average cost per student who participates in MCAPD operated education classes during the reporting period.	$ 300.84	$ 443.49	$ 317.10	$ 436.07	$ 7.42	1.7%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 216,614	$ 286,320	$ 307,584	$ 244,769	$ (41,551)	-14.5%
	201 - ADULT PROBATION FEES	7,759	4,480	2,547	2,400	(2,080)	-46.4%
	TOTAL SOURCES	$ 224,373	$ 290,800	$ 310,131	$ 247,169	$ (43,631)	-15.0%
Expenditure							
	100 - GENERAL	$ 271,969	$ 350,033	$ 349,781	$ 365,381	$ (15,348)	-4.4%
	211 - ADULT PROBATION GRANTS	425,374	755,151	484,098	677,269	77,882	10.3%
	TOTAL USES	$ 697,343	$ 1,105,184	$ 833,879	$ 1,042,650	$ 62,534	5.7%

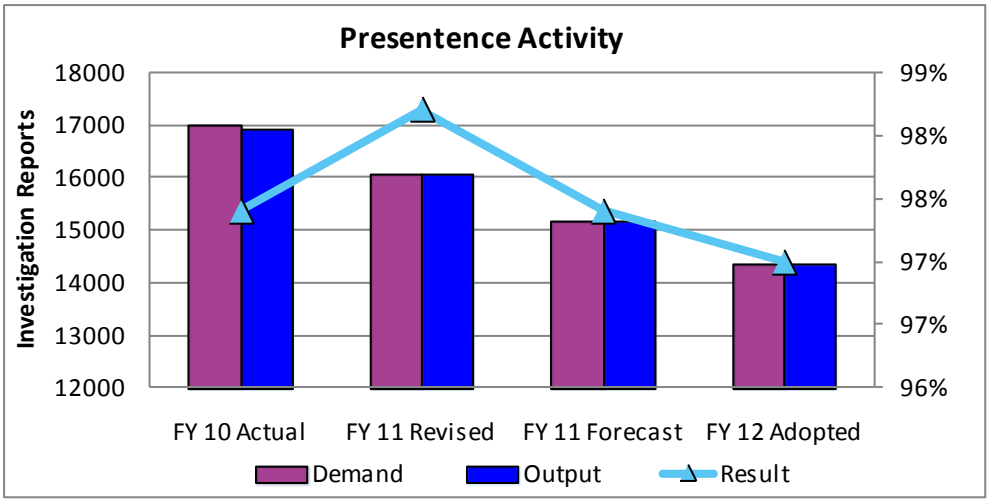
Presentence Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.4%	98.2%	97.4%	97.0%	(1.2%)	-1.2%
Output	Number of presentence investigation reports completed during the reporting period.	16,883	16,052	15,147	14,316	(1,736)	-10.8%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	16,960	16,052	15,147	14,316	(1,736)	-10.8%
Efficiency	Average cost per presentence investigation report.	$ 472.58	$ 522.60	$ 538.39	$ 572.55	$ (49.95)	-9.6%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 86,898	$ 220,352	$ 143,730	$ 226,676	$ 6,324	2.9%
	TOTAL SOURCES	$ 86,898	$ 220,352	$ 143,730	$ 226,676	$ 6,324	2.9%
Expenditure							
	100 - GENERAL	$ 7,807,017	$ 8,236,671	$ 8,022,272	$ 8,068,500	$ 168,171	2.0%
	211 - ADULT PROBATION GRANTS	171,495	152,166	132,661	128,111	24,055	15.8%
	TOTAL USES	$ 7,978,512	$ 8,388,837	$ 8,154,933	$ 8,196,611	$ 192,226	2.3%

Activity Narrative: As the number of criminal cases in the criminal justice system continues to decline, the number of pretrial defendants also continues to decline.



Pretrial Initial Appearance Release 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 at his appearance before 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance defendant packets presented to the court during the reporting period.	53,599	47,408	44,410	43,120	(4,288)	-9.0%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	53,599	47,408	44,410	43,120	(4,288)	-9.0%
Efficiency	Average cost per Initial Appearance defendant packets presented to the court.	$ 29.94	$ 35.98	$ 37.39	$ 39.47	$ (3.48)	-9.7%
Expenditure							
	100 - GENERAL	$ 1,594,244	$ 1,673,365	$ 1,647,337	$ -	$ 1,673,365	100.0%
	211 - ADULT PROBATION GRANTS	10,654	32,572	13,080	653	31,919	98.0%
	255 - DETENTION OPERATIONS	-	-	-	1,701,188	(1,701,188)	N/A
	TOTAL USES	$ 1,604,898	$ 1,705,937	$ 1,660,417	$ 1,701,841	$ 4,096	0.2%

Activity Narrative: As the number of criminal cases in the criminal justice system continues to decline, the number of pretrial defendants also continues to decline.

Base Adjustments:

- The Pretrial Jail Initial Appearance Release Information Activity expenditure budget of $1,701,188 is shifted from the General Fund to the Detention Fund. This Activity reduces detention population and cost.

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.R.S. §13-3967 establishes that at his appearance before 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of defendants who successfully complete release conditions during the reporting period.	87.3%	90.0%	88.4%	91.9%	1.9%	2.1%
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	9.0%	9.9%	8.6%	8.4%	(1.5%)	-15.5%
Output	Average number of defendants who appear for pretrial supervision during the reporting period.	1,648	1,558	1,583	1,474	(85)	-5.4%
Output	Number of defendants who successfully complete release conditions without termination during the reporting period.	4,921	4,634	4,264	3,716	(918)	-19.8%
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	5,635	5,147	4,826	4,044	(1,103)	-21.4%
Demand	Average number of defendants ordered to appear to pretrial services during the reporting period.	6,592	1,558	1,583	1,474	(85)	-5.4%
Efficiency	Average daily cost per defendant on pretrial supervision.	$ 660.22	$ 713.73	$ 786.54	$ 902.09	$ (188.36)	-26.4%
Expenditure							
	100 - GENERAL	$ 3,239,346	$ 3,307,439	$ 3,353,789	$ -	$ 3,307,439	100.0%
	211 - ADULT PROBATION GRANTS	9,601	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	-	-	3,352,167	(3,352,167)	N/A
	TOTAL USES	$ 3,248,947	$ 3,307,439	$ 3,353,789	$ 3,352,167	$ (44,728)	-1.4%

Activity Narrative: As the number of criminal cases in the criminal justice system continues to decline, the number of pretrial defendants also continues to decline.

Base Adjustments:

- The Pretrial Supervision Activity expenditure budget of $3,352,167 is shifted from the General Fund to the Detention Fund. This Activity reduces detention population and cost.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	64.3%	59.3%	59.1%	63.9%	4.6%	7.7%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	8.2%	8.2%	9.0%	8.2%	0.0%	0.1%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	861	985	1,167	1,284	299	30.3%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	1,922	2,320	2,203	2,402	82	3.5%
Output	Number of probationers who were terminated (successfully or unsuccessfully) from MCAPD operated and/or funded treatment and residential services during the reporting period.	568	619	700	678	59	9.5%
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.	1,296	1,288	1,528	1,303	15	1.2%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	23,571	28,308	28,869	29,274	966	3.4%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period.	$ 1,296.47	$ 1,580.07	$ 1,034.16	$ 1,204.31	$ 375.77	23.8%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 3,305,829	$ 4,884,689	$ 2,854,666	$ 3,009,426	$ (1,875,263)	-38.4%
	TOTAL SOURCES	$ 3,305,829	$ 4,884,689	$ 2,854,666	$ 3,009,426	$ (1,875,263)	-38.4%
Expenditure							
	100 - GENERAL	$ 1,925,336	$ 2,036,160	$ 1,958,929	$ 2,580,581	$ (544,421)	-26.7%
	211 - ADULT PROBATION GRANTS	2,538,603	4,189,331	3,265,968	2,627,459	1,561,872	37.3%
	201 - ADULT PROBATION FEES	1,116	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	-	-	974,869	(974,869)	N/A
	TOTAL USES	$ 4,465,055	$ 6,225,491	$ 5,224,897	$ 6,182,909	$ 42,582	0.7%

Activity Narrative: Increased American Recovery Reinvestment Act (ARRA) grant funding received in FY 2011 allowed the department to provide more substance abuse treatment and transition assistance to individuals leaving prison returning to the community. Outputs increased as a result of the department having more resources to provide additional client services and programs within the activity. Performance continues to improve somewhat in FY 2012 as the budget is shifted from expiring ARRA grants to the Detention Fund.

Base Adjustments:

Detention Fund (255)

- The expenditure budget is increased by $974,869 to fund 15 Prison Re-Entry positions (15.0 FTE). Recovery Act grant funding of a Prison Re-Entry initiative has reduced the absconder rate of probationers released from State prison from 23% to 2.5%, saving more than $1.1M in incarceration costs. Grant funding for this initiative is ending in FY 2012.

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

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of probations who complete community work service hours ordered by the court during the reporting period.	N/A	87.6%	56.2%	55.9%	-31.7%	-36.2%
Percent of opted-in victims satisfied with MCAPD.	53.0%	43.5%	52.0%	52.0%	8.5%	19.5%
Percent of probationers paying restitution during the reporting period.	70.0%	100.0%	90.4%	92.3%	-7.7%	-7.7%
Percent of Domestic Violence probationers who successfully complete probation during the reporting period.	55.0%	70.9%	58.5%	59.2%	-11.7%	-16.5%
Percent of active Domestic Violence probationers sentenced for a new felony offense while supervised during the reporting period.	2.6%	N/A	4.2%	3.4%	N/A	N/A
Percent of jail days saved through Court Liaison during the reporting period.	42.7%	43.7%	43.5%	44.1%	0.4%	1.0%
Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	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.	89.6%	88.3%	90.7%	88.8%	0.5%	0.6%
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%	0.5%	0.5%	-0.1%	-22.5%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	56.4%	61.3%	57.3%	60.0%	-1.3%	-2.0%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	8.5%	N/A	6.0%	6.5%	N/A	N/A
Percent of active Compliance Monitoring probationers sentenced for a new felony offense while supervised during the reporting period.	1.1%	0.3%	0.7%	0.6%	0.3%	117.8%
The percent of Compliance Monitor probationers who successfully completed supervision during the reporting period.	97.3%	88.0%	96.5%	95.6%	7.6%	8.6%
Percent of Seriously Mentally Ill probationers who successfully complete probation during the reporting period.	82.3%	82.1%	80.1%	82.3%	0.2%	0.3%
Percent of active Seriously Mentally Ill probationers sentenced for a new felony offense while supervised during the reporting period.	1.8%	N/A	3.6%	3.5%	N/A	N/A
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	1.0%	0.7%	1.4%	1.3%	0.6%	85.7%
Percent of Standard probationers who successfully complete probation during the reporting period.	66.4%	66.9%	67.0%	67.0%	0.1%	0.2%
Percent of active Standard probationers sentenced for a new felony offense while supervised during the reporting period.	8.0%	N/A	7.7%	7.3%	N/A	N/A
Percent of Transferred Youth probationers who successfully complete probation during the reporting period.	30.1%	25.7%	37.5%	39.6%	13.9%	54.2%
Percent of newly ordered warrants cleared during the reporting period.	N/A	75.0%	65.0%	68.0%	-7.0%	-9.3%
Percent of warrants cleared during the fiscal year.	39.3%	48.4%	47.9%	54.9%	6.5%	13.5%
The percentage of warrants arrested with targeted criteria, out of the total warrants arrested during the reporting period.	21.9%	23.9%	28.0%	31.1%	7.2%	30.0%

Activities that comprise this program include:

- Community Restoration
- Domestic Violence
- Fugitive Apprehension
- In Custody Management
- Indirect Services
- Intensive Probation
- Report& Review
- Seriously Mentally Ill
- Sex Offender
- Standard Probation
- 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probations who complete community work service hours ordered by the court during the reporting period.	N/A	87.6%	56.2%	55.9%	(31.7%)	-36.2%
Result	Percent of opted-in victims satisfied with MCAPD.	53.0%	43.5%	52.0%	52.0%	8.5%	19.5%
Result	Percent of probationers paying restitution during the reporting period.	70.0%	100.0%	90.4%	92.3%	(7.7%)	-7.7%
Output	Number of opted-in victims receiving victim assistance services.	N/A	1,657	1,067	1,126	(531)	-32.0%
Output	Average number of probationers who paid victim restitution during the reporting period.	6,909	7,775	4,761	5,497	(2,278)	-29.3%
Output	Average number of probationers who performed community work service hours during the reporting period.	6,909	N/A	3,158	2,748	N/A	N/A
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	9,932	N/A	5,267	5,957	N/A	N/A
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	9,932	7,577	5,617	4,916	(2,661)	-35.1%
Efficiency	Average daily cost to provide Financial Compliance and Community work service hours.	N/A	$ 2,102.97	$ 2,946.44	$ 2,783.75	$ (680.78)	-32.4%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 413,118	$ 337,623	$ 109,192	$ 146,017	$ (191,606)	-56.8%
	201 - ADULT PROBATION FEES	42,748	39,092	65,782	65,782	26,690	68.3%
	TOTAL SOURCES	$ 455,866	$ 376,715	$ 174,974	$ 211,799	$ (164,916)	-43.8%
Expenditure							
	100 - GENERAL	$ 2,799,589	$ 3,045,401	$ 2,958,815	$ 2,987,351	$ 58,050	1.9%
	211 - ADULT PROBATION GRANTS	141,730	439,217	185,034	147,152	292,065	66.5%
	TOTAL USES	$ 2,941,319	$ 3,484,618	$ 3,143,849	$ 3,134,503	$ 350,115	10.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Domestic Violence probationers who successfully complete probation during the reporting period.	55.0%	70.9%	58.5%	59.2%	(11.7%)	-16.5%
Result	Percent of active Domestic Violence probationers sentenced for a new felony offense while supervised during the reporting period.	2.6%	N/A	4.2%	3.3%	N/A	N/A
Output	Average number of active domestic violence probationers supervised during the reporting period.	551	663	577	605	(58)	-8.8%
Output	Number of Domestic Violence probationers terminated from probation during the reporting period.	291	268	299	304	36	13.4%
Demand	Average number of active Domestic Violence probationers ordered to be supervised during the reporting period.	610	663	632	661	(2)	-0.3%
Efficiency	Average cost per active domestic violence probationer during the reporting period.	$ 566.88	$ 527.77	$ 559.91	$ 569.58	$ (41.80)	-7.9%
Expenditure							
	100 - GENERAL	$ 1,200,087	$ 1,353,482	$ 1,234,010	$ 1,323,587	$ 29,895	2.2%
	211 - ADULT PROBATION GRANTS	48,172	45,645	47,620	53,653	(8,008)	-17.5%
	TOTAL USES	$ 1,248,259	$ 1,399,127	$ 1,281,630	$ 1,377,240	$ 21,887	1.6%

Fugitive Apprehension Activity

The purpose of the Fugitive Apprehension Activity is to provide investigation and apprehension services to the Court so they can make informed decisions 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of newly ordered warrants cleared during the reporting period.	N/A	75.0%	65.0%	68.0%	(7.0%)	-9.3%
Result	Percent of warrants cleared during the fiscal year.	39.3%	48.4%	47.9%	54.9%	6.5%	13.5%
Result	The percentage of warrants arrested with targeted criteria, out of the total warrants arrested during the reporting period.	21.9%	23.9%	28.0%	31.1%	7.2%	30.0%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	1,044	1,136	997	998	(137)	-12.1%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period.	8,562	8,626	8,182	8,000	(626)	-7.3%
Output	Total number of probationers on warrant status arrested during the reporting period.	5,465	6,155	6,669	7,263	1,108	18.0%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	5,159	4,046	5,407	5,978	1,932	47.8%
Efficiency	Average daily cost per probationer on warrant status during the reporting period.	$ 52.45	$ 61.35	$ 61.09	$ 71.57	$ (10.22)	-16.7%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 223,727	$ 422,778	$ 426,725	$ 115,325	$ (307,453)	-72.7%
	TOTAL SOURCES	$ 223,727	$ 422,778	$ 426,725	$ 115,325	$ (307,453)	-72.7%
Expenditure							
	100 - GENERAL	$ 1,470,843	$ 1,736,344	$ 1,561,807	$ 2,026,836	$ (290,492)	-16.7%
	211 - ADULT PROBATION GRANTS	325,307	380,382	437,679	263,346	117,036	30.8%
	TOTAL USES	$ 1,796,150	$ 2,116,726	$ 1,999,486	$ 2,290,182	$ (173,456)	-8.2%

Base Adjustments:

General Fund (100)

- The expenditure budget is increased by $277,976 to fund five Fugitive Apprehension Unit positions (5.0 FTE). Recovery Act grant funding of a Southern Border initiative has allowed the department to increase apprehension of probation absconders with drug offenses by 41%. Grant funding for this initiative is ending in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail days saved through Court Liaison during the reporting period.	42.7%	43.7%	43.5%	44.1%	0.4%	1.0%
Result	Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average 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.	1,605	1,705	1,517	1,405	(300)	-17.6%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	156,861	148,144	131,368	105,263	(42,881)	-28.9%
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.	1,605	1,705	1,517	1,405	(300)	-17.6%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period.	$ 393.26	$ 418.19	$ 456.02	$ 492.68	$ (74.49)	-17.8%
Revenue							
	211 - ADULT PROBATION GRANTS	$ -	$ 144,092	$ 36,023	$ 300,408	$ 156,316	108.5%
	201 - ADULT PROBATION FEES	618,305	630,758	691,022	691,022	60,264	9.6%
	TOTAL SOURCES	$ 618,305	$ 774,850	$ 727,045	$ 991,430	$ 216,580	28.0%
Expenditure							
	100 - GENERAL	$ 2,360,702	$ 2,616,300	$ 2,561,431	$ 2,541,293	$ 75,007	2.9%
	211 - ADULT PROBATION GRANTS	163,244	235,766	205,726	228,085	7,681	3.3%
	TOTAL USES	$ 2,523,946	$ 2,852,066	$ 2,767,157	$ 2,769,378	$ 82,688	2.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from DOC during the reporting period.	89.6%	88.3%	90.7%	88.8%	0.5%	0.6%
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%	0.5%	0.5%	(0.1%)	-22.5%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	17,825	18,687	17,579	17,434	(1,253)	-6.7%
Output	Number of Sex Offenders who check in with Adult Probation within 72 hours following discharge from DOC during the reporting period.	125	111	150	197	86	77.5%
Output	Average number of probationers on deportation status through USICE during the reporting period.	7,560	7,636	6,959	6,764	(872)	-11.4%
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.	71,298	18,687	17,579	17,434	(1,253)	-6.7%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period.	$ 12.50	$ 11.91	$ 12.67	$ 12.79	$ (0.88)	-7.4%
Expenditure							
	100 - GENERAL	$ 881,592	$ 890,053	$ 890,923	$ 892,185	$ (2,132)	-0.2%
	201 - ADULT PROBATION FEES	9,692	-	-	-	-	N/A
	TOTAL USES	$ 891,284	$ 890,053	$ 890,923	$ 892,185	$ (2,132)	-0.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	56.4%	61.3%	57.3%	60.0%	(1.3%)	-2.0%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	8.5%	N/A	6.0%	6.5%	N/A	N/A
Output	Average number of active IPS probationers supervised during the reporting period.	813	817	807	850	34	4.1%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	1,019	831	911	820	(11)	-1.3%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	813	817	807	850	34	4.1%
Efficiency	Average daily cost per IPS probationer for the reporting period.	$ 2,075.15	$ 2,074.05	$ 1,933.47	$ 1,831.00	$ 243.06	11.7%
Revenue							
	201 - ADULT PROBATION FEES	$ 1,636,478	$ 1,525,590	$ 683,179	$ 689,179	$ (836,411)	-54.8%
	TOTAL SOURCES	$ 1,636,478	$ 1,525,590	$ 683,179	$ 689,179	$ (836,411)	-54.8%
Expenditure							
	100 - GENERAL	$ 6,719,491	$ 6,739,632	$ 6,241,256	$ 6,225,383	$ 514,249	7.6%
	211 - ADULT PROBATION GRANTS	7,817	7,200	-	-	7,200	100.0%
	201 - ADULT PROBATION FEES	23,160	27,021	-	-	27,021	100.0%
	TOTAL USES	$ 6,750,468	$ 6,773,853	$ 6,241,256	$ 6,225,383	$ 548,470	8.1%

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 only the most serious probationers assigned to the Intensive Probation Activity.

Compliance Monitoring Activity

The purpose of the Compliance Monitoring 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of active Compliance Monitoring probationers sentenced for a new felony offense while supervised during the reporting period.	1.1%	0.3%	0.7%	0.6%	0.3%	117.8%
Result	The percent of Compliance Monitor probationers who successfully completed supervision during the reporting period.	97.3%	88.0%	96.5%	95.6%	7.6%	8.6%
Output	Average number of Compliance Monitoring probationers supervised during the reporting period.	11,291	11,842	11,930	12,508	666	5.6%
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.	11,291	11,842	11,930	12,508	666	5.6%
Efficiency	Average cost per Compliance Monitoring probationer supervised during the reporting period.	$ 569.64	$ 75.32	$ 81.65	$ 87.08	$ (11.76)	-15.6%
Expenditure							
	100 - GENERAL	$ 3,198,545	$ 3,567,700	$ 3,896,420	$ 4,356,557	$ (788,857)	-22.1%
	TOTAL USES	$ 3,198,545	$ 3,567,700	$ 3,896,420	$ 4,356,557	$ (788,857)	-22.1%

Base Adjustments:

General Fund (100)

- The expenditure budget is increased by $340,094 to fund six probation positions to reduce the Compliance Monitoring caseload from 2:500 to 2:350 (officers to probationers), even as the caseload continues to increase. As a budget reduction in FY 2010, the Compliance Monitoring caseload ratio was increased from 2:350 to 2:500. After supervising at the 2:500 ratio for more than a year, the department has determined that it is unable to appropriately supervise the caseload at that ratio.

Seriously Mentally Ill Activity

The purpose of the Seriously Mentally Ill Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Seriously Mentally Ill 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Seriously Mentally Ill probationers who successfully complete probation during the reporting period.	82.3%	82.1%	80.1%	82.3%	0.2%	0.3%
Result	Percent of active Seriously Mentally Ill probationers sentenced for a new felony offense while supervised during the reporting period.	1.8%	N/A	3.6%	3.5%	N/A	N/A
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	603	637	641	677	41	6.4%
Output	Number of active Seriously Mentally Ill probationers terminated from probation during the reporting period.	339	358	331	351	(7)	-2.0%
Demand	Average number of active Seriously Mentally Ill probationers ordered to be supervised by the Court during the reporting period.	603	637	641	677	41	6.4%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	$ 517.44	$ 506.81	$ 541.82	$ 508.69	$ (1.88)	-0.4%
Expenditure							
	100 - GENERAL	$ 1,247,027	$ 1,290,850	$ 1,342,604	$ 1,378,041	$ (87,191)	-6.8%
	TOTAL USES	$ 1,247,027	$ 1,290,850	$ 1,342,604	$ 1,378,041	$ (87,191)	-6.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Seriously Mentally Ill probationers who successfully complete probation during the reporting period.	82.3%	82.1%	80.1%	82.3%	0.2%	0.3%
Result	Percent of active Seriously Mentally Ill probationers sentenced for a new felony offense while supervised during the reporting period.	1.8%	N/A	3.6%	3.5%	N/A	N/A
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	603	637	641	677	41	6.4%
Output	Number of active Seriously Mentally Ill probationers terminated from probation during the reporting period.	339	358	331	351	(7)	-2.0%
Demand	Average number of active Seriously Mentally Ill probationers ordered to be supervised by the Court during the reporting period.	603	637	641	677	41	6.4%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	$ 517.44	$ 506.81	$ 523.64	$ 508.69	$ (1.88)	-0.4%
Expenditure							
	100 - GENERAL	$ 1,247,027	$ 1,290,850	$ 1,342,604	$ 1,378,041	$ (87,191)	-6.8%
	TOTAL USES	$ 1,247,027	$ 1,290,850	$ 1,342,604	$ 1,378,041	$ (87,191)	-6.8%

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: 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. §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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Standard probationers who successfully complete probation during the reporting period.	66.4%	66.9%	67.0%	67.0%	0.1%	0.2%
Result	Percent of active Standard probationers sentenced for a new felony offense while supervised during the reporting period.	8.0%	N/A	7.7%	7.3%	N/A	N/A
Output	Average number of active standard probationers supervised for the reporting period. (Excludes ISC; denominator)	14,573	15,502	14,161	14,868	(634)	-4.1%
Output	Number of Standard probationers terminated from probation during the reporting period.	7,268	6,387	6,067	5,420	(967)	-15.1%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period.	15,214	15,502	14,814	15,501	(2)	-0.0%
Efficiency	Average daily cost per active Standard Supervision probationer.	$ 414.07	$ 393.42	$ 415.16	$ 390.28	$ 3.14	0.8%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 311,357	$ 270,351	$ 498,578	$ 296,676	$ 26,325	9.7%
	201 - ADULT PROBATION FEES	6,626,322	6,185,028	7,712,714	7,668,924	1,483,896	24.0%
	TOTAL SOURCES	$ 6,937,679	$ 6,455,379	$ 8,211,292	$ 7,965,600	$ 1,510,221	23.4%
Expenditure							
	100 - GENERAL	$ 14,679,577	$ 14,648,180	$ 13,331,507	$ 14,019,405	$ 628,775	4.3%
	211 - ADULT PROBATION GRANTS	189,192	207,805	161,787	154,405	53,400	25.7%
	201 - ADULT PROBATION FEES	9,267,348	9,539,883	10,023,193	10,024,459	(484,576)	-5.1%
	TOTAL USES	$ 24,136,117	$ 24,395,868	$ 23,516,487	$ 24,198,269	$ 197,599	0.8%

Base Adjustments:

General Fund (100)

- The expenditure budget is increased by $188,359 for two Quality Assurance Probation Officer Supervisors (2.0 FTE) shifted from the Fees Fund (201) Non-Recurring to the General Fund Operating. These positions are critical for the department to implement evidence-based tools to help probationers be successful during probation and achieve behavioral change to reduce recidivism.

Adult Probation Fees Fund (201)

- (Non-Recurring) Expenditures of $159,547 are budgeted for a Quality Assurance Probation Officer Supervisor to assist in implementing best-practices and a part-time Deputy Director to mentor two new Deputy Directors.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Transferred Youth probationers who successfully complete probation during the reporting period.	30.1%	25.7%	37.5%	39.6%	13.9%	54.2%
Output	Number of Transferred Youth probationers terminated from probation during the reporting period.	73	113	88	96	(17)	-15.0%
Output	Average number of active Transferred Youth probationers being supervised during the reporting period.	213	198	267	295	97	49.1%
Demand	Average number of active Transferred Youth ordered to be supervised by the Court during the reporting period.	213	198	267	295	97	49.1%
Efficiency	Average cost per active Transferred Youth for the reporting period.	$ 534.36	$ 701.33	$ 520.32	$ 479.36	$ 221.97	31.6%
Expenditure							
	100 - GENERAL	$ 455,274	$ 555,454	$ 555,699	$ 566,130	$ (10,676)	-1.9%
	TOTAL USES	$ 455,274	$ 555,454	$ 555,699	$ 566,130	$ (10,676)	-1.9%

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 2011 Adopted Budget			**$ 58,479,190**	**$ -**
Adjustments:	Agenda Item:			
Reallocations			**$ (187,530)**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*(187,530)*	-
Supplemental Funding				
Mid Year Adjustments			**$ 84,953**	**$ -**
Adult Probation Luhrs Lease	*C-11-11-001-1-00*		*84,953*	-
FY 2011 Revised Budget			**$ 58,376,613**	**$ -**
Adjustments:	Agenda Item:			
Reallocations			**$ 187,530**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*187,530*	-
Restatements			**$ 1,019,258**	**$ -**
Risk Mgt Chgs from Non Dept			*8,967*	-
Equip Svcs Chgs from Non Dept			*85,469*	-
Telecomm Chgs from Non Dept			*618,835*	-
Radio Chgs from Non Dept			*305,987*	-
Supplemental Funding				
Mid Year Adjustments			**$ 181,191**	**$ -**
Adult Probation Luhrs Lease	*C-11-11-001-1-00*		*181,191*	-
FY 2012 Budget Target			**$ 59,764,592**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 928,022**	**$ -**
Emp Health Dental Prem Realloc			*280,800*	-
Retirement Contributions			*647,222*	-
Base Adjustments			**$ (73,747)**	**$ -**
Banking Fees			*7,967*	-
Other Base Adjustments			*(81,714)*	-
Shift Two Quality Assurance Positions from Fees Fund (201) Non-Recurring (2 FTE)		*$ 188,359*		
Reduce Compliance Monitoring Caseload Ratio to 2:350 (6 FTE)		*340,094*		
Shift Southern Border Warrant Positions from Grants Fund (211) (5 FTE)		*277,976*		
Savings from Lower Pay Rates due to Turnover; Less Technology Replacements		*(888,143)*		
Reallocations			**$ (5,963,928)**	**$ -**
Reallocation Between Funds			*(6,015,689)*	-
Shift Pretrial Activities to Detention Fund (255) (65 FTE)		*$ (5,053,355)*		
Allocate Out Additional Personal Services to Fees Fund (201)		*(962,334)*		
Reallocation Between Depts			*51,761*	-
Transfer of Trades Generalist Position from Superior Court		*$ 51,761*		
FY 2012 Adopted Budget			**$ 54,654,939**	**$ -**
Percent Change from Target Amount			*-8.5%*	

Adult Probation Fees Fund (201)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 12,005,365**	**$ 12,005,365**
FY 2011 Revised Budget		**$ 12,005,365**	**$ 12,005,365**
FY 2012 Budget Target		**$ 12,005,365**	**$ 12,005,365**
Adjustments:			
Base Adjustments		**$ (97,080)**	**$ -**
Other Base Adjustments		*(97,080)*	-
Reduce Debt Service Budget due to Elimination of Technology Financing	*$ (97,080)*		
Fees and Other Revenues		**$ -**	**$ 865,254**
ProgRevenue Volume Inc/Dec		-	*865,254*
Reallocations		**$ 962,334**	**$ -**
Reallocation Between Funds		*962,334*	-
Increase Personal Services Allocation from General Fund (100)	*$ 962,334*		
FY 2012 Adopted Budget		**$ 12,870,619**	**$ 12,870,619**
Percent Change from Target Amount		*7.2%*	*7.2%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 283,427**	**$ -**
FY 2011 Revised Budget		**$ 283,427**	**$ -**
Adjustments:			
Non Recurring		**$ (283,427)**	**$ -**
Other Non-Recurring		*(283,427)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 306,887**	**$ -**
Other Base Adjustments		*306,887*	-
One Quality Assurance PO Supervisor (1.0 FTE) and One Administrator (0.5 FTE)	*$ 159,547*		
Computer Replacement	*97,340*		
Vehicle Upgrades	*50,000*		
FY 2012 Adopted Budget		**$ 306,887**	**$ -**
Percent Change from Target Amount			

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,601,573	$ 339,339	$ 339,339	$ 1,504,963	$ 2,225,040
Sources:					
Operating	$ 12,870,623	$ 12,005,365	$ 12,005,365	$ 12,914,450	$ 12,870,619
Non-Recurring	-	-	-	-	-
Total Sources:	$ 12,870,623	$ 12,005,365	$ 12,005,365	$ 12,914,450	$ 12,870,619
Uses:					
Operating	$ 12,659,234	$ 12,005,365	$ 12,005,365	$ 11,937,173	$ 12,870,619
Non-Recurring	307,990	283,427	283,427	257,200	306,887
Total Uses:	$ 12,967,224	$ 12,288,792	$ 12,288,792	$ 12,194,373	$ 13,177,506
Structural Balance	$ 211,389	$ -	$ -	$ 977,277	$ -
Accounting Adjustments	$ (9)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,504,963	$ 55,912	$ 55,912	$ 2,225,040	$ 1,918,153
Total Ending Spendable Fund Balance	$ 1,504,963	$ 55,912	$ 55,912	$ 2,225,040	$ 1,918,153

Adult Probation Grants Fund (211)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 6,119,639**	**$ 6,119,639**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 628,031**	**$ 628,031**
Adult Probation FY 11 Grants	*C-11-11-004-G-00*	*628,031*	*628,031*
FY 2011 Revised Budget		**$ 6,747,670**	**$ 6,747,670**
FY 2012 Budget Target		**$ 6,747,670**	**$ 6,747,670**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 93,192**	**$ -**
Emp Health Dental Prem Realloc		*52,056*	-
Retirement Contributions		*41,136*	-
Base Adjustments		**$ (93,192)**	**$ -**
Other Base Adjustments		*(93,192)*	-
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (2,308,290)**	**$ (2,308,290)**
Grant Reconciliation		*(2,308,290)*	*(2,308,290)*
FY 2012 Adopted Budget		**$ 4,439,380**	**$ 4,439,380**
Percent Change from Target Amount		*-34.2%*	*-34.2%*

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (46,048)	$ (46,048)	$ (46,048)	$ (181,632)	$ (181,632)
Sources:					
Operating	$ 4,257,408	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380
Non-Recurring	412,839	-	-	-	-
Total Sources:	$ 4,670,247	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380
Uses:					
Operating	$ 4,197,337	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380
Total Uses:	$ 4,197,337	$ 6,119,639	$ 6,747,670	$ 5,138,005	$ 4,439,380
Structural Balance	$ 60,071	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (608,494)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(181,632)	(46,048)	(46,048)	(181,632)	(181,632)
Total Ending Spendable Fund Balance	$ (181,632)	$ (46,048)	$ (46,048)	$ (181,632)	$ (181,632)

Detention Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 974,869**	**$ -**
Other Base Adjustments		*974,869*	-
Shift Prison Re-Entry Program From Grants Fund (211) (15 FTE)	*$ 974,869*		
Reallocations		**$ 5,053,355**	**$ -**
Reallocation Between Funds		*5,053,355*	-
Shift Pretrial Activities from General Fund (100) (65 FTE)	*$ 5,053,355*		
FY 2012 Adopted Budget		**$ 6,028,224**	**$ -**
Percent Change from Target Amount			

Air Quality

Analysis by Carmine L. Davis, Management and Budget Analyst

Summary

Mission

The mission of the Air Quality Department is to provide clean air to Maricopa County residents and visitors so they can live, work, and play in a healthy environment.

Vision

To achieve the highest air quality standards in Maricopa County as we evolve with the County's escalating growth.

Strategic Goals

The Air Quality department recently updated its strategic plan for FY 2012.

Public Health

By June 30, 2014, air quality at all air monitoring stations will be in compliance with federal health standards more than 95% of the time over 365 days. (Addresses all pollutants).

Status: For the period February 2010 to February 2011 (356 days), there were a total of 16 days where there were exceedances at monitoring stations. Consequently, 95.6% of the time, pollution levels at the air monitoring stations were in compliance with federal health standards. Even though the Air Quality Department has met the goal of, "all air monitoring stations will be in compliance with federal health standards more than 95% of the time over 365 days", the Air Quality Department will continue to work diligently to maintain and further increase the number of days the air monitoring stations measure compliance.

Citizen Satisfaction

By June 30, 2014, in order to improve the delivery of air quality services to the public, the Air Quality Department will realize 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 Survey rating.

Status: The Air Quality Department 2011 Employee Satisfaction Survey overall rating of 5.29 represents a slight drop from the 5.40 rating in 2010. The results are currently being analyzed by management and an Employee Task Force for implementation strategies to address low ratings. A consideration in the ratings is that employees are cognizant the potential exists for a reduction-in-force in July 2011 which would negatively influence certain rating levels.

Public Health

By June 30, 2014, reduce the number of days exceeding the current federal health standard for Particulate Matter (PM_{10}) to no more than three days over a rolling three-year period.

Status: Based on the three years 2008, 2009 and 2010, there were 15.6 (unofficial) exceedances of the current federal health standard for Particulate Matter (PM_{10}). This period serves as Air Quality's benchmark data.

Citizen Satisfaction

By June 30, 2015, the percentage of citizens being adequately informed of air pollution issues will increase to 75% as reported in the Maricopa County Citizens Satisfaction Survey.

Status: The last survey (for 2010) resulted in 70% of the respondents stating the public was adequately informed of air pollution issues. The next survey will be completed in August 2011. In the interim, efforts are being implemented to expand the outreach to citizens on air quality issues.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CAQM - AIR QUALITY MONITORING	$ 660,164	$ 493,425	$ 583,425	$ 411,264	$ 530,000	$ (53,425)	-9.2%
DCPR - DUST CNTRL PERMIT REGULATION	4,029,893	5,690,860	5,797,936	4,477,855	4,580,188	(1,217,748)	-21.0%
LREC - LARGE SOURCE PERMIT REGULATION	1,558,698	2,335,075	2,357,752	1,381,081	1,576,944	(780,808)	-33.1%
SREC - SMALL SOURCE PERMIT REGULATION	5,843,524	5,886,442	5,886,442	5,936,403	5,676,588	(209,854)	-3.6%
TRDA - TRIP REDUCTION	1,453,751	1,858,575	1,858,575	1,522,656	1,588,800	(269,775)	-14.5%
VVRR - VOL VEH REPAIR AND RETROFIT	474,526	725,000	725,000	678,181	-	(725,000)	-100.0%
85AQ - AIR QUALITY	$ 14,020,556	$ 16,989,377	$ 17,209,130	$ 14,407,440	$ 13,952,520	$ (3,256,610)	-18.9%
ODIR - EXECUTIVE MANAGEMENT	$ 63,006	$ 7,500	$ 149,663	$ 185,345	$ 6,000	$ (143,663)	-96.0%
99AS - ADMINISTRATIVE SERVICES	$ 63,006	$ 7,500	$ 149,663	$ 185,345	$ 6,000	$ (143,663)	-96.0%
GGOV - GENERAL GOVERNMENT	$ 45,542	$ 45,000	$ 45,000	$ 16,544	$ 8,000	$ (37,000)	-82.2%
99GV - GENERAL GOVERNMENT	$ 45,542	$ 45,000	$ 45,000	$ 16,544	$ 8,000	$ (37,000)	-82.2%
TOTAL PROGRAMS	**$ 14,129,104**	**$ 17,041,877**	**$ 17,403,793**	**$ 14,609,329**	**$ 13,966,520**	**$ (3,437,273)**	**-19.8%**
USES							
AQPI - AQ PUBLIC INFORMATION	$ -	$ -	$ -	$ -	$ 412,272	$ (412,272)	N/A
CAQM - AIR QUALITY MONITORING	2,043,100	1,329,719	1,419,718	1,249,360	2,206,666	(786,948)	-55.4%
DCPR - DUST CNTRL PERMIT REGULATION	3,687,503	3,738,242	3,738,243	2,815,737	2,352,819	1,385,424	37.1%
LREC - LARGE SOURCE PERMIT REGULATION	1,249,315	1,102,466	1,102,463	1,295,886	1,468,554	(366,091)	-33.2%
SREC - SMALL SOURCE PERMIT REGULATION	3,457,919	2,900,850	2,900,851	3,149,376	2,818,356	82,495	2.8%
TRDA - TRIP REDUCTION	1,450,039	1,729,049	1,729,048	1,420,268	1,534,031	195,017	11.3%
VVRR - VOL VEH REPAIR AND RETROFIT	386,581	723,258	723,258	379,263	-	723,258	100.0%
85AQ - AIR QUALITY	$ 12,274,457	$ 11,523,584	$ 11,613,581	$ 10,309,890	$ 10,792,698	$ 820,883	7.1%
BDGT - BUDGETING	$ 39,194	$ 38,193	$ 38,192	$ 38,301	$ 39,497	$ (1,305)	-3.4%
FSAC - FINANCIAL SERVICES	353,716	330,556	330,558	307,035	195,327	135,231	40.9%
HRAC - HUMAN RESOURCES	136,326	143,337	143,339	57,323	99,734	43,605	30.4%
ODIR - EXECUTIVE MANAGEMENT	4,406,321	4,955,249	5,029,932	3,451,136	4,087,890	942,042	18.7%
PROC - PROCUREMENT	24,806	26,126	26,125	24,017	27,161	(1,036)	-4.0%
99AS - ADMINISTRATIVE SERVICES	$ 4,960,363	$ 5,493,461	$ 5,568,146	$ 3,877,812	$ 4,449,609	$ 1,118,537	20.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 594,267	$ 609,087	$ 609,087	$ 609,087	$ 850,511	$ (241,424)	-39.6%
GGOV - GENERAL GOVERNMENT	-	-	15,462	15,462	-	15,462	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	125,544	31,759	31,759	124,617	64,999	(33,240)	-104.7%
99GV - GENERAL GOVERNMENT	$ 719,811	$ 640,846	$ 656,308	$ 749,166	$ 915,510	$ (259,202)	-39.5%
TOTAL PROGRAMS	**$ 17,954,631**	**$ 17,657,891**	**$ 17,838,035**	**$ 14,936,868**	**$ 16,157,817**	**$ 1,680,218**	**9.4%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 8,265,918	$ 10,226,243	$ 10,226,243	$ 8,696,409	$ 9,548,988	$ (677,255)	-6.6%
SUBTOTAL	$ 8,265,918	$ 10,226,243	$ 10,226,243	$ 8,696,409	$ 9,548,988	$ (677,255)	-6.6%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,609,892	$ 2,248,472	$ 2,323,154	$ 1,843,184	$ 1,530,000	$ (793,154)	-34.1%
0620 - OTHER INTERGOVERNMENTAL	1,928,277	1,858,575	1,948,575	1,522,656	1,588,800	(359,775)	-18.5%
SUBTOTAL	$ 3,538,169	$ 4,107,047	$ 4,271,729	$ 3,365,840	$ 3,118,800	$ (1,152,929)	-27.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 265,593	$ 386,087	$ 386,087	$ 256,243	$ 361,272	$ (24,815)	-6.4%
SUBTOTAL	$ 265,593	$ 386,087	$ 386,087	$ 256,243	$ 361,272	$ (24,815)	-6.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,833,997	$ 2,270,000	$ 2,270,000	$ 2,045,877	$ 923,460	$ (1,346,540)	-59.3%
SUBTOTAL	$ 1,833,997	$ 2,270,000	$ 2,270,000	$ 2,045,877	$ 923,460	$ (1,346,540)	-59.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 45,542	$ 45,000	$ 45,000	$ 16,544	$ 8,000	$ (37,000)	-82.2%
0650 - MISCELLANEOUS REVENUE	63,006	7,500	7,500	43,182	6,000	(1,500)	-20.0%
SUBTOTAL	$ 108,548	$ 52,500	$ 52,500	$ 59,726	$ 14,000	$ (38,500)	-73.3%
ALL REVENUES	$ 14,012,225	$ 17,041,877	$ 17,206,559	$ 14,424,095	$ 13,966,520	$ (3,240,039)	-18.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 116,879	$ -	$ 197,234	$ 185,234	$ -	$ (197,234)	-100.0%
ALL OTHER FINANCING SOURCES	$ 116,879	$ -	$ 197,234	$ 185,234	$ -	$ (197,234)	-100.0%
TOTAL SOURCES	$ 14,129,104	$ 17,041,877	$ 17,403,793	$ 14,609,329	$ 13,966,520	$ (3,437,273)	-19.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,802,479	$ 8,027,403	$ 8,027,403	$ 7,536,869	$ 6,674,770	$ 1,352,633	16.9%
0705 - TEMPORARY PAY	-	-	-	10,693	-	-	N/A
0710 - OVERTIME	44,288	50,584	50,584	44,908	23,300	27,284	53.9%
0750 - FRINGE BENEFITS	2,797,861	2,774,959	2,774,959	2,549,358	2,932,383	(157,424)	-5.7%
0790 - OTHER PERSONNEL SERVICES	42,511	43,304	58,766	25,095	7,188	51,578	87.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(712,318)	(1,201,067)	(1,201,067)	(1,066,536)	(1,239,957)	38,890	3.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,516,010	1,529,469	1,529,469	1,352,472	1,896,307	(366,838)	-24.0%
SUBTOTAL	$ 12,490,831	$ 11,224,652	$ 11,240,114	$ 10,452,859	$ 10,293,991	$ 946,123	8.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 336,863	$ 392,818	$ 482,818	$ 279,977	$ 365,082	$ 117,736	24.4%
0803 - FUEL	127,453	177,052	177,052	101,913	116,552	60,500	34.2%
0804 - NON-CAPITAL EQUIPMENT	26,452	67,645	67,645	63,993	20,185	47,460	70.2%
0805 - SUPPLIES-ALLOCATION OUT	(9,187)	(10,286)	(10,286)	(7,573)	(4,482)	(5,804)	-56.4%
0806 - SUPPLIES-ALLOCATION IN	11,829	15,135	15,135	10,160	14,475	660	4.4%
SUBTOTAL	$ 493,410	$ 642,364	$ 732,364	$ 448,470	$ 511,812	$ 220,552	30.1%
SERVICES							
0810 - LEGAL SERVICES	$ 68,404	$ 52,000	$ 52,000	$ 308,793	$ 306,120	$ (254,120)	-488.7%
0811 - HEALTH CARE SERVICES	5,350	9,432	9,432	4,872	9,500	(68)	-0.7%
0812 - OTHER SERVICES	2,140,318	2,620,568	2,695,250	1,221,488	1,513,843	1,181,407	43.8%
0820 - RENT & OPERATING LEASES	962,451	1,091,972	1,091,972	972,383	804,971	287,001	26.3%
0825 - REPAIRS AND MAINTENANCE	24,626	29,444	29,444	24,853	35,144	(5,700)	-19.4%
0839 - INTERNAL SERVICE CHARGES	482,478	847,148	847,148	389,824	1,277,612	(430,464)	-50.8%
0841 - TRAVEL	8,946	9,144	9,144	7,451	3,820	5,324	58.2%
0842 - EDUCATION AND TRAINING	35,756	53,110	53,110	45,744	76,714	(23,604)	-44.4%
0843 - POSTAGE/FREIGHT/SHIPPING	60,708	65,995	65,995	43,979	50,771	15,224	23.1%
0850 - UTILITIES	74,761	81,816	81,816	98,778	86,100	(4,284)	-5.2%
0872 - SERVICES-ALLOCATION OUT	(61,246)	(68,570)	(68,570)	(50,470)	(29,876)	(38,694)	-56.4%
0873 - SERVICES-ALLOCATION IN	102,100	166,039	166,039	90,262	168,397	(2,358)	-1.4%
SUBTOTAL	$ 3,904,652	$ 4,958,098	$ 5,032,780	$ 3,157,957	$ 4,303,116	$ 729,664	14.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 219,805	$ -	$ -	$ 892	$ 609,945	$ (609,945)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	-	56,729	(56,729)	N/A
0950 - DEBT SERVICE	247,994	220,288	220,288	210,538	23,172	197,116	89.5%
0956 - CAPITAL-ALLOCATION IN	3,672	3,402	3,402	57,065	359,052	(355,650)	-10454.1%
SUBTOTAL	$ 471,471	$ 223,690	$ 223,690	$ 268,495	$ 1,048,898	$ (825,208)	-368.9%
ALL EXPENDITURES	$ 17,360,364	$ 17,048,804	$ 17,228,948	$ 14,327,781	$ 16,157,817	$ 1,071,131	6.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 594,267	$ 609,087	$ 609,087	$ 609,087	$ -	$ 609,087	100.0%
ALL OTHER FINANCING USES	$ 594,267	$ 609,087	$ 609,087	$ 609,087	$ -	$ 609,087	100.0%
TOTAL USES	$ 17,954,631	$ 17,657,891	$ 17,838,035	$ 14,936,868	$ 16,157,817	$ 1,680,218	9.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
503 AIR QUALITY GRANT							
OPERATING	$ 3,538,169	$ 4,107,047	$ 4,107,047	$ 3,288,504	$ 3,118,800	$ (988,247)	-24.1%
NON-RECURRING	-	-	164,682	74,682	-	(164,682)	-100.0%
FUND TOTAL SOURCES	$ 3,538,169	$ 4,107,047	$ 4,271,729	$ 3,363,186	$ 3,118,800	$ (1,152,929)	-27.0%
504 AIR QUALITY FEES							
OPERATING	$ 10,427,901	$ 12,934,830	$ 12,934,830	$ 11,060,909	$ 10,847,720	$ (2,087,110)	-16.1%
NON-RECURRING	163,034	-	197,234	185,234	-	(197,234)	-100.0%
FUND TOTAL SOURCES	$ 10,590,935	$ 12,934,830	$ 13,132,064	$ 11,246,143	$ 10,847,720	$ (2,284,344)	-17.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,966,070	$ 17,041,877	$ 17,041,877	$ 14,349,413	$ 13,966,520	$ (3,075,357)	-18.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 163,034	$ -	$ 361,916	$ 259,916	$ -	$ (361,916)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 14,129,104	$ 17,041,877	$ 17,403,793	$ 14,609,329	$ 13,966,520	$ (3,437,273)	-19.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 763,350	$ (763,350)	N/A
NON-RECURRING	-	-	-	-	609,945	(609,945)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 1,373,295	$ (1,373,295)	N/A
503 AIR QUALITY GRANT							
OPERATING	$ 3,549,865	$ 4,107,047	$ 4,107,047	$ 3,288,504	$ 3,118,800	$ 988,247	24.1%
NON-RECURRING	10,825	-	164,682	74,682	74,682	90,000	54.7%
FUND TOTAL USES	$ 3,560,690	$ 4,107,047	$ 4,271,729	$ 3,363,186	$ 3,193,482	$ 1,078,247	25.2%
504 AIR QUALITY FEES							
OPERATING	$ 13,249,584	$ 12,812,844	$ 12,812,844	$ 11,503,151	$ 10,847,720	$ 1,965,124	15.3%
NON-RECURRING	1,144,357	738,000	753,462	70,531	743,320	10,142	1.3%
FUND TOTAL USES	$ 14,393,941	$ 13,550,844	$ 13,566,306	$ 11,573,682	$ 11,591,040	$ 1,975,266	14.6%
DEPARTMENT OPERATING TOTAL USES	$ 16,799,449	$ 16,919,891	$ 16,919,891	$ 14,791,655	$ 14,729,870	$ 2,190,021	12.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,155,182	$ 738,000	$ 918,144	$ 145,213	$ 1,427,947	$ (509,803)	-55.5%
DEPARTMENT TOTAL USES	$ 17,954,631	$ 17,657,891	$ 17,838,035	$ 14,936,868	$ 16,157,817	$ 1,680,218	9.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	-	.50	-	0.0%
EXECUTIVE MANAGEMENT	22.50	22.50	22.50	19.20	19.50	(3.00)	(13.3%)
FINANCIAL SERVICES	7.50	6.50	6.50	-	3.10	(3.40)	(52.3%)
HUMAN RESOURCES	3.00	2.25	2.25	-	-	(2.25)	(100.0%)
PROCUREMENT	.50	.50	.50	-	.50	-	0.0%
PROGRAM TOTAL	34.00	32.25	32.25	19.20	23.60	(8.65)	(26.8%)
AIR QUALITY							
AIR QUALITY MONITORING	17.00	17.00	17.00	16.00	18.00	1.00	5.9%
AQ PUBLIC INFORMATION	-	-	.00	-	2.00	2.00	N/A
DUST CNTRL PERMIT REGULATION	70.85	59.55	59.55	50.30	30.45	(29.10)	(48.9%)
LARGE SOURCE PERMIT REGULATION	23.10	16.45	16.45	14.90	16.20	(.25)	(1.5%)
SMALL SOURCE PERMIT REGULATION	45.05	43.00	43.00	39.60	40.35	(2.65)	(6.2%)
TRIP REDUCTION	13.50	10.50	10.50	12.00	12.00	1.50	14.3%
VOL VEH REPAIR AND RETROFIT	1.50	1.50	1.50	-	-	(1.50)	(100.0%)
PROGRAM TOTAL	171.00	148.00	148.00	132.80	119.00	(29.00)	(19.6%)
DEPARTMENT TOTAL	205.00	180.25	180.25	152.00	142.60	(37.65)	(20.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	-	1.00	-	0.0%
Admin/Office Support Supv	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	6.00	6.00	6.00	3.00	7.00	1.00	16.7%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Atmospheric Science Pro	-	-	-	1.00	1.00	1.00	N/A
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Community Justice Coordinator	8.00	8.00	8.00	6.00	6.00	(2.00)	(25.0%)
Deputy Director	1.00	1.00	1.00	-	1.00	-	0.0%
Development Svcs Supervisor	1.00	-	-	1.00	1.00	1.00	N/A
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Associate	23.00	21.00	21.00	19.00	17.00	(4.00)	(19.0%)
Engineering Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Enforcement Spec	12.00	6.00	6.00	6.00	3.00	(3.00)	(50.0%)
Environmental Spclst Supv	10.00	10.00	10.00	10.00	7.00	(3.00)	(30.0%)
Environmental Specialist	70.00	60.00	60.00	53.00	41.00	(19.00)	(31.7%)
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%
Grant-Contract Administrator	1.00	1.00	1.00	-	.60	(.40)	(40.0%)
Human Resources Specialist	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Human Resources Support Supv	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Instrumentation Technician Air	12.00	12.00	12.00	11.00	13.00	1.00	8.3%
Management Analyst	2.00	2.00	2.00	1.00	2.00	-	0.0%
Management Assistant	-	-	-	-	1.00	1.00	N/A
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	12.00	8.00	8.00	4.00	2.00	(6.00)	(75.0%)
Office Assistant Specialized	12.00	13.00	13.00	10.00	11.00	(2.00)	(15.4%)
Operations/Program Manager	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Planner	7.00	8.00	8.00	8.00	8.00	-	0.0%
Planner - Senior	3.00	-	-	-	-	-	N/A
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Regression Modeler	-	1.00	1.00	-	-	(1.00)	(100.0%)
Trainer	1.00	.25	.25	-	-	(.25)	(100.0%)
Department Total	**205.00**	**180.25**	**180.25**	**152.00**	**142.60**	**(37.65)**	**(20.9%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
503 AIR QUALITY GRANT	25.00	22.00	22.00	23.00	24.60	2.60	11.8%
504 AIR QUALITY FEES	180.00	158.25	158.25	129.00	118.00	(40.25)	(25.4%)
Department Total	**205.00**	**180.25**	**180.25**	**152.00**	**142.60**	**(37.65)**	**(20.9%)**

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 and a reduction in force from FY 2010 to FY 2011. An additional reduction of 37.65 full-time equivalents from FY 2011 to FY 2012 is budgeted.

General Adjustments

General Fund (100)

Other Base Adjustments: The FY 2012 Operating budget includes a $763,350 adjustment for staff reallocations between the Non Departmental General Fund and the Air Quality General Fund. The FY

2012 Non Recurring Non Project budget includes a $609,945 adjustment for Air Quality monitoring equipment.

Air Quality Grant Fund (503)

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $31,612 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $9,593.

Other Base Adjustments: The FY 2012 Operating budget includes a $43,060 expenditure decrease for salary and benefits savings for the department, $988,247 decrease in revenue for grant reconciliation and a $986,392 decrease in expenditures for grant reconciliation.

Air Quality Fees Fund (504)

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $455,960 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $54,995.

Other Base Adjustments: The FY 2012 Operating budget includes a $2,087,110 decrease in revenue and $2,315,341 decrease in expenditures for decreases in demand for services. An expenditure decrease of $160,738 for salary and benefits savings for the department is also included in the Operating budget. The FY 2012 Non Recurring Non Project budget includes an increase of $743,320, which is for a $192,000 carry-over for completion of the Accela Information System project and $551,320 for the department's public relations contract and technology purchases.

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 they can effectively contribute to the attainment of the national ambient air quality standards. The Air Quality department recently updated its strategic plan for FY 2012.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of current, updated air monitoring information available on the internet every 60 minutes.	N/A	N/A	N/A	90.0%	N/A	N/A
For all major employer sites combined, the average percent, “Trip Rate for employees/students that use an alternative mode of commuting”.	N/A	N/A	N/A	25.0%	N/A	N/A
Percentage of major employer sites with a “Trip Rate for employees/students that use an alternative mode of commuting”, of 40% or higher.	N/A	N/A	N/A	8.2%	N/A	N/A
Percentage of permit actions completed within the Department’s timeliness standards.	N/A	N/A	N/A	87.5%	N/A	N/A
Percentage of large source inspections in compliance.	N/A	N/A	N/A	43.3%	N/A	N/A
Percentage of non-title V permit action requests completed within the Department's timeliness standards.	N/A	N/A	N/A	89.9%	N/A	N/A
Percentage of general permit action requests completed within the Department's timeliness standards.	N/A	N/A	N/A	90.7%	N/A	N/A
Percentage of small source inspections in compliance.	N/A	N/A	N/A	71.8%	N/A	N/A
Percentage of small source enforcement cases resolved in 60 days.	N/A	N/A	N/A	39.9%	N/A	N/A
Percentage of dust control inspections in compliance.	N/A	N/A	N/A	83.0%	N/A	N/A
Percentage of dust control enforcement cases resolved in 60 days.	N/A	N/A	N/A	53.3%	N/A	N/A
Percent of contacts from media sources responded to within four hours.	N/A	N/A	N/A	64.4%	N/A	N/A
Percent of requests for information from media sources responded to within 20 business hours.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Air Quality Public Information
- Air Quality Monitoring
- Dust Control Permit Regulation
- Large Source Permit Regulation
- Small Source Permit Regulation
- Trip Reduction
- Voluntary Vehicle Repair and Retrofit

Air Quality Public Information Activity

The purpose of the Air Quality Public Information Activity is to provide education and information, to the stakeholders, residents and sources of air pollution in Maricopa County so they can be aware of important air quality developments, reduce air pollution and operate in compliance with air quality rules and regulations.

Mandates: This activity is not mandated.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of contacts from media sources responded to within four hours.	N/A	N/A	N/A	64.4%	N/A	N/A
Result	Percent of requests for information from media sources responded to within 20 business hours.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Total Number of responses to requests for information from media sources.	N/A	N/A	N/A	45	N/A	N/A
Demand	Total Number of requests for information from media sources.	N/A	N/A	N/A	45	N/A	N/A
Efficiency	Total Public Information Office Expenditure per response to requests for information from media sources.	N/A	N/A	N/A	$ 9,161.60	N/A	N/A
Expenditure							
	504 - AIR QUALITY FEES	$ -	$ -	$ -	$ 412,272	$ (412,272)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 412,272	$ (412,272)	N/A

Activity Narrative: The Air Quality Public Information Activity is new for FY 2012 and the budget supports the Department in meeting 100% of the demand.

Air Quality Monitoring Activity

The purpose of the Air Quality Monitoring Activity is to provide timely air quality monitoring information to residents of Maricopa County so they can have accurate and complete information to plan daily activities.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of current, updated air monitoring information available on the internet every 60 minutes.	N/A	N/A	N/A	90.0%	N/A	N/A
Output	Number of reports provided on the internet every 60 minutes.	N/A	N/A	N/A	7,884	N/A	N/A
Demand	Number of reports required on the internet every 60 minutes.	N/A	N/A	N/A	8,760	N/A	N/A
Efficiency	Total Air Monitoring Activity Expenditure per number of reports provided on the internet every 60 minutes.	N/A	N/A	N/A	$ 279.89	N/A	N/A
Revenue							
	503 - AIR QUALITY GRANT	$ 660,164	$ 583,425	$ 411,264	$ 530,000	$ (53,425)	-9.2%
	TOTAL SOURCES	$ 660,164	$ 583,425	$ 411,264	$ 530,000	$ (53,425)	-9.2%
Expenditure							
	100 - GENERAL	$ -	$ 1,397,075	$ 1,397,075	$ 1,373,295	$ 23,780	1.7%
	503 - AIR QUALITY GRANT	700,648	570,878	554,017	518,060	52,818	9.3%
	504 - AIR QUALITY FEES	1,342,452	848,840	695,343	315,311	533,529	62.9%
	TOTAL USES	$ 2,043,100	$ 2,816,793	$ 2,646,435	$ 2,206,666	$ 610,127	21.7%

Activity Narrative: The Air Quality Monitoring Activity existed in previous years, however, the measures have changed in FY 2012. The FY 2012 budget supports the Department in meeting 90% of the demand. Financial variances are due to restructuring of the strategic plan and reorganization of the department, which will reallocate resources and incorporate process improvements. The fees collected by the Department are restricted from covering the full cost of monitoring. Additionally, the Air Quality Grant Fund has not received enough resources to cover the remaining activities, therefore, in FY 2011 the General Fund began providing the assistance required from Non Departmental for these necessary services.

Dust Control Permit Regulation Activity

The purpose of the Dust Control Permit Regulation Activity is to provide regulatory services to Dust Control Permitted sources so they can have timely information needed to stay in compliance with air quality 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of dust control inspections in compliance.	N/A	N/A	N/A	83.0%	N/A	N/A
Result	Percentage of dust control enforcement cases resolved in 60 days.	N/A	N/A	N/A	53.3%	N/A	N/A
Output	Number of dust control compliance inspections completed.	N/A	N/A	N/A	8,000	N/A	N/A
Output	Number of dust control enforcement cases resolved.	N/A	N/A	N/A	180	N/A	N/A
Demand	Number of dust control compliance inspections required.	N/A	N/A	N/A	7,656	N/A	N/A
Demand	Number of dust control enforcement cases received that require resolution.	N/A	N/A	N/A	198	N/A	N/A
Efficiency	Total Dust Control Permit Regulation Expenditure per inspections completed.	N/A	N/A	N/A	$ 294.10	N/A	N/A
Revenue							
	503 - AIR QUALITY GRANT	$ 949,728	$ 1,030,047	$ 679,057	$ 1,000,000	$ (30,047)	-2.9%
	504 - AIR QUALITY FEES	3,080,165	4,767,889	3,798,798	3,580,188	(1,187,701)	-24.9%
	TOTAL SOURCES	$ 4,029,893	$ 5,797,936	$ 4,477,855	$ 4,580,188	$ (1,217,748)	-21.0%
Expenditure							
	503 - AIR QUALITY GRANT	$ 967,285	$ 1,010,955	$ 852,888	$ 925,947	$ 85,008	8.4%
	504 - AIR QUALITY FEES	2,720,218	2,727,288	1,962,849	1,426,872	1,300,416	47.7%
	TOTAL USES	$ 3,687,503	$ 3,738,243	$ 2,815,737	$ 2,352,819	$ 1,385,424	37.1%

Activity Narrative: The Dust Control Permit Regulation Activity and measurements are new in FY 2012. Previous years of revenues and expenditures shown were mapped to this activity from the Dust Control Permit Compliance and Dust Control Enforcement Activities. Financial variances are due to the significant drop in construction creating a large decrease for demand in this area.

Large Source Permit Regulation Activity

The purpose of the Large Source Permit Regulation Activity is to provide regulatory services to Large Source Permitted sources so they can have timely information needed to stay in compliance with air quality 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of permit actions completed within the Department's timeliness standards.	N/A	N/A	N/A	87.5%	N/A	N/A
Result	Percentage of large source inspections in compliance.	N/A	N/A	N/A	43.3%	N/A	N/A
Output	Number of completed large source (Title V) permit actions provided.	N/A	N/A	N/A	8	N/A	N/A
Output	Number of large source compliance inspections completed.	N/A	N/A	N/A	30	N/A	N/A
Demand	Number of requests for Title V permit actions.	N/A	N/A	N/A	8	N/A	N/A
Demand	Number of large sources compliance inspections required.	N/A	N/A	N/A	35	N/A	N/A
Efficiency	Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided.	N/A	N/A	N/A	$ 183,569.25	N/A	N/A
Revenue							
	504 - AIR QUALITY FEES	$ 1,558,698	$ 2,357,752	$ 1,381,081	$ 1,576,944	$ (780,808)	-33.1%
	TOTAL SOURCES	$ 1,558,698	$ 2,357,752	$ 1,381,081	$ 1,576,944	$ (780,808)	-33.1%
Expenditure							
	504 - AIR QUALITY FEES	$ 1,249,315	$ 1,102,463	$ 1,295,886	$ 1,468,554	$ (366,091)	-33.2%
	TOTAL USES	$ 1,249,315	$ 1,102,463	$ 1,295,886	$ 1,468,554	$ (366,091)	-33.2%

Activity Narrative: The Large Source Permit Regulation Activity and measurements are new in FY 2012. Previous years of revenues and expenditures shown were mapped to this activity from the Large Source Permit Review, Large Source Permit Compliance and Large Source Permit Enforcement Activities. Financial variances are due to restructuring of the strategic plan and reorganization of the department, which will reallocate resources and incorporate process improvements.

Small Source Permit Regulation Activity

The purpose of the Small Source Permit Regulation Activity is to provide regulatory services to Small Source Permitted sources so they can have timely information needed to stay in compliance with air quality 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards.	N/A	N/A	N/A	89.9%	N/A	N/A
Result	Percentage of general permit action requests completed within the Department's timeliness standards.	N/A	N/A	N/A	90.7%	N/A	N/A
Result	Percentage of small source inspections in compliance.	N/A	N/A	N/A	71.8%	N/A	N/A
Result	Percentage of small source enforcement cases resolved in 60 days.	N/A	N/A	N/A	39.9%	N/A	N/A
Output	Number of small source non-Title V permit actions provided.	N/A	N/A	N/A	632	N/A	N/A
Output	Number of small source general permit actions provided.	N/A	N/A	N/A	172	N/A	N/A
Output	Number of small source compliance inspections completed.	N/A	N/A	N/A	2,072	N/A	N/A
Output	Number of small source enforcement cases resolved.	N/A	N/A	N/A	632	N/A	N/A
Demand	Number of new requests for small source non-Title V permit actions.	N/A	N/A	N/A	632	N/A	N/A
Demand	Number of small source compliance inspections required.	N/A	N/A	N/A	2,766	N/A	N/A
Demand	Number of new small source enforcement cases requiring resolution.	N/A	N/A	N/A	718	N/A	N/A
Demand	Number of new requests for small source general permit actions.	N/A	N/A	N/A	172	N/A	N/A
Efficiency	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided.	N/A	N/A	N/A	$ 4,459.42	N/A	N/A
Revenue							
	504 - AIR QUALITY FEES	$ 5,843,524	$ 5,886,442	$ 5,936,403	$ 5,676,588	$ (209,854)	-3.6%
	TOTAL SOURCES	$ 5,843,524	$ 5,886,442	$ 5,936,403	$ 5,676,588	$ (209,854)	-3.6%
Expenditure							
	504 - AIR QUALITY FEES	$ 3,457,919	$ 2,900,851	$ 3,149,376	$ 2,818,356	$ 82,495	2.8%
	TOTAL USES	$ 3,457,919	$ 2,900,851	$ 3,149,376	$ 2,818,356	$ 82,495	2.8%

Activity Narrative: The Small Source Permit Regulation Activity and measurements are new in FY 2012. Previous years of revenues and expenditures shown were mapped to this activity from the Small Source Permit Review, Small Source Permit Compliance and Small Source Permit Enforcement Activities. Financial variances are due to restructuring of the strategic plan and reorganization of the department, which will reallocate resources and incorporate process improvements.

Trip Reduction Activity

The purpose of the Trip Reduction Activity is to provide educational services and compliance assistance on strategically incentivized annual Trip Reduction Plans to major employers so they can promote alternative modes of commuting and reduce air pollution.

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

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting".	N/A	N/A	N/A	25.0%	N/A	N/A
Result	Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	N/A	N/A	N/A	8.2%	N/A	N/A
Output	Number of major employer sites that received Trip Reduction Program services	3,045	3,135	3,135	3,100	(35)	-1.1%
Demand	Number of major employer sites requesting Trip Reduction Program services	3,045	3,135	3,135	3,100	(35)	-1.1%
Efficiency	Total Trip Reduction Program Expenditure per major employer site that received Trip Reduction Program services	$ 476.20	$ 551.53	$ 453.04	$ 494.85	$ 56.68	10.3%
Revenue							
	503 - AIR QUALITY GRANT	$ 1,453,751	$ 1,858,575	$ 1,522,656	$ 1,588,800	$ (269,775)	-14.5%
	TOTAL SOURCES	$ 1,453,751	$ 1,858,575	$ 1,522,656	$ 1,588,800	$ (269,775)	-14.5%
Expenditure							
	503 - AIR QUALITY GRANT	$ 1,450,039	$ 1,729,048	$ 1,420,268	$ 1,534,031	$ 195,017	11.3%
	TOTAL USES	$ 1,450,039	$ 1,729,048	$ 1,420,268	$ 1,534,031	$ 195,017	11.3%

Activity Narrative: The Trip Reduction Activity existed in previous years, however, the measures have changed in FY 2012 and the budget supports the Department in meeting 100% of the demand. Financial variances are due to reallocating resources and incorporating process improvements.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Maricopa County Voluntary Vehicle Repair & Retrofit Program applicants receiving monetary assistance for vehicle emission repair services.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number Maricopa County citizens receiving monetary assistance for Voluntary Vehicle Repair & Retrofit Program vehicle emission repair services.	625	1,150	1,172	N/A	N/A	N/A
Demand	Number Maricopa County citizens requesting monetary assistance for Voluntary Vehicle Repair & Retrofit Program vehicle emission repair services.	840	1,150	1,172	-	(1,150)	-100.0%
Efficiency	Total Voluntary Vehicle Repair & Retrofit Activity Expenditure per number of Maricopa County citizens receiving monetary assistance for Voluntary Vehicle Repair & Retrofit Program vehicle emission repair services.	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	503 - AIR QUALITY GRANT	$ 474,526	$ 725,000	$ 678,181	$ -	$ (725,000)	-100.0%
	TOTAL SOURCES	$ 474,526	$ 725,000	$ 678,181	$ -	$ (725,000)	-100.0%
Expenditure							
	503 - AIR QUALITY GRANT	$ 386,581	$ 723,258	$ 379,263	$ -	$ 723,258	100.0%
	TOTAL USES	$ 386,581	$ 723,258	$ 379,263	$ -	$ 723,258	100.0%

Activity Narrative: The FY 2012 budget does not include revenues or expenditures as there is no continuing funding source and as a result this Activity will be suspended. The department is leaving this Activity in place for FY 2012 in hopes that funding will be identified from grantors.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 763,350**	**$ -**
Reallocation Between Depts		*763,350*	-
FY 2012 Budget Target		**$ 763,350**	**$ -**
FY 2012 Adopted Budget		**$ 763,350**	**$ -**
Percent Change from Target Amount		*0.0%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ (952,675)**	**$ -**
Other Base Adjustments		*(952,675)*	-
Non Recurring		**$ 952,675**	**$ -**
Other Non-Recurring		*952,675*	-
Equipment funded in Non Departmental in FY 2011	*$ 952,675*		
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 609,945**	**$ -**
Other Non-Recurring		*609,945*	-
Air Quality Monitoring Equipment	*$ 609,945*		
FY 2012 Adopted Budget		**$ 609,945**	**$ -**

Air Quality Grant Fund (503)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 4,107,047**	**$ 4,107,047**
FY 2011 Revised Budget			**$ 4,107,047**	**$ 4,107,047**
FY 2012 Budget Target			**$ 4,107,047**	**$ 4,107,047**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 41,205**	**$ -**
Emp Health Dental Prem Realloc			*31,612*	*-*
Retirement Contributions			*9,593*	*-*
Base Adjustments			**$ (43,060)**	**$ -**
Personnel Savings			*(43,060)*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (986,392)**	**$ (988,247)**
Grant Reconciliation			*(986,392)*	*(988,247)*
FY 2012 Adopted Budget			**$ 3,118,800**	**$ 3,118,800**
Percent Change from Target Amount			*-24.1%*	*-24.1%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 74,682**	**$ 74,682**
Honeywell Aerospace Grant	*C-85-11-016-G-00*		*74,682*	*74,682*
Intergovernmental Agreements			**$ 90,000**	**$ 90,000**
MAG Air Quality Data Acq System	*C-20-11-048-G-00*		*90,000*	*90,000*
FY 2011 Revised Budget			**$ 164,682**	**$ 164,682**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (74,682)**	**$ (74,682)**
Honeywell Aerospace Grant	*C-85-11-016-G-00*		*(74,682)*	*(74,682)*
Intergovernmental Agreements			**$ (90,000)**	**$ (90,000)**
MAG Air Quality Data Acq System	*C-20-11-048-G-00*		*(90,000)*	*(90,000)*
FY 2012 Tentative Budget			**$ -**	**$ -**
Adjustments:				
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 74,682**	**$ -**
Grant Reconciliation			*74,682*	*-*
Honeywell Aerospace Grant		*$ 74,682*		
FY 2012 Adopted Budget			**$ 74,682**	**$ -**

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (162,154)	$ (283,984)	$ (283,984)	$ (106,492)	$ (106,492)
Sources:					
Operating	$ 3,538,169	$ 4,107,047	$ 4,107,047	$ 3,288,504	$ 3,118,800
Non-Recurring	-	-	164,682	74,682	-
Total Sources:	$ 3,538,169	$ 4,107,047	$ 4,271,729	$ 3,363,186	$ 3,118,800
Uses:					
Operating	$ 3,549,865	$ 4,107,047	$ 4,107,047	$ 3,288,504	$ 3,118,800
Non-Recurring	10,825	-	164,682	74,682	74,682
Total Uses:	$ 3,560,690	$ 4,107,047	$ 4,271,729	$ 3,363,186	$ 3,193,482
Structural Balance	$ (11,696)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 78,183	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	$ (106,492)	$ (283,984)	$ (283,984)	$ (106,492)	$ (181,174)
Total Ending Spendable Fund Balance	$ (106,492)	$ (283,984)	$ (283,984)	$ (106,492)	$ (181,174)

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 2011 Adopted Budget		**$ 12,812,844**	**$ 12,934,830**
FY 2011 Revised Budget		**$ 12,812,844**	**$ 12,934,830**
FY 2012 Budget Target		**$ 12,812,844**	**$ 12,934,830**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 510,955**	**$ -**
Emp Health Dental Prem Realloc		*455,960*	*-*
Retirement Contributions		*54,995*	*-*
Base Adjustments		**$ (160,738)**	**$ -**
Personnel Savings		*(160,738)*	*-*
Fees and Other Revenues		**$ (2,315,341)**	**$ (2,087,110)**
ProgRevenue Volume Inc/Dec		*(2,315,341)*	*(2,087,110)*
FY 2012 Adopted Budget		**$ 10,847,720**	**$ 10,847,720**
Percent Change from Target Amount		*-15.3%*	*-16.1%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 738,000**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 15,462**	**$ 197,234**
Vehicle Air Quality to Parks	*C-30-11-035-V-00*	*-*	*65,188*
ASRS PEHPEP Liability	*C-49-11-013-M-00*	*15,462*	*-*
Vehicles from PD and Air Qual	*C-49-11-042-2-00*	*-*	*96,413*
Vehicles AQ to Sheriff	*C-74-11-005-V-00*	*-*	*12,000*
Vehicle Air Qual to Env Svcs 3	*C-88-11-006-V-00*	*-*	*5,435*
Vehicle Air Qual to Pub Wks SW	*C-91-11-175-V-00*	*-*	*18,198*
FY 2011 Revised Budget		**$ 753,462**	**$ 197,234**
Adjustments:	Agenda Item:		
Non Recurring		**$ (753,462)**	**$ (197,234)**
Vehicle Air Quality to Parks	*C-30-11-035-V-00*	*-*	*(65,188)*
ASRS PEHPEP Liability	*C-49-11-013-M-00*	*(15,462)*	*-*
Vehicles from PD and Air Qual	*C-49-11-042-2-00*	*-*	*(96,413)*
Vehicles AQ to Sheriff	*C-74-11-005-V-00*	*-*	*(12,000)*
Vehicle Air Qual to Env Svcs 3	*C-88-11-006-V-00*	*-*	*(5,435)*
Vehicle Air Qual to Pub Wks SW	*C-91-11-175-V-00*	*-*	*(18,198)*
Other Non-Recurring		*(738,000)*	*-*
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 743,320**	**$ -**
Other Non-Recurring		*743,320*	*-*
Accela Information System Project	*$ 192,000*		
Public Relations Contract & Technology Purchases	*551,320*		
FY 2012 Adopted Budget		**$ 743,320**	**$ -**

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 5,947,406	$ 1,320,941	$ 1,320,941	$ 2,144,395	$ 1,816,856
Sources:					
Operating	$ 10,427,901	$ 12,934,830	$ 12,934,830	$ 11,060,909	$ 10,847,720
Non-Recurring	163,034	-	197,234	185,234	-
Total Sources:	$ 10,590,935	$ 12,934,830	$ 13,132,064	$ 11,246,143	$ 10,847,720
Uses:					
Operating	$ 13,249,584	$ 12,812,844	$ 12,812,844	$ 11,503,151	$ 10,847,720
Non-Recurring	1,144,357	738,000	753,462	70,531	743,320
Total Uses:	$ 14,393,941	$ 13,550,844	$ 13,566,306	$ 11,573,682	$ 11,591,040
Structural Balance	$ (2,821,683)	$ 121,986	$ 121,986	$ (442,242)	$ -
Accounting Adjustments	$ (5)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,144,395	$ 704,927	$ 886,699	$ 1,816,856	$ 1,073,536
Total Ending Spendable Fund Balance	$ 2,144,395	$ 704,927	$ 886,699	$ 1,816,856	$ 1,073,536

Animal Care and Control

Analysis by Mark Mason, Senior Management and Budget Analyst

Summary

Mission

The mission of the Animal Care & Control Department (MCACC) is to promote and protect the health, safety and welfare of people and pets in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

Vision

Animal Care and Control strives to reduce the dangers and nuisances caused by irresponsible pet ownership and to protect pets from abuse, neglect, and homelessness.

Strategic Goals

Safe Communities

By June 2012, increase dog licensing compliance to 45% from 39% in FY 2009.

Status: The number of licenses sold through the first six months of FY 2011 is 2.3% more than the number sold in the first six months of fiscal year FY 2010. Compliance calculations will be made when the 2010 census information is released. The Department continues to actively seek ways to reduce barriers to licensing through internet licensing options and licensing through veterinarian's offices.

Safe Communities

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

Status: In FY 2010 the Department was able to sterilize 13,333 pets in "vulnerable" neighborhoods through the Uno por Uno Program and the Maricopa County Spay/Neuter Assistance Program (MCSNAP). The Department provided 5,992 surgeries though January 2011 and is on track to perform well over 10,000 surgeries in FY 2011.

Department Specific

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 "healthy adoptable" pets. In FY 2010 the Department saved 60% of "treatable and manageable" pets. For FY 2011 through January, the save rate for "treatable and manageable" pets is 67%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 3,249,845	$ 3,279,717	$ 3,279,717	$ 3,339,363	$ 3,482,188	$ 202,471	6.2%
79AC - ANIMAL CONTROL	$ 3,249,845	$ 3,279,717	$ 3,279,717	$ 3,339,363	$ 3,482,188	$ 202,471	6.2%
PETA - PET ADOPTION	$ 2,091,252	$ 2,094,828	$ 2,094,828	$ 2,160,429	$ 2,463,281	$ 368,453	17.6%
79AP - PET ADOPTION	$ 2,091,252	$ 2,094,828	$ 2,094,828	$ 2,160,429	$ 2,463,281	$ 368,453	17.6%
DOGL - DOG LICENSING	$ 6,586,284	$ 8,670,544	$ 8,670,544	$ 6,232,748	$ 7,084,587	$ (1,585,957)	-18.3%
79PL - PET LICENSING	$ 6,586,284	$ 8,670,544	$ 8,670,544	$ 6,232,748	$ 7,084,587	$ (1,585,957)	-18.3%
LCSN - LOW COST SPAY NEUTER	$ 1,333,992	$ 1,472,785	$ 1,472,785	$ 1,393,377	$ 1,151,137	$ (321,648)	-21.8%
79SN - ANIMAL WELFARE SAFETY NET	$ 1,333,992	$ 1,472,785	$ 1,472,785	$ 1,393,377	$ 1,151,137	$ (321,648)	-21.8%
GGOV - GENERAL GOVERNMENT	$ 162,032	$ -	$ -	$ 39,661	$ 82,188	$ 82,188	N/A
99GV - GENERAL GOVERNMENT	$ 162,032	$ -	$ -	$ 39,661	$ 82,188	$ 82,188	N/A
TOTAL PROGRAMS	**$ 13,423,405**	**$ 15,517,874**	**$ 15,517,874**	**$ 13,165,578**	**$ 14,263,381**	**$ (1,254,493)**	**-8.1%**
USES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 2,673,917	$ 3,120,825	$ 3,120,825	$ 2,823,726	$ 3,129,072	$ (8,247)	-0.3%
79AC - ANIMAL CONTROL	$ 2,673,917	$ 3,120,825	$ 3,120,825	$ 2,823,726	$ 3,129,072	$ (8,247)	-0.3%
PETA - PET ADOPTION	$ 4,702,578	$ 5,199,271	$ 5,199,277	$ 4,079,867	$ 4,838,815	$ 360,462	6.9%
79AP - PET ADOPTION	$ 4,702,578	$ 5,199,271	$ 5,199,277	$ 4,079,867	$ 4,838,815	$ 360,462	6.9%
DOGL - DOG LICENSING	$ 1,737,640	$ 2,475,541	$ 2,475,541	$ 1,810,139	$ 2,092,002	$ 383,539	15.5%
79PL - PET LICENSING	$ 1,737,640	$ 2,475,541	$ 2,475,541	$ 1,810,139	$ 2,092,002	$ 383,539	15.5%
LCSN - LOW COST SPAY NEUTER	$ 1,281,777	$ 1,465,527	$ 1,465,527	$ 988,106	$ 1,577,282	$ (111,755)	-7.6%
79SN - ANIMAL WELFARE SAFETY NET	$ 1,281,777	$ 1,465,527	$ 1,465,527	$ 988,106	$ 1,577,282	$ (111,755)	-7.6%
BDGT - BUDGETING	$ 75,999	$ 62,404	$ 62,405	$ 95,390	$ 64,054	$ (1,649)	-2.6%
FSAC - FINANCIAL SERVICES	85,189	91,680	91,680	62,089	1,234,159	(1,142,479)	-1246.2%
HRAC - HUMAN RESOURCES	61,852	61,329	61,329	60,360	62,972	(1,643)	-2.7%
ODIR - EXECUTIVE MANAGEMENT	614,447	776,917	849,814	763,425	665,482	184,332	21.7%
PROC - PROCUREMENT	60,585	58,481	58,481	61,040	60,094	(1,613)	-2.8%
99AS - ADMINISTRATIVE SERVICES	$ 898,072	$ 1,050,811	$ 1,123,709	$ 1,042,304	$ 2,086,761	$ (963,052)	-85.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 769,740	$ 809,812	$ 809,812	$ 809,812	$ 864,722	$ (54,910)	-6.8%
GGOV - GENERAL GOVERNMENT	1,153,717	1,139,914	1,139,914	1,139,914	-	1,139,914	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	172,168	182,283	182,283	180,941	182,283	-	0.0%
99GV - GENERAL GOVERNMENT	$ 2,095,625	$ 2,132,009	$ 2,132,009	$ 2,130,667	$ 1,047,005	$ 1,085,004	50.9%
DESK - DESKTOP SUPPORT	$ 77,177	$ 78,129	$ 78,127	$ 80,334	$ 79,814	$ (1,687)	-2.2%
99IT - INFORMATION TECHNOLOGY	$ 77,177	$ 78,129	$ 78,127	$ 80,334	$ 79,814	$ (1,687)	-2.2%
TOTAL PROGRAMS	**$ 13,466,786**	**$ 15,522,113**	**$ 15,595,015**	**$ 12,955,143**	**$ 14,850,751**	**$ 744,264**	**4.8%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 6,586,284	$ 8,520,544	$ 8,520,544	$ 6,182,748	$ 7,084,587	$ (1,435,957)	-16.9%
SUBTOTAL	$ 6,586,284	$ 8,520,544	$ 8,520,544	$ 6,182,748	$ 7,084,587	$ (1,435,957)	-16.9%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,288,896	$ 3,345,189	$ 3,345,189	$ 3,397,335	$ 3,478,154	$ 132,965	4.0%
0635 - OTHER CHARGES FOR SERVICES	2,033,195	1,998,198	1,998,198	2,082,799	2,459,397	461,199	23.1%
SUBTOTAL	$ 5,322,091	$ 5,343,387	$ 5,343,387	$ 5,480,134	$ 5,937,551	$ 594,164	11.1%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,575	$ 4,172	$ 4,172	$ 3,740	$ 4,034	$ (138)	-3.3%
SUBTOTAL	$ 4,575	$ 4,172	$ 4,172	$ 3,740	$ 4,034	$ (138)	-3.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 89,899	$ 158,000	$ 158,000	$ 92,325	$ 92,888	$ (65,112)	-41.2%
0650 - MISCELLANEOUS REVENUE	1,348,423	1,491,771	1,491,771	1,406,631	1,144,321	(347,450)	-23.3%
SUBTOTAL	$ 1,438,322	$ 1,649,771	$ 1,649,771	$ 1,498,956	$ 1,237,209	$ (412,562)	-25.0%
ALL REVENUES	$ 13,351,272	$ 15,517,874	$ 15,517,874	$ 13,165,578	$ 14,263,381	$ (1,254,493)	-8.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 72,133	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 72,133	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 13,423,405	$ 15,517,874	$ 15,517,874	$ 13,165,578	$ 14,263,381	$ (1,254,493)	-8.1%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,559,037	$ 5,784,167	$ 5,784,167	$ 5,516,390	$ 5,863,234	$ (79,067)	-1.4%
0705 - TEMPORARY PAY	3,769	-	-	-	-	-	N/A
0710 - OVERTIME	58,042	185,383	185,383	119,949	71,565	113,818	61.4%
0750 - FRINGE BENEFITS	2,102,116	2,381,541	2,381,541	2,274,081	2,646,473	(264,932)	-11.1%
0790 - OTHER PERSONNEL SERVICES	55,522	88,512	88,512	86,845	58,022	30,490	34.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(465,967)	(471,761)	(471,761)	(473,312)	(473,201)	1,440	0.3%
0796 - PERSONNEL SERVICES ALLOC-IN	465,974	471,761	471,761	471,793	471,761	-	0.0%
SUBTOTAL	$ 7,778,493	$ 8,439,603	$ 8,439,603	$ 7,995,746	$ 8,637,854	$ (198,251)	-2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 278,897	$ 278,984	$ 278,984	$ 286,154	$ 179,276	$ 99,708	35.7%
0802 - MEDICAL SUPPLIES	442,890	646,879	646,879	311,833	411,516	235,363	36.4%
0803 - FUEL	152,457	159,204	159,204	164,056	139,382	19,822	12.5%
0804 - NON-CAPITAL EQUIPMENT	1,504	1,500	1,500	37,437	51,338	(49,838)	-3322.5%
0805 - SUPPLIES-ALLOCATION OUT	(8,604)	(7,344)	(7,344)	(7,344)	(7,344)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	8,604	7,344	7,344	7,344	12,504	(5,160)	-70.3%
SUBTOTAL	$ 875,748	$ 1,086,567	$ 1,086,567	$ 799,480	$ 786,672	$ 299,895	27.6%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 863,992	$ 1,145,489	$ 1,145,489	$ 701,912	$ 1,160,972	$ (15,483)	-1.4%
0812 - OTHER SERVICES	814,988	1,290,137	1,290,137	335,117	1,034,501	255,636	19.8%
0820 - RENT & OPERATING LEASES	18,920	18,211	18,211	22,325	19,798	(1,587)	-8.7%
0825 - REPAIRS AND MAINTENANCE	77,587	76,477	76,477	69,271	74,735	1,742	2.3%
0839 - INTERNAL SERVICE CHARGES	455,753	496,533	496,533	488,492	1,408,717	(912,184)	-183.7%
0841 - TRAVEL	9,617	6,000	6,000	10,076	14,532	(8,532)	-142.2%
0842 - EDUCATION AND TRAINING	1,960	14,494	14,494	7,126	11,534	2,960	20.4%
0843 - POSTAGE/FREIGHT/SHIPPING	173,200	343,387	343,387	87,933	167,005	176,382	51.4%
0850 - UTILITIES	311,204	212,341	212,341	270,050	275,712	(63,371)	-29.8%
0872 - SERVICES-ALLOCATION OUT	(33,720)	(36,936)	(36,936)	(36,977)	(37,860)	924	2.5%
0873 - SERVICES-ALLOCATION IN	33,720	36,936	36,936	36,936	37,860	(924)	-2.5%
SUBTOTAL	$ 2,727,221	$ 3,603,069	$ 3,603,069	$ 1,992,261	$ 4,167,506	$ (564,437)	-15.7%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ 131,321	$ 412,750	$ 412,750	$ 115,269	$ 116,000	$ 296,750	71.9%
0950 - DEBT SERVICE	30,546	12,715	12,715	12,076	2,160	10,555	83.0%
0955 - CAPITAL-ALLOCATION OUT	(3,756)	(9,504)	(9,504)	(9,504)	-	(9,504)	-100.0%
0956 - CAPITAL-ALLOCATION IN	3,756	9,504	9,504	9,504	-	9,504	100.0%
SUBTOTAL	$ 161,867	$ 425,465	$ 425,465	$ 127,345	$ 118,160	$ 307,305	72.2%
ALL EXPENDITURES	$ 11,543,329	$ 13,554,704	$ 13,554,704	$ 10,914,832	$ 13,710,192	$ (155,488)	-1.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,923,457	$ 1,967,409	$ 2,040,311	$ 2,040,311	$ 1,140,559	$ 899,752	44.1%
ALL OTHER FINANCING USES	$ 1,923,457	$ 1,967,409	$ 2,040,311	$ 2,040,311	$ 1,140,559	$ 899,752	44.1%
TOTAL USES	$ 13,466,786	$ 15,522,113	$ 15,595,015	$ 12,955,143	$ 14,850,751	$ 744,264	4.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,385,410	$ 1,572,785	$ 1,572,785	$ 1,435,314	$ 1,387,617	$ (185,168)	-11.8%
NON-RECURRING	72,133	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 1,457,543	$ 1,572,785	$ 1,572,785	$ 1,435,314	$ 1,387,617	$ (185,168)	-11.8%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 8,698,394	$ 10,649,387	$ 10,649,387	$ 8,367,809	$ 9,361,383	$ (1,288,004)	-12.1%
FUND TOTAL SOURCES	$ 8,698,394	$ 10,649,387	$ 10,649,387	$ 8,367,809	$ 9,361,383	$ (1,288,004)	-12.1%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,267,468	$ 3,295,702	$ 3,295,702	$ 3,362,455	$ 3,514,381	$ 218,679	6.6%
FUND TOTAL SOURCES	$ 3,267,468	$ 3,295,702	$ 3,295,702	$ 3,362,455	$ 3,514,381	$ 218,679	6.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,351,272	$ 15,517,874	$ 15,517,874	$ 13,165,578	$ 14,263,381	$ (1,254,493)	-8.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 72,133	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 13,423,405	$ 15,517,874	$ 15,517,874	$ 13,165,578	$ 14,263,381	$ (1,254,493)	-8.1%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 257,902	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ -	0.0%
FUND TOTAL USES	$ 257,902	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ -	0.0%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,398,259	$ 1,572,785	$ 1,572,785	$ 1,100,472	$ 1,387,617	$ 185,168	11.8%
NON-RECURRING	-	-	-	-	300,000	(300,000)	N/A
FUND TOTAL USES	$ 1,398,259	$ 1,572,785	$ 1,572,785	$ 1,100,472	$ 1,687,617	$ (114,832)	-7.3%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 8,687,243	$ 9,965,290	$ 9,965,290	$ 8,293,075	$ 9,358,200	$ 607,090	6.1%
NON-RECURRING	50,755	205,433	278,335	90,585	-	278,335	100.0%
FUND TOTAL USES	$ 8,737,998	$ 10,170,723	$ 10,243,625	$ 8,383,660	$ 9,358,200	$ 885,425	8.6%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,051,249	$ 3,295,702	$ 3,295,702	$ 3,097,839	$ 3,431,031	$ (135,329)	-4.1%
NON-RECURRING	21,378	225,000	225,000	115,269	116,000	109,000	48.4%
FUND TOTAL USES	$ 3,072,627	$ 3,520,702	$ 3,520,702	$ 3,213,108	$ 3,547,031	$ (26,329)	-0.7%
DEPARTMENT OPERATING TOTAL USES	$ 13,394,653	$ 15,091,680	$ 15,091,680	$ 12,749,289	$ 14,434,751	$ 656,929	4.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 72,133	$ 430,433	$ 503,335	$ 205,854	$ 416,000	$ 87,335	17.4%
DEPARTMENT TOTAL USES	$ 13,466,786	$ 15,522,113	$ 15,595,015	$ 12,955,143	$ 14,850,751	$ 744,264	4.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	7.00	7.00	7.00	7.00	7.00	-	0.0%
FINANCIAL SERVICES	2.00	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	12.00	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	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	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	78.00	78.00	78.00	79.00	79.00	1.00	1.3%
PROGRAM TOTAL	78.00	78.00	78.00	79.00	79.00	1.00	1.3%
PET LICENSING							
DOG LICENSING	21.00	21.00	21.00	21.00	21.00	-	0.0%
PROGRAM TOTAL	21.00	21.00	21.00	21.00	21.00	-	0.0%
DEPARTMENT TOTAL	168.00	168.00	168.00	169.00	169.00	1.00	0.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	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	1.00	-	0.0%
Animal Care Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	39.00	39.00	39.00	39.00	39.00	-	0.0%
Animal Control Officer	39.00	39.00	39.00	39.00	39.00	-	0.0%
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	12.00	12.00	12.00	13.00	13.00	1.00	8.3%
Assistant County Manager	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%
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%
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	1.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	41.00	39.00	39.00	39.00	39.00	-	0.0%
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	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	1.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	2.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**168.00**	**168.00**	**168.00**	**169.00**	**169.00**	**1.00**	**0.6%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
572 ANIMAL CONTROL LICENSE SHELTER	110.00	110.00	110.00	111.00	111.00	1.00	0.9%
573 ANIMAL CONTROL GRANTS	6.00	6.00	6.00	6.00	6.00	-	0.0%
574 ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total	**168.00**	**168.00**	**168.00**	**169.00**	**169.00**	**1.00**	**0.6%**

General Adjustments

Base Adjustments:

Animal Control License/Shelter Fund (572)

- Increase Regular Benefits by $114,552 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $35,803 for retirement contribution rate increase.
- Decrease revenue budget by $1,288,004 for lower licensing revenues.
- Decrease expense budget by $757,445 for lower licensing and animal care costs.

Animal Control Grants Fund (573)

- Increase Regular Benefits by $6,192 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $2,430 for retirement contribution rate increase.
- Decrease revenue budget by $185,168 for a decrease in expected donations.
- Decrease expense budget by $193,790 for fewer spay/neuter surgery vouchers.
- Increase the non-recurring budget by $300,000 for spay/neuter support.

Animal Control Field Operations Fund (574)

- Increase Regular Benefits by $53,664 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $16,107 for retirement contribution rate increase.
- Increase revenue budget by $218,679 to better reflect actual revenues receives through the various contracts with cities and town throughout the County.
- Increase expense budget by $65,558 for Non Capital equipment and various other expenditures.

Vehicles: Fund balance usage is budgeted for the replacement of two vehicles during FY 2012 in the Field Operations Fund.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of cases resolved within the time limitations of the contract obligation	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of bite cases responded to within the time limitations of the contract obligation	N/A	99.1%	99.1%	99.1%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases resolved within the time limitations of the contract obligation	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of bite cases responded to within the time limitations of the contract obligation	N/A	99.1%	99.4%	99.1%	0.0%	0.0%
Output	Number of cases closed	N/A	37,800	37,800	37,800	-	0.0%
Output	Number of bite cases closed	N/A	5,350	5,350	5,350	-	0.0%
Demand	Number of cases requested within scope of contract	N/A	39,000	39,000	39,000	-	0.0%
Demand	Number of bite cases requested within scope of contract	N/A	5,400	5,400	5,400	-	0.0%
Efficiency	Expenditure per case closed	N/A	$ 82.56	$ 74.70	$ 82.78	$ (0.22)	-0.3%
Revenue							
	574 - ANIMAL CONTROL FIELD OPERATION	$ 3,249,845	$ 3,279,717	$ 3,339,363	$ 3,482,188	$ 202,471	6.2%
	TOTAL SOURCES	$ 3,249,845	$ 3,279,717	$ 3,339,363	$ 3,482,188	$ 202,471	6.2%
Expenditure							
	100 - GENERAL	$ 194,218	$ 220,269	$ 220,269	$ 220,269	$ -	0.0%
	574 - ANIMAL CONTROL FIELD OPERATION	2,479,699	2,900,556	2,603,457	2,908,803	(8,247)	-0.3%
	TOTAL USES	$ 2,673,917	$ 3,120,825	$ 2,823,726	$ 3,129,072	$ (8,247)	-0.3%

Activity Narrative: The FY 2012 budget supports the Department in meeting the level of service agreed to by the cities and towns in their intergovernmental agreements.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of successful adoptions	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of successful adoptions	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of adoptions completed	N/A	27,669	27,669	27,669	-	0.0%
Output	Number of cats adopted	N/A	8,571	8,571	8,571	-	0.0%
Output	Number of dogs adopted	N/A	19,098	19,098	19,098	-	0.0%
Demand	Number of people requesting adoptions	N/A	N/A	26,256	26,256	N/A	N/A
Demand	Number of adoptable cats available	N/A	9,892	9,892	9,892	-	0.0%
Demand	Number of adoptable dogs available	N/A	22,058	22,058	22,058	-	0.0%
Efficiency	Expenditure per adoption completed	N/A	$ 187.91	$ 147.45	$ 174.88	$ 13.03	6.9%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 40,607	$ 100,000	$ 36,007	$ 236,480	$ 136,480	136.5%
	572 - ANIMAL CONTROL LICENSE SHELTER	2,050,645	1,994,828	2,124,422	2,226,801	231,973	11.6%
	TOTAL SOURCES	$ 2,091,252	$ 2,094,828	$ 2,160,429	$ 2,463,281	$ 368,453	17.6%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 109,786	$ 100,176	$ 105,319	$ 103,253	$ (3,077)	-3.1%
	572 - ANIMAL CONTROL LICENSE SHELTER	4,592,792	5,099,101	3,974,548	4,735,562	363,539	7.1%
	TOTAL USES	$ 4,702,578	$ 5,199,277	$ 4,079,867	$ 4,838,815	$ 360,462	6.9%

Activity Narrative: The FY 2012 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 2012 budget supports the Department in providing adequate counseling and customer service to achieve 100% successful adoptions.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of dogs licensed in Maricopa County	N/A	34.6%	34.6%	34.6%	0.0%	0.0%

Activities that comprise this program include:

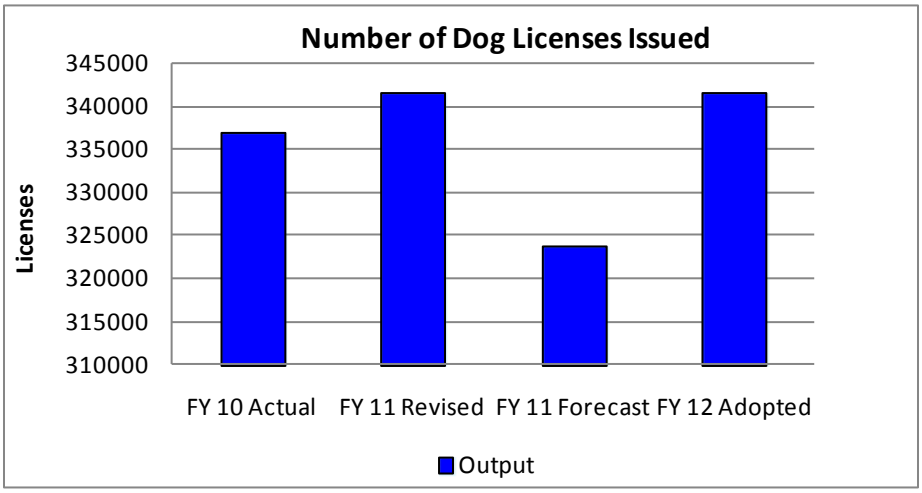
- Dog Licensing

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of dogs licensed in Maricopa County	N/A	34.6%	34.6%	34.6%	0.0%	0.0%
Output	Number of dog licenses issued.	336,892	341,366	323,516	341,366	-	0.0%
Demand	Number of dog licenses requested	N/A	399,049	380,076	399,049	-	0.0%
Efficiency	Expenditure per dog license issued	$ 5.16	$ 7.25	$ 5.60	$ 6.13	$ 1.12	15.5%
Revenue							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 6,582,250	$ 8,654,559	$ 6,215,940	$ 7,068,602	$ (1,585,957)	-18.3%
	574 - ANIMAL CONTROL FIELD OPERATION	4,034	15,985	16,808	15,985	-	0.0%
	TOTAL SOURCES	$ 6,586,284	$ 8,670,544	$ 6,232,748	$ 7,084,587	$ (1,585,957)	-18.3%
Expenditure							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,737,640	$ 2,475,541	$ 1,810,139	$ 2,092,002	$ 383,539	15.5%
	TOTAL USES	$ 1,737,640	$ 2,475,541	$ 1,810,139	$ 2,092,002	$ 383,539	15.5%



Activity Narrative: The FY 2012 budget supports the Department in maintaining 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 FY 2012 revenue is budgeted at a lower level to more accurately reflect actual experience. The economic downtown has created a challenge as some residents choose not to license their pets as a cost savings measure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in pet intake in Maricopa County	N/A	2.3%	2.3%	2.3%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in pet intake in Maricopa County	N/A	2.3%	2.3%	2.3%	0.0%	0.0%
Output	Number of pet sterilization surgeries provided	N/A	16,017	16,017	16,017	-	0.0%
Demand	Number of pet sterilization surgeries requested	N/A	22,256	22,256	22,256	-	0.0%
Efficiency	Expenditure per pet sterilization surgery provided	N/A	$ 91.50	$ 61.69	$ 98.48	$ (6.98)	-7.6%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 1,333,992	$ 1,472,785	$ 1,393,377	$ 1,151,137	$ (321,648)	-21.8%
	TOTAL SOURCES	$ 1,333,992	$ 1,472,785	$ 1,393,377	$ 1,151,137	$ (321,648)	-21.8%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 1,281,777	$ 1,465,527	$ 988,106	$ 1,577,282	$ (111,755)	-7.6%
	TOTAL USES	$ 1,281,777	$ 1,465,527	$ 988,106	$ 1,577,282	$ (111,755)	-7.6%

Activity Narrative: The FY 2012 budget reflects declining grant revenue used to support the Department in providing low cost spay/neuter services. These services 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 is determined by the amount of funding collected through donations. The Department expects to continue to see increased pet intake driven by the ongoing 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**	**$ -**
Percent Change from Target Amount	*0.0%*	

Animal Control License/Shelter Fund (572)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 9,965,290**	**$ 10,649,387**
FY 2011 Revised Budget		**$ 9,965,290**	**$ 10,649,387**
FY 2012 Budget Target		**$ 9,965,290**	**$ 10,649,387**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 150,355**	**$ -**
Emp Health Dental Prem Realloc		*114,552*	*-*
Retirement Contributions		*35,803*	*-*
Fees and Other Revenues		**$ (757,445)**	**$ (1,288,004)**
ProgRevenue Volume Inc/Dec		*(757,445)*	*(1,288,004)*
FY 2012 Adopted Budget		**$ 9,358,200**	**$ 9,361,383**
Percent Change from Target Amount		*-6.1%*	*-12.1%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 205,433**	**$ -**
Adjustments:	Agenda Item:		
Capital Improvement Program		**$ 72,902**	**$ -**
Energy Conservation Project	*C-91-11-139-2-00*	*72,902*	*-*
FY 2011 Revised Budget		**$ 278,335**	**$ -**
Adjustments:			
Non Recurring		**$ (205,433)**	**$ -**
Other Non-Recurring		*(205,433)*	*-*
FY 2012 Budget Target		**$ 72,902**	**$ -**
Adjustments:			
Capital Improvement Program		**$ (72,902)**	**$ -**
Capital Improvement Prog Adj		*(72,902)*	*-*
FY 2012 Adopted Budget		**$ -**	**$ -**

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

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 4,772,368	$ 4,710,644	$ 4,710,644	$ 4,732,775	$ 4,716,924
Sources:					
Operating	$ 8,698,394	$ 10,649,387	$ 10,649,387	$ 8,367,809	$ 9,361,383
Total Sources:	$ 8,698,394	$ 10,649,387	$ 10,649,387	$ 8,367,809	$ 9,361,383
Uses:					
Operating	$ 8,687,243	$ 9,965,290	$ 9,965,290	$ 8,293,075	$ 9,358,200
Non-Recurring	50,755	205,433	278,335	90,585	-
Total Uses:	$ 8,737,998	$ 10,170,723	$ 10,243,625	$ 8,383,660	$ 9,358,200
Structural Balance	$ 11,151	$ 684,097	$ 684,097	$ 74,734	$ 3,183
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,732,775	$ 5,189,308	$ 5,116,406	$ 4,716,924	$ 4,720,107
Total Ending Spendable Fund Balance	$ 4,732,775	$ 5,189,308	$ 5,116,406	$ 4,716,924	$ 4,720,107

Animal Control Donations Fund (573)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 1,572,785**	**$ 1,572,785**
FY 2011 Revised Budget		**$ 1,572,785**	**$ 1,572,785**
FY 2012 Budget Target		**$ 1,572,785**	**$ 1,572,785**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 8,622**	**$ -**
Emp Health Dental Prem Realloc		*6,192*	*-*
Retirement Contributions		*2,430*	*-*
Fees and Other Revenues		**$ (193,790)**	**$ (185,168)**
ProgRevenue Volume Inc/Dec		*(193,790)*	*(185,168)*
FY 2012 Adopted Budget		**$ 1,387,617**	**$ 1,387,617**
Percent Change from Target Amount		*-11.8%*	*-11.8%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 300,000**	**$ -**
Other Non-Recurring		*300,000*	*-*
Support spay/neuter surgeries with prior donations	*$ 300,000*		
FY 2012 Adopted Budget		**$ 300,000**	**$ -**

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 850,485	$ 1,106,735	$ 1,106,735	$ 909,772	$ 1,244,614
Sources:					
Operating	$ 1,385,410	$ 1,572,785	$ 1,572,785	$ 1,435,314	$ 1,387,617
Non-Recurring	72,133	-	-	-	-
Total Sources:	$ 1,457,543	$ 1,572,785	$ 1,572,785	$ 1,435,314	$ 1,387,617
Uses:					
Operating	$ 1,398,259	$ 1,572,785	$ 1,572,785	$ 1,100,472	$ 1,387,617
Non-Recurring	-	-	-	-	300,000
Total Uses:	$ 1,398,259	$ 1,572,785	$ 1,572,785	$ 1,100,472	$ 1,687,617
Structural Balance	$ (12,849)	$ -	$ -	$ 334,842	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 909,772	$ 1,106,735	$ 1,106,735	$ 1,244,614	$ 944,614
Total Ending Spendable Fund Balance	$ 909,772	$ 1,106,735	$ 1,106,735	$ 1,244,614	$ 944,614

Animal Control Field Operations Fund (574)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,295,702**	**$ 3,295,702**
FY 2011 Revised Budget		**$ 3,295,702**	**$ 3,295,702**
FY 2012 Budget Target		**$ 3,295,702**	**$ 3,295,702**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 69,771**	**$ -**
Emp Health Dental Prem Realloc		*53,664*	-
Retirement Contributions		*16,107*	-
Fees and Other Revenues		**$ 65,558**	**$ 218,679**
ProgRevenue Volume Inc/Dec		*65,558*	*218,679*
FY 2012 Adopted Budget		**$ 3,431,031**	**$ 3,514,381**
Percent Change from Target Amount		*4.1%*	*6.6%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 225,000**	**$ -**
FY 2011 Revised Budget		**$ 225,000**	**$ -**
Adjustments:			
Non Recurring		**$ (225,000)**	**$ -**
Other Non-Recurring		*(225,000)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 116,000**	**$ -**
Other Non-Recurring		*116,000*	-
Replace Two Vehicles	*$ 116,000*		
FY 2012 Adopted Budget		**$ 116,000**	**$ -**

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 988,702	$ 1,094,560	$ 1,094,560	$ 1,183,549	$ 1,332,896
Sources:					
Operating	$ 3,267,468	$ 3,295,702	$ 3,295,702	$ 3,362,455	$ 3,514,381
Non-Recurring	-	-	-	-	-
Total Sources:	$ 3,267,468	$ 3,295,702	$ 3,295,702	$ 3,362,455	$ 3,514,381
Uses:					
Operating	$ 3,051,249	$ 3,295,702	$ 3,295,702	$ 3,097,839	$ 3,431,031
Non-Recurring	21,378	225,000	225,000	115,269	116,000
Total Uses:	$ 3,072,627	$ 3,520,702	$ 3,520,702	$ 3,213,108	$ 3,547,031
Structural Balance	$ 216,219	$ -	$ -	$ 264,616	$ 83,350
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,183,549	$ 869,560	$ 869,560	$ 1,332,896	$ 1,300,246
Total Ending Spendable Fund Balance	$ 1,183,549	$ 869,560	$ 869,560	$ 1,332,896	$ 1,300,246

Assessor

Analysis by Carmine L. Davis, Management and Budget Analyst

Summary

Mission

The Mission of the Maricopa County Assessor's Office is to provide property assessment services to Maricopa County property owners, and to efficiently and effectively administer all laws and regulations for Maricopa County property owners so they can be assured that all ad valorem properties is fairly and equitably valued.

Vision

To be a recognized national leader in the property tax assessment and administration field.

Strategic Goals

Effective Economy

By March 1st of each year (2011-2015) for Real Property and by August 31st of each year (2011-2015) for Business Personal Property, 100 percent of properties within Maricopa County will be fairly and equitably valued

Status: The Assessor's office recently updated its strategic plan for FY 2012. On March 1, 2010, 100 percent of properties within Maricopa County were fairly and equitably valued. On August 31, 2010, 100 percent of Business Personal Property within Maricopa County was fairly and equitably valued.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PRAS - PROPERTY ASSESSMENT	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
12PA - PROPERTY ASSESSMENT	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
TOTAL PROGRAMS	**$ 347,196**	**$ 240,000**	**$ 240,000**	**$ 264,343**	**$ 240,000**	**$ -**	**0.0%**
USES							
PRAS - PROPERTY ASSESSMENT	$ 18,142,851	$ 19,131,248	$ 19,367,387	$ 18,849,342	$ 18,596,648	$ 770,739	4.0%
12PA - PROPERTY ASSESSMENT	$ 18,142,851	$ 19,131,248	$ 19,367,387	$ 18,849,342	$ 18,596,648	$ 770,739	4.0%
BDGT - BUDGETING	$ 41,000	$ 39,392	$ 39,391	$ 41,591	$ 39,919	$ (528)	-1.3%
FSAC - FINANCIAL SERVICES	42,505	39,392	39,391	42,246	39,919	(528)	-1.3%
HRAC - HUMAN RESOURCES	358,239	371,187	371,186	375,780	381,021	(9,835)	-2.6%
ODIR - EXECUTIVE MANAGEMENT	685,842	687,336	687,343	879,739	1,113,837	(426,494)	-62.0%
PROC - PROCUREMENT	69,269	70,559	70,559	71,820	72,218	(1,659)	-2.4%
99AS - ADMINISTRATIVE SERVICES	$ 1,196,855	$ 1,207,866	$ 1,207,870	$ 1,411,176	$ 1,646,914	$ (439,044)	-36.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 51,084	$ 58,528	$ 58,528	$ 41,932	$ 73,907	$ (15,379)	-26.3%
99GV - GENERAL GOVERNMENT	$ 51,084	$ 58,528	$ 58,528	$ 41,932	$ 73,907	$ (15,379)	-26.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,333,195	$ 1,718,439	$ 1,718,439	$ 1,784,301	$ 1,546,777	$ 171,662	10.0%
DACR - DATA CENTER	423,759	305,197	305,195	154,635	339,581	(34,386)	-11.3%
DESK - DESKTOP SUPPORT	403,167	210,204	210,203	237,122	241,714	(31,511)	-15.0%
GISA - GIS APPLICATION DEV AND SUPP	850,577	486,161	486,160	541,433	882,438	(396,278)	-81.5%
99IT - INFORMATION TECHNOLOGY	$ 3,010,698	$ 2,720,001	$ 2,719,997	$ 2,717,491	$ 3,010,510	$ (290,513)	-10.7%
TOTAL PROGRAMS	**$ 22,401,488**	**$ 23,117,643**	**$ 23,353,782**	**$ 23,019,941**	**$ 23,327,979**	**$ 25,803**	**0.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
SUBTOTAL	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
ALL REVENUES	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
TOTAL SOURCES	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 14,651,962	$ 15,011,179	$ 15,173,307	$ 14,758,538	$ 15,227,095	$ (53,788)	-0.4%
0705 - TEMPORARY PAY	15,525	18,792	18,792	8,980	10,944	7,848	41.8%
0710 - OVERTIME	4,770	34,197	34,197	960	-	34,197	100.0%
0750 - FRINGE BENEFITS	4,820,810	5,259,109	5,321,419	5,264,793	5,693,127	(371,708)	-7.0%
0790 - OTHER PERSONNEL SERVICES	19,818	18,951	18,951	18,099	18,951	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(95,484)	(95,484)	(32,927)	-	(95,484)	-100.0%
SUBTOTAL	$ 19,512,885	$ 20,246,744	$ 20,471,182	$ 20,018,443	$ 20,950,117	$ (478,935)	-2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 860,155	$ 550,800	$ 555,301	$ 499,523	$ 322,394	$ 232,907	41.9%
0803 - FUEL	3,148	5,000	5,000	5,286	2,400	2,600	52.0%
0804 - NON-CAPITAL EQUIPMENT	-	-	7,200	26,604	-	7,200	100.0%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	72,000	(72,000)	N/A
SUBTOTAL	$ 863,303	$ 555,800	$ 567,501	$ 531,413	$ 396,794	$ 170,707	30.1%
SERVICES							
0810 - LEGAL SERVICES	$ 5,620	$ 4,500	$ 4,500	$ 6,855	$ 6,500	$ (2,000)	-44.4%
0812 - OTHER SERVICES	536,635	788,202	788,202	1,063,404	625,067	163,135	20.7%
0820 - RENT & OPERATING LEASES	584,145	583,795	583,795	520,252	66,000	517,795	88.7%
0825 - REPAIRS AND MAINTENANCE	50,278	57,800	57,800	44,705	182,800	(125,000)	-216.3%
0839 - INTERNAL SERVICE CHARGES	70,903	60,000	60,000	78,975	329,235	(269,235)	-448.7%
0841 - TRAVEL	136,453	207,293	207,293	155,133	189,600	17,693	8.5%
0842 - EDUCATION AND TRAINING	68,817	45,400	45,400	45,045	54,600	(9,200)	-20.3%
0843 - POSTAGE/FREIGHT/SHIPPING	508,429	506,245	506,245	509,811	524,266	(18,021)	-3.6%
0850 - UTILITIES	33,486	34,000	34,000	28,945	3,000	31,000	91.2%
SUBTOTAL	$ 1,994,766	$ 2,287,235	$ 2,287,235	$ 2,453,125	$ 1,981,068	$ 306,167	13.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 7,807	$ -	$ -	$ -	$ -	$ -	N/A
0950 - DEBT SERVICE	22,727	27,864	27,864	16,960	-	27,864	100.0%
SUBTOTAL	$ 30,534	$ 27,864	$ 27,864	$ 16,960	$ -	$ 27,864	100.0%
ALL EXPENDITURES	$ 22,401,488	$ 23,117,643	$ 23,353,782	$ 23,019,941	$ 23,327,979	$ 25,803	0.1%
TOTAL USES	$ 22,401,488	$ 23,117,643	$ 23,353,782	$ 23,019,941	$ 23,327,979	$ 25,803	0.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
FUND TOTAL SOURCES	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 347,196	$ 240,000	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 22,401,488	$ 22,792,643	$ 22,792,643	$ 22,514,420	$ 22,658,796	$ 133,847	0.6%
NON-RECURRING	-	325,000	561,139	505,521	669,183	(108,044)	-19.3%
FUND TOTAL USES	$ 22,401,488	$ 23,117,643	$ 23,353,782	$ 23,019,941	$ 23,327,979	$ 25,803	0.1%
DEPARTMENT OPERATING TOTAL USES	$ 22,401,488	$ 22,792,643	$ 22,792,643	$ 22,514,420	$ 22,658,796	$ 133,847	0.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 325,000	$ 561,139	$ 505,521	$ 669,183	$ (108,044)	-19.3%
DEPARTMENT TOTAL USES	$ 22,401,488	$ 23,117,643	$ 23,353,782	$ 23,019,941	$ 23,327,979	$ 25,803	0.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	5.00	5.48	5.48	3.48	7.48	2.00	36.5%
FINANCIAL SERVICES	.50	.50	.50	.50	.50	-	0.0%
HUMAN RESOURCES	4.00	4.49	4.49	4.50	4.50	.01	0.2%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.00	11.97	11.97	9.98	13.98	2.01	16.8%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	13.50	18.50	18.50	19.50	15.00	(3.50)	(18.9%)
DATA CENTER	6.50	4.00	4.00	3.00	5.00	1.00	25.0%
DESKTOP SUPPORT	4.50	2.00	2.00	3.00	3.00	1.00	50.0%
GIS APPLICATION DEV AND SUPP	4.00	4.00	4.00	4.00	6.00	2.00	50.0%
PROGRAM TOTAL	28.50	28.50	28.50	29.50	29.00	.50	1.8%
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	282.50	282.98	282.98	278.98	286.48	3.50	1.2%
PROGRAM TOTAL	282.50	282.98	282.98	278.98	286.48	3.50	1.2%
DEPARTMENT TOTAL	322.00	323.45	323.45	318.46	329.46	6.01	1.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accountant	5.00	5.00	5.00	5.00	5.00	-	0.0%
Admin/Operations Specialist	-	.49	.49	.50	.50	.01	2.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Appraiser	127.00	108.00	108.00	109.00	108.00	-	0.0%
Appraiser Manager	8.00	6.00	6.00	6.00	6.00	-	0.0%
Appraiser Senior	-	13.96	13.96	12.96	13.96	-	0.0%
Appraiser Supervisor	18.00	19.00	19.00	19.00	18.00	(1.00)	(5.3%)
Appraiser Trainee	-	5.00	5.00	5.00	5.00	-	0.0%
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
CAMA Manager	1.00	1.00	1.00	-	1.00	-	0.0%
Chief Appraiser - Assessor	-	-	-	1.00	1.00	1.00	N/A
Chief Deputy - Assessor	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%
Community Justice Coordinator	76.00	79.00	79.00	78.00	81.00	2.00	2.5%
Computer Operator	3.00	2.00	2.00	2.00	2.00	-	0.0%
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	4.00	4.00	4.00	4.00	-	0.0%
Director	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Elected	1.00	1.00	1.00	-	1.00	-	0.0%
Executive Assistant	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%
GIS Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	18.00	18.00	18.00	18.00	18.00	-	0.0%
Human Resources Analyst	2.00	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%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	-	-	-	3.00	4.00	4.00	N/A
Legal Assistant Supv	-	-	-	1.00	-	-	N/A
Management Analyst	2.00	2.00	2.00	1.00	2.00	-	0.0%
Office Assistant	2.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	1.00	2.00	2.00	4.00	4.00	2.00	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	2.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	4.00	4.00	(1.00)	(20.0%)
Programmer/Analyst - Sr/Ld	4.00	4.00	4.00	5.00	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	-	0.0%
Risk Mgmt Supervisor	1.00	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%
Systems/Network Administrator	-	-	-	1.00	-	-	N/A
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	-	-	-	1.00	-	-	N/A
Web Designer/Developer-Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**322.00**	**323.45**	**323.45**	**318.46**	**329.46**	**6.01**	**1.9%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	322.00	323.45	323.45	318.46	329.46	6.01	1.9%
Department Total	**322.00**	**323.45**	**323.45**	**318.46**	**329.46**	**6.01**	**1.9%**

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $112,404 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $115,265.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $33,286 is restated for FY 2012 consolidated risk management charges.
- $1,754 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.
- $218,552 is a restatement of FY 2011 baseline telecommunications.

Other Base Adjustments: The FY 2012 budget includes base adjustments as follows:

- Terminated leases in the Assessor's office reducing $511,795 in the Operating budget.
- Staffing base adjustment for $103,313 reducing in the Operating budget.
- The addition of eight staff for Small Claims Tax Court cases for $464,181 and oblique orthophotography (aerial side and overhead photography) for $205,002 in the Non Recurring, Non Project budget.

Programs and Activities

Property Assessment

The purpose of the Property Assessment Program is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of property assessments provided	N/A	N/A	N/A	100.0%	N/A	N/A

Measures in the Property Assessment Program are newly established in FY 2012.

Activities that comprise this program include:

- Property Assessment Activity

Property Assessment Activity

The purpose of the Property Assessment Activity is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

Mandates: A.R.S. §42-11009 requires public access to valuation and assessment information; 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. §42-13303 establishes property value limits of mobile homes; 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. §42-15053 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; 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of property assessments provided	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Total number of property assessments provided	N/A	N/A	N/A	1,636,029	N/A	N/A
Demand	Total number of property assessments required	N/A	N/A	N/A	1,636,029	N/A	N/A
Efficiency	Expenditures per property assessment provided	N/A	N/A	N/A	$ 11.37	N/A	N/A
Revenue							
	100 - GENERAL	$ 347,196	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
	TOTAL SOURCES	$ 347,196	$ 240,000	$ 264,343	$ 240,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 18,142,851	$ 19,367,387	$ 18,849,342	$ 18,596,648	$ 770,739	4.0%
	TOTAL USES	$ 18,142,851	$ 19,367,387	$ 18,849,342	$ 18,596,648	$ 770,739	4.0%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. Expenditures in FY 2012 decreased $511,795 due to the consolidation of the Assessor's Office, resulting in lease terminations. Increased departmental efficiencies resulted in a $103,313 decrease in FY 2012. Additionally, there were decreases in this activity for utilities, general supplies, fuel, maintenance costs and miscellaneous repairs.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 22,792,643**	**$ 240,000**
FY 2011 Revised Budget	**$ 22,792,643**	**$ 240,000**
Adjustments:		
Restatements	**$ 253,592**	**$ -**
Risk Mgt Chgs from Non Dept	*33,286*	-
Equip Svcs Chgs from Non Dept	*1,754*	-
Telecomm Chgs from Non Dept	*218,552*	-
FY 2012 Budget Target	**$ 23,046,235**	**$ 240,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 227,669**	**$ -**
Emp Health Dental Prem Realloc	*112,404*	-
Retirement Contributions	*115,265*	-
Base Adjustments	**$ (615,108)**	**$ -**
Other Base Adjustments	*(103,313)*	-
Lease Adjustments	*(511,795)*	-
FY 2012 Adopted Budget	**$ 22,658,796**	**$ 240,000**
Percent Change from Target Amount	*-1.7%*	*0.0%*

General Fund (100) (continued)

				Expenditures	Revenue
NON RECURRING NON PROJECT					
FY 2011 Adopted Budget			**$**	**325,000**	**$ -**
Adjustments:	Agenda Item:				
Non Recurring			**$**	**236,139**	**$ -**
Small Claims Tax Court Cases	*C-12-11-001-M-00*			*236,139*	-
FY 2011 Revised Budget			**$**	**561,139**	**$ -**
Adjustments:	Agenda Item:				
Base Adjustments			**$**	**(325,000)**	**$ -**
Other Base Adjustments				*(325,000)*	-
Non Recurring			**$**	**221,738**	**$ -**
Small Claims Tax Court Cases	*C-12-11-001-M-00*			*221,738*	-
FY 2012 Budget Target			**$**	**457,877**	**$ -**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits			**$**	**5,736**	**$ -**
Emp Health Dental Prem Realloc				*2,784*	-
Retirement Contributions				*2,952*	-
Base Adjustments			**$**	**568**	**$ -**
Other Base Adjustments				*568*	-
Life Insurance Contributions		*$ 568*			
Non Recurring			**$**	**205,002**	**$ -**
Other Non-Recurring				*205,002*	-
Oblique Orthophotography		*$ 205,002*			
FY 2012 Adopted Budget			**$**	**669,183**	**$ -**
Percent Change from Target Amount				*46.1%*	

Board of Supervisors, District 1

Analysis by Angie Flick, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 345,963	$ 346,428	$ 346,428	$ 346,392	$ 355,010	$ (8,582)	-2.5%
99AS - ADMINISTRATIVE SERVICES	$ 345,963	$ 346,428	$ 346,428	$ 346,392	$ 355,010	$ (8,582)	-2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 168	$ -	$ -	$ 36	$ 662	$ (662)	N/A
99GV - GENERAL GOVERNMENT	$ 168	$ -	$ -	$ 36	$ 662	$ (662)	N/A
TOTAL PROGRAMS	**$ 346,131**	**$ 346,428**	**$ 346,428**	**$ 346,428**	**$ 355,672**	**$ (9,244)**	**-2.7%**

Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 641,002	$ 635,324	$ 635,324	$ 671,613	$ 723,444	$ (88,120)	-13.9%
0750 - FRINGE BENEFITS	203,882	228,236	228,236	225,951	258,501	(30,265)	-13.3%
0790 - OTHER PERSONNEL SERVICES	11,689	11,600	11,600	9,967	12,400	(800)	-6.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(42,822)	(29,887)	(29,887)	(44,149)	(81,781)	51,894	173.6%
0796 - PERSONNEL SERVICES ALLOC-IN	122,690	211,202	211,202	181,900	269,824	(58,622)	-27.8%
SUBTOTAL	$ 937,423	$ 1,065,025	$ 1,065,025	$ 1,055,834	$ 1,190,888	$ (125,863)	-11.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 15,817	$ 12,800	$ 12,800	$ 11,380	$ 22,950	$ (10,150)	-79.3%
SUBTOTAL	$ 39,330	$ 15,210	$ 15,210	$ 35,930	$ 33,727	$ (18,517)	-121.7%
SERVICES							
0812 - OTHER SERVICES	$ 241,638	$ 341,812	$ 537,509	$ 142,358	$ 182,167	$ 355,342	66.1%
0839 - INTERNAL SERVICE CHARGES	18,544	20,800	20,800	26,056	185,811	(165,011)	-793.3%
0841 - TRAVEL	10,591	25,500	25,500	12,767	15,850	9,650	37.8%
0842 - EDUCATION AND TRAINING	3,395	8,609	8,609	6,487	5,350	3,259	37.9%
0843 - POSTAGE/FREIGHT/SHIPPING	207	800	800	627	400	400	50.0%
SUBTOTAL	$ 296,481	$ 447,051	$ 642,748	$ 220,995	$ 518,395	$ 124,353	19.3%
ALL EXPENDITURES	$ 1,297,808	$ 1,539,992	$ 1,735,689	$ 1,409,724	$ 1,829,185	$ (93,496)	-5.4%
TOTAL USES	$ 1,374,440	$ 1,622,791	$ 1,818,488	$ 1,492,523	$ 1,829,185	$ (10,697)	-0.6%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
FUND TOTAL USES	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT OPERATING TOTAL USES	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT TOTAL USES	$ 346,131	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $9,540 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $2,078.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $609 is restated for FY 2012 consolidated risk management charges.
- $1,961 is a restatement of FY 2011 baseline telecommunications.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 346,428**	**$ -**
FY 2011 Revised Budget		**$ 346,428**	**$ -**
Adjustments:			
Restatements		**$ 2,570**	**$ -**
Risk Mgt Chgs from Non Dept		*609*	-
Telecomm Chgs from Non Dept		*1,961*	-
FY 2012 Budget Target		**$ 348,998**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (7,462)**	**$ -**
Emp Health Dental Prem Realloc		*(9,540)*	-
Retirement Contributions		*2,078*	-
Base Adjustments		**$ 14,136**	**$ -**
Other Base Adjustments		*12,795*	-
Life Insurance Premium	*$ 470*		
Consistent District Budget Level Adjustment	*12,325*		
Internal Service Charges		*1,341*	-
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Percent Change from Target Amount		*1.9%*	

Board of Supervisors, District 2

Analysis by Angie Flick, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 346,146	$ 346,428	$ 346,428	$ 346,392	$ 355,007	$ (8,579)	-2.5%
99AS - ADMINISTRATIVE SERVICES	$ 346,146	$ 346,428	$ 346,428	$ 346,392	$ 355,007	$ (8,579)	-2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 84	$ -	$ -	$ 36	$ 665	$ (665)	N/A
99GV - GENERAL GOVERNMENT	$ 84	$ -	$ -	$ 36	$ 665	$ (665)	N/A
TOTAL PROGRAMS	**$ 346,230**	**$ 346,428**	**$ 346,428**	**$ 346,428**	**$ 355,672**	**$ (9,244)**	**-2.7%**

Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 268,909	$ 266,766	$ 266,766	$ 269,618	$ 269,625	$ (2,859)	-1.1%
0750 - FRINGE BENEFITS	84,136	90,747	90,747	92,345	82,888	7,859	8.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,368)	(13,342)	(13,342)	(5,933)	-	(13,342)	-100.0%
SUBTOTAL	$ 340,677	$ 344,171	$ 344,171	$ 356,030	$ 352,513	$ (8,342)	-2.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,244	$ 350	$ 350	$ 254	$ 350	$ -	0.0%
SUBTOTAL	$ 2,244	$ 350	$ 350	$ 254	$ 350	$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	$ (83)	$ 376	$ 376	$ -	$ 200	$ 176	46.8%
0839 - INTERNAL SERVICE CHARGES	269	300	300	26	2,489	(2,189)	-729.7%
0841 - TRAVEL	849	-	-	-	-	-	N/A
0842 - EDUCATION AND TRAINING	1,209	-	-	-	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	78	120	120	118	120	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(10,000)	-	-	N/A
SUBTOTAL	$ 2,322	$ 796	$ 796	$ (9,856)	$ 2,809	$ (2,013)	-252.9%
CAPITAL							
0950 - DEBT SERVICE	$ 987	$ 1,111	$ 1,111	$ -	$ -	$ 1,111	100.0%
SUBTOTAL	$ 987	$ 1,111	$ 1,111	$ -	$ -	$ 1,111	100.0%
ALL EXPENDITURES	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
TOTAL USES	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
FUND TOTAL USES	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT OPERATING TOTAL USES	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT TOTAL USES	$ 346,230	$ 346,428	$ 346,428	$ 346,428	$ 355,672	$ (9,244)	-2.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in an $11,952 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $2,150.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $609 is restated for FY 2012 consolidated risk management charges.
- $1,961 is a restatement of FY 2011 baseline telecommunications.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 346,428**	**$ -**
FY 2011 Revised Budget		**$ 346,428**	**$ -**
Adjustments:			
Restatements		**$ 2,570**	**$ -**
Risk Mgt Chgs from Non Dept		*609*	-
Telecomm Chgs from Non Dept		*1,961*	-
FY 2012 Budget Target		**$ 348,998**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (9,802)**	**$ -**
Emp Health Dental Prem Realloc		*(11,952)*	-
Retirement Contributions		*2,150*	-
Base Adjustments		**$ 16,476**	**$ -**
Other Base Adjustments		*15,135*	-
Life Insurance Premium	*$ 470*		
Consistent District Budget Level Adjustment	*14,665*		
Internal Service Charges		*1,341*	-
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Percent Change from Target Amount		*1.9%*	

Board of Supervisors, District 3

Analysis by Angie Flick, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 338,373	$ 346,428	$ 346,428	$ 341,860	$ 355,031	$ (8,603)	-2.5%
99AS - ADMINISTRATIVE SERVICES	$ 338,373	$ 346,428	$ 346,428	$ 341,860	$ 355,031	$ (8,603)	-2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 84	$ -	$ -	$ 36	$ 641	$ (641)	N/A
99GV - GENERAL GOVERNMENT	$ 84	$ -	$ -	$ 36	$ 641	$ (641)	N/A
TOTAL PROGRAMS	**$ 338,457**	**$ 346,428**	**$ 346,428**	**$ 341,896**	**$ 355,672**	**$ (9,244)**	**-2.7%**

Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 257,939	$ 256,175	$ 256,175	$ 259,033	$ 259,039	$ (2,864)	-1.1%
0750 - FRINGE BENEFITS	68,964	74,416	74,416	74,851	80,202	(5,786)	-7.8%
0796 - PERSONNEL SERVICES ALLOC-IN	2,500	-	-	-	-	-	N/A
SUBTOTAL	$ 329,403	$ 330,591	$ 330,591	$ 333,884	$ 339,241	$ (8,650)	-2.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 801	$ 4,858	$ 4,858	$ 2,197	$ 3,621	$ 1,237	25.5%
SUBTOTAL	$ 801	$ 4,858	$ 4,858	$ 2,197	$ 3,621	$ 1,237	25.5%
SERVICES							
0810 - LEGAL SERVICES	$ 19	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	-	2,400	2,400	719	2,400	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,741	1,200	1,200	1,444	3,895	(2,695)	-224.6%
0841 - TRAVEL	4,808	3,600	3,600	2,066	3,600	-	0.0%
0842 - EDUCATION AND TRAINING	260	2,675	2,675	1,030	2,675	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	573	240	240	556	240	-	0.0%
SUBTOTAL	$ 7,401	$ 10,115	$ 10,115	$ 5,815	$ 12,810	$ (2,695)	-26.6%
CAPITAL							
0950 - DEBT SERVICE	$ 852	$ 864	$ 864	$ -	$ -	$ 864	100.0%
SUBTOTAL	$ 852	$ 864	$ 864	$ -	$ -	$ 864	100.0%
ALL EXPENDITURES	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%
TOTAL USES	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%
FUND TOTAL USES	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT OPERATING TOTAL USES	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT TOTAL USES	$ 338,457	$ 346,428	$ 346,428	$ 341,896	$ 355,672	$ (9,244)	-2.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $2,808 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $2,055.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $609 is restated for FY 2012 consolidated risk management charges.
- $1,961 is a restatement of FY 2011 baseline telecommunications.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 346,428**	**$ -**
FY 2011 Revised Budget		**$ 346,428**	**$ -**
Adjustments:			
Restatements		**$ 2,570**	**$ -**
Risk Mgt Chgs from Non Dept		*609*	-
Telecomm Chgs from Non Dept		*1,961*	-
FY 2012 Budget Target		**$ 348,998**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 4,863**	**$ -**
Emp Health Dental Prem Realloc		*2,808*	-
Retirement Contributions		*2,055*	-
Base Adjustments		**$ 1,811**	**$ -**
Other Base Adjustments		*470*	-
Life Insurance Premium	*$ 470*		
Internal Service Charges		*1,341*	-
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Percent Change from Target Amount		*1.9%*	

Board of Supervisors, District 4

Analysis by Angie Flick, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 330,740	$ 346,428	$ 346,428	$ 343,066	$ 355,024	$ (8,596)	-2.5%
99AS - ADMINISTRATIVE SERVICES	$ 330,740	$ 346,428	$ 346,428	$ 343,066	$ 355,024	$ (8,596)	-2.5%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 36	$ -	$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	84	-	-	-	648	(648)	N/A
99GV - GENERAL GOVERNMENT	$ 84	$ -	$ -	$ 36	$ 648	$ (648)	N/A
TOTAL PROGRAMS	**$ 330,824**	**$ 346,428**	**$ 346,428**	**$ 343,102**	**$ 355,672**	**$ (9,244)**	**-2.7%**

Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 254,682	$ 252,921	$ 252,921	$ 255,774	$ 255,780	$ (2,859)	-1.1%
0750 - FRINGE BENEFITS	74,616	81,321	81,321	82,930	80,619	702	0.9%
SUBTOTAL	$ 329,298	$ 334,242	$ 334,242	$ 338,704	$ 336,399	$ (2,157)	-0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 743	$ 6,420	$ 6,420	$ 2,353	$ 6,420	$ -	0.0%
SUBTOTAL	$ 743	$ 6,420	$ 6,420	$ 2,353	$ 6,420	$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	$ 19	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	220	1,200	1,200	771	1,200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	12	876	876	304	2,507	(1,631)	-186.2%
0841 - TRAVEL	383	2,590	2,590	329	2,590	-	0.0%
0842 - EDUCATION AND TRAINING	130	-	-	260	5,456	(5,456)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	19	1,100	1,100	381	1,100	-	0.0%
SUBTOTAL	$ 783	$ 5,766	$ 5,766	$ 2,045	$ 12,853	$ (7,087)	-122.9%
ALL EXPENDITURES	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%
TOTAL USES	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%
FUND TOTAL USES	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT OPERATING TOTAL USES	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT TOTAL USES	$ 330,824	$ 346,428	$ 346,428	$ 343,102	$ 355,672	$ (9,244)	-2.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $4,860 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $2,026.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $609 is restated for FY 2012 consolidated risk management charges.
- $1,961 is a restatement of FY 2011 baseline telecommunications.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 346,428**	**$ -**
FY 2011 Revised Budget		**$ 346,428**	**$ -**
Adjustments:			
Restatements		**$ 2,570**	**$ -**
Risk Mgt Chgs from Non Dept		*609*	-
Telecomm Chgs from Non Dept		*1,961*	-
FY 2012 Budget Target		**$ 348,998**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (2,834)**	**$ -**
Emp Health Dental Prem Realloc		*(4,860)*	-
Retirement Contributions		*2,026*	-
Base Adjustments		**$ 9,508**	**$ -**
Other Base Adjustments		*8,167*	-
Life Insurance Premium	*$ 470*		
Consistent District Budget Level Adjustment	*7,697*		
Internal Service Charges		*1,341*	-
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Percent Change from Target Amount		*1.9%*	

Board of Supervisors, District 5

Analysis by Angie Flick, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 329,272	$ 346,428	$ 346,428	$ 344,689	$ 355,062	$ (8,634)	-2.5%
99AS - ADMINISTRATIVE SERVICES	$ 329,272	$ 346,428	$ 346,428	$ 344,689	$ 355,062	$ (8,634)	-2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 84	$ -	$ -	$ 36	$ 610	$ (610)	N/A
99GV - GENERAL GOVERNMENT	$ 84	$ -	$ -	$ 36	$ 610	$ (610)	N/A
TOTAL PROGRAMS	**$ 329,356**	**$ 346,428**	**$ 346,428**	**$ 344,725**	**$ 355,672**	**$ (9,244)**	**-2.7%**

Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 214,286	$ 232,729	$ 232,729	$ 182,733	$ 235,587	$ (2,858)	-1.2%
0705 - TEMPORARY PAY	-	-	-	18,450	7,920	(7,920)	N/A
0750 - FRINGE BENEFITS	63,085	80,308	80,308	62,979	76,849	3,459	4.3%
0796 - PERSONNEL SERVICES ALLOC-IN	6,916	-	-	-	-	-	N/A
SUBTOTAL	$ 284,287	$ 313,037	$ 313,037	$ 264,162	$ 320,356	$ (7,319)	-2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 17,703	$ 10,156	$ 10,156	$ 5,542	$ 7,617	$ 2,539	25.0%
0804 - NON-CAPITAL EQUIPMENT	4,578	-	-	-	-	-	N/A
SUBTOTAL	$ 22,281	$ 10,156	$ 10,156	$ 5,542	$ 7,617	$ 2,539	25.0%
SERVICES							
0812 - OTHER SERVICES	$ 3,428	$ 5,808	$ 5,808	$ 64,093	$ 5,808	$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	944	1,412	1,412	702	2,980	(1,568)	-111.0%
0841 - TRAVEL	12,195	10,872	10,872	7,249	14,377	(3,505)	-32.2%
0842 - EDUCATION AND TRAINING	5,698	4,294	4,294	2,320	4,294	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	23	240	240	457	240	-	0.0%
SUBTOTAL	$ 22,288	$ 22,626	$ 22,626	$ 74,821	$ 27,699	$ (5,073)	-22.4%
CAPITAL							
0950 - DEBT SERVICE	$ 500	$ 609	$ 609	$ 200	$ -	$ 609	100.0%
SUBTOTAL	$ 500	$ 609	$ 609	$ 200	$ -	$ 609	100.0%
ALL EXPENDITURES	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%
TOTAL USES	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%
FUND TOTAL USES	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT OPERATING TOTAL USES	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%
DEPARTMENT TOTAL USES	$ 329,356	$ 346,428	$ 346,428	$ 344,725	$ 355,672	$ (9,244)	-2.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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%**

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $7,308 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $1,843.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $609 is restated for FY 2012 consolidated risk management charges.
- $1,961 is a restatement of FY 2011 baseline telecommunications.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 346,428**	**$ -**
FY 2011 Revised Budget		**$ 346,428**	**$ -**
Adjustments:			
Restatements		**$ 2,570**	**$ -**
Risk Mgt Chgs from Non Dept		*609*	-
Telecomm Chgs from Non Dept		*1,961*	-
FY 2012 Budget Target		**$ 348,998**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (5,465)**	**$ -**
Emp Health Dental Prem Realloc		*(7,308)*	-
Retirement Contributions		*1,843*	-
Base Adjustments		**$ 12,139**	**$ -**
Other Base Adjustments		*10,798*	-
Life Insurance Premium	*$ 470*		
Consistent District Budget Level Adjustment	*10,328*		
Internal Service Charges		*1,341*	-
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Percent Change from Target Amount		*1.9%*	

Business Strategies and Health Care Programs

Analysis by Jacqueline M. Edwards, Management and Budget Analyst

Summary

Mission

The mission of Business Strategies and Health Care Programs is to provide business management and health management services to employees and taxpayers so they can live and work well.

Vision

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

Strategic Goals

Public Health

By 2015 there will be a 10% increase in the number of eligible people with HIV/AIDS entering and remaining in medical care.

Status: New goal for FY 2012.

Quality Workforce

By 2017, in the average week, 60% of employees will report that they engage in at least 30 minutes of moderate physical activity at least three times a week, an increase from 49% in 2010.

Status: New goal for FY 2012.

Quality Workforce

By 2017, increase the completion rate of Well Adult visits to 44%, an increase from 22% in 2010.

Status: New goal for FY 2012.

Quality Workforce

By 2017, increase the completion rate of Well Child visits to 44%, an increase from 28% in 2010.

Status: New goal for FY 2012.

Quality Workforce

By 2017, the number of members enrolled in a County-sponsored medical plan who were immunized against influenza will be 35%, an increase of more than 50% from FY 2011.

Status: New goal for FY 2012.

Fiscal Strength

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: New goal for FY 2012.

Quality Workforce

Decrease the percent of employees considered to be overweight/obese (as determined by Biometric Screening results) based on Body Mass Index (BMI) >25 from 74% in 2009 to 70% in 2016.

Status: New goal for FY 2012.

Quality Workforce

Decrease the percent of employees identified with three or more risk factors associated with metabolic syndrome (as determined by Biometric Screening results) from 74% in 2009 to 70% in 2016.

Status: New goal for FY 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EMPA - EMPLOYEE ASSISTANCE	$ -	$ 196,253	$ 196,253	$ 188,916	$ 206,332	$ 10,079	5.1%
ERGO - ERGONOMICS	-	260,615	260,615	264,130	257,211	(3,404)	-1.3%
STDD - ABSENCE MANAGEMENT	3,468,527	-	-	-	-	-	N/A
WBEG - EMPLOYEE WELLNESS	1,062,630	1,092,998	1,092,998	1,006,702	1,753,804	660,806	60.5%
35EP - EMPLOYEE PROGRAMS	$ 4,531,157	$ 1,549,866	$ 1,549,866	$ 1,459,748	$ 2,217,347	$ 667,481	43.1%
SFBH - MENTAL HEALTH	$ 2,826,431	$ 4,536,120	$ 4,536,120	$ 4,455,368	$ 2,108,383	$ (2,427,737)	-53.5%
SFMD - MEDICAL	85,362,239	98,666,655	98,666,655	92,295,222	96,204,888	(2,461,767)	-2.5%
SFRX - PHARMACY	15,964,976	15,335,858	15,335,858	15,130,827	13,070,004	(2,265,854)	-14.8%
SIDE - DENTAL	9,484,442	9,573,169	9,573,169	9,347,017	8,990,194	(582,975)	-6.1%
STDS - SHORT TERM DISABILITY	-	3,414,582	3,414,582	3,352,165	1,825,513	(1,589,069)	-46.5%
VISN - VISION	1,342,006	1,478,751	1,478,751	1,472,880	1,327,632	(151,119)	-10.2%
35HB - HEALTH BENEFITS	$ 114,980,094	$ 133,005,135	$ 133,005,135	$ 126,053,479	$ 123,526,614	$ (9,478,521)	-7.1%
FIBP - LIFE INSURANCE	$ 5,066,750	$ 5,544,255	$ 5,544,255	$ 5,175,295	$ 5,517,819	$ (26,436)	-0.5%
FSAA - FLEXIBLE SPENDING ACCOUNT	3,030,281	2,990,195	2,990,195	3,540,054	3,794,016	803,821	26.9%
OTHR - OTHER BENEFITS	287,709	306,930	306,930	307,032	285,492	(21,438)	-7.0%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 8,384,740	$ 8,841,380	$ 8,841,380	$ 9,022,381	$ 9,597,327	$ 755,947	8.6%
CRLT - COUNTY RESIDUAL LONG TERM CARE	$ 6,876	$ 7,200	$ 7,200	$ 6,984	$ 6,876	$ (324)	-4.5%
39LT - INDIGENT LONG TERM CARE	$ 6,876	$ 7,200	$ 7,200	$ 6,984	$ 6,876	$ (324)	-4.5%
CORE - CORE MEDICAL SERVICES	$ -	$ -	$ -	$ -	$ 5,848,093	$ 5,848,093	N/A
NMSS - NON MEDICAL SUPPORT SERVICES	-	-	-	-	1,073,669	1,073,669	N/A
39RW - RYAN WHITE HIV/AIDS- PART A	$ -	$ -	$ -	$ -	$ 6,921,762	$ 6,921,762	N/A
SHAC - SERVICES FOR PEOPLE WITH HIV A	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ -	$ (6,651,736)	-100.0%
86CM - HIV HCV SERVICES	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ -	$ (6,651,736)	-100.0%
BDGT - BUDGETING	$ -	$ 57,904	$ 57,904	$ 58,685	$ 23,312	$ (34,592)	-59.7%
FSAC - FINANCIAL SERVICES	16,201	396,142	396,142	536,286	399,624	3,482	0.9%
ODIR - EXECUTIVE MANAGEMENT	-	33,205	33,205	33,653	13,361	(19,844)	-59.8%
PROC - PROCUREMENT	-	22,927	22,927	23,236	-	(22,927)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 16,201	$ 510,178	$ 510,178	$ 651,860	$ 436,297	$ (73,881)	-14.5%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ -	$ -	$ -	$ 223,763	$ 223,763	N/A
GGOV - GENERAL GOVERNMENT	822,196	-	49,991	850,071	743	(49,248)	-98.5%
ISFC - INTERNAL SERVICE FUND CHARGES	-	4,867	4,867	4,933	-	(4,867)	-100.0%
POOL - POOLED COSTS	72,474	-	-	39,257	1,803,369	1,803,369	N/A
99GV - GENERAL GOVERNMENT	$ 894,670	$ 4,867	$ 54,858	$ 894,261	$ 2,027,875	$ 1,973,017	3596.6%
TOTAL PROGRAMS	**$ 134,423,671**	**$ 150,570,362**	**$ 150,620,353**	**$ 144,369,385**	**$ 144,734,098**	**$ (5,886,255)**	**-3.9%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REVISED VS RECOMM VAR	%
USES							
EMPA - EMPLOYEE ASSISTANCE	$ -	$ 196,253	$ 196,253	$ 188,938	$ 206,332	$ (10,079)	-5.1%
ERGO - ERGONOMICS	254,574	260,615	260,615	264,594	257,211	3,404	1.3%
STDD - ABSENCE MANAGEMENT	1,994,276	-	-	-	-	-	N/A
WBEG - EMPLOYEE WELLNESS	859,597	1,092,998	1,377,999	889,748	3,834,454	(2,456,455)	-178.3%
35EP - EMPLOYEE PROGRAMS	$ 3,108,447	$ 1,549,866	$ 1,834,867	$ 1,343,280	$ 4,297,997	$ (2,463,130)	-134.2%
SFBH - MENTAL HEALTH	$ 2,250,944	$ 4,536,120	$ 4,536,120	$ 1,871,790	$ 2,104,872	$ 2,431,248	53.6%
SFMD - MEDICAL	89,850,529	100,191,655	100,191,655	92,339,206	95,929,475	4,262,180	4.3%
SFRX - PHARMACY	13,939,826	15,335,858	15,335,858	14,380,003	13,070,004	2,265,854	14.8%
SIDE - DENTAL	9,092,597	9,573,169	9,573,169	9,405,985	8,990,194	582,975	6.1%
STDS - SHORT TERM DISABILITY	-	3,414,582	3,414,582	2,277,856	2,885,499	529,083	15.5%
VISN - VISION	1,341,157	1,478,751	1,478,751	1,467,084	1,327,632	151,119	10.2%
35HB - HEALTH BENEFITS	$ 116,475,053	$ 134,530,135	$ 134,530,135	$ 121,741,924	$ 124,307,676	$ 10,222,459	7.6%
FIBP - LIFE INSURANCE	$ 4,968,787	$ 5,544,255	$ 5,544,255	$ 5,167,441	$ 5,517,819	$ 26,436	0.5%
FSAA - FLEXIBLE SPENDING ACCOUNT	3,010,970	2,990,195	2,990,195	3,149,906	3,794,016	(803,821)	-26.9%
OTHR - OTHER BENEFITS	286,030	306,930	306,930	307,618	285,492	21,438	7.0%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 8,265,787	$ 8,841,380	$ 8,841,380	$ 8,624,965	$ 9,597,327	$ (755,947)	-8.6%
LITG - LITIGATION SUPPORT	$ 147,437	$ 2,308,047	$ 2,308,047	$ 719,948	$ 4,000,309	$ (1,692,262)	-73.3%
39HC - INDIGENT HEALTH CARE	$ 147,437	$ 2,308,047	$ 2,308,047	$ 719,948	$ 4,000,309	$ (1,692,262)	-73.3%
CRLT - COUNTY RESIDUAL LONG TERM CARE	$ 129,861	$ 307,200	$ 307,200	$ 117,722	$ 200,000	$ 107,200	34.9%
39LT - INDIGENT LONG TERM CARE	$ 129,861	$ 307,200	$ 307,200	$ 117,722	$ 200,000	$ 107,200	34.9%
AHCS - AHCCCS CONTRIBUTION	$ 16,764,281	$ 20,761,900	$ 20,761,900	$ 15,247,381	$ 20,575,000	$ 186,900	0.9%
ALTC - ALTCS CONTRIBUTION	87,407,806	138,339,400	138,339,400	111,420,504	154,518,900	(16,179,500)	-11.7%
GEMH - GEN MENTAL HEALTH	4,856,580	4,856,577	4,856,577	4,856,577	4,856,577	-	0.0%
SARN - ARNOLD V SARN	37,603,332	39,483,497	39,483,497	39,483,497	41,457,672	(1,974,175)	-5.0%
SVPC - SVP COMMITMENT PAYMENTS	1,644,937	3,000,000	3,000,000	1,657,478	5,000,000	(2,000,000)	-66.7%
39MP - STATE MANDATED PAYMENTS	$ 148,276,936	$ 206,441,374	$ 206,441,374	$ 172,665,437	$ 226,408,149	$ (19,966,775)	-9.7%
PFMG - PERFORMANCE MANAGEMENT	$ 297,703	$ 345,387	$ 345,386	$ 197,627	$ 188,453	$ 156,933	45.4%
39PM - PERFORMANCE MANAGEMENT	$ 297,703	$ 345,387	$ 345,386	$ 197,627	$ 188,453	$ 156,933	45.4%
CORE - CORE MEDICAL SERVICES	$ -	$ -	$ -	$ -	$ 5,848,093	$ (5,848,093)	N/A
NMSS - NON MEDICAL SUPPORT SERVICES	-	-	-	-	1,073,669	(1,073,669)	N/A
39RW - RYAN WHITE HIV/AIDS- PART A	$ -	$ -	$ -	$ -	$ 6,921,762	$ (6,921,762)	N/A
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	$ 53,455	$ 53,000	$ 53,000	$ 55,302	$ 77,200	$ (24,200)	-45.7%
MEHT - MENTAL HEALTH TESTIMONY	510,150	2,227,151	2,227,151	2,197,495	575,000	1,652,151	74.2%
80TD - TRIAL DELIVERY	$ 563,605	$ 2,280,151	$ 2,280,151	$ 2,252,797	$ 652,200	$ 1,627,951	71.4%
SHAC - SERVICES FOR PEOPLE WITH HIV A	$ 6,441,620	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ -	$ 6,651,736	100.0%
86CM - HIV HCV SERVICES	$ 6,441,620	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ -	$ 6,651,736	100.0%
TBTE - TB TESTING AMD TREATMENT	$ 95,551	$ 500,000	$ 500,000	$ 276,801	$ 500,000	$ -	0.0%
86ID - INFECTIOUS DISEASE CONTROL	$ 95,551	$ 500,000	$ 500,000	$ 276,801	$ 500,000	$ -	0.0%
BDGT - BUDGETING	$ 17,352	$ 57,904	$ 57,903	$ 67,382	$ 48,168	$ 9,735	16.8%
FSAC - FINANCIAL SERVICES	1,612,014	1,803,174	1,803,175	1,538,977	1,587,755	215,420	11.9%
HRAC - HUMAN RESOURCES	7,058	-	-	-	11,560	(11,560)	N/A
ODIR - EXECUTIVE MANAGEMENT	1,096,614	153,205	153,205	260,437	292,307	(139,102)	-90.8%
PROC - PROCUREMENT	1,041	22,927	22,927	15,280	-	22,927	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 2,734,079	$ 2,037,210	$ 2,037,210	$ 1,882,076	$ 1,939,790	$ 97,420	4.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 295,856	$ -	$ -	$ -	$ 223,763	$ (223,763)	N/A
GGOV - GENERAL GOVERNMENT	22,659	-	1,380,292	1,380,292	743	1,379,549	99.9%
ISFC - INTERNAL SERVICE FUND CHARGES	6,084	4,867	4,867	-	2,948	1,919	39.4%
POOL - POOLED COSTS	(17,038)	-	(1)	(875,458)	2,693,564	(2,693,565)	269356500.0%
99GV - GENERAL GOVERNMENT	$ 307,561	$ 4,867	$ 1,385,158	$ 504,834	$ 2,921,018	$ (1,535,860)	-110.9%
TOTAL PROGRAMS	**$ 290,391,536**	**$ 369,345,249**	**$ 371,010,540**	**$ 320,155,979**	**$ 385,482,577**	**$ (14,472,037)**	**-3.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ 270,026	4.1%
SUBTOTAL	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ 270,026	4.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 1,563,028	$ 1,728,066	$ 1,728,066	$ 1,595,981	$ 1,842,320	$ 114,254	6.6%
0635 - OTHER CHARGES FOR SERVICES	30,927,324	33,001,239	33,001,239	30,599,804	29,408,339	(3,592,900)	-10.9%
0636 - INTERNAL SERVICE CHARGES	95,396,421	109,182,121	109,182,121	104,485,576	106,175,420	(3,006,701)	-2.8%
0638 - PATIENT SERVICES REVENUE	28,834	7,200	7,200	14,237	6,876	(324)	-4.5%
SUBTOTAL	$ 127,915,607	$ 143,918,626	$ 143,918,626	$ 136,695,598	$ 137,432,955	$ (6,485,671)	-4.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 800,238	$ -	$ -	$ 792,827	$ 379,381	$ 379,381	N/A
0650 - MISCELLANEOUS REVENUE	97,893	-	-	550,297	-	-	N/A
SUBTOTAL	$ 898,131	$ -	$ -	$ 1,343,124	$ 379,381	$ 379,381	N/A
ALL REVENUES	$ 134,423,671	$ 150,570,362	$ 150,570,362	$ 144,319,394	$ 144,734,098	$ (5,836,264)	-3.9%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ 49,991	$ 49,991	$ -	$ (49,991)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 49,991	$ 49,991	$ -	$ (49,991)	-100.0%
TOTAL SOURCES	$ 134,423,671	$ 150,570,362	$ 150,620,353	$ 144,369,385	$ 144,734,098	$ (5,886,255)	-3.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,598,235	$ 1,808,352	$ 1,808,353	$ 1,970,709	$ 2,204,822	$ (396,469)	-21.9%
0705 - TEMPORARY PAY	23,379	52,200	52,200	43,138	30,437	21,763	41.7%
0710 - OVERTIME	994	-	-	53	-	-	N/A
0750 - FRINGE BENEFITS	500,731	631,547	631,545	640,156	760,898	(129,353)	-20.5%
0790 - OTHER PERSONNEL SERVICES	124,086	-	-	2,029	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(742,087)	(880,812)	(880,812)	(1,407,944)	(143,279)	(737,533)	-83.7%
0796 - PERSONNEL SERVICES ALLOC-IN	876,671	1,293,980	1,293,980	1,738,408	309,073	984,907	76.1%
SUBTOTAL	$ 2,382,009	$ 2,905,267	$ 2,905,266	$ 2,986,549	$ 3,161,951	$ (256,685)	-8.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 75,866	$ 30,904	$ 30,904	$ 16,049	$ 28,800	$ 2,104	6.8%
0803 - FUEL	1,542	2,400	2,400	7,468	744	1,656	69.0%
0804 - NON-CAPITAL EQUIPMENT	22,659	5,000	5,000	4,149	-	5,000	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(65,730)	(12,000)	(12,000)	(8,188)	-	(12,000)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	65,730	12,000	12,000	8,368	-	12,000	100.0%
SUBTOTAL	$ 100,067	$ 38,304	$ 38,304	$ 27,846	$ 29,544	$ 8,760	22.9%
SERVICES							
0810 - LEGAL SERVICES	$ 526,805	$ 2,840,051	$ 2,840,051	$ 1,125,875	$ 4,409,266	$ (1,569,215)	-55.3%
0811 - HEALTH CARE SERVICES	115,895,415	131,636,018	131,636,018	122,408,392	131,855,132	(219,114)	-0.2%
0812 - OTHER SERVICES	17,795,029	18,101,247	18,101,247	12,612,556	14,170,883	3,930,364	21.7%
0820 - RENT & OPERATING LEASES	5,187	6,566	6,566	6,125	1,550	5,016	76.4%
0825 - REPAIRS AND MAINTENANCE	10,838	49,774	334,774	21,427	51,035	283,739	84.8%
0830 - INTERGOVERNMENTAL PAYMENTS	153,206,603	211,373,586	211,373,586	177,408,911	231,196,521	(19,822,935)	-9.4%
0839 - INTERNAL SERVICE CHARGES	25,799	1,666,336	1,666,336	1,663,366	254,075	1,412,261	84.8%
0841 - TRAVEL	6,689	20,604	20,604	9,147	11,500	9,104	44.2%
0842 - EDUCATION AND TRAINING	4,511	13,995	13,995	7,930	9,000	4,995	35.7%
0843 - POSTAGE/FREIGHT/SHIPPING	2,990	5,000	5,000	2,935	12,120	(7,120)	-142.4%
0845 - SUPPORT AND CARE OF PERSONS	129,861	307,200	307,200	117,722	200,000	107,200	34.9%
0850 - UTILITIES	(1)	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(1,127,102)	(1,064,846)	(1,064,846)	(1,107,411)	-	(1,064,846)	-100.0%
0873 - SERVICES-ALLOCATION IN	1,127,139	1,064,846	1,064,846	1,107,411	-	1,064,846	100.0%
SUBTOTAL	$ 287,609,763	$ 366,020,377	$ 366,305,377	$ 315,384,386	$ 382,171,082	$ (15,865,705)	-4.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 10,000	$ 10,000	$ 9,241	$ 120,000	$ (110,000)	#######
0950 - DEBT SERVICE	3,841	3,636	3,636	-	-	3,636	100.0%
0955 - CAPITAL-ALLOCATION OUT	(3,620)	(3,276)	(3,276)	-	-	(3,276)	-100.0%
0956 - CAPITAL-ALLOCATION IN	3,620	3,276	3,276	-	-	3,276	100.0%
SUBTOTAL	$ 3,841	$ 13,636	$ 13,636	$ 9,241	$ 120,000	$ (106,364)	-780.0%
ALL EXPENDITURES	$ 290,095,680	$ 368,977,584	$ 369,262,583	$ 318,408,022	$ 385,482,577	$ (16,219,994)	-4.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 295,856	$ 367,665	$ 1,747,957	$ 1,747,957	$ -	$ 1,747,957	100.0%
ALL OTHER FINANCING USES	$ 295,856	$ 367,665	$ 1,747,957	$ 1,747,957	$ -	$ 1,747,957	100.0%
TOTAL USES	$ 290,391,536	$ 369,345,249	$ 371,010,540	$ 320,155,979	$ 385,482,577	$ (14,472,037)	-3.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 28,834	$ 7,200	$ 7,200	$ 14,740	$ 6,876	$ (324)	-4.5%
NON-RECURRING	-	-	-	134,299	-	-	N/A
FUND TOTAL SOURCES	$ 28,834	$ 7,200	$ 7,200	$ 149,039	$ 6,876	$ (324)	-4.5%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ 270,026	4.1%
FUND TOTAL SOURCES	$ 5,609,933	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ 270,026	4.1%
601 CMG HIGH OPTION							
OPERATING	$ 34,587,717	$ 38,769,529	$ 38,769,529	$ 35,768,576	$ 38,798,632	$ 29,103	0.1%
FUND TOTAL SOURCES	$ 34,587,717	$ 38,769,529	$ 38,769,529	$ 35,768,576	$ 38,798,632	$ 29,103	0.1%
602 CMG LOW OPTION							
OPERATING	$ 1,159,965	$ 1,204,451	$ 1,204,451	$ 1,214,919	$ 1,201,113	$ (3,338)	-0.3%
FUND TOTAL SOURCES	$ 1,159,965	$ 1,204,451	$ 1,204,451	$ 1,214,919	$ 1,201,113	$ (3,338)	-0.3%
603 OAP IN							
OPERATING	$ 15,989,153	$ 18,246,010	$ 18,246,010	$ 17,685,755	$ 17,985,367	$ (260,643)	-1.4%
FUND TOTAL SOURCES	$ 15,989,153	$ 18,246,010	$ 18,246,010	$ 17,685,755	$ 17,985,367	$ (260,643)	-1.4%
604 OAP HIGH OPTION							
OPERATING	$ 28,534,356	$ 29,035,684	$ 29,035,684	$ 28,766,100	$ 29,754,654	$ 718,970	2.5%
FUND TOTAL SOURCES	$ 28,534,356	$ 29,035,684	$ 29,035,684	$ 28,766,100	$ 29,754,654	$ 718,970	2.5%
605 OAP LOW OPTION							
OPERATING	$ 2,081,455	$ 2,119,315	$ 2,119,315	$ 2,189,983	$ 2,187,205	$ 67,890	3.2%
FUND TOTAL SOURCES	$ 2,081,455	$ 2,119,315	$ 2,119,315	$ 2,189,983	$ 2,187,205	$ 67,890	3.2%
606 CHOICE FUND H.S.A.							
OPERATING	$ 1,493,995	$ 5,480,061	$ 5,480,061	$ 5,943,293	$ 5,514,104	$ 34,043	0.6%
FUND TOTAL SOURCES	$ 1,493,995	$ 5,480,061	$ 5,480,061	$ 5,943,293	$ 5,514,104	$ 34,043	0.6%
607 FI DENTAL PPO							
OPERATING	$ 5,501,109	$ 5,502,303	$ 5,502,303	$ 5,264,367	$ 4,997,323	$ (504,980)	-9.2%
FUND TOTAL SOURCES	$ 5,501,109	$ 5,502,303	$ 5,502,303	$ 5,264,367	$ 4,997,323	$ (504,980)	-9.2%
608 COINSURANCE							
OPERATING	$ 13,282,187	$ 13,041,846	$ 13,041,846	$ 12,816,860	$ 11,358,884	$ (1,682,962)	-12.9%
FUND TOTAL SOURCES	$ 13,282,187	$ 13,041,846	$ 13,041,846	$ 12,816,860	$ 11,358,884	$ (1,682,962)	-12.9%
609 CONSUMER CHOICE							
OPERATING	$ 2,350,530	$ 1,994,911	$ 1,994,911	$ 1,990,832	$ 1,711,120	$ (283,791)	-14.2%
FUND TOTAL SOURCES	$ 2,350,530	$ 1,994,911	$ 1,994,911	$ 1,990,832	$ 1,711,120	$ (283,791)	-14.2%
610 70 PERCENT STD							
OPERATING	$ 2,342,990	$ 2,246,085	$ 2,246,085	$ 2,192,757	$ -	$ (2,246,085)	-100.0%
FUND TOTAL SOURCES	$ 2,342,990	$ 2,246,085	$ 2,246,085	$ 2,192,757	$ -	$ (2,246,085)	-100.0%
611 60 PERCENT STD							
OPERATING	$ 529,927	$ 510,935	$ 510,935	$ 507,923	$ 1,384,936	$ 874,001	171.1%
FUND TOTAL SOURCES	$ 529,927	$ 510,935	$ 510,935	$ 507,923	$ 1,384,936	$ 874,001	171.1%
612 50 PERCENT STD							
OPERATING	$ 438,594	$ 439,219	$ 439,219	$ 431,187	$ 297,718	$ (141,501)	-32.2%
FUND TOTAL SOURCES	$ 438,594	$ 439,219	$ 439,219	$ 431,187	$ 297,718	$ (141,501)	-32.2%
613 40 PERCENT STD							
OPERATING	$ 216,975	$ 202,539	$ 202,539	$ 204,281	$ 142,859	$ (59,680)	-29.5%
FUND TOTAL SOURCES	$ 216,975	$ 202,539	$ 202,539	$ 204,281	$ 142,859	$ (59,680)	-29.5%
614 BEHAVIORAL HEALTH							
OPERATING	$ 2,592,590	$ 4,491,552	$ 4,491,552	$ 4,411,470	$ 2,104,872	$ (2,386,680)	-53.1%
FUND TOTAL SOURCES	$ 2,592,590	$ 4,491,552	$ 4,491,552	$ 4,411,470	$ 2,104,872	$ (2,386,680)	-53.1%
615 WELLNESS							
OPERATING	$ 816,507	$ 810,960	$ 810,960	$ 720,861	$ 1,613,048	$ 802,088	98.9%
FUND TOTAL SOURCES	$ 816,507	$ 810,960	$ 810,960	$ 720,861	$ 1,613,048	$ 802,088	98.9%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 436,470	$ 287,611	$ 287,611	$ 327,394	$ 278,924	$ (8,687)	-3.0%
FUND TOTAL SOURCES	$ 436,470	$ 287,611	$ 287,611	$ 327,394	$ 278,924	$ (8,687)	-3.0%
617 MED INCENTIVE AND PENALTIES							
OPERATING	$ 33,415	$ 2,357,648	$ 2,357,648	$ -	$ -	$ (2,357,648)	-100.0%
FUND TOTAL SOURCES	$ 33,415	$ 2,357,648	$ 2,357,648	$ -	$ -	$ (2,357,648)	-100.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,268,171	$ 2,267,007	$ 2,267,007	$ 2,398,836	$ 2,862,139	$ 595,132	26.3%
FUND TOTAL SOURCES	$ 2,268,171	$ 2,267,007	$ 2,267,007	$ 2,398,836	$ 2,862,139	$ 595,132	26.3%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,254,856	$ 2,261,183	$ 2,261,183	$ 2,633,341	$ 2,804,131	$ 542,948	24.0%
FUND TOTAL SOURCES	$ 2,254,856	$ 2,261,183	$ 2,261,183	$ 2,633,341	$ 2,804,131	$ 542,948	24.0%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 753,776	$ 715,536	$ 715,536	$ 893,056	$ 989,885	$ 274,349	38.3%
FUND TOTAL SOURCES	$ 753,776	$ 715,536	$ 715,536	$ 893,056	$ 989,885	$ 274,349	38.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
623 VISION							
OPERATING	$ 1,309,674	$ 1,351,050	$ 1,351,050	$ 1,418,867	$ 1,327,632	$ (23,418)	-1.7%
FUND TOTAL SOURCES	$ 1,309,674	$ 1,351,050	$ 1,351,050	$ 1,418,867	$ 1,327,632	$ (23,418)	-1.7%
624 STAND ALONE VISION							
OPERATING	$ -	$ 75,644	$ 75,644	$ -	$ -	$ (75,644)	-100.0%
FUND TOTAL SOURCES	$ -	$ 75,644	$ 75,644	$ -	$ -	$ (75,644)	-100.0%
625 FI PREPAID DENTAL							
OPERATING	$ 453,007	$ 409,832	$ 409,832	$ 402,395	$ 418,926	$ 9,094	2.2%
FUND TOTAL SOURCES	$ 453,007	$ 409,832	$ 409,832	$ 402,395	$ 418,926	$ 9,094	2.2%
626 FI LIFE AND AD AND D							
OPERATING	$ 902,666	$ 1,130,769	$ 1,130,769	$ 1,082,976	$ 1,130,769	$ -	0.0%
FUND TOTAL SOURCES	$ 902,666	$ 1,130,769	$ 1,130,769	$ 1,082,976	$ 1,130,769	$ -	0.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,634,658	$ 3,880,123	$ 3,880,123	$ 3,556,959	$ 3,880,123	$ -	0.0%
FUND TOTAL SOURCES	$ 3,634,658	$ 3,880,123	$ 3,880,123	$ 3,556,959	$ 3,880,123	$ -	0.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 186,997	$ 196,253	$ 196,253	$ 188,916	$ 206,332	$ 10,079	5.1%
FUND TOTAL SOURCES	$ 186,997	$ 196,253	$ 196,253	$ 188,916	$ 206,332	$ 10,079	5.1%
629 SI DENTAL							
OPERATING	$ 3,327,892	$ 3,510,313	$ 3,510,313	$ 3,521,176	$ 3,573,945	$ 63,632	1.8%
FUND TOTAL SOURCES	$ 3,327,892	$ 3,510,313	$ 3,510,313	$ 3,521,176	$ 3,573,945	$ 63,632	1.8%
630 DEPENDENT LIFE							
OPERATING	$ 482,658	$ 506,927	$ 506,927	$ 508,567	$ 506,927	$ -	0.0%
FUND TOTAL SOURCES	$ 482,658	$ 506,927	$ 506,927	$ 508,567	$ 506,927	$ -	0.0%
631 VOLUNTARY BENEFITS							
OPERATING	$ 288,296	$ 306,930	$ 306,930	$ 307,032	$ 285,492	$ (21,438)	-7.0%
FUND TOTAL SOURCES	$ 288,296	$ 306,930	$ 306,930	$ 307,032	$ 285,492	$ (21,438)	-7.0%
632 CIGNA FOR SENIORS							
OPERATING	$ 521,616	$ 559,200	$ 559,200	$ 541,004	$ 488,400	$ (70,800)	-12.7%
FUND TOTAL SOURCES	$ 521,616	$ 559,200	$ 559,200	$ 541,004	$ 488,400	$ (70,800)	-12.7%
652 HEALTH SELECT SI TRUST							
OPERATING	$ 12,702	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	-	-	49,991	49,991	-	(49,991)	-100.0%
FUND TOTAL SOURCES	$ 12,702	$ -	$ 49,991	$ 49,991	$ -	$ (49,991)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 134,423,671	$ 150,570,362	$ 150,570,362	$ 144,185,095	$ 144,734,098	$ (5,836,264)	-3.9%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 49,991	$ 184,290	$ -	$ (49,991)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 134,423,671	$ 150,570,362	$ 150,620,353	$ 144,369,385	$ 144,734,098	$ (5,886,255)	-3.9%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 235,890,151	$ 243,533,187	$ 243,533,186	$ 240,009,209	$ 237,003,448	$ 6,529,738	2.7%
NON-RECURRING	(81,451,016)	(26,396,100)	(26,396,100)	(58,829,515)	-	(26,396,100)	100.0%
FUND TOTAL USES	$ 154,439,135	$ 217,137,087	$ 217,137,086	$ 181,179,694	$ 237,003,448	$ (19,866,362)	-9.1%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,441,620	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ (270,026)	-4.1%
FUND TOTAL USES	$ 6,441,620	$ 6,651,736	$ 6,651,736	$ 6,280,672	$ 6,921,762	$ (270,026)	-4.1%
601 CMG HIGH OPTION							
OPERATING	$ 36,429,920	$ 38,769,529	$ 38,769,529	$ 35,214,516	$ 38,798,632	$ (29,103)	-0.1%
NON-RECURRING	-	525,000	525,000	175,000	-	525,000	100.0%
FUND TOTAL USES	$ 36,429,920	$ 39,294,529	$ 39,294,529	$ 35,389,516	$ 38,798,632	$ 495,897	1.3%
602 CMG LOW OPTION							
OPERATING	$ 868,161	$ 1,204,451	$ 1,204,451	$ 1,137,886	$ 1,201,113	$ 3,338	0.3%
FUND TOTAL USES	$ 868,161	$ 1,204,451	$ 1,204,451	$ 1,137,886	$ 1,201,113	$ 3,338	0.3%
603 OAP IN							
OPERATING	$ 18,492,028	$ 18,246,010	$ 18,246,010	$ 16,779,477	$ 17,985,367	$ 260,643	1.4%
FUND TOTAL USES	$ 18,492,028	$ 18,246,010	$ 18,246,010	$ 16,779,477	$ 17,985,367	$ 260,643	1.4%
604 OAP HIGH OPTION							
OPERATING	$ 29,727,049	$ 29,035,684	$ 29,035,684	$ 28,622,928	$ 29,754,654	$ (718,970)	-2.5%
FUND TOTAL USES	$ 29,727,049	$ 29,035,684	$ 29,035,684	$ 28,622,928	$ 29,754,654	$ (718,970)	-2.5%
605 OAP LOW OPTION							
OPERATING	$ 1,588,726	$ 2,119,315	$ 2,119,315	$ 2,220,649	$ 2,187,205	$ (67,890)	-3.2%
FUND TOTAL USES	$ 1,588,726	$ 2,119,315	$ 2,119,315	$ 2,220,649	$ 2,187,205	$ (67,890)	-3.2%
606 CHOICE FUND H.S.A.							
OPERATING	$ 1,177,936	$ 5,480,061	$ 5,480,061	$ 5,032,553	$ 5,514,104	$ (34,043)	-0.6%
FUND TOTAL USES	$ 1,177,936	$ 5,480,061	$ 5,480,061	$ 5,032,553	$ 5,514,104	$ (34,043)	-0.6%
607 FI DENTAL PPO							
OPERATING	$ 5,478,081	$ 5,502,303	$ 5,502,303	$ 5,267,875	$ 4,997,323	$ 504,980	9.2%
FUND TOTAL USES	$ 5,478,081	$ 5,502,303	$ 5,502,303	$ 5,267,875	$ 4,997,323	$ 504,980	9.2%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
608 COINSURANCE							
OPERATING	$ 11,459,190	$ 13,041,846	$ 13,041,846	$ 12,060,984	$ 11,358,884	$ 1,682,962	12.9%
FUND TOTAL USES	$ 11,459,190	$ 13,041,846	$ 13,041,846	$ 12,060,984	$ 11,358,884	$ 1,682,962	12.9%
609 CONSUMER CHOICE							
OPERATING	$ 2,079,569	$ 1,994,911	$ 1,994,911	$ 1,830,861	$ 1,711,120	$ 283,791	14.2%
FUND TOTAL USES	$ 2,079,569	$ 1,994,911	$ 1,994,911	$ 1,830,861	$ 1,711,120	$ 283,791	14.2%
610 70 PERCENT STD							
OPERATING	$ 1,418,243	$ 2,246,085	$ 2,246,085	$ 1,530,588	$ -	$ 2,246,085	100.0%
FUND TOTAL USES	$ 1,418,243	$ 2,246,085	$ 2,246,085	$ 1,530,588	$ -	$ 2,246,085	100.0%
611 60 PERCENT STD							
OPERATING	$ 253,030	$ 510,935	$ 510,935	$ 322,394	$ 2,173,104	$ (1,662,169)	-325.3%
FUND TOTAL USES	$ 253,030	$ 510,935	$ 510,935	$ 322,394	$ 2,173,104	$ (1,662,169)	-325.3%
612 50 PERCENT STD							
OPERATING	$ 200,894	$ 439,219	$ 439,219	$ 334,473	$ 477,494	$ (38,275)	-8.7%
FUND TOTAL USES	$ 200,894	$ 439,219	$ 439,219	$ 334,473	$ 477,494	$ (38,275)	-8.7%
613 40 PERCENT STD							
OPERATING	$ 107,178	$ 202,539	$ 202,539	$ 79,865	$ 234,901	$ (32,362)	-16.0%
FUND TOTAL USES	$ 107,178	$ 202,539	$ 202,539	$ 79,865	$ 234,901	$ (32,362)	-16.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 2,012,300	$ 4,491,552	$ 4,491,552	$ 1,744,874	$ 2,104,872	$ 2,386,680	53.1%
FUND TOTAL USES	$ 2,012,300	$ 4,491,552	$ 4,491,552	$ 1,744,874	$ 2,104,872	$ 2,386,680	53.1%
615 WELLNESS							
OPERATING	$ 617,597	$ 810,960	$ 810,960	$ 650,284	$ 1,613,048	$ (802,088)	-98.9%
NON-RECURRING	-	-	285,000	258	2,080,650	(1,795,650)	-630.1%
FUND TOTAL USES	$ 617,597	$ 810,960	$ 1,095,960	$ 650,542	$ 3,693,698	$ (2,597,738)	-237.0%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 505,850	$ 287,611	$ 287,611	$ 253,470	$ 309,852	$ (22,241)	-7.7%
NON-RECURRING	-	-	-	-	72,000	(72,000)	N/A
FUND TOTAL USES	$ 505,850	$ 287,611	$ 287,611	$ 253,470	$ 381,852	$ (94,241)	-32.8%
617 MED INCENTIVE AND PENALTIES							
OPERATING	$ -	$ 2,357,648	$ 2,357,648	$ -	$ -	$ 2,357,648	100.0%
NON-RECURRING	-	1,000,000	1,000,000	1,000,000	-	1,000,000	100.0%
FUND TOTAL USES	$ -	$ 3,357,648	$ 3,357,648	$ 1,000,000	$ -	$ 3,357,648	100.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,438,480	$ 2,267,007	$ 2,267,007	$ 2,229,545	$ 2,862,139	$ (595,132)	-26.3%
NON-RECURRING	994,210	120,000	120,000	143,468	508,343	(388,343)	-323.6%
FUND TOTAL USES	$ 3,432,690	$ 2,387,007	$ 2,387,007	$ 2,373,013	$ 3,370,482	$ (983,475)	-41.2%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,240,097	$ 2,261,183	$ 2,261,183	$ 2,396,360	$ 2,804,131	$ (542,948)	-24.0%
FUND TOTAL USES	$ 2,240,097	$ 2,261,183	$ 2,261,183	$ 2,396,360	$ 2,804,131	$ (542,948)	-24.0%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 750,448	$ 715,536	$ 715,536	$ 741,756	$ 989,885	$ (274,349)	-38.3%
FUND TOTAL USES	$ 750,448	$ 715,536	$ 715,536	$ 741,756	$ 989,885	$ (274,349)	-38.3%
623 VISION							
OPERATING	$ 1,312,113	$ 1,351,050	$ 1,351,050	$ 1,447,353	$ 1,327,632	$ 23,418	1.7%
FUND TOTAL USES	$ 1,312,113	$ 1,351,050	$ 1,351,050	$ 1,447,353	$ 1,327,632	$ 23,418	1.7%
624 STAND ALONE VISION							
OPERATING	$ -	$ 75,644	$ 75,644	$ -	$ -	$ 75,644	100.0%
FUND TOTAL USES	$ -	$ 75,644	$ 75,644	$ -	$ -	$ 75,644	100.0%
625 FI PREPAID DENTAL							
OPERATING	$ 436,117	$ 409,832	$ 409,832	$ 402,461	$ 418,926	$ (9,094)	-2.2%
FUND TOTAL USES	$ 436,117	$ 409,832	$ 409,832	$ 402,461	$ 418,926	$ (9,094)	-2.2%
626 FI LIFE AND AD AND D							
OPERATING	$ 916,523	$ 1,130,769	$ 1,130,769	$ 1,082,153	$ 1,130,769	$ -	0.0%
FUND TOTAL USES	$ 916,523	$ 1,130,769	$ 1,130,769	$ 1,082,153	$ 1,130,769	$ -	0.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,545,407	$ 3,880,123	$ 3,880,123	$ 3,553,392	$ 3,880,123	$ -	0.0%
FUND TOTAL USES	$ 3,545,407	$ 3,880,123	$ 3,880,123	$ 3,553,392	$ 3,880,123	$ -	0.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 188,543	$ 196,253	$ 196,253	$ 188,938	$ 206,332	$ (10,079)	-5.1%
FUND TOTAL USES	$ 188,543	$ 196,253	$ 196,253	$ 188,938	$ 206,332	$ (10,079)	-5.1%
629 SI DENTAL							
OPERATING	$ 2,984,868	$ 3,510,313	$ 3,510,313	$ 3,504,378	$ 3,573,945	$ (63,632)	-1.8%
FUND TOTAL USES	$ 2,984,868	$ 3,510,313	$ 3,510,313	$ 3,504,378	$ 3,573,945	$ (63,632)	-1.8%
630 DEPENDENT LIFE							
OPERATING	$ 466,738	$ 506,927	$ 506,927	$ 508,706	$ 506,927	$ -	0.0%
FUND TOTAL USES	$ 466,738	$ 506,927	$ 506,927	$ 508,706	$ 506,927	$ -	0.0%
631 VOLUNTARY BENEFITS							
OPERATING	$ 286,030	$ 306,930	$ 306,930	$ 307,618	$ 285,492	$ 21,438	7.0%
FUND TOTAL USES	$ 286,030	$ 306,930	$ 306,930	$ 307,618	$ 285,492	$ 21,438	7.0%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
632 CIGNA FOR SENIORS							
OPERATING	$ 535,455	$ 559,200	$ 559,200	$ 550,258	$ 488,400	$ 70,800	12.7%
FUND TOTAL USES	$ 535,455	$ 559,200	$ 559,200	$ 550,258	$ 488,400	$ 70,800	12.7%
652 HEALTH SELECT SI TRUST							
NON-RECURRING	$ -	$ -	$ 1,380,292	$ 1,380,292	$ -	$ 1,380,292	100.0%
FUND TOTAL USES	$ -	$ -	$ 1,380,292	$ 1,380,292	$ -	$ 1,380,292	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 370,848,342	$ 394,096,349	$ 394,096,348	$ 376,286,476	$ 382,821,584	$ 11,274,764	2.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ (80,456,806)	$ (24,751,100)	$ (23,085,808)	$ (56,130,497)	$ 2,660,993	$ (25,746,801)	111.5%
DEPARTMENT TOTAL USES	$ 290,391,536	$ 369,345,249	$ 371,010,540	$ 320,155,979	$ 385,482,577	$ (14,472,037)	-3.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.35	.50	.50	.20	.70	.20	40.0%
EXECUTIVE MANAGEMENT	2.55	.05	.05	2.00	4.05	4.00	8000.0%
FINANCIAL SERVICES	4.80	5.30	5.30	.80	6.10	.80	15.1%
HUMAN RESOURCES	.35	-	.00	-	-	-	N/A
PROCUREMENT	.10	-	.00	-	-	-	N/A
PROGRAM TOTAL	8.15	5.85	5.85	3.00	10.85	5.00	85.5%
EMPLOYEE PROGRAMS							
ABSENCE MANAGEMENT	.60	-	.00	-	-	-	N/A
EMPLOYEE WELLNESS	1.00	2.00	2.00	-	2.00	-	0.0%
ERGONOMICS	3.00	3.00	3.00	-	3.00	-	0.0%
PROGRAM TOTAL	4.60	5.00	5.00	-	5.00	-	0.0%
GENERAL GOVERNMENT							
POOLED COSTS	11.25	9.30	9.30	-	8.15	(1.15)	(12.4%)
PROGRAM TOTAL	11.25	9.30	9.30	-	8.15	(1.15)	(12.4%)
HIV HCV SERVICES							
SERVICES FOR PEOPLE WITH HIV A	9.00	9.00	9.00	12.00	-	(9.00)	(100.0%)
PROGRAM TOTAL	9.00	9.00	9.00	12.00	-	(9.00)	(100.0%)
INDIGENT HEALTH CARE							
LITIGATION SUPPORT	-	-	.00	1.00	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	1.00	1.00	1.00	N/A
PERFORMANCE MANAGEMENT							
PERFORMANCE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	2.00	2.00	2.00	-	-	(2.00)	(100.0%)
PROGRAM TOTAL	2.00	2.00	2.00	-	-	(2.00)	(100.0%)
RYAN WHITE HIV/AIDS- PART A							
CORE MEDICAL SERVICES	-	-	.00	-	12.00	12.00	N/A
PROGRAM TOTAL	-	-	-	-	12.00	12.00	N/A
DEPARTMENT TOTAL	37.00	33.15	33.15	18.00	39.00	5.85	17.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	2.00	1.00	1.00	-	1.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	-	2.00	-	0.0%
Admin/Operations Specialist	5.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	-	-	-	-	-	-	N/A
Administrator	-	-	-	-	-	-	N/A
Benefits Specialist - County	4.00	.15	.15	-	-	(.15)	(100.0%)
Budget Analyst	2.00	2.00	2.00	-	2.00	-	0.0%
Budget Supervisor	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Consultant	1.00	(1.00)	(1.00)	-	-	1.00	(100.0%)
Director - Business Strategies & Healthcare Progra	-	-	-	1.00	1.00	1.00	N/A
Director - EHI	1.00	-	-	-	-	-	N/A
Ergonomist - County	3.00	3.00	3.00	-	3.00	-	0.0%
Executive Assistant	-	-	-	1.00	1.00	1.00	N/A
Finan/Business Analyst - Dept	1.00	2.00	2.00	2.00	2.00	-	0.0%
Finan/Business Analyst -County	-	1.00	1.00	-	2.00	1.00	100.0%
Financial Manager - County	-	1.00	1.00	-	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Health Educator	1.00	2.00	2.00	-	2.00	-	0.0%
Human Resources Analyst	-	4.00	4.00	-	4.00	-	0.0%
Human Resources Mngr - County	1.00	1.00	1.00	-	1.00	-	0.0%
Human Resources Supervisor	-	1.00	1.00	-	1.00	-	0.0%
Human Resources Support Supv	1.00	-	-	-	-	-	N/A
Legal Assistant Supv	-	-	-	-	-	-	N/A
Management Analyst	5.00	5.00	5.00	3.00	4.00	(1.00)	(20.0%)
Management Assistant	1.00	-	-	1.00	1.00	1.00	N/A
Managing for Results Faciltatr	-	-	-	2.00	-	-	N/A
Media Specialist	1.00	1.00	1.00	-	1.00	-	0.0%
Nurse - Correctional	-	-	-	1.00	1.00	1.00	N/A
Office Assistant	1.00	1.00	1.00	-	1.00	-	0.0%
Office Assistant Specialized	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	-	2.00	2.00	2.00	N/A
Special Projects Manager	-	-	-	-	1.00	1.00	N/A
Trainer	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**37.00**	**33.15**	**33.15**	**18.00**	**39.00**	**5.85**	**17.6%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	4.00	4.00	4.00	6.00	8.00	4.00	100.0%
532	PUBLIC HEALTH GRANTS	9.00	9.00	9.00	12.00	12.00	3.00	33.3%
618	BENEFIT ADMINISTRATION	24.00	20.15	20.15	-	19.00	(1.15)	(5.7%)
Department Total		**37.00**	**33.15**	**33.15**	**18.00**	**39.00**	**5.85**	**17.6%**

Significant Variance Analysis

In FY 2012, there is a new department staffing structure. The staff increase is based on the availability of grant funds and the creation of this new Department.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $252 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $4,411 for retirement contribution rate increase.
- Increase Personal Services by $190,042 based on a net increase of Salaries, Benefits, and Personal Services Allocation Out.

- Increase General Supplies by $4,500.
- Increase Education and Training by $1,500.
- Decrease Support and Care of Persons by $107,200 to right size budget based on the FY 2011 Forecast and FY 2010 Actual.
- Increase Services by $1,914,985 due to a net increase in Legal Services, Other Services, Intergovernmental Payments, and Internal Service Charges.

Public Health Grant Fund (532)

- Decrease Regular Benefits by $432 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $5,307 for retirement contribution rate increase.
- Increase revenues by $270,026 and expenditures by $265,151 to reconcile expected grant awards in FY 2012.

Benefits Trust Fund (685)

- Decrease Regular Benefits by $684 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $9,765 for retirement contribution rate increase.
- Increase Other Services by $743 for banking fees.
- Reduce revenues by $6,105,966 and expenditures by $5,024,876 to reflect adjustments to base internal service charges in FY 2012.

Benefits Trust Fund (685)
Non Recurring/Non Project (0001)

- Increase budget for one-time expenditures of $2,080,650 to enhance the Wellness Program in the County.
- Increase budget for one-time expenditures of $388,343 for the contingency funding for the implementation of ADP.
- Increase budget for one-time expenditures of $120,000 for the SQL Server Warehouse.
- Increase budget for one-time expenditures of $72,000 for consultant support services for the implementation of ADP.

Strategic Business Plan Update

The Department participated in a facilitated partial Strategic Business Plan update process, resulting in changes to their plan effective for FY 2012. The Department will review all activities and measurements during the FY 2013 Strategic Business Plan update process.

Programs and Activities

Employee Health and Wellness Program

The purpose of the Employee Health and Wellness Program 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 stay healthy and productive.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of departments who received the services who feel that as a result of services, their employees have the tools and workspace to do their jobs safely	27.1%	95.7%	95.7%	71.7%	-24.0%	-25.0%
Percent of active employees who received a biometric screening and health risk assessment who took steps to improve their health based on the results	N/A	N/A	N/A	86.1%	N/A	N/A
Percentage of employees with less than three risk factors as measured through the biometric screeenings	N/A	N/A	N/A	26.0%	N/A	N/A
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues	N/A	95.0%	95.0%	61.9%	-33.1%	-34.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of departments who received the services who feel that as a result of services, their employees have the tools and workspace to do their jobs safely	27.1%	95.7%	95.7%	71.7%	(24.0%)	-25.0%
Output	Total number of evaluations and consultations completed	3,651	3,774	1,199	5,983	2,209	58.5%
Output	Number of evaluations completed	838	2,794	888	4,303	1,509	54.0%
Output	Number of consultations completed	N/A	980	311	1,691	711	72.6%
Demand	Number of evaluations requested	3,919	2,910	947	4,361	1,451	49.9%
Demand	Number of consultations requested	N/A	1,023	332	1,748	725	70.9%
Efficiency	Expenditure per evaluation/consultation completed	$ 69.73	$ -	$ 220.68	$ 42.99	$ (42.99)	N/A
Revenue							
	618 - BENEFIT ADMINISTRATION	$ -	$ 260,615	$ 264,130	$ 257,211	$ (3,404)	-1.3%
	TOTAL SOURCES	$ -	$ 260,615	$ 264,130	$ 257,211	$ (3,404)	-1.3%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ 254,574	$ 260,615	$ 264,594	$ 257,211	$ 3,404	1.3%
	TOTAL USES	$ 254,574	$ 260,615	$ 264,594	$ 257,211	$ 3,404	1.3%

Activity Narrative: The Activity measures are new in FY 2011; however these measures will be reviewed during the FY 2013 Strategic Business Plan update.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues	N/A	95.0%	95.0%	61.9%	(33.1%)	-34.8%
Output	Number of active employees who received EAP Benefit coverage	N/A	13,127	13,127	12,749	(378)	-2.9%
Demand	Number of active employees eligible for EAP Benefit coverage	N/A	13,127	13,127	12,749	(378)	-2.9%
Efficiency	Expenditure per employee who received EAP Benefit coverage	N/A	$ -	$ 14.39	$ 1.35	$ (1.35)	N/A
Revenue							
	628 - EMPLOYEE ASSISTANCE	$ -	$ 196,253	$ 188,916	$ 206,332	$ 10,079	5.1%
	TOTAL SOURCES	$ -	$ 196,253	$ 188,916	$ 206,332	$ 10,079	5.1%
Expenditure							
	628 - EMPLOYEE ASSISTANCE	$ -	$ 196,253	$ 188,938	$ 206,332	$ (10,079)	-5.1%
	TOTAL USES	$ -	$ 196,253	$ 188,938	$ 206,332	$ (10,079)	-5.1%

Activity Narrative: The Activity measures were new in FY 2011; however these measures will be reviewed during the FY 2013 Strategic Business Plan update. The percentage of employees receiving counseling services who felt the services helped them resolve or cope with their issues is decreasing in FY 2012 as a result of the description for this measure changing and how it is counted in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of active employees who received a biometric screening and health risk assessment who took steps to improve their health based on the results	N/A	N/A	N/A	86.1%	N/A	N/A
Result	Percentage of employees with less than three risk factors as measured through the biometric screeenings	N/A	N/A	N/A	26.0%	N/A	N/A
Output	Number of employees who received biometric screenings	N/A	N/A	N/A	8,146	N/A	N/A
Demand	Number of active employees who are eligible to receive the biometric screening	N/A	N/A	N/A	10,972	N/A	N/A
Efficiency	Expenditure per active employee who received a biometric screening	N/A	N/A	N/A	$ 470.72	N/A	N/A
Revenue							
	615 - WELLNESS	$ 795,141	$ 810,960	$ 720,861	$ 1,613,048	$ 802,088	98.9%
	616 - CONTRACT ADMINISTRATION	44,110	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	223,379	282,038	285,841	140,756	(141,282)	-50.1%
	TOTAL SOURCES	$ 1,062,630	$ 1,092,998	$ 1,006,702	$ 1,753,804	$ 660,806	60.5%
Expenditure							
	615 - WELLNESS	$ 617,597	$ 1,095,960	$ 650,542	$ 3,693,698	$ (2,597,738)	-237.0%
	616 - CONTRACT ADMINISTRATION	51,849	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	190,151	282,039	239,206	140,756	141,283	50.1%
	TOTAL USES	$ 859,597	$ 1,377,999	$ 889,748	$ 3,834,454	$ (2,456,455)	-178.3%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed during the FY 2013 Strategic Business Plan update. 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. The Department is developing options for new Wellness program initiatives. The options will be presented to the Board of Supervisors for approval.

Base Adjustment:

Wellness Fund (615) Non Recurring Non Project

- Increase budget for one-time expenditures of $2,080,650 to enhance the Wellness Programs in the County.

Employee Health Benefits Program

The purpose of the Employee Health Benefits Program is to provide health insurance coverage and wellness services to Maricopa County benefit-eligible covered members so they can have access to effective and affordable health care.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of benefit-eligible employees who received the Mental Health benefit plan who	63.0%	95.0%	95.0%	61.9%	-33.1%	-34.8%
Loss ratio (percentage of mental health claims expenses to premium revenue).	N/A	92.5%	92.5%	100.0%	7.5%	8.1%
Percentage of eligible employees who rated Medical benefits plan as affordable.	N/A	95.0%	95.0%	91.1%	-3.9%	-4.2%
Loss ratio (percentage of medical claims expenses to premium revenues)	N/A	89.7%	89.7%	100.0%	10.3%	11.5%
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	95.0%	95.0%	87.0%	-8.0%	-8.4%
Loss ratio (percentage of pharmacy claims expenses to premium revenues)	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of eligible employees who rated the Dental benefit as affordable	N/A	N/A	N/A	92.5%	N/A	N/A
Loss ratio (percentage of dental claims expenses to premium revenue)	N/A	98.5%	98.5%	100.0%	1.5%	1.5%
Percentage of benefit-eligible employees who rated the vision benefit plan as affordable	N/A	95.0%	95.0%	89.1%	-5.9%	-6.2%
Loss ratio (percentage of vision claims expenses to premium revenue)	N/A	95.8%	95.8%	100.0%	4.2%	4.3%
Loss ratio (percentage short-term disability claims expenses to premium revenue)	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of benefit-eligible employees who rated their Short-Term Benefit plan as affordable according to the annual benefit satisfaction survey results	N/A	95.0%	95.0%	71.0%	-24.0%	-25.3%

Activities that comprise this program include:

- Employee Medical Benefit
- Employee Pharmacy Benefits
- Employee Vision
- Employee Short-term Disability
- Employee Dental
- Employee Mental Health

Employee Medical Activity

The purpose of the Employee Medical Benefit Activity is to provide Medical insurance coverage and information to Maricopa County benefits-eligible covered members so they can have access to effective and affordable medical care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of eligible employees who rated Medical benefits plan as affordable	N/A	95.0%	95.0%	91.1%	(3.9%)	-4.2%
Result	Loss ratio (percentage of medical claims expenses to premium revenues)	N/A	89.7%	89.7%	100.0%	10.3%	11.5%
Output	Number of benefit-eligible covered members who received coverage in the Choice Fund - Health Savings Account Medical Benefit plan	N/A	N/A	N/A	1,230	N/A	N/A
Output	Number of benefit-eligible covered members who received coverage in the CMG High Option Medical Benefit plan	N/A	N/A	N/A	10,487	N/A	N/A
Output	Number of benefit-eligible covered members who received coverage in the CMG Low Option Medical Benefit plan	N/A	N/A	N/A	445	N/A	N/A
Output	Number of benefit-eligible covered members who received coverage in the OAP High Option Medical Benefit plan	N/A	N/A	N/A	6,195	N/A	N/A
Output	Number of benefit-eligible covered members who received coverage in the OAP Low Option Medical Benefit plan	N/A	N/A	N/A	925	N/A	N/A
Output	Number of benefit-eligible covered members who received coverage in the OAPIN Open Access Plus In-Network Medical Benefit plan	N/A	N/A	N/A	4,199	N/A	N/A
Output	Number of benefit-eligible covered members who received Medical Benefit coverage	N/A	N/A	N/A	23,481	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Medical Benefit coverage	N/A	N/A	N/A	23,481	N/A	N/A
Efficiency	Expenditure per benefit-eligible covered member who received Medical Benefit coverage	N/A	N/A	N/A	$ 340.45	N/A	N/A
Revenue							
	601 - CMG HIGH OPTION	$ 34,292,344	$ 38,769,529	$ 34,975,749	$ 38,798,632	$ 29,103	0.1%
	602 - CMG LOW OPTION	1,150,727	1,204,451	1,214,919	1,201,113	(3,338)	-0.3%
	603 - OAP IN	15,986,982	18,246,010	17,685,755	17,985,367	(260,643)	-1.4%
	604 - OAP HIGH OPTION	28,462,958	29,035,684	28,766,100	29,754,654	718,970	2.5%
	605 - OAP LOW OPTION	2,070,879	2,119,315	2,189,983	2,187,205	67,890	3.2%
	606 - CHOICE FUND H.S.A.	1,493,995	5,480,061	5,943,293	5,514,104	34,043	0.6%
	608 - COINSURANCE	540	-	-	-	-	N/A
	616 - CONTRACT ADMINISTRATION	225,410	215,708	228,212	275,413	59,705	27.7%
	617 - MED INCENTIVE AND PENALTIES	13,450	2,357,648	-	-	(2,357,648)	-100.0%
	618 - BENEFIT ADMINISTRATION	1,141,535	679,049	750,207	-	(679,049)	-100.0%
	632 - CIGNA FOR SENIORS	520,408	559,200	541,004	488,400	(70,800)	-12.7%
	652 - HEALTH SELECT SI TRUST	3,011	-	-	-	-	N/A
	TOTAL SOURCES	$ 85,362,239	$ 98,666,655	$ 92,295,222	$ 96,204,888	$ (2,461,767)	-2.5%
Expenditure							
	601 - CMG HIGH OPTION	$ 36,429,920	$ 39,294,529	$ 35,389,516	$ 38,798,632	$ 495,897	1.3%
	602 - CMG LOW OPTION	868,161	1,204,451	1,137,886	1,201,113	3,338	0.3%
	603 - OAP IN	18,492,028	18,246,010	16,779,477	17,985,367	260,643	1.4%
	604 - OAP HIGH OPTION	29,727,049	29,035,684	28,622,928	29,754,654	(718,970)	-2.5%
	605 - OAP LOW OPTION	1,588,726	2,119,315	2,220,649	2,187,205	(67,890)	-3.2%
	606 - CHOICE FUND H.S.A.	1,177,936	5,480,061	5,032,553	5,514,104	(34,043)	-0.6%
	616 - CONTRACT ADMINISTRATION	264,964	215,708	199,826	-	215,708	100.0%
	617 - MED INCENTIVE AND PENALTIES	-	3,357,648	1,000,000	-	3,357,648	100.0%
	618 - BENEFIT ADMINISTRATION	766,290	679,049	1,406,113	-	679,049	100.0%
	632 - CIGNA FOR SENIORS	535,455	559,200	550,258	488,400	70,800	12.7%
	TOTAL USES	$ 89,850,529	$100,191,655	$ 92,339,206	$ 95,929,475	$ 4,262,180	4.3%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment. Budgeted revenue is based on the Board of Supervisors approved premiums.

Employee Dental Activity

The purpose of the Employee Dental Activity is to provide dental insurance coverage and information to Maricopa County benefit-eligible employees and their families and retirees so they can have access to effective and affordable dental care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of eligible employees who rated the Dental benefit as affordable	N/A	N/A	N/A	92.5%	N/A	N/A
Result	Loss ratio (percentage of dental claims expenses to premium revenue)	N/A	98.5%	98.5%	100.0%	1.5%	1.5%
Output	Number of benefit-eligible covered members who received Dental benefit coverage	N/A	N/A	N/A	19,606	N/A	N/A
Output	Number of benefit-eligible covered members who received self-funded Dental benefit coverage	N/A	N/A	N/A	10,279	N/A	N/A
Demand	Number of benefit-eligible covered members who enrolled in Dental benefit coverage	N/A	N/A	N/A	19,606	N/A	N/A
Efficiency	Expenditure per covered member who received dental benefit coverage	N/A	N/A	N/A	$ 458.54	N/A	N/A
Revenue							
	607 - FI DENTAL PPO	$ 5,495,850	$ 5,502,303	$ 5,264,367	$ 4,997,323	$ (504,980)	-9.2%
	616 - CONTRACT ADMINISTRATION	42,387	23,009	29,645	-	(23,009)	-100.0%
	618 - BENEFIT ADMINISTRATION	214,663	127,712	129,434	-	(127,712)	-100.0%
	625 - FI PREPAID DENTAL	451,646	409,832	402,395	418,926	9,094	2.2%
	629 - SI DENTAL	3,279,896	3,510,313	3,521,176	3,573,945	63,632	1.8%
	TOTAL SOURCES	$ 9,484,442	$ 9,573,169	$ 9,347,017	$ 8,990,194	$ (582,975)	-6.1%
Expenditure							
	607 - FI DENTAL PPO	$ 5,478,081	$ 5,502,303	$ 5,267,875	$ 4,997,323	$ 504,980	9.2%
	616 - CONTRACT ADMINISTRATION	49,826	23,009	23,311	-	23,009	100.0%
	618 - BENEFIT ADMINISTRATION	143,705	127,712	207,960	-	127,712	100.0%
	625 - FI PREPAID DENTAL	436,117	409,832	402,461	418,926	(9,094)	-2.2%
	629 - SI DENTAL	2,984,868	3,510,313	3,504,378	3,573,945	(63,632)	-1.8%
	TOTAL USES	$ 9,092,597	$ 9,573,169	$ 9,405,985	$ 8,990,194	$ 582,975	6.1%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update. The budgeted expenditures are based on the rates developed by the actuary or contractual rates for dental insurance for the current enrollment. Budgeted revenue is based on the Board of Supervisors approved premiums.

Employee Pharmacy Benefits Activity

The purpose of the Employee Pharmacy Benefits Activity is to provide pharmacy benefit plans and information to benefit-eligible Maricopa County employees, their families and retirees so they can obtain affordable pharmacy care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED 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	95.0%	95.0%	87.0%	(8.0%)	-8.4%
Result	Loss ratio (percentage of pharmacy claims expenses to premium revenues)	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of benefit-eligible covered members who received Pharmacy Benefit coverage	N/A	N/A	N/A	22,294	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled for Pharmacy Benefit coverage	N/A	N/A	N/A	22,294	N/A	N/A
Efficiency	Expenditure per benefit-eligible covered members who received Pharmacy Benefit plan coverage	N/A	N/A	N/A	$ 48.85	N/A	N/A
Revenue							
	608 - COINSURANCE	$ 13,110,781	$ 13,041,846	$ 12,816,860	$ 11,358,884	$ (1,682,962)	-12.9%
	609 - CONSUMER CHOICE	2,321,568	1,994,911	1,990,832	1,711,120	(283,791)	-14.2%
	616 - CONTRACT ADMINISTRATION	87,829	34,513	54,979	-	(34,513)	-100.0%
	618 - BENEFIT ADMINISTRATION	444,798	264,588	268,156	-	(264,588)	-100.0%
	TOTAL SOURCES	$ 15,964,976	$ 15,335,858	$ 15,130,827	$ 13,070,004	$ (2,265,854)	-14.8%
Expenditure							
	608 - COINSURANCE	$ 11,459,190	$ 13,041,846	$ 12,060,984	$ 11,358,884	$ 1,682,962	12.9%
	609 - CONSUMER CHOICE	2,079,569	1,994,911	1,830,861	1,711,120	283,791	14.2%
	616 - CONTRACT ADMINISTRATION	103,244	34,513	35,138	-	34,513	100.0%
	618 - BENEFIT ADMINISTRATION	297,823	264,588	453,020	-	264,588	100.0%
	TOTAL USES	$ 13,939,826	$ 15,335,858	$ 14,380,003	$ 13,070,004	$ 2,265,854	14.8%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update. The budgeted expenditures are based on the rates developed by the actuary for the current enrollment. Budgeted revenue is based on the Board of Supervisors approved premiums.

Employee Vision Activity

The purpose of the Employee Vision Activity is to provide vision insurance coverage and information to benefit-eligible Maricopa County employees, their families and retirees so they can have access to effective and affordable vision care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of benefit-eligible employees who rated the vision benefit plan as affordable	N/A	95.0%	95.0%	89.1%	(5.9%)	-6.2%
Result	Loss ratio (percentage of vision claims expenses to premium revenue)	N/A	95.8%	95.8%	100.0%	4.2%	4.3%
Output	Number of benefit-eligible covered members who received Vision Benefit coverage	N/A	N/A	N/A	23,116	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled for Vision Benefit coverage	N/A	N/A	N/A	23,116	N/A	N/A
Efficiency	Expenditure per covered member who received Vision Benefit plan coverage	N/A	N/A	N/A	$ 4.79	N/A	N/A
Revenue							
	616 - CONTRACT ADMINISTRATION	$ 6,369	$ 2,876	$ 4,169	$ -	$ (2,876)	-100.0%
	618 - BENEFIT ADMINISTRATION	32,254	49,181	49,844	-	(49,181)	-100.0%
	623 - VISION	1,303,383	1,351,050	1,418,867	1,327,632	(23,418)	-1.7%
	624 - STAND ALONE VISION	-	75,644	-	-	(75,644)	-100.0%
	TOTAL SOURCES	$ 1,342,006	$ 1,478,751	$ 1,472,880	$ 1,327,632	$ (151,119)	-10.2%
Expenditure							
	616 - CONTRACT ADMINISTRATION	$ 7,487	$ 2,876	$ 2,921	$ -	$ 2,876	100.0%
	618 - BENEFIT ADMINISTRATION	21,557	49,181	16,810	-	49,181	100.0%
	623 - VISION	1,312,113	1,351,050	1,447,353	1,327,632	23,418	1.7%
	624 - STAND ALONE VISION	-	75,644	-	-	75,644	100.0%
	TOTAL USES	$ 1,341,157	$ 1,478,751	$ 1,467,084	$ 1,327,632	$ 151,119	10.2%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update. Budgeted revenue is based on the Board of Supervisors approved premiums.

Employee Mental Health Activity

The purpose of the Mental Health Activity is to provide Behavioral Health insurance 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	63.0%	95.0%	95.0%	61.9%	(33.1%)	-34.8%
Result	Loss ratio (percentage of mental health claims expenses to premium revenue)	N/A	92.5%	92.5%	100.0%	7.5%	8.1%
Output	Number of benefit-eligible covered members who received the Mental Health Benefit coverage	N/A	N/A	N/A	22,782	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Mental Health Benefit coverage	N/A	N/A	N/A	22,782	N/A	N/A
Efficiency	Expenditure per benefit-eligible covered member who received Mental Health Benefit plan coverage	N/A	N/A	N/A	$ 7.70	N/A	N/A
Revenue							
	614 - BEHAVIORAL HEALTH	$ 2,573,124	$ 4,491,552	$ 4,411,470	$ 2,104,872	$ (2,386,680)	-53.1%
	616 - CONTRACT ADMINISTRATION	10,974	11,505	10,389	3,511	(7,994)	-69.5%
	618 - BENEFIT ADMINISTRATION	55,575	33,063	33,509	-	(33,063)	-100.0%
	628 - EMPLOYEE ASSISTANCE	186,758	-	-	-	-	N/A
	TOTAL SOURCES	$ 2,826,431	$ 4,536,120	$ 4,455,368	$ 2,108,383	$ (2,427,737)	-53.5%
Expenditure							
	614 - BEHAVIORAL HEALTH	$ 2,012,300	$ 4,491,552	$ 1,744,874	$ 2,104,872	$ 2,386,680	53.1%
	616 - CONTRACT ADMINISTRATION	12,899	11,505	11,583	-	11,505	100.0%
	618 - BENEFIT ADMINISTRATION	37,202	33,063	115,333	-	33,063	100.0%
	628 - EMPLOYEE ASSISTANCE	188,543	-	-	-	-	N/A
	TOTAL USES	$ 2,250,944	$ 4,536,120	$ 1,871,790	$ 2,104,872	$ 2,431,248	53.6%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update. The FY 2011 Mental Health rates were raised significantly from FY 2010 due to the estimation that changes in the requirements for autism would greatly increase claims, which did not actually occur. Therefore the FY 2012 rates are decreased to reflect the actual claims.

Employee Short-term Disability Activity

The purpose of the Employee Short-term Disability Activity is to provide short-term disability insurance 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Loss ratio (percentage short-term disability claims expenses to premium revenue)	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
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	95.0%	95.0%	71.0%	(24.0%)	-25.3%
Output	The number of benefit-eligible employees who received a Short-Term Disability Benefit plan coverage	N/A	7,962	7,962	7,798	(164)	-2.1%
Demand	The number of benefit-eligible employees who enrolled in Short-Term Disability Benefit plan coverage	N/A	7,962	7,962	7,798	(164)	-2.1%
Efficiency	Expenditure per benefit-eligible employee who received Short-term Disability Benefit plan coverage	N/A	$ -	$ 286.09	$ 30.84	$ (30.84)	N/A
Revenue							
	610 - 70 PERCENT STD	$ -	$ 2,246,085	$ 2,192,757	$ -	$ (2,246,085)	-100.0%
	611 - 60 PERCENT STD	-	510,935	507,923	1,384,936	874,001	171.1%
	612 - 50 PERCENT STD	-	439,219	431,187	297,718	(141,501)	-32.2%
	613 - 40 PERCENT STD	-	202,539	204,281	142,859	(59,680)	-29.5%
	618 - BENEFIT ADMINISTRATION	-	15,804	16,017	-	(15,804)	-100.0%
	TOTAL SOURCES	$ -	$ 3,414,582	$ 3,352,165	$ 1,825,513	$ (1,589,069)	-46.5%
Expenditure							
	610 - 70 PERCENT STD	$ -	$ 2,246,085	$ 1,530,588	$ -	$ 2,246,085	100.0%
	611 - 60 PERCENT STD	-	510,935	322,394	2,173,104	(1,662,169)	-325.3%
	612 - 50 PERCENT STD	-	439,219	334,473	477,494	(38,275)	-8.7%
	613 - 40 PERCENT STD	-	202,539	79,865	234,901	(32,362)	-16.0%
	618 - BENEFIT ADMINISTRATION	-	15,804	10,536	-	15,804	100.0%
	TOTAL USES	$ -	$ 3,414,582	$ 2,277,856	$ 2,885,499	$ 529,083	15.5%

Activity Narrative: The Activity measures were new in FY 2011; however these measures will be reviewed again during the FY 2013 Strategic Business Plan update. The expenditures for this Activity are based on the current enrollment. In FY 2012, the 70 percent Short-Term Disability option (610) is discontinued. It is assumed that those employees currently enrolled in the 70 percent option will move to the 60 percent option. As a result there is a considerable increase in the budgeted expenditures and revenue for the 60 percent Short Term Disability option (611). FY 2012 includes a planned spend down of this fund's balance, which is higher than required. To reduce the fund balance to the desired level, the FY 2012 budget includes: Premium reduction of thirty-two percent, a reduction in the number of sick days employees are required to take prior to receiving Short-Term Disability benefits, and an increase in the maximum payout of Short-Term Disability benefits has been increased from $1,000 to $2,000 per pay period.

Voluntary Benefits Program

The purpose of the Voluntary Benefits Program is to provide optional benefits and services to Maricopa County covered members so they can take maximum advantage of tax savings and obtain affordable optional benefits.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of benefit-eligible employees who enrolled in Child Life Insurance Benefit plan	N/A	95.0%	95.0%	70.0%	-25.0%	-26.3%
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	N/A	87.0%	N/A	N/A
Percentage of benefit-eligible employees who enrolled in Accidental Death and Dismemberment Benefit plan who rated the benefits as affordable on the annual benefits satisfaction survey	N/A	N/A	N/A	87.0%	N/A	N/A
Percentage of benefit-eligible employees who enrolled in Spousal Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	N/A	N/A	N/A	67.9%	N/A	N/A
Percentage of benefit-eligible employees who are satisfied with the health care reimbursement benefit	13.2%	95.0%	95.0%	95.1%	0.1%	0.1%
Percentage of benefit-eligible employees who are satisfied with the dependent care reimbursement	36.7%	90.0%	90.0%	90.0%	0.0%	0.0%
Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results	7.3%	95.0%	95.0%	84.3%	-10.7%	-11.2%

Activities that comprise this program include:

- Flexible Spending Account
- Life Insurance
- Other Benefits

Flexible Spending Account Activity

The purpose of the Flexible Spending Account Activity is to provide 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of benefit-eligible employees who are satisfied with the health care reimbursement benefit	13.2%	95.0%	95.0%	95.1%	0.1%	0.1%
Result	Percentage of benefit-eligible employees who are satisfied with the dependent care reimbursement	36.7%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	The number of benefit-eligible covered members who received the dependent care reimbursement benefit coverage	N/A	N/A	N/A	230	N/A	N/A
Output	The number of benefit-eligible covered members who received flexible spending benefit coverage	N/A	N/A	N/A	1,922	N/A	N/A
Output	The number of benefit-eligible covered members who received the health care reimbursement benefit coverage	N/A	N/A	N/A	1,692	N/A	N/A
Demand	The number of benefit-eligible covered members enrolled in the dependent care reimbursement benefit coverage	N/A	N/A	N/A	237	N/A	N/A
Demand	The number of benefit-eligible covered members enrolled in the health care reimbursement benefit coverage.	N/A	N/A	N/A	1,692	N/A	N/A
Efficiency	Expenditure per covered member who received flexible spending benefit reimbursement plan coverage	N/A	N/A	N/A	$ 1,973.99	N/A	N/A
Revenue							
	616 - CONTRACT ADMINISTRATION	$ 4,476	$ -	$ -	$ -	$ -	N/A
	618 - BENEFIT ADMINISTRATION	22,666	13,476	13,657	-	(13,476)	-100.0%
	621 - FLEX SPENDING HEALTH	2,250,347	2,261,183	2,633,341	2,804,131	542,948	24.0%
	622 - FLEX SPENDING DEP CARE	752,792	715,536	893,056	989,885	274,349	38.3%
	TOTAL SOURCES	$ 3,030,281	$ 2,990,195	$ 3,540,054	$ 3,794,016	$ 803,821	26.9%
Expenditure							
	616 - CONTRACT ADMINISTRATION	$ 5,261	$ -	$ -	$ -	$ -	N/A
	618 - BENEFIT ADMINISTRATION	15,164	13,476	11,790	-	13,476	100.0%
	621 - FLEX SPENDING HEALTH	2,240,097	2,261,183	2,396,360	2,804,131	(542,948)	-24.0%
	622 - FLEX SPENDING DEP CARE	750,448	715,536	741,756	989,885	(274,349)	-38.3%
	TOTAL USES	$ 3,010,970	$ 2,990,195	$ 3,149,906	$ 3,794,016	$ (803,821)	-26.9%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. The budget is based on current enrollment and employee contribution levels.

Life Insurance Activity

The purpose of the Life Insurance Activity is to provide life insurance plans to Maricopa County benefit-eligible covered members so they can obtain affordable life and accidental death coverage.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of benefit-eligible employees who enrolled in Child Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	N/A	95.0%	95.0%	70.0%	(25.0%)	-26.3%
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	N/A	87.0%	N/A	N/A
Result	Percentage of benefit-eligible employees who enrolled in Accidental Death and Dismemberment Benefit plan who rated the benefits as affordable on the annual benefits satisfaction survey	N/A	N/A	N/A	87.0%	N/A	N/A
Result	Percentage of benefit-eligible employees who enrolled in Spousal Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey	N/A	N/A	N/A	67.9%	N/A	N/A
Output	Number of benefit-eligible covered members who received Accidental Death and Dismemberment benefit plans	N/A	N/A	N/A	7,360	N/A	N/A
Output	Number of benefit-eligible covered members who received Additional Life Benefit plans	N/A	N/A	N/A	8,155	N/A	N/A
Output	Number of benefit-eligible covered members who received additional life, Accidental Death & Dismemberment, Child Life, and/or Spousal Life benefit plans	N/A	N/A	N/A	9,050	N/A	N/A
Output	Number of benefit-eligible covered members who received Child Life Insurance	N/A	N/A	N/A	3,590	N/A	N/A
Output	Number of benefit-eligible covered members who received Spousal Life Insurance Benefit policies	N/A	N/A	N/A	4,065	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Accidental Death and Dismemberment benefit plans	N/A	N/A	N/A	12,483	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Additional Life and AD&D Benefit plans.	N/A	N/A	N/A	15,250	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Child Life Insurance benefit plans	N/A	N/A	N/A	3,611	N/A	N/A
Demand	Number of benefit-eligible covered members enrolled in Spousal Life Insurance benefit plans	N/A	N/A	N/A	4,025	N/A	N/A
Efficiency	Expenditure per benefit-eligible covered member who received additional life, Accidental Death & Dismemberment, child life and/or spousal life insurance	N/A	N/A	N/A	$ 50.81	N/A	N/A
Revenue							
	616 - CONTRACT ADMINISTRATION	$ 8,780	$ -	$ -	$ -	$ -	N/A
	618 - BENEFIT ADMINISTRATION	44,459	26,436	26,793	-	(26,436)	-100.0%
	626 - FI LIFE AND AD AND D	901,737	1,130,769	1,082,976	1,130,769	-	0.0%
	627 - SUPPLEMENTAL LIFE	3,629,564	3,880,123	3,556,959	3,880,123	-	0.0%
	630 - DEPENDENT LIFE	482,210	506,927	508,567	506,927	-	0.0%
	TOTAL SOURCES	$ 5,066,750	$ 5,544,255	$ 5,175,295	$ 5,517,819	$ (26,436)	-0.5%

Expenditure							
	616 - CONTRACT ADMINISTRATION	$ 10,320	$ -	$ -	$ -	$ -	N/A
	618 - BENEFIT ADMINISTRATION	29,799	26,436	23,190	-	26,436	100.0%
	626 - FI LIFE AND AD AND D	916,523	1,130,769	1,082,153	1,130,769	-	0.0%
	627 - SUPPLEMENTAL LIFE	3,545,407	3,880,123	3,553,392	3,880,123	-	0.0%
	630 - DEPENDENT LIFE	466,738	506,927	508,706	506,927	-	0.0%
	TOTAL USES	$ 4,968,787	$ 5,544,255	$ 5,167,441	$ 5,517,819	$ 26,436	0.5%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. The budget is based on current enrollment levels and the contractual rates for life insurance premiums.

Other Benefits Activity

The purpose of the Other Benefits Activity is to provide optional benefits at group rates to covered members so they can obtain affordable optional benefits.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	7.3%	95.0%	95.0%	84.3%	(10.7%)	-11.2%
Output	The number of covered members under the Prepaid Legal Benefit plan	N/A	N/A	N/A	1,618	N/A	N/A
Demand	Number of covered members enrolled in the Prepaid Legal Benefit plan	N/A	N/A	N/A	1,618	N/A	N/A
Efficiency	Cost per covered member receiving legal services coverage	N/A	N/A	N/A	$ 14.70	N/A	N/A
Revenue							
	631 - VOLUNTARY BENEFITS	$ 287,709	$ 306,930	$ 307,032	$ 285,492	$ (21,438)	-7.0%
	TOTAL SOURCES	$ 287,709	$ 306,930	$ 307,032	$ 285,492	$ (21,438)	-7.0%
Expenditure							
	631 - VOLUNTARY BENEFITS	$ 286,030	$ 306,930	$ 307,618	$ 285,492	$ 21,438	7.0%
	TOTAL USES	$ 286,030	$ 306,930	$ 307,618	$ 285,492	$ 21,438	7.0%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. Revenue and expenditures are based on current enrollment.

Trial Delivery Program

The purpose of the Trial Delivery Program is to provide for services related to Court ordered involuntary commitment proceedings.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
NA	N/A	N/A	N/A	N/A	N/A	N/A
NA	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Mental Health Testimony
- Mental Health Orders

Mental Health Testimony Activity

The purpose of the Mental Health Testimony Activity is to provide payment services to contracted psychiatrists at Maricopa Medical Center so they can perform evaluations on persons accused of committing a crime to determine if they are mentally competent to stand trial.

Mandates: A.R.S. § 36-545.04

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	NA	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of second affidavits prepared/paid for	N/A	N/A	N/A	2,656	N/A	N/A
Demand	Number of second affidavits needed for individuals	N/A	N/A	N/A	2,684	N/A	N/A
Efficiency	Expenditure per second affidavits prepared/paid for	N/A	N/A	N/A	$ 216.49	N/A	N/A
Expenditure							
	100 - GENERAL	$ 510,150	$ 2,227,151	$ 2,197,495	$ 575,000	$ 1,652,151	74.2%
	TOTAL USES	$ 510,150	$ 2,227,151	$ 2,197,495	$ 575,000	$ 1,652,151	74.2%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update.

Mental Health Orders Activity

The purpose of the Mental Health Orders Activity is to provide payment services to psychiatrists so they can determine that a defendant is mentally able to stand trial.

Mandates: A.R.S. § 36-545.04

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	NA	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of claims paid	N/A	N/A	N/A	1,884	N/A	N/A
Demand	Number of individual claims for transport to mental health facilities requested	N/A	N/A	N/A	1,884	N/A	N/A
Efficiency	Expenditure per claim paid	N/A	N/A	N/A	$ 40.98	N/A	N/A
Expenditure							
	100 - GENERAL	$ 53,455	$ 53,000	$ 55,302	$ 77,200	$ (24,200)	-45.7%
	TOTAL USES	$ 53,455	$ 53,000	$ 55,302	$ 77,200	$ (24,200)	-45.7%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients who complete tuberculosis treatment within three months of the treatment	N/A	N/A	N/A	0.0%	N/A	N/A

Activities that comprise this program include:

- Tuberculosis Treatment

Tuberculosis Treatment Activity

The purpose of the Tuberculosis 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 to such individuals so they can be free of TB and reduce the spread of the disease in the community.

Mandates: A.R.S. § 11-302, A.R.S. § 36-717

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who complete tuberculosis treatment within three months of the treatment goal	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of clients who complete tuberculosis treatment	N/A	N/A	N/A	3	N/A	N/A
Output	Number of tuberculosis clinic visits	N/A	N/A	N/A	59	N/A	N/A
Demand	Anticipated number of tuberculosis clinic visits	N/A	N/A	N/A	59	N/A	N/A
Efficiency	Expenditure per tuberculosis clinic visit	N/A	N/A	N/A	$ -	N/A	N/A
Expenditure							
	100 - GENERAL	$ 95,551	$ 500,000	$ 276,801	$ 500,000	$ -	0.0%
	TOTAL USES	$ 95,551	$ 500,000	$ 276,801	$ 500,000	$ -	0.0%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update.

Indigent Long Term Care Program

The purpose of the Long Term Care Program is to provide long-term care services to clients who did not meet ALTCS standards at the time of its adoption so they can maintain or improve their health.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
NA	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- County Residual Long Term Care

County Residual Long Term Care Activity

The purpose of the County Residual Long Term Care Activity is to provide long-term care services to clients who did not meet ALTCS standards at the time of its adoption so they can maintain or improve their health.

Mandates: A.R.S. § 11-293, A.R.S. § 11-293.01

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	NA	N/A	N/A	N/A	N/A	N/A	N/A
Output	Average number of members currently in County Residual Long Term Care Program	N/A	N/A	N/A	2	N/A	N/A
Demand	Average number of members in Residual Long Term Care Program	N/A	N/A	N/A	2	N/A	N/A
Efficiency	Expenditure per member currently in County Residual Long Term Care Program	N/A	N/A	N/A	$ 25,000.00	N/A	N/A
Revenue							
	100 - GENERAL	$ 6,876	$ 7,200	$ 6,984	$ 6,876	$ (324)	-4.5%
	TOTAL SOURCES	$ 6,876	$ 7,200	$ 6,984	$ 6,876	$ (324)	-4.5%
Expenditure							
	100 - GENERAL	$ 129,861	$ 307,200	$ 117,722	$ 200,000	$ 107,200	34.9%
	TOTAL USES	$ 129,861	$ 307,200	$ 117,722	$ 200,000	$ 107,200	34.9%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2013 Strategic Business Plan update.

Performance Management Program

The purpose of the Performance Management Program is to provide Strategic planning and performance measurement services to the Board of Supervisors and Maricopa County Departments and Districts so they can strategically plan the provision of services to the residents of Maricopa County, make data-driven business decisions, and be accountable for transparently measuring and reporting progress in meeting measurable performance goals.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of respondents who believe MFR will increase organizational effectiveness (ESS	N/A	N/A	N/A	75.0%	N/A	N/A
Percent of departments rating MFR consultation services as very helpful (Internal Services Survey)	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Performance Management

Performance Management Activity

The purpose of the Performance Management Activity is to provide Strategic planning and performance measurement services to the Board of Supervisors and Maricopa County Departments and Districts so they can strategically plan the provision of services to the residents of Maricopa County, make data-driven business decisions, and be accountable for transparently measuring and reporting progress in meeting measurable goals.

Mandates: None.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents who believe MFR will increase organizational effectiveness (ESS survey question)	N/A	N/A	N/A	75.0%	N/A	N/A
Result	Percent of departments rating MFR consultation services as very helpful (Internal Services Survey)	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of facilitated department activity updates	N/A	N/A	N/A	80	N/A	N/A
Output	Number of plan reviews received	N/A	N/A	N/A	8	N/A	N/A
Demand	Number of department activities to be updated	N/A	N/A	N/A	80	N/A	N/A
Demand	Number of plan reviews requested	N/A	N/A	N/A	8	N/A	N/A
Efficiency	Total activity expenditure/updated activity	N/A	N/A	N/A	$ 2,355.66	N/A	N/A
Expenditure							
	100 - GENERAL	$ 297,703	$ 345,386	$ 197,627	$ 188,453	$ 156,933	45.4%
	TOTAL USES	$ 297,703	$ 345,386	$ 197,627	$ 188,453	$ 156,933	45.4%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible.

Ryan White HIV/AIDS – Part A Program

The purpose of the Maricopa County Ryan White HIV/AIDS Program- Part A Program is to provide a continuum of care containing a mix of core medical services and essential support services to eligible people with HIV/AIDS so they can achieve optimal health, well being, and self determination.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients tested with a Viral load below level of detection	N/A	N/A	N/A	33.5%	N/A	N/A
Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Ryan White Core Medical Services
- Ryan White Non-Medical Support Services

Core Medical Services Activity

The purpose of the Core Medical Services Activity is to provide direct medical assistance to eligible people living with HIV/AIDS so they can improve their health and manage their disease.

Mandates: None.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of clients tested with a Viral load below level of detection	N/A	N/A	N/A	33.5%	N/A	N/A
Output	Number of core medical service units received	N/A	N/A	N/A	235,912	N/A	N/A
Output	Number of eligible clients receiving Outpatient/Ambulatory Medical Care Services	N/A	N/A	N/A	3,920	N/A	N/A
Demand	Number of core medical service units requested	N/A	N/A	N/A	235,912	N/A	N/A
Demand	Number of eligible clients requesting core medical services	N/A	N/A	N/A	2,798	N/A	N/A
Efficiency	Expenditure per unit of core medical services received	N/A	N/A	N/A	$ 24.79	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 5,848,093	$ 5,848,093	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 5,848,093	$ 5,848,093	N/A
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 5,848,093	$ (5,848,093)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 5,848,093	$ (5,848,093)	N/A

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible.

Non-Medical Support Services Activity

The purpose of the Non-Medical Services Activity is to provide non-medical support services to eligible people living with HIV/AIDS so they can sustain access and reduce barriers to medical care.

Mandates: None.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of non-medical support service units received	N/A	N/A	N/A	55,164	N/A	N/A
Output	Total number of eligible clients with referral to non-medical support services	N/A	N/A	N/A	-	N/A	N/A
Output	Total number of eligible clients receiving non-medical support services	N/A	N/A	N/A	3,396	N/A	N/A
Demand	Number of non-medical support units requested	N/A	N/A	N/A	55,164	N/A	N/A
Demand	Number of eligible clients requesting non-medical support services	N/A	N/A	N/A	849	N/A	N/A
Efficiency	Expenditure per non-medical support service unit received	N/A	N/A	N/A	$ 19.46	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 1,073,669	$ 1,073,669	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 1,073,669	$ 1,073,669	N/A
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 1,073,669	$ (1,073,669)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 1,073,669	$ (1,073,669)	N/A

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible.

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.

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.

- **Arizona Long Term Care System Contribution** - Maricopa County is required to contribute to the State Long Term Care Program, as set forth by the State Legislature and based on the Federal match required for the program.

		FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS ADOPTED VAR	%
Expenditure							
	100 - GENERAL	$ 87,407,806	$138,339,400	$111,420,504	$154,518,900	$(16,179,500)	-11.7%
	TOTAL USES	$ 87,407,806	$138,339,400	$111,420,504	$154,518,900	$(16,179,500)	-11.7%

- **AHCCCS Acute Care Contribution** - Maricopa County is required to contribute to the Arizona Health Care Cost Containment System (AHCCCS) program to satisfy the Federal Medicaid matching requirement.

		FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS ADOPTED VAR	%
Expenditure							
	100 - GENERAL	$ 16,764,281	$ 20,761,900	$ 15,247,381	$ 20,575,000	$ 186,900	0.9%
	TOTAL USES	$ 16,764,281	$ 20,761,900	$ 15,247,381	$ 20,575,000	$ 186,900	0.9%

- **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 established in A.R.S. § 11-297 to Arizona Department of Health Services.

		FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS ADOPTED VAR	%
Expenditure							
	100 - GENERAL	$ 37,603,332	$ 39,483,497	$ 39,483,497	$ 41,457,672	$ (1,974,175)	-5.0%
	TOTAL USES	$ 37,603,332	$ 39,483,497	$ 39,483,497	$ 41,457,672	$ (1,974,175)	-5.0%

- **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 Arizona Health Care Cost Containment System (AHCCCS) program.

		FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS ADOPTED VAR	%
Expenditure							
	100 - GENERAL	$ 4,856,580	$ 4,856,577	$ 4,856,577	$ 4,856,577	$ -	0.0%
	TOTAL USES	$ 4,856,580	$ 4,856,577	$ 4,856,577	$ 4,856,577	$ -	0.0%

- **Sexually Violent Persons Commitment Payments** – This is a State-mandated payment to the Arizona State Hospital for housing sexually violent persons as a result of court orders.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Expenditure							
	100 - GENERAL	$ 1,644,937	$ 3,000,000	$ 1,657,478	$ 5,000,000	$ (2,000,000)	-66.7%
	TOTAL USES	$ 1,644,937	$ 3,000,000	$ 1,657,478	$ 5,000,000	$ (2,000,000)	-66.7%

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.

Mandates: A.R.S. § 11-297, uncodified sections of SB 1577.

- **Litigation Support** – To provide documents and technical expertise to litigation counsel so they can effectively defend the financial interest of Maricopa County.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Expenditure							
	100 - GENERAL	$ 147,437	$ 2,308,047	$ 719,948	$ 4,000,309	$ (1,692,262)	-73.3%
	TOTAL USES	$ 147,437	$ 2,308,047	$ 719,948	$ 4,000,309	$ (1,692,262)	-73.3%

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.

Mandates: 1989 Arizona Supreme Court Ruling, Arnold v Sarn; Court Order; Monitor's decision re: mediation, August 31, 1993.

- **Residential Training** – To provide payment services to the Special Health Care District for residency psychiatric education.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Expenditure							
	100 - GENERAL	$ 3,547,896	$ 3,547,896	$ 3,547,896	$ 3,547,896	$ -	0.0%
	TOTAL USES	$ 3,547,896	$ 3,547,896	$ 3,547,896	$ 3,547,896	$ -	0.0%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 242,044,524**	**$ 7,200**
FY 2011 Revised Budget		**$ 242,044,524**	**$ 7,200**
Adjustments:			
Mandated Health Care		**$ (8,429,325)**	**$ -**
AHCCCS Contribution		*(186,900)*	-
ALTCS Contribution		*(10,216,600)*	-
Arnold v. Sarn Contribution		*1,974,175*	-
Reallocations		**$ (72,393)**	**$ -**
Reallocation Between Depts		*(72,393)*	-
Reallocate 50% of HR Director and 10% of Finan/Bus. Analyst - Dept to HR	*$ (87,668)*		
Reallocate 25% Finan/Business Analyst - Dept from Non Departmental	*15,275*		
Restatements		**$ 1,452,656**	**$ -**
Risk Mgt Chgs from Non Dept		*1,328*	-
WMD and OMB to BSHCP		*308,052*	-
Non Profits from Non Dept to Bus Strat		*1,143,276*	-
FY 2012 Budget Target		**$ 234,995,462**	**$ 7,200**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 4,159**	**$ -**
Emp Health Dental Prem Realloc		*(252)*	-
Retirement Contributions		*4,411*	-
Base Adjustments		**$ 2,003,827**	**$ (324)**
Other Base Adjustments		*2,003,827*	*(324)*
Increase Personal Services	*$ 190,042*		
Increase General Supplies	*4,500*		
Increase Education and Training	*1,500*		
Right size Support and Care of Persons	*(107,200)*		
Net Increase of Legal Services, Other Services, Intergovernmental Payments, and Internal Service Charges	*1,914,985*		
FY 2012 Recommended Budget		**$ 237,003,448**	**$ 6,876**
Percent Change from Target Amount		*0.9%*	*-4.5%*

Public Health Grant Fund (532)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 6,651,736**	**$ 6,651,736**
FY 2011 Revised Budget	**$ 6,651,736**	**$ 6,651,736**
FY 2012 Budget Target	**$ 6,651,736**	**$ 6,651,736**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,875**	**$ -**
Emp Health Dental Prem Realloc	*(432)*	-
Retirement Contributions	*5,307*	-
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 265,151**	**$ 270,026**
Grant Reconciliation	*265,151*	*270,026*
FY 2012 Recommended Budget	**$ 6,921,762**	**$ 6,921,762**
Percent Change from Target Amount	*4.1%*	*4.1%*

Benefits Trust Fund (685)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
Adjustments:			
Restatements		**$ 143,911,426**	**$ 143,911,426**
WMD and OMB to BSHCP		*143,911,426*	*143,911,426*
FY 2012 Budget Target		**$ 143,911,426**	**$ 143,911,426**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 9,081**	**$ -**
Emp Health Dental Prem Realloc		*(684)*	-
Retirement Contributions		*9,765*	-
Base Adjustments		**$ 743**	**$ -**
Banking Fees		*743*	-
Fees and Other Revenues		**$ (5,024,876)**	**$ (6,105,966)**
ProgRevenue Volume Inc/Dec		*(5,024,876)*	*(6,105,966)*
Adjustments to Base Internal Service Charges	*$ 6,105,966*		
FY 2012 Adopted Budget		**$ 138,896,374**	**$ 137,805,460**
Percent Change from Target Amount		*-3.5%*	*-4.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 2,660,993**	**$ -**
Other Non-Recurring		*2,660,993*	-
Wellness Program Promotion	*$ 2,080,650*		
Benefits Holiday and ADP Implementation Issues	*388,343*		
SQL Server Warehouse	*120,000*		
Consultant Support for ADP Implementation	*72,000*		
FY 2012 Adopted Budget		**$ 2,660,993**	**$ -**
Percent Change from Target Amount			

Benefits Trust Fund (685) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM
Beginning Spendable Fund Balance	$ 43,618,049	$ 39,801,659	$ 39,801,659	$ 42,741,713	$ 48,676,364
Sources:					
Operating	$ 128,772,202	$ 143,911,426	$ 143,911,426	$ 137,850,449	$ 137,805,460
Total Sources:	$ 128,772,202	$ 143,911,426	$ 143,911,426	$ 137,850,449	$ 137,805,460
Uses:					
Operating	$ 128,516,571	$ 143,911,426	$ 143,911,426	$ 130,553,580	$ 138,896,374
Non-Recurring	994,210	1,645,000	1,645,000	1,362,218	2,660,993
Total Uses:	$ 129,510,781	$ 145,556,426	$ 145,556,426	$ 131,915,798	$ 141,557,367
Structural Balance	$ 255,631	$ -	$ -	$ 7,296,869	$ (1,090,914)
Accounting Adjustments	$ (137,757)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 47,904,590	$ 47,249,577	$ 47,249,577	$ 52,740,808	$ 48,988,901
Unassigned	(5,162,877)	(9,092,918)	(9,092,918)	(4,064,444)	(4,064,444)
Total Ending Spendable Fund Balance	$ 42,741,713	$ 38,156,659	$ 38,156,659	$ 48,676,364	$ 44,924,457

Call Center

Analysis by Mark Mason, Senior Management and 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

Citizen Satisfaction

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: Frequently Asked Questions (FAQ's) for the Assessor 2012 Valuations mailing were revised and posted on the internet before the mailing in February 2011. A new contact center telephone system has been installed and is ready for use in FY 2012.

Individual Empowerment

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: As a part of this process, the Call Center has invited guest trainers from departments it serves to assist in training Call Center staff on their systems. On January 25, 2011, representatives from the Assessor's Office trained all STAR / Assessor call agents on the latest GIS functionality used in the Assessor's Office.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
TELE - CUSTOMER SERVICE TELEPHONE	$ 1,348,891	$ 1,357,359	$ 1,357,359	$ 1,340,386	$ 1,571,174	$ (213,815)	-15.8%
14SC - STAR CENTER	$ 1,348,891	$ 1,357,359	$ 1,357,359	$ 1,340,386	$ 1,571,174	$ (213,815)	-15.8%
HRAC - HUMAN RESOURCES	$ -	$ 500	$ 500	$ 164	$ -	$ 500	100.0%
ODIR - EXECUTIVE MANAGEMENT	2,272	2,823	2,823	20,136	-	2,823	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 2,272	$ 3,323	$ 3,323	$ 20,300	$ -	$ 3,323	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,684	$ 2,908	$ 2,908	$ 2,904	$ 2,391	$ 517	17.8%
99GV - GENERAL GOVERNMENT	$ 3,684	$ 2,908	$ 2,908	$ 2,904	$ 2,391	$ 517	17.8%
TOTAL PROGRAMS	**$ 1,354,847**	**$ 1,363,590**	**$ 1,363,590**	**$ 1,363,590**	**$ 1,573,565**	**$ (209,975)**	**-15.4%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 955,652	$ 946,839	$ 946,839	$ 928,928	$ 928,340	$ 18,499	2.0%
0705 - TEMPORARY PAY	26,683	19,217	19,217	27,792	29,058	(9,841)	-51.2%
0710 - OVERTIME	185	7,000	7,000	2,682	7,000	-	0.0%
0750 - FRINGE BENEFITS	357,992	356,936	356,936	367,094	410,989	(54,053)	-15.1%
0790 - OTHER PERSONNEL SERVICES	6,055	3,600	3,600	4,137	3,600	-	0.0%
SUBTOTAL	$ 1,346,567	$ 1,333,592	$ 1,333,592	$ 1,330,633	$ 1,378,987	$ (45,395)	-3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,860	$ 4,932	$ 4,932	$ 4,742	$ 7,070	$ (2,138)	-43.3%
SUBTOTAL	$ 6,860	$ 4,932	$ 4,932	$ 4,742	$ 7,070	$ (2,138)	-43.3%
SERVICES							
0812 - OTHER SERVICES	$ -	$ 15,191	$ 15,191	$ 23,334	$ 4,040	$ 11,151	73.4%
0820 - RENT & OPERATING LEASES	(1,967)	1,944	1,944	1,304	1,980	(36)	-1.9%
0825 - REPAIRS AND MAINTENANCE	-	1,295	1,295	1,295	2,556	(1,261)	-97.4%
0839 - INTERNAL SERVICE CHARGES	1,489	3,213	3,213	1,641	178,332	(175,119)	-5450.3%
0841 - TRAVEL	135	-	-	31	-	-	N/A
0842 - EDUCATION AND TRAINING	75	500	500	508	500	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	43	100	100	102	100	-	0.0%
SUBTOTAL	$ (225)	$ 22,243	$ 22,243	$ 28,215	$ 187,508	$ (165,265)	-743.0%
CAPITAL							
0950 - DEBT SERVICE	$ 1,645	$ 2,823	$ 2,823	$ -	$ -	$ 2,823	100.0%
SUBTOTAL	$ 1,645	$ 2,823	$ 2,823	$ -	$ -	$ 2,823	100.0%
ALL EXPENDITURES	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%
TOTAL USES	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%
FUND TOTAL USES	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%
DEPARTMENT OPERATING TOTAL USES	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%
DEPARTMENT TOTAL USES	$ 1,354,847	$ 1,363,590	$ 1,363,590	$ 1,363,590	$ 1,573,565	$ (209,975)	-15.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
STAR CENTER							
CUSTOMER SERVICE TELEPHONE	27.00	27.00	27.00	27.00	27.00	-	0.0%
PROGRAM TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	22.00	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	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $36,288 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $8,574.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $2,125 is restated for FY 2012 consolidated risk management charges.
- $162,988 is a restatement of FY 2011 baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of calls answered within 30 seconds	59.7%	63.1%	57.3%	57.3%	(5.8%)	-9.2%

Activities that comprise this program include:

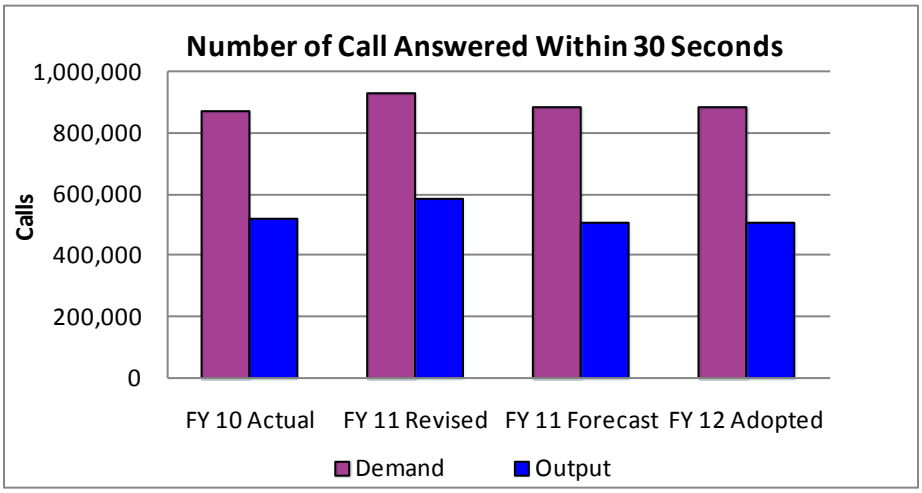
- Customer Service Telephone

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of calls answered within 30 seconds	59.7%	63.1%	57.3%	57.3%	(5.8%)	-9.2%
Output	Number of calls answered within 30 seconds	517,850	581,537	505,098	505,098	(76,439)	-13.1%
Output	Number of calls answered	867,177	922,100	880,929	881,721	(40,379)	-4.4%
Output	Total calls	867,177	922,100	880,929	881,721	(40,379)	-4.4%
Demand	Number of calls projected to be offered	867,167	922,100	880,929	881,721	(40,379)	-4.4%
Efficiency	Average cost of a call answered	$ 1.56	$ 1.47	$ 1.52	$ 1.78	$ (0.31)	-21.1%
Expenditure							
	100 - GENERAL	$ 1,348,891	$ 1,357,359	$ 1,340,386	$ 1,571,174	$ (213,815)	-15.8%
	TOTAL USES	$ 1,348,891	$ 1,357,359	$ 1,340,386	$ 1,571,174	$ (213,815)	-15.8%



Activity Narrative: Declining property values have led to an increase in the volume of Assessor and Treasurer property tax calls. Taxpayers have become emotional over their falling home values and stagnant or increasing property taxes. These calls are taking longer to resolve and many taxpayers demand explanations before they pay their property taxes. These demands result in both longer waits and longer talk times. Treasurer and Assessor related call volume will likely remain high in FY 2012. Based on past election experience along with the explosive popularity of the Permanent Early Voting List (PEVL), total election call demand is expected to be moderate in FY 2012. FY 2012 will incorporate a new contact center phone system with features that will provide better, friendlier service to callers and additional quality control which should positively affect the percent of calls answered within 30 seconds in future years. The average cost per call answered is increasing in FY 2012 due to the restatement of baseline internal service charges to the department budget from a centralized county budget.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,363,590**	**$ -**
FY 2011 Revised Budget	**$ 1,363,590**	**$ -**
Adjustments:		
Restatements	**$ 165,113**	**$ -**
Risk Mgt Chgs from Non Dept	*2,125*	-
Telecomm Chgs from Non Dept	*162,988*	-
FY 2012 Budget Target	**$ 1,528,703**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 44,862**	**$ -**
Emp Health Dental Prem Realloc	*36,288*	-
Retirement Contributions	*8,574*	-
FY 2012 Adopted Budget	**$ 1,573,565**	**$ -**
Percent Change from Target Amount	*2.9%*	

Clerk of the Board

Analysis by Jacqueline M. Edwards, Management and 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

Citizen Satisfaction

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: The Office of the Clerk of the Board has translated the latest changes to the Agenda Hearings into Spanish; however, the changing County department structure in FY 2011 has delayed the implementation of Spanish translation of the agenda. SOLAR workflows needs to be re-programmed each time a department is added or a department name changes. The Office of the Clerk of the Board anticipates moving forward with this project in FY 2012.

Department Specific

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: Due to changing outside counsel appointments, the Office of the Clerk of the Board has not been able to move forward in providing access to SOLAR. However, the Office of the Clerk of the Board has moved to a web-based system in anticipation of providing access when appropriate to outside counsel.

Department Specific

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

Status: At this time, they provide 50% of requests for information and records electronically. This goal will be updated during the FY 2013 Strategic Business Plan update process

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
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	$ 122,510	$ 346,310	$ 346,310	$ 130,527	$ 362,179	$ (15,869)	-4.6%
06IS - INFORMATION SERVICES	$ 122,510	$ 346,310	$ 346,310	$ 130,527	$ 362,179	$ (15,869)	-4.6%
MTNG - MEETING MANAGEMENT	$ 275,875	$ 579,963	$ 839,365	$ 622,334	$ 748,457	$ 90,908	10.8%
06MM - MEETING MANAGEMENT	$ 275,875	$ 579,963	$ 839,365	$ 622,334	$ 748,457	$ 90,908	10.8%
SDIS - SPECIAL DISTRICTS	$ 44,257	$ 40,926	$ 40,925	$ 45,742	$ 65,637	$ (24,712)	-60.4%
06SD - SPECIAL DISTRICTS	$ 44,257	$ 40,926	$ 40,925	$ 45,742	$ 65,637	$ (24,712)	-60.4%
BORD - BOARDS AND COMMISSIONS	$ 23,388	$ 34,443	$ 34,442	$ 23,621	$ 17,390	$ 17,052	49.5%
LICP - LICENSES AND PERMITS	16,853	23,421	23,421	25,103	23,639	(218)	-0.9%
06SS - STATUTORY SERVICES	$ 40,241	$ 57,864	$ 57,863	$ 48,724	$ 41,029	$ 16,834	29.1%
FSAC - FINANCIAL SERVICES	$ 28,110	$ 42,056	$ 42,056	$ 36,741	$ 31,012	$ 11,044	26.3%
ODIR - EXECUTIVE MANAGEMENT	164,644	175,709	175,710	149,554	159,900	15,810	9.0%
99AS - ADMINISTRATIVE SERVICES	$ 192,754	$ 217,765	$ 217,766	$ 186,295	$ 190,912	$ 26,854	12.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 360	$ 1,116	$ 1,116	$ 420	$ 200,541	$ (199,425)	-17869.6%
99GV - GENERAL GOVERNMENT	$ 360	$ 1,116	$ 1,116	$ 420	$ 200,541	$ (199,425)	-17869.6%
TOTAL PROGRAMS	**$ 675,997**	**$ 1,243,944**	**$ 1,503,345**	**$ 1,034,042**	**$ 1,608,755**	**$ (105,410)**	**-7.0%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
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
CATEGORY	**FY 2010 ACTUAL**	**FY 2011 ADOPTED**	**FY 2011 REVISED**	**FY 2011 FORECAST**	**FY 2012 ADOPTED**	**REVISED VS ADOPTED VAR**	**REVISED VS ADOPTED %**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 490,980	$ 538,037	$ 582,281	$ 570,194	$ 619,596	$ (37,315)	-6.4%
0705 - TEMPORARY PAY	4,125	-	-	3,774	-	-	N/A
0710 - OVERTIME	-	618	618	422	-	618	100.0%
0750 - FRINGE BENEFITS	156,333	186,809	200,948	193,836	221,640	(20,692)	-10.3%
0790 - OTHER PERSONNEL SERVICES	2,677	-	-	967	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(31,955)	(61,385)	(61,385)	(56,455)	(155,330)	93,945	153.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	4,366	25,703	(25,703)	N/A
SUBTOTAL	$ 622,160	$ 664,079	$ 722,462	$ 717,104	$ 711,609	$ 10,853	1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,704	$ 8,296	$ 8,296	$ 6,560	$ 18,360	$ (10,064)	-121.3%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	22,401	(22,401)	N/A
SUBTOTAL	$ 16,704	$ 8,296	$ 8,296	$ 6,560	$ 40,761	$ (32,465)	-391.3%
SERVICES							
0810 - LEGAL SERVICES	$ 205	$ 2,607	$ 2,607	$ 370	$ 1,736	$ 871	33.4%
0812 - OTHER SERVICES	23,209	549,019	750,037	291,484	404,013	346,024	46.1%
0820 - RENT & OPERATING LEASES	782	5,958	5,958	6,678	6,024	(66)	-1.1%
0825 - REPAIRS AND MAINTENANCE	-	-	-	-	26,000	(26,000)	N/A
0839 - INTERNAL SERVICE CHARGES	1,016	3,215	3,215	959	203,372	(200,157)	-6225.7%
0841 - TRAVEL	1,714	-	-	1,112	1,200	(1,200)	N/A
0842 - EDUCATION AND TRAINING	(289)	-	-	-	24,538	(24,538)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	450	654	654	79	792	(138)	-21.1%
SUBTOTAL	$ 27,087	$ 561,453	$ 762,471	$ 300,682	$ 667,675	$ 94,796	12.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 158,610	$ (158,610)	N/A
0940 - INFRASTRUCTURE	-	-	-	-	30,100	(30,100)	N/A
0950 - DEBT SERVICE	10,046	10,116	10,116	9,696	-	10,116	100.0%
SUBTOTAL	$ 10,046	$ 10,116	$ 10,116	$ 9,696	$ 188,710	$ (178,594)	-1765.5%
ALL EXPENDITURES	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%
TOTAL USES	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 613,259	$ 660,693	$ 920,094	$ 833,341	$ 1,209,399	$ (289,305)	-31.4%
NON-RECURRING	62,738	583,251	583,251	200,701	399,356	183,895	31.5%
FUND TOTAL USES	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%
DEPARTMENT OPERATING TOTAL USES	$ 613,259	$ 660,693	$ 920,094	$ 833,341	$ 1,209,399	$ (289,305)	-31.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 62,738	$ 583,251	$ 583,251	$ 200,701	$ 399,356	$ 183,895	31.5%
DEPARTMENT TOTAL USES	$ 675,997	$ 1,243,944	$ 1,503,345	$ 1,034,042	$ 1,608,755	$ (105,410)	-7.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
060 CLERK OF THE BOARD							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.25	1.35	1.35	1.35	1.25	(.10)	(7.4%)
FINANCIAL SERVICES	.75	.75	.75	.75	.50	(.25)	(33.3%)
PROGRAM TOTAL	2.00	2.10	2.10	2.10	1.75	(.35)	(16.7%)
INFORMATION SERVICES							
RECORDS MANAGEMENT	2.45	3.15	3.15	3.15	4.40	1.25	39.7%
PROGRAM TOTAL	2.45	3.15	3.15	3.15	4.40	1.25	39.7%
MEETING MANAGEMENT							
MEETING MANAGEMENT	3.60	3.70	3.70	5.70	4.25	.55	14.9%
PROGRAM TOTAL	3.60	3.70	3.70	5.70	4.25	.55	14.9%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	.75	.55	.55	.55	.85	.30	54.5%
PROGRAM TOTAL	.75	.55	.55	.55	.85	.30	54.5%
STATUTORY SERVICES							
BOARDS AND COMMISSIONS	.50	.50	.50	.50	.25	(.25)	(50.0%)
LICENSES AND PERMITS	.20	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	.70	1.00	1.00	1.00	.75	(.25)	(25.0%)
DEPARTMENT TOTAL	9.50	10.50	10.50	12.50	12.00	1.50	14.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CLERK OF THE BOARD							
Admin/Operations Specialist	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%
Director - Clerk of the Board	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%
Management Analyst	2.00	2.00	2.00	5.00	4.00	2.00	100.0%
Management Assistant	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Office Assistant	.50	.50	.50	.50	-	(.50)	(100.0%)
Office Assistant Specialized	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Department Total	**9.50**	**10.50**	**10.50**	**12.50**	**12.00**	**1.50**	**14.3%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
060 CLERK OF THE BOARD							
100 GENERAL	9.50	10.50	10.50	12.50	12.00	1.50	14.3%
Department Total	**9.50**	**10.50**	**10.50**	**12.50**	**12.00**	**1.50**	**14.3%**

Significant Variance Analysis

The increase in FTEs is due to two contract positions being extended into FY 2012. A staffing workload and process study has been budgeted for FY 2012 which is intended to determine the appropriate number and level of staff required to perform the functions of the Department.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $4,464 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $5,633 for retirement contribution rate increase.

General Fund (100)
Non Recurring/Non Project (0001)

- Non recurring carry forward of $399,356 for the SOLAR and Electronic Document Management System projects.

Target Adjustments:

General Fund (100)

- Increase budget by $192,026 for restatement of risk management charges from Non Departmental.
- Increase budget by $6,742 for restatement of baseline telecommunications.
- Mid Year Adjustments of $259,401 and $80,440 for the transfer of the SOLAR budget from the Office of Enterprise Technology (OET).

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of responses received from the public and/or departments who expressed an opinion	99.5%	98.1%	97.2%	92.7%	-5.4%	-5.5%
Percent of record and information requests processed within five business days.	N/A	71.1%	83.6%	94.2%	23.1%	32.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research.	99.5%	98.1%	97.2%	92.7%	(5.4%)	-5.5%
Result	Percent of record and information requests processed within five business days.	N/A	71.1%	83.6%	94.2%	23.1%	32.5%
Output	Number of record and information requests processed.	N/A	900	977	900	-	0.0%
Demand	Number of record and information requests received.	904	900	977	900	-	0.0%
Efficiency	Average cost per record and information research request processed.	$ 137.34	$ 384.79	$ 133.60	$ 402.42	$ (17.63)	-4.6%
Expenditure							
	100 - GENERAL	$ 122,510	$ 346,310	$ 130,527	$ 362,179	$ (15,869)	-4.6%
	TOTAL USES	$ 122,510	$ 346,310	$ 130,527	$ 362,179	$ (15,869)	-4.6%

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Supplies, Services, and Capital are budgeted at a total of $223,618 in FY 2012 as a result of the carryover from the FY 2011 budget for the Electronic Document Management System project.

Non Departmental (470) Non Recurring Non Project

- $50,000 is budgeted in Consultants for the department workload and process study.

Activity Narrative: Expenditures are increasing due to the additional staff resources that are allocated to this activity. Based on the FY 2011 Actual, the percent of record and information requests processed within five business days is expected to increase in FY 2012. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Board of Supervisors' and Countywide Districts' meetings held in	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Formal Agenda items that require special handling	N/A	15.0%	17.1%	10.8%	-4.2%	-27.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Formal Agenda items that require special handling	N/A	15.0%	16.1%	10.8%	(4.2%)	-27.9%
Output	Number of Board of Supervisor and Countywide District Formal Agenda items processed.	N/A	2,400	1,734	2,100	(300)	-12.5%
Output	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requiring special handling.	N/A	360	279	227	(133)	-36.9%
Output	Number of Board of Supervisors' and Countywide Districts' meetings held	N/A	256	189	289	33	12.9%
Demand	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requested.	N/A	2,400	1,734	2,100	(300)	-12.5%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested.	N/A	296	213	320	24	8.1%
Efficiency	Expenditure per Formal Agenda item processed	$ 951.29	$ 349.74	$ 358.90	$ 356.41	$ (6.67)	-1.9%
Expenditure							
	100 - GENERAL	$ 275,875	$ 839,365	$ 622,334	$ 748,457	$ 90,908	10.8%
	TOTAL USES	$ 275,875	$ 839,365	$ 622,334	$ 748,457	$ 90,908	10.8%

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Supplies, Services, and Capital are budgeted at a total of $175,738 in FY2012 as a result of the carryover from the FY 2011 budget for the SOLAR project.

Non Departmental (470) Non Recurring Non Project

- $50,000 is budgeted in Consultants for the department workload and process study.

Activity Narrative: Department expenditures are decreasing due to the decline in non-recurring, carry over funding from FY 2011 for the SOLAR project. 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. In comparison to FY 2011 Revised, it is expected that the number of agenda items requested and processed will decrease in FY 2012 as a result of the stabilization of agenda items needed. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of requests for information related to Special Districts completed within five	N/A	100.0%	88.3%	93.3%	-6.7%	-6.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of requests for information related to Special Districts completed within five business days.	N/A	100.0%	95.8%	93.3%	(6.7%)	-6.7%
Output	Number of requests for information related to special district administrative services completed	N/A	160	167	360	200	125.0%
Demand	Number of requests for information related to special districts	253	200	187	360	160	80.0%
Efficiency	Average cost per information request completed for special district	$ 185.95	$ 255.78	$ 273.90	$ 182.33	$ 73.46	28.7%
Revenue							
	100 - GENERAL	$ 1,031	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 1,031	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 44,257	$ 40,925	$ 45,742	$ 65,637	$ (24,712)	-60.4%
	TOTAL USES	$ 44,257	$ 40,925	$ 45,742	$ 65,637	$ (24,712)	-60.4%

Activity Narrative: In comparison to FY 2011 Revised, efficiencies are expected to greatly increase in FY 2012, as a result of all individual requests for information are counted now. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid. The increase in expenditures is due to additional staff time being budgeted to this activity.

Statutory Services Program

The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	N/A	100.0%	68.3%	86.7%	-13.3%	-13.3%
Percent of applications processed by the next formal meeting date	N/A	100.0%	89.5%	88.0%	-12.0%	-12.0%

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 disproval 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of applications processed by the next formal meeting date	N/A	100.0%	89.5%	88.0%	(12.0%)	-12.0%
Output	Number of applications processed.	N/A	104	105	100	(4)	-3.8%
Output	Number of claims processed	N/A	4,420	5,658	5,100	680	15.4%
Demand	Number of claims received	N/A	4,420	5,658	5,100	680	15.4%
Demand	Number of applications received.	105	104	110	100	(4)	-3.8%
Efficiency	Cost per application processed.	$ 179.29	$ 225.20	$ 239.08	$ 236.39	$ (11.19)	-5.0%
Expenditure							
	100 - GENERAL	$ 16,853	$ 23,421	$ 25,103	$ 23,639	$ (218)	-0.9%
	TOTAL USES	$ 16,853	$ 23,421	$ 25,103	$ 23,639	$ (218)	-0.9%

Activity Narrative: Overall expenditures are slightly increasing from FY 2011 Revised. However based on the FY 2011 Actual, the number of claims processed and claims received is expected to increase considerably. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid. The large year over year increase in output and demand is due to inaccurate estimation by the department when the new measures were created in FY 2011.

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

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	N/A	100.0%	75.6%	86.7%	(13.3%)	-13.3%
Output	Number of monthly Notice of Vacancy reports sent to Board of Supervisor District Offices.	N/A	60	34	52	(8)	-13.3%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District Offices	118	60	45	60	-	0.0%
Efficiency	Average cost per Notice of Vacancy Report Sent	$ 151.87	$ 574.03	$ 694.74	$ 334.42	$ 239.61	41.7%
Expenditure							
	100 - GENERAL	$ 23,388	$ 34,442	$ 23,621	$ 17,390	$ 17,052	49.5%
	TOTAL USES	$ 23,388	$ 34,442	$ 23,621	$ 17,390	$ 17,052	49.5%

Activity Narrative: Based on the FY 2011 Actual, efficiencies are expected to greatly decrease in FY 2012. This is due to three significant new committees that were formed in FY 2011, which caused a sharp decrease in efficiency as a result of senior staff's time being devoted to maintain logs for the new committees. It is expected that the result measure will increase in FY 2012 in comparison to the Actual from FY 2011. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

Appropriated Budget Reconciliation

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 660,693**	**$ -**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 259,401**	**$ -**
Transfer SOLAR Budget	*C-06-11-093-3-00*		*259,401*	*-*
FY 2011 Revised Budget			**$ 920,094**	**$ -**
Adjustments:	Agenda Item:			
Restatements			**$ 198,768**	**$ -**
Risk Mgt Chgs from Non Dept			*192,026*	*-*
Telecomm Chgs from Non Dept			*6,742*	*-*
Supplemental Funding				
Mid Year Adjustments			**$ 80,440**	**$ -**
Transfer SOLAR Budget	*C-06-11-093-3-00*		*80,440*	*-*
FY 2012 Budget Target			**$ 1,199,302**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 10,097**	**$ -**
Emp Health Dental Prem Realloc			*4,464*	*-*
Retirement Contributions			*5,633*	*-*
FY 2012 Adopted Budget			**$ 1,209,399**	**$ -**
Percent Change from Target Amount			*0.8%*	
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 583,251**	**$ -**
FY 2011 Revised Budget			**$ 583,251**	**$ -**
Adjustments:				
Non Recurring			**$ (583,251)**	**$ -**
Non Recurring Carry Forward			*(583,251)*	*-*
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 399,356**	**$ -**
Non Recurring Carry Forward			*399,356*	*-*
SOLAR and EDMS Project Carry Forward		*$ 399,356*		
FY 2012 Adopted Budget			**$ 399,356**	**$ -**

Clerk of the Superior Court

Analysis by Jannah Oglesbee, Management and Budget Analyst

Summary

Mission

The mission of the Clerk of the Superior Court is to provide progressive and efficient court-related records management and financial services for the justice system, the legal community, and public so they have fair and timely access to accurate court records and services.

Vision

The vision of the Clerk of the Superior Court is to anticipate, meet, and exceed the expectations of our customers.

Strategic Goals

Quality Workforce

By October 31, 2011, 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.

Access to Justice

By January 1, 2013, 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, working at the direction of the Deputy Director and senior management for Juvenile services. The team is working to outline the many complex requirements associated with the Juvenile case type which will lead to the development of the appropriate document management solutions to ensure the integrity and security of the Juvenile ECR. The solutions are likely to include both imaging and electronic filing services required for the capture of electronic documents.

Ultimately, obtaining the appropriate authority from the Supreme Court to enable reliance on the ECR as the official court record is the key objective needed to achieve this goal.

Access to Justice

By June 30, 2011, all qualifying parties who file documents in an adult Superior Court case will, at the time of filing, 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 successfully completed the implementation of the initial integration to AZTurboCourt.gov in May of 2010, to accept electronic filings, some of which require fees. Future integration efforts will focus on the initiation of a Civil case, which will require the assessment and collection of the appropriate fees, including posting of fees to the Clerk's financial system. 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.

Access to Justice

By December 31, 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 – with the exception of Criminal cases – will be provided through the Supreme Court's newly established statewide eFiling system, AZTurboCourt.gov. To that end, the Clerk's Office completed the successful technical integration of AZTurboCourt.gov with the Clerk's Office existing eFiling system and began an eFiling pilot with several large law firms filing through AZTurboCourt.

The Supreme Court, based on the success of the eFiling pilot, issued an Administrative Order on November 17, 2010, mandating eFiling for all attorneys filing Civil subsequent documents in Maricopa County Superior Court. This mandate is anticipated to increase volume from 12,000 eFilings per month to approximately 46,000 per month by May of 2011.
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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CASE - CASE ESTABLISHMENT	$ 465,177	$ 396,000	$ 396,000	$ 453,725	$ 456,000	$ 60,000	15.2%
COUR - MEMORIALIZE COURT PROCEEDINGS	4,695,115	4,489,611	5,199,554	4,228,095	3,898,672	(1,300,882)	-25.0%
EDOC - ELECTRONIC DOCUMENT	5,154,507	5,040,100	5,040,100	5,229,201	5,182,000	141,900	2.8%
16CR - COURT RECORDS	$ 10,314,799	$ 9,925,711	$ 10,635,654	$ 9,911,021	$ 9,536,672	$ (1,098,982)	-10.3%
COCL - COURT ORDERED RECEIVABLES	$ 10,459,530	$ 9,859,900	$ 9,859,900	$ 9,401,520	$ 9,813,600	$ (46,300)	-0.5%
COFR - COURT ORDERED FIN RECORDS	-	-	-	-	8,000	8,000	N/A
16FS - COURT CLERK FIDUCIARY SERVICES	$ 10,459,530	$ 9,859,900	$ 9,859,900	$ 9,401,520	$ 9,821,600	$ (38,300)	-0.4%
PURE - PUBLIC REGISTRATIONS	$ 1,470,032	$ 1,164,000	$ 1,164,000	$ 1,141,394	$ 1,288,000	$ 124,000	10.7%
16PR - PUBLIC RECORDS	$ 1,470,032	$ 1,164,000	$ 1,164,000	$ 1,141,394	$ 1,288,000	$ 124,000	10.7%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ -	$ 1,545,048	$ 1,545,048	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ 1,545,048	$ 1,545,048	N/A
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 252,164	$ 252,164	$ 105,066	$ -	$ (252,164)	-100.0%
GGOV - GENERAL GOVERNMENT	56,245	35,000	35,000	(27,870)	-	(35,000)	-100.0%
99GV - GENERAL GOVERNMENT	$ 56,245	$ 287,164	$ 287,164	$ 77,196	$ -	$ (287,164)	-100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 229,811	$ 204,000	$ 204,000	$ 222,739	$ 216,000	$ 12,000	5.9%
99IT - INFORMATION TECHNOLOGY	$ 229,811	$ 204,000	$ 204,000	$ 222,739	$ 216,000	$ 12,000	5.9%
TOTAL PROGRAMS	**$ 22,530,417**	**$ 21,440,775**	**$ 22,150,718**	**$ 20,753,870**	**$ 22,407,320**	**$ 256,602**	**1.2%**
USES							
APLS - APPELLATE RECORDS	$ 350,162	$ 483,770	$ 483,770	$ 463,704	$ 527,800	$ (44,030)	-9.1%
CASE - CASE ESTABLISHMENT	3,162,847	3,070,364	3,070,364	3,176,210	3,196,694	(126,330)	-4.1%
COUR - MEMORIALIZE COURT PROCEEDINGS	12,422,217	13,240,097	13,689,813	12,459,736	12,176,710	1,513,103	11.1%
DIST - DISTRIBUTION	852,799	866,983	866,983	858,143	851,351	15,632	1.8%
DRPT - DISPOSITION REPORT	275,577	240,190	240,190	239,635	284,814	(44,624)	-18.6%
EDOC - ELECTRONIC DOCUMENT	4,871,931	6,263,433	6,263,433	5,484,828	5,690,995	572,438	9.1%
EXCC - EXHIBIT CUSTODY	658,464	670,267	670,267	674,674	824,953	(154,686)	-23.1%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	401,549	384,483	384,483	368,129	363,224	21,259	5.5%
16CR - COURT RECORDS	$ 22,995,546	$ 25,219,587	$ 25,669,303	$ 23,725,059	$ 23,916,541	$ 1,752,762	6.8%
CFID - COURT CLERK FIDUCIARY	$ 190,459	$ 174,184	$ 174,184	$ 192,241	$ 193,385	$ (19,201)	-11.0%
COCL - COURT ORDERED RECEIVABLES	450,636	423,326	423,326	383,151	237,891	185,435	43.8%
CODS - COURT ORDERED DISBURSEMENT	1,026,783	476,197	476,197	344,137	286,109	190,088	39.9%
COFR - COURT ORDERED FIN RECORDS	793,251	1,526,293	1,526,293	1,516,640	1,997,280	(470,987)	-30.9%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 2,461,129	$ 2,600,000	$ 2,600,000	$ 2,436,169	$ 2,714,665	$ (114,665)	-4.4%
CDOC - COURT DOCUMENT COPY	$ 1,227,318	$ 1,205,287	$ 1,205,287	$ 1,131,242	$ 1,237,173	$ (31,886)	-2.6%
CTFD - COURT FILE DELIVERY	596,300	726,844	726,844	721,736	803,349	(76,505)	-10.5%
PURE - PUBLIC REGISTRATIONS	856,897	936,530	936,530	949,260	1,870,220	(933,690)	-99.7%
16PR - PUBLIC RECORDS	$ 2,680,515	$ 2,868,661	$ 2,868,661	$ 2,802,238	$ 3,910,742	$ (1,042,081)	-36.3%
BDGT - BUDGETING	$ 115,369	$ 110,441	$ 110,441	$ 88,172	$ 72,884	$ 37,557	34.0%
FSAC - FINANCIAL SERVICES	164,205	133,208	133,208	128,163	234,584	(101,376)	-76.1%
HRAC - HUMAN RESOURCES	488,591	583,616	583,616	571,211	570,134	13,482	2.3%
ODIR - EXECUTIVE MANAGEMENT	3,101,685	3,242,722	3,242,722	2,999,289	3,453,828	(211,106)	-6.5%
PROC - PROCUREMENT	62,014	57,889	57,889	76,515	120,824	(62,935)	-108.7%
RMGT - RISK MANAGEMENT	-	252,477	252,477	235,625	-	252,477	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 3,931,864	$ 4,380,353	$ 4,380,353	$ 4,098,975	$ 4,452,254	$ (71,901)	-1.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 61,092	$ 63,587	$ 63,587	$ 63,596	$ 880,981	$ (817,394)	-1285.5%
99GV - GENERAL GOVERNMENT	$ 61,092	$ 63,587	$ 63,587	$ 63,596	$ 880,981	$ (817,394)	-1285.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,759,100	$ 5,151,960	$ 5,412,187	$ 3,511,695	$ 4,955,169	$ 457,018	8.4%
DACR - DATA CENTER	555,678	1,276,633	1,276,633	518,124	783,226	493,407	38.6%
DESK - DESKTOP SUPPORT	663,685	432,299	432,299	867,071	583,084	(150,785)	-34.9%
HDSP - HELP DESK SUPPORT	98,526	122,094	122,094	107,394	121,309	785	0.6%
99IT - INFORMATION TECHNOLOGY	$ 4,076,989	$ 6,982,986	$ 7,243,213	$ 5,004,284	$ 6,442,788	$ 800,425	11.1%
TOTAL PROGRAMS	**$ 36,207,135**	**$ 42,115,174**	**$ 42,825,117**	**$ 38,130,321**	**$ 42,317,971**	**$ 507,146**	**1.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 497,625	$ 444,000	$ 444,000	$ 473,129	$ 468,000	$ 24,000	5.4%
SUBTOTAL	$ 497,625	$ 444,000	$ 444,000	$ 473,129	$ 468,000	$ 24,000	5.4%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,549	$ 1,834,948	$ 2	0.0%
SUBTOTAL	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,549	$ 1,834,948	$ 2	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 931,045	$ 931,045	$ 931,045	$ 703,738	$ 844,534	$ (86,511)	-9.3%
0635 - OTHER CHARGES FOR SERVICES	15,280,342	14,640,950	14,866,227	15,179,645	15,546,238	680,011	4.6%
SUBTOTAL	$ 16,211,387	$ 15,571,995	$ 15,797,272	$ 15,883,383	$ 16,390,772	$ 593,500	3.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,340,515	$ 3,983,500	$ 3,983,500	$ 3,350,691	$ 3,660,000	$ (323,500)	-8.1%
SUBTOTAL	$ 4,340,515	$ 3,983,500	$ 3,983,500	$ 3,350,691	$ 3,660,000	$ (323,500)	-8.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 56,245	$ 45,000	$ 45,000	$ 52,163	$ 14,000	$ (31,000)	-68.9%
0650 - MISCELLANEOUS REVENUE	158,931	46,000	46,000	61,955	39,600	(6,400)	-13.9%
SUBTOTAL	$ 215,176	$ 91,000	$ 91,000	$ 114,118	$ 53,600	$ (37,400)	-41.1%
ALL REVENUES	$ 22,530,417	$ 21,440,775	$ 22,150,718	$ 20,753,870	$ 22,407,320	$ 256,602	1.2%
TOTAL SOURCES	$ 22,530,417	$ 21,440,775	$ 22,150,718	$ 20,753,870	$ 22,407,320	$ 256,602	1.2%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 23,729,009	$ 25,322,891	$ 25,287,941	$ 23,538,474	$ 24,742,554	$ 545,387	2.2%
0705 - TEMPORARY PAY	192,179	239,076	239,076	193,890	189,632	49,444	20.7%
0710 - OVERTIME	71,607	71,198	71,198	58,576	50,000	21,198	29.8%
0750 - FRINGE BENEFITS	8,833,827	10,121,199	10,121,199	9,594,879	10,377,349	(256,150)	-2.5%
0790 - OTHER PERSONNEL SERVICES	170,372	143,450	143,450	137,071	108,000	35,450	24.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,179,022)	(1,237,132)	(1,237,132)	(1,222,143)	(1,485,114)	247,982	20.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,139,978	1,192,132	1,676,798	1,241,661	1,514,514	162,284	9.7%
SUBTOTAL	$ 32,957,950	$ 35,852,814	$ 36,302,530	$ 33,542,408	$ 35,496,935	$ 805,595	2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 606,851	$ 845,750	$ 845,750	$ 800,264	$ 940,218	$ (94,468)	-11.2%
0803 - FUEL	17,057	22,000	22,000	19,128	22,800	(800)	-3.6%
0804 - NON-CAPITAL EQUIPMENT	140,811	233,645	233,645	617,992	393,292	(159,647)	-68.3%
SUBTOTAL	$ 765,198	$ 1,101,395	$ 1,101,395	$ 1,437,384	$ 1,356,310	$ (254,915)	-23.1%
SERVICES							
0810 - LEGAL SERVICES	$ 9,249	$ 9,030	$ 9,030	$ 19,249	$ 12,000	$ (2,970)	-32.9%
0811 - HEALTH CARE SERVICES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	968,664	2,806,517	3,066,744	1,002,349	2,721,331	345,413	11.3%
0820 - RENT & OPERATING LEASES	128,939	144,198	144,198	117,724	165,600	(21,402)	-14.8%
0825 - REPAIRS AND MAINTENANCE	366,481	560,007	560,007	355,127	585,436	(25,429)	-4.5%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	107,359	118,825	118,825	80,674	585,612	(466,787)	-392.8%
0841 - TRAVEL	35,430	64,450	64,450	38,062	50,798	13,652	21.2%
0842 - EDUCATION AND TRAINING	41,113	54,650	54,650	60,613	151,473	(96,823)	-177.2%
0843 - POSTAGE/FREIGHT/SHIPPING	536,805	500,150	500,150	475,636	500,000	150	0.0%
SUBTOTAL	$ 2,194,040	$ 4,510,304	$ 4,770,531	$ 2,385,059	$ 5,024,726	$ (254,195)	-5.3%
CAPITAL							
0950 - DEBT SERVICE	109,274	205,661	205,661	40,432	-	205,661	100.0%
SUBTOTAL	$ 289,947	$ 650,661	$ 650,661	$ 765,470	$ 440,000	$ 210,661	32.4%
ALL EXPENDITURES	$ 36,207,135	$ 42,115,174	$ 42,825,117	$ 38,130,321	$ 42,317,971	$ 507,146	1.2%
TOTAL USES	$ 36,207,135	$ 42,115,174	$ 42,825,117	$ 38,130,321	$ 42,317,971	$ 507,146	1.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 12,394,739	$ 11,409,900	$ 11,409,900	$ 10,991,639	$ 11,557,600	$ 147,700	1.3%
FUND TOTAL SOURCES	$ 12,394,739	$ 11,409,900	$ 11,409,900	$ 10,991,639	$ 11,557,600	$ 147,700	1.3%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,028	$ 1,834,948	$ 2	0.0%
FUND TOTAL SOURCES	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,028	$ 1,834,948	$ 2	0.0%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,485,064	$ 1,469,100	$ 1,469,100	$ 1,631,534	$ 1,584,000	$ 114,900	7.8%
FUND TOTAL SOURCES	$ 1,485,064	$ 1,469,100	$ 1,469,100	$ 1,631,534	$ 1,584,000	$ 114,900	7.8%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 1,185,113	$ 1,100,000	$ 1,100,000	$ 1,169,953	$ 1,100,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,185,113	$ 1,100,000	$ 1,100,000	$ 1,169,953	$ 1,100,000	$ -	0.0%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,374,216	$ 2,408,495	$ 2,633,772	$ 2,265,779	$ 2,633,772	$ -	0.0%
FUND TOTAL SOURCES	$ 2,374,216	$ 2,408,495	$ 2,633,772	$ 2,265,779	$ 2,633,772	$ -	0.0%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 104,814	$ 95,000	$ 95,000	$ 117,946	$ 91,000	$ (4,000)	-4.2%
FUND TOTAL SOURCES	$ 104,814	$ 95,000	$ 95,000	$ 117,946	$ 91,000	$ (4,000)	-4.2%
273 VICTIM LOCATION							
OPERATING	$ 10,999	$ 10,000	$ 10,000	$ 10,217	$ 8,000	$ (2,000)	-20.0%
FUND TOTAL SOURCES	$ 10,999	$ 10,000	$ 10,000	$ 10,217	$ 8,000	$ (2,000)	-20.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,709,758	$ 3,598,000	$ 3,598,000	$ 3,634,774	$ 3,598,000	$ -	0.0%
FUND TOTAL SOURCES	$ 3,709,758	$ 3,598,000	$ 3,598,000	$ 3,634,774	$ 3,598,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 22,530,417	$ 21,440,775	$ 22,150,718	$ 20,753,870	$ 22,407,320	$ 256,602	1.2%
DEPARTMENT TOTAL SOURCES	$ 22,530,417	$ 21,440,775	$ 22,150,718	$ 20,753,870	$ 22,407,320	$ 256,602	1.2%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 28,481,731	$ 30,185,299	$ 30,185,299	$ 29,058,523	$ 30,516,351	$ (331,052)	-1.1%
NON-RECURRING	-	-	-	-	45,000	(45,000)	N/A
FUND TOTAL USES	$ 28,481,731	$ 30,185,299	$ 30,185,299	$ 29,058,523	$ 30,561,351	$ (376,052)	-1.2%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,251,734	$ 1,350,280	$ 1,834,946	$ 1,270,526	$ 1,834,948	$ (2)	0.0%
FUND TOTAL USES	$ 1,251,734	$ 1,350,280	$ 1,834,946	$ 1,270,526	$ 1,834,948	$ (2)	0.0%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 935,284	$ 1,469,100	$ 1,469,100	$ 1,159,425	$ 1,584,000	$ (114,900)	-7.8%
NON-RECURRING	-	220,000	220,000	31,129	725,000	(505,000)	-229.5%
FUND TOTAL USES	$ 935,284	$ 1,689,100	$ 1,689,100	$ 1,190,554	$ 2,309,000	$ (619,900)	-36.7%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 521,441	$ 1,100,000	$ 1,100,000	$ 633,351	$ 1,100,000	$ -	0.0%
NON-RECURRING	205,056	279,000	279,000	80,500	-	279,000	100.0%
FUND TOTAL USES	$ 726,497	$ 1,379,000	$ 1,379,000	$ 713,851	$ 1,100,000	$ 279,000	20.2%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,226,120	$ 2,408,495	$ 2,633,772	$ 2,341,696	$ 2,633,772	$ -	0.0%
NON-RECURRING	38,448	25,000	25,000	-	-	25,000	100.0%
FUND TOTAL USES	$ 2,264,568	$ 2,433,495	$ 2,658,772	$ 2,341,696	$ 2,633,772	$ 25,000	0.9%
270 CHILD SUPPORT ENHANCEMENT							
NON-RECURRING	$ 12,468	$ 75,000	$ 75,000	$ -	$ 45,900	$ 29,100	38.8%
FUND TOTAL USES	$ 12,468	$ 75,000	$ 75,000	$ -	$ 45,900	$ 29,100	38.8%
273 VICTIM LOCATION							
OPERATING	$ 5,967	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	-	75,000	75,000	40,747	75,000	-	0.0%
FUND TOTAL USES	$ 5,967	$ 75,000	$ 75,000	$ 40,747	$ 75,000	$ -	0.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 2,150,128	$ 3,598,000	$ 3,598,000	$ 2,721,978	$ 3,598,000	$ -	0.0%
NON-RECURRING	378,758	1,330,000	1,330,000	792,446	160,000	1,170,000	88.0%
FUND TOTAL USES	$ 2,528,886	$ 4,928,000	$ 4,928,000	$ 3,514,424	$ 3,758,000	$ 1,170,000	23.7%
DEPARTMENT OPERATING TOTAL USES	$ 35,572,405	$ 40,111,174	$ 40,821,117	$ 37,185,499	$ 41,267,071	$ (445,954)	-1.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ 634,730	$ 2,004,000	$ 2,004,000	$ 944,822	$ 1,050,900	$ 953,100	47.6%
DEPARTMENT TOTAL USES	$ 36,207,135	$ 42,115,174	$ 42,825,117	$ 38,130,321	$ 42,317,971	$ 507,146	1.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.15	1.00	1.00	.90	.90	(.10)	(10.0%)
EXECUTIVE MANAGEMENT	34.50	36.80	36.80	38.80	38.80	2.00	5.4%
FINANCIAL SERVICES	2.25	2.00	2.00	1.55	1.55	(.45)	(22.5%)
HUMAN RESOURCES	9.00	8.00	8.00	10.00	8.00	-	0.0%
PROCUREMENT	4.60	1.00	1.00	1.55	1.55	.55	55.0%
PROGRAM TOTAL	50.50	48.80	48.80	52.80	50.80	2.00	4.1%
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	3.00	3.00	3.00	3.25	3.25	.25	8.3%
COURT ORDERED DISBURSEMENT	30.15	7.60	7.60	4.60	3.95	(3.65)	(48.0%)
COURT ORDERED FIN RECORDS	19.00	39.15	39.15	43.75	41.90	2.75	7.0%
COURT ORDERED RECEIVABLES	8.95	8.40	8.40	6.05	4.55	(3.85)	(45.8%)
COURT SUPPORT ORDERS	-	-	.00	-	-	-	N/A
PROGRAM TOTAL	61.10	58.15	58.15	57.65	53.65	(4.50)	(7.7%)
COURT RECORDS							
APPELLATE RECORDS	6.90	10.55	10.55	10.70	10.70	.15	1.4%
CASE ESTABLISHMENT	68.35	65.85	65.85	68.70	67.70	1.85	2.8%
DISPOSITION REPORT	7.10	5.05	5.05	6.20	6.20	1.15	22.8%
DISTRIBUTION	3.95	9.45	9.45	8.00	9.00	(.45)	(4.8%)
ELECTRONIC DOCUMENT	120.65	121.80	121.80	117.45	118.25	(3.55)	(2.9%)
EXHIBIT CUSTODY	15.35	14.00	14.00	14.70	15.70	1.70	12.1%
JUVENILE SUBSEQUENT DOCUMENT	8.45	7.80	7.80	7.50	7.50	(.30)	(3.8%)
MEMORIALIZE COURT PROCEEDINGS	238.90	240.50	240.50	236.55	234.55	(5.95)	(2.5%)
PROGRAM TOTAL	469.65	475.00	475.00	469.80	469.60	(5.40)	(1.1%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	23.00	22.00	22.00	22.50	22.50	.50	2.3%
DATA CENTER	6.50	7.50	7.50	6.25	6.25	(1.25)	(16.7%)
DESKTOP SUPPORT	6.00	6.00	6.00	6.50	6.50	.50	8.3%
HELP DESK SUPPORT	2.00	2.00	2.00	2.25	2.25	.25	12.5%
PROGRAM TOTAL	37.50	37.50	37.50	37.50	37.50	-	0.0%
PUBLIC RECORDS							
COURT DOCUMENT COPY	28.59	24.95	24.95	25.90	25.20	.25	1.0%
COURT FILE DELIVERY	13.40	16.50	16.50	17.45	17.45	.95	5.8%
PUBLIC REGISTRATIONS	18.26	19.10	19.10	19.90	19.80	.70	3.7%
PROGRAM TOTAL	60.25	60.55	60.55	63.25	62.45	1.90	3.1%
DEPARTMENT TOTAL	679.00	680.00	680.00	681.00	674.00	(6.00)	(0.9%)

Staffing by Market Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
CLERK OF THE SUPERIOR COURT							
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	1.00	-	-	(1.00)	(100.0%)
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Supv	16.00	16.00	1.00	-	-	(1.00)	(100.0%)
Administrative Staff Supv	2.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Administrator	1.00	-	-	1.00	1.00	1.00	N/A
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	-	-	-	1.00	1.00	1.00	N/A
Business/Systems Analyst	5.00	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	217.50	218.50	218.50	218.50	214.50	(4.00)	(1.8%)
Courtroom Services Supervisor	-	-	16.00	17.00	17.00	1.00	6.3%
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 - Elected Official	-	-	-	1.00	1.00	1.00	N/A
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	-	0.0%
General Laborer	7.00	9.00	9.00	9.00	9.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	2.00	2.00	4.00	2.00	-	0.0%
Human Resources Specialist	2.00	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	3.00	3.00	3.00	3.00	3.00	-	0.0%
IS Project Manager - Sr/Ld	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 Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	-	-	6.00	6.00	6.00	-	0.0%
Justice System Clerk	290.00	290.00	290.00	289.00	287.00	(3.00)	(1.0%)
Justice System Clerk Lead	23.00	23.00	23.00	23.00	23.00	-	0.0%
Justice System Clerk Supv	21.00	21.00	21.00	20.00	21.00	-	0.0%
Justice System Manager	-	-	11.00	11.00	11.00	-	0.0%
Management Analyst	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	3.00	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%
Operations/Program Manager	-	-	-	-	1.00	1.00	N/A
PC/LAN Tech Support	6.50	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	N/A
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%
Special Projects Manager	-	-	1.00	2.00	-	(1.00)	(100.0%)
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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	4.00	3.00	3.00	3.00	3.00	-	0.0%
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	**679.00**	**680.00**	**680.00**	**681.00**	**674.00**	**(6.00)**	**(0.9%)**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
160	**CLERK OF THE SUPERIOR COURT**							
100	GENERAL	558.00	556.00	556.00	557.00	548.00	(8.00)	(1.4%)
205	COURT DOCUMENT RETRIEVAL	22.00	25.00	25.00	25.00	27.00	2.00	8.0%
208	JUDICIAL ENHANCEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
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	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	42.00	45.00	45.00	45.00	45.00	-	0.0%
Department Total		**679.00**	**680.00**	**680.00**	**681.00**	**674.00**	**(6.00)**	**(0.9%)**

Significant Variance Analysis

- Shift two Court Operations positions (2 FTE) from the General Fund (100) to the Court Document Retrieval Fund (205).
- Eliminate four vacant Courtroom Clerk positions (4.0 FTE) due to multiple long-term vacancies in the same market range title and organizational unit.
- Eliminate one regular and one temporary vacant Justice System Clerk position (1.4 FTE) due to multiple long-term vacancies in the same market range title and organizational unit.

General Adjustments

Target Adjustments:

General Fund (100)

- Increase budget by $3,075 for restatement of risk management charges from Non Departmental.
- Increase budget by $13,313 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $429,172 for restatement of baseline telecommunications.

Base Adjustments:

General Fund (100)

- Increase filing fee revenue by $147,700 based on FY 2011 forecasted revenue.
- Increase Regular Benefits by $137,688 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $195,284 for retirement contribution rate increase.
- Increase the expenditure budget by $123,606 for banking fees that will be charged to the department for the first time in FY 2012.
- Reduce the expenditure budget by $203,361 as a result of lower pay rates caused by employee turnover (new hires paid less than those they replaced).
- Reduce the expenditure budget by $217,132 as a result of eliminating five regular vacant positions and one temporary vacant position (5.4 FTE). As of March 2011, there were 80 vacant positions (76.4 FTE) in the department with 69 of those positions (65.4 FTE) in the General Fund. FY 2011 General Fund personnel savings from turnover and vacancies is budgeted at 6%, while actual savings is 12.4% year-to-date through February.
  - Shift expenditures of $105,593 to the Court Document Retrieval Fund (205) for two Court Operations positions (2.0 FTE).
  - Shift expenditures of $45,000 to Non Recurring for the purchase of a replacement Interactive Voice Response System.
- (Non Recurring): Increase expenditure budget by $45,000 for the purchase of a replacement Interactive Voice Response System.

Court Document Retrieval Fund (205)

- Increase filing fee revenue by $114,900 based on FY 2011 forecast revenue.
- Increase Regular Benefits by $5,400 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $7,586 for retirement contribution rate increase.
- Shift expenditures of $105,593 from the General Fund (100) for two Court Operations positions (2.0 FTE).
- Reduce expenditure budget by $3,679 for Personnel Savings.

Judicial Enhancement Fund (208)

- Increase Regular Benefits by $432 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $1,620 for retirement contribution rate increase.
- Reduce expenditures in Other Services by $2,052 for structural balance.

Clerk of the Court Grants Fund (216)

- Increase grant revenue and expenditure budgets by $2 for grant reconciliation.
- Increase Regular Benefits by $1,080 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $1,721 for retirement contribution rate increase.
- Reduce General Supplies by $2,081 for structural balance.

Clerk of the Court Fill the Gap Fund (218)

- Increase Regular Benefits by $10,152 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $14,604 for retirement contribution rate increase.
- Reduce Other Services by $24,756 for structural balance.

Electronic Document Management Fund (274)

- Increase Regular Benefits by $9,720 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $14,939 for retirement contribution rate increase.
- Reduce Debt Services by $24,659 due to the discontinuation of technology financing.
- (Non Recurring): Increase expenditure budget by $160,000 for a Juvenile Electronic Court Records project.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
% of records on appeal transmitted to an Appellate Court per mandated timeframes	99.7%	99.6%	100.0%	100.0%	0.4%	0.4%
% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	98.3%	96.4%	100.0%	100.0%	3.6%	3.8%
% of new cases established within stated timeframes	98.9%	97.9%	99.3%	99.0%	1.1%	1.1%
% of Adult cases established within stated timeframes	98.7%	97.7%	99.2%	98.9%	1.2%	1.2%
% of Juvenile cases established within stated timeframes	100.0%	100.0%	99.8%	100.0%	-0.0%	-0.0%
% of minute entries created within three days from date of hearing to date of creation	96.1%	95.6%	96.5%	96.8%	1.1%	1.2%
% of Adult minute entries created within three days from date of hearing to date of creation	97.0%	96.5%	98.6%	98.3%	1.7%	1.8%
% of Juvenile minute entries created within three days from date of hearing to date of creation	89.6%	89.2%	81.5%	86.5%	-2.7%	-3.1%
% of accurate Adult minute entries in a statistical sample of completed minute entries	99.8%	99.5%	99.8%	99.8%	0.2%	0.2%
% of accurate Juvenile minute entries in a statistical sample of completed minute entries	99.4%	99.5%	99.6%	99.5%	0.1%	0.1%
% of received court created documents that were distributed by the next business day after receiving the documents for distribution	99.4%	98.9%	100.0%	100.0%	1.1%	1.2%
% of received Adult court created documents distributed by the next business day after receipt of the documents for distribution	N/A	N/A	N/A	100.0%	N/A	N/A
% of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	N/A	N/A	N/A	100.0%	N/A	N/A
% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.7%	99.1%	100.0%	100.0%	0.9%	0.9%
% of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	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	100.0%	100.0%	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	94.5%	90.5%	99.9%	100.0%	9.5%	10.5%

Program Results (Continued)

% of eFiled court documents available within the next business day after the day of receipt	99.8%	100.0%	96.7%	98.5%	-1.5%	-1.5%
% of scanned court documents available within three business days after the day of receipt	70.8%	67.7%	73.7%	72.6%	4.9%	7.2%
% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.2%	0.2%	0.1%	0.1%	-0.1%	-39.2%
% of electronic documents available within established timeframes	73.1%	70.2%	76.1%	78.6%	8.4%	12.0%
% of exhibits received for intake that are available for access within established timeframes	99.9%	99.8%	99.6%	99.8%	0.1%	0.1%
% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	99.9%	99.6%	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	99.3%	98.5%	99.4%	99.6%	1.1%	1.1%
% of Juvenile subsequent documents docketed within established timeframes	99.8%	99.8%	99.9%	99.9%	0.2%	0.2%

Activities that comprise this program include:

- Appellate
- Case Establishment
- Disposition Report
- Distribution
- Electronic Document
- Exhibits
- 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.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of records on appeal transmitted to an Appellate Court per mandated timeframes	99.7%	99.6%	100.0%	100.0%	0.4%	0.4%
Result	% of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	98.3%	96.4%	100.0%	100.0%	3.6%	3.8%
Output	# of records transmitted to an Appellate Court	1,638	1,729	1,659	1,687	(42)	-2.4%
Output	# of Adult records transmitted to an Appellate Court	1,402	1,508	1,417	1,452	(56)	-3.7%
Output	# of Juvenile records transmitted to an Appellate Court	236	221	241	234	13	5.9%
Demand	# of records to be transmitted to an Appellate Court	1,693	1,730	1,705	1,693	(37)	-2.1%
Efficiency	$ Cost per record transmitted to an Appellate Court	$ 213.77	$ 279.80	$ 279.51	$ 312.86	$ (33.07)	-11.8%
Expenditure							
	100 - GENERAL	$ 322,086	$ 436,870	$ 414,127	$ 480,421	$ (43,551)	-10.0%
	218 - CLERK OF COURT FILL THE GAP	28,076	46,900	49,577	47,379	(479)	-1.0%
	TOTAL USES	$ 350,162	$ 483,770	$ 463,704	$ 527,800	$ (44,030)	-9.1%

Activity Narrative: The cost per record is increased due to an increase in Regular Benefits charges.

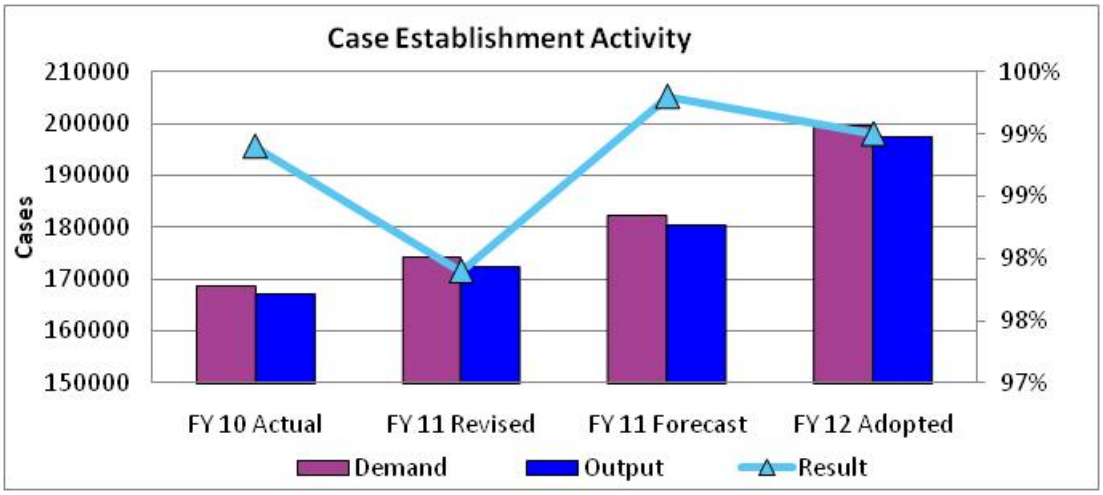
Case Establishment Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of new cases established within stated timeframes	98.9%	97.9%	99.3%	99.0%	1.1%	1.1%
Result	% of Adult cases established within stated timeframes	98.7%	97.7%	99.2%	98.9%	1.2%	1.2%
Result	% of Juvenile cases established within stated timeframes	100.0%	100.0%	99.8%	100.0%	(0.0%)	-0.0%
Output	# of new cases established	167,058	172,379	180,417	197,606	25,227	14.6%
Output	# of Adult cases established	148,920	154,026	163,180	180,078	26,052	16.9%
Output	# of Juvenile cases established	18,138	18,352	17,238	17,530	(822)	-4.5%
Demand	# of new cases to be established	168,724	174,293	182,292	199,590	25,297	14.5%
Efficiency	$ Cost per new case established	$ 18.93	$ 17.81	$ 17.60	$ 16.18	$ 1.63	9.2%
Revenue							
	100 - GENERAL	$ 465,177	$ 396,000	$ 453,725	$ 456,000	$ 60,000	15.2%
	TOTAL SOURCES	$ 465,177	$ 396,000	$ 453,725	$ 456,000	$ 60,000	15.2%
Expenditure							
	100 - GENERAL	$ 2,596,692	$ 2,522,933	$ 2,636,404	$ 2,494,948	$ 27,985	1.1%
	216 - CLERK OF THE COURT GRANTS	-	-	-	225,588	(225,588)	N/A
	218 - CLERK OF COURT FILL THE GAP	490,417	453,117	453,858	408,766	44,351	9.8%
	274 - CLERK OF THE COURT EDMS	75,738	94,314	85,948	67,392	26,922	28.5%
	TOTAL USES	$ 3,162,847	$ 3,070,364	$ 3,176,210	$ 3,196,694	$ (126,330)	-4.1%

Activity Narrative: The number of adult cases is expected to increase based on current trends of increased litigation stemming from mortgage and credit card judgments.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.7%	99.1%	100.0%	100.0%	0.9%	0.9%
Result	% of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	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	100.0%	100.0%	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	94.5%	90.5%	99.9%	100.0%	9.5%	10.5%
Output	# of Disposition Reports / Abstracts transmitted	53,719	58,273	53,176	53,265	(5,008)	-8.6%
Output	# of Disposition Reports transmitted	46,581	50,421	46,928	46,992	(3,429)	-6.8%
Output	# of Adult Abstracts transmitted	4,376	4,825	4,082	4,018	(807)	-16.7%
Output	# of Juvenile Abstracts transmitted	2,762	3,030	2,165	2,254	(776)	-25.6%
Demand	# of Disposition Reports / Abstracts to be transmitted	67,214	72,615	62,807	62,290	(10,325)	-14.2%
Efficiency	$ Cost per Disposition Report / Abstract transmitted	$ 5.13	$ 4.12	$ 4.51	$ 5.35	$ (1.23)	-29.7%
Expenditure							
	100 - GENERAL	$ 256,143	$ 210,601	$ 216,271	$ 245,409	$ (34,808)	-16.5%
	205 - COURT DOCUMENT RETRIEVAL	-	-	8,265	-	-	N/A
	274 - CLERK OF THE COURT EDMS	19,434	29,589	15,099	39,405	(9,816)	-33.2%
	TOTAL USES	$ 275,577	$ 240,190	$ 239,635	$ 284,814	$ (44,624)	-18.6%

Activity Narrative: The cost per Disposition Report/Abstract is increased due to an increase in Regular Benefits charges.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of received court created documents that were distributed by the next business day after receiving the documents for distribution	99.4%	98.9%	100.0%	100.0%	1.1%	1.2%
Result	% of received Adult court created documents distributed by the next business day after receipt of the documents for distribution	N/A	N/A	N/A	100.0%	N/A	N/A
Result	% of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	N/A	N/A	N/A	100.0%	N/A	N/A
Output	# of court created documents distributed	656,545	652,893	680,002	681,338	28,445	4.4%
Output	# of Adult court created documents distributed	N/A	N/A	N/A	564,805	N/A	N/A
Output	# of Juvenile court created documents distributed	N/A	N/A	N/A	116,534	N/A	N/A
Demand	# of court created documents received for distribution	657,433	652,975	680,063	681,338	28,363	4.3%
Efficiency	$ Cost per court created document distributed	$ 1.30	$ 1.33	$ 1.26	$ 1.25	$ 0.08	5.9%
Expenditure							
	100 - GENERAL	$ 852,799	$ 866,983	$ 858,143	$ 820,583	$ 46,400	5.4%
	216 - CLERK OF THE COURT GRANTS	-	-	-	30,768	(30,768)	N/A
	TOTAL USES	$ 852,799	$ 866,983	$ 858,143	$ 851,351	$ 15,632	1.8%

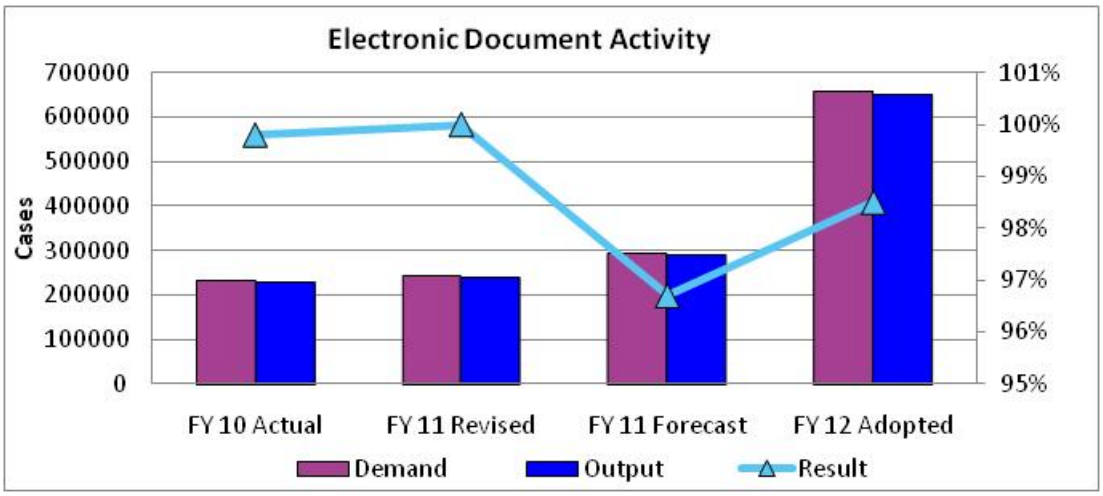
Electronic Document Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of eFiled court documents available within the next business day after the day of receipt	99.8%	100.0%	96.7%	98.5%	(1.5%)	-1.5%
Result	% of scanned court documents available within three business days after the day of receipt	70.8%	67.7%	73.7%	72.6%	4.9%	7.2%
Result	% of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the initial audit	0.2%	0.2%	0.1%	0.1%	(0.1%)	-39.2%
Result	% of electronic documents available within established timeframes	73.1%	70.2%	76.1%	78.6%	8.4%	12.0%
Output	# of eFiled documents added to the Electronic Court Record (ECR) repository	228,889	239,301	288,679	652,141	412,840	172.5%
Output	# of scanned documents added to the ECR repository	2,579,395	2,574,244	2,533,021	2,162,435	(411,809)	-16.0%
Output	# of electronic documents added to the ECR Repository	2,808,284	2,823,545	2,821,700	2,814,576	(8,969)	-0.3%
Demand	# of eFiled documents submitted	231,989	242,910	294,774	658,386	415,476	171.0%
Demand	# of documents available for scanning	2,805,524	2,850,190	2,692,435	2,351,385	(498,805)	-17.5%
Efficiency	$ Cost per electronic document added to the ECR Repository	$ 1.73	$ 2.22	$ 1.94	$ 2.02	$ 0.20	8.8%
Revenue							
	205 - COURT DOCUMENT RETRIEVAL	$ 1,474,438	$ 1,469,100	$ 1,625,023	$ 1,584,000	$ 114,900	7.8%
	274 - CLERK OF THE COURT EDMS	3,680,069	3,571,000	3,604,178	3,598,000	27,000	0.8%
	TOTAL SOURCES	$ 5,154,507	$ 5,040,100	$ 5,229,201	$ 5,182,000	$ 141,900	2.8%
Expenditure							
	100 - GENERAL	$ 2,576,162	$ 2,810,209	$ 2,716,967	$ 2,548,961	$ 261,248	9.3%
	216 - CLERK OF THE COURT GRANTS	-	-	-	416,036	(416,036)	N/A
	205 - COURT DOCUMENT RETRIEVAL	577,165	1,200,258	680,323	578,820	621,438	51.8%
	208 - JUDICIAL ENHANCEMENT	3,183	4,497	-	-	4,497	100.0%
	218 - CLERK OF COURT FILL THE GAP	459,108	522,883	489,344	542,874	(19,991)	-3.8%
	274 - CLERK OF THE COURT EDMS	1,256,313	1,725,586	1,598,194	1,604,304	121,282	7.0%
	TOTAL USES	$ 4,871,931	$ 6,263,433	$ 5,484,828	$ 5,690,995	$ 572,438	9.1%

Activity Narrative: Electronic filing activity is expected to increase as more court customers use the electronic filing system due to the implementation of mandatory electronic case filing for some areas.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of exhibits received for intake that are available for access within established timeframes	99.9%	99.8%	99.6%	99.8%	0.1%	0.1%
Result	% of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	99.9%	99.6%	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	99.3%	98.5%	99.4%	99.6%	1.1%	1.1%
Output	# of exhibits processed for intake	128,294	131,891	119,341	126,261	(5,630)	-4.3%
Output	# of Adult exhibits processed for intake	113,296	117,540	105,720	112,706	(4,834)	-4.1%
Output	# of Juvenile exhibits processed for intake	14,998	14,350	13,621	13,557	(793)	-5.5%
Demand	# of exhibits received for intake	128,483	132,280	119,444	126,346	(5,934)	-4.5%
Efficiency	$ Cost per exhibit processed for intake	$ 5.13	$ 5.08	$ 5.65	$ 6.53	$ (1.45)	-28.6%
Expenditure							
	100 - GENERAL	$ 600,918	$ 608,968	$ 605,063	$ 660,815	$ (51,847)	-8.5%
	205 - COURT DOCUMENT RETRIEVAL	-	-	-	80,000	(80,000)	N/A
	218 - CLERK OF COURT FILL THE GAP	57,546	61,299	69,611	84,138	(22,839)	-37.3%
	TOTAL USES	$ 658,464	$ 670,267	$ 674,674	$ 824,953	$ (154,686)	-23.1%

Activity Narrative: The cost per exhibit processed is increased due to an increase in Regular Benefits charges.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Juvenile subsequent documents docketed within established timeframes	99.8%	99.8%	99.9%	99.9%	0.2%	0.2%
Output	# of Juvenile subsequent documents docketed	236,486	244,642	238,180	235,574	(9,068)	-3.7%
Demand	# of Juvenile subsequent documents to be docketed	239,693	248,138	240,895	238,651	(9,487)	-3.8%
Efficiency	$ Cost per Juvenile subsequent document docketed	$ 1.70	$ 1.57	$ 1.55	$ 1.54	$ 0.03	1.9%
Expenditure							
	100 - GENERAL	$ 401,549	$ 384,483	$ 368,129	$ 363,224	$ 21,259	5.5%
	TOTAL USES	$ 401,549	$ 384,483	$ 368,129	$ 363,224	$ 21,259	5.5%

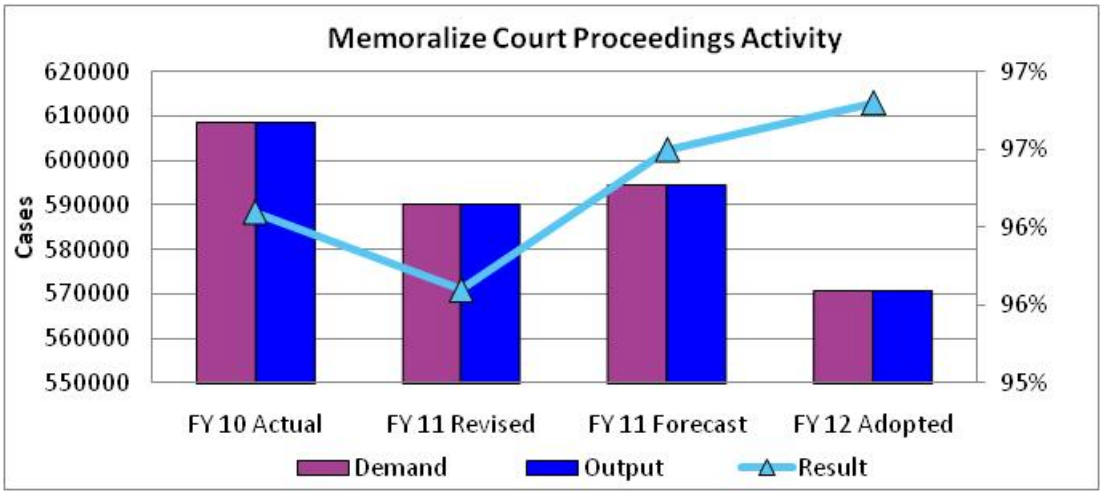
Memorialize Court Proceedings Activity

The purpose of the Memorialization of Court Proceedings Activity is to provide documentation of court proceedings and decisions to courts and contractor agencies, litigants, and government agencies so they can have timely access to accurate court records.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court, maintain and to allow access to all court records. A.R.S. §12-282 mandates that the Clerk take custody and safely keep all court records, ensure the proper disposition of all records, allow the state archives access to all records prior to destruction, and provide parental and child information to the child support case registry. A.R.S. §25-681 mandates that the Clerk issue child support arrest warrants. A.R.S. §14-5701 mandates that the Clerk issue fiduciary arrest warrants upon order of the court. The Rules of Civil Procedure (Rule 64.1C) mandates that the Clerk issue civil arrest warrants upon order of the court. A.R.S. §12-284.01 requires the Presiding Judge to assess a filing fee or appearance fee, and requires the Clerk to utilize the fee to convert and maintain the court's document storage and retrieval system to micrographics or computer automation to improve access to court records.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of minute entries created within three days from date of hearing to date of creation	96.1%	95.6%	96.5%	96.8%	1.1%	1.2%
Result	% of Adult minute entries created within three days from date of hearing to date of creation	97.0%	96.5%	98.6%	98.3%	1.7%	1.8%
Result	% of Juvenile minute entries created within three days from date of hearing to date of creation	89.6%	89.2%	81.5%	86.5%	(2.7%)	-3.1%
Result	% of accurate Adult minute entries in a statistical sample of completed minute entries	99.8%	99.5%	99.8%	99.8%	0.2%	0.2%
Result	% of accurate Juvenile minute entries in a statistical sample of completed minute entries	99.4%	99.5%	99.6%	99.5%	0.1%	0.1%
Output	# of minute entries created	608,718	590,391	594,598	570,732	(19,659)	-3.3%
Output	# of Adult minute entries created	533,522	517,587	520,415	498,528	(19,059)	-3.7%
Output	# of Juvenile minute entries created	75,196	72,803	74,182	72,205	(598)	-0.8%
Output	# of Adult minute entries in a statistical sample of completed minute entries	533,522	517,587	520,415	498,528	(19,059)	-3.7%
Output	# of Juvenile minute entries in a statistical sample of completed minute entries	75,196	72,803	74,182	72,205	(598)	-0.8%
Demand	# of minute entries to be created	608,718	590,391	594,598	570,732	(19,659)	-3.3%
Efficiency	$ Cost per minute entry created	$ 20.41	$ 23.19	$ 20.95	$ 21.34	$ 1.85	8.0%
Revenue							
	216 - CLERK OF THE COURT GRANTS	$ 1,265,714	$ 1,582,782	$ 902,516	$ 289,900	$ (1,292,882)	-81.7%
	208 - JUDICIAL ENHANCEMENT	955,302	896,000	947,214	884,000	(12,000)	-1.3%
	218 - CLERK OF COURT FILL THE GAP	2,374,215	2,633,772	2,267,279	2,633,772	-	0.0%
	270 - CHILD SUPPORT ENHANCEMENT	99,884	87,000	111,086	91,000	4,000	4.6%
	TOTAL SOURCES	$ 4,695,115	$ 5,199,554	$ 4,228,095	$ 3,898,672	$ (1,300,882)	-25.0%
Expenditure							
	100 - GENERAL	$ 10,047,625	$ 10,620,257	$ 9,932,605	$ 10,388,793	$ 231,464	2.2%
	216 - CLERK OF THE COURT GRANTS	1,238,929	1,834,478	1,270,097	502,649	1,331,829	72.6%
	218 - CLERK OF COURT FILL THE GAP	1,135,663	1,235,078	1,257,034	1,285,268	(50,190)	-4.1%
	TOTAL USES	$ 12,422,217	$ 13,689,813	$ 12,459,736	$ 12,176,710	$ 1,513,103	11.1%

Activity Narrative: Four vacant positions (4.0 FTE) are eliminated from the Memorialization of Court Proceedings Activity. Result and output levels in this activity have been maintained despite a significant number of vacant positions. The elimination of several of the vacant positions should allow for increased efficiency while maintaining results.



Base Adjustments:

Child Support Enhancement Fund (270)

- Decrease revenue budget by $4,000 due to expected declines in incentive payments. No operating expenditures were requested for FY 2012.
- (Non Recurring): Increase expenditure budget by $45,900 for the purchase of a replacement Interactive Voice Response System.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
% of payments posted within established timeframes	98.4%	97.4%	100.0%	100.0%	2.6%	2.7%
% of checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of restitution checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of bond checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of reconciliations completed within established timeframes	99.7%	100.0%	100.0%	100.0%	0.0%	0.0%
% of financial records available within established timeframes	99.1%	99.5%	95.6%	96.7%	-2.9%	-2.9%
% of accurate Billing financial records in a statistical sample of deferral orders	98.7%	98.5%	99.2%	99.0%	0.4%	0.4%
% of accurate Trust financial records in a statistical sample of trust orders	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.6%	98.6%	98.9%	98.9%	0.3%	0.3%
% of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of Trust financial records available within two business days	100.0%	95.9%	100.0%	100.0%	4.1%	4.3%
% of Support Orders financial records available within established timeframes	98.6%	97.9%	100.0%	100.0%	2.1%	2.1%
% of Criminal Obligation financial records available within thirty days from the docketed date	99.1%	100.0%	93.6%	95.2%	-4.8%	-4.8%
% of Juvenile financial records available within 30 days from the filing date	97.0%	96.6%	98.7%	99.2%	2.6%	2.7%
% of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of Criminal Obligation financial record inquiry resolutions completed within two business days	99.9%	99.9%	100.0%	99.9%	0.1%	0.1%
% of Support Orders financial reports available within established timeframes	97.8%	100.0%	96.3%	97.4%	-2.6%	-2.6%

Activities that comprise this program include:

- Court Ordered Disbursement
- Court Ordered Financial Records
- Court Ordered Receivables
- Fiduciary

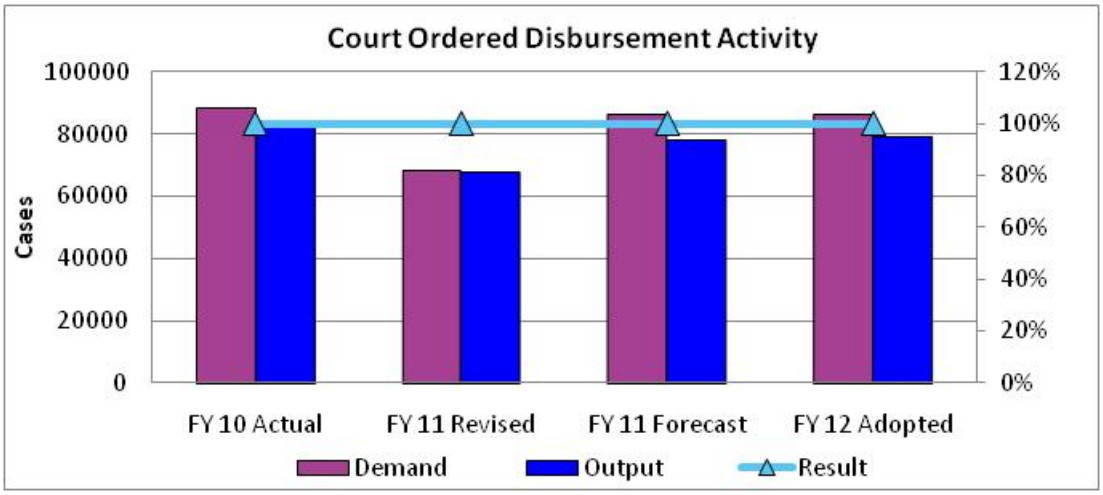
Court Ordered Disbursement Activity

The purpose of the Court Ordered Disbursement Activity is to provide checks to crime victims and litigants pursuant to court order and to government entities pursuant to statute and court rule so they can access funds due them in a timely manner.

Mandates: A.R.S. §13-804 mandates that the court ensure that each legal entity required to pay restitution do so in a prompt manner, and do so subject to specified procedures and requirements. A.R.S. §8-344 mandates that the Clerk act as a pass-through entity for the payment of all restitution payments due from a juvenile ordered by the court to make payments to a victim.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of restitution checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of bond checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of checks issued	82,196	67,677	78,223	79,111	11,434	16.9%
Output	# of restitution checks issued	76,937	62,165	74,387	75,198	13,033	21.0%
Output	# of bond checks issued	5,259	5,511	3,836	3,912	(1,599)	-29.0%
Demand	# of checks to be issued	88,646	68,541	86,230	86,310	17,769	25.9%
Efficiency	$ cost per check issued	$ 12.49	$ 7.04	$ 4.40	$ 3.62	$ 3.42	48.6%
Expenditure							
	100 - GENERAL	$ 1,020,816	$ 401,197	$ 303,390	$ 211,109	$ 190,088	47.4%
	273 - VICTIM LOCATION	5,967	75,000	40,747	75,000	-	0.0%
	TOTAL USES	$ 1,026,783	$ 476,197	$ 344,137	$ 286,109	$ 190,088	39.9%

Activity Narrative: Two vacant positions (1.4 FTE) are eliminated from the Court Ordered Disbursement Activity. Result and output levels in this Activity have been maintained despite a significant number of vacant positions. The elimination of several of the vacant positions should allow for increased efficiency while maintaining results. Additionally, the number of bond checks issued has decreased due to staff in this area no longer performing special projects such as clearing out bonds.



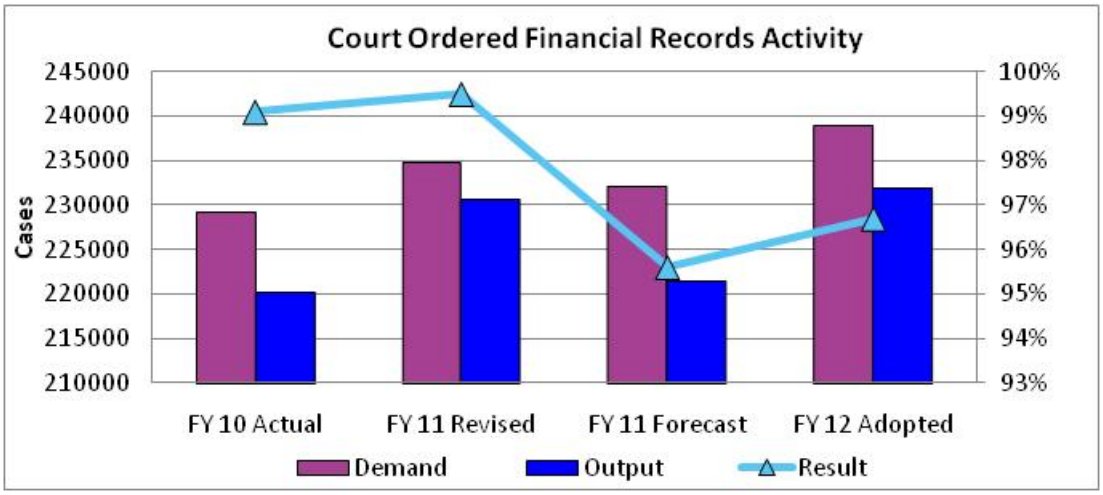
Court Ordered Financial Records Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of financial records available within established timeframes	99.1%	99.5%	95.6%	96.7%	(2.9%)	-2.9%
Result	% of accurate Billing financial records in a statistical sample of deferral orders	98.7%	98.5%	99.2%	99.0%	0.4%	0.4%
Result	% of accurate Trust financial records in a statistical sample of trust orders	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.6%	98.6%	98.9%	98.9%	0.3%	0.3%
Result	% of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of Trust financial records available within two business days	100.0%	95.9%	100.0%	100.0%	4.1%	4.3%
Result	% of Support Orders financial records available within established timeframes	98.6%	97.9%	100.0%	100.0%	2.1%	2.1%
Result	% of Criminal Obligation financial records available within thirty days from the docketed date	99.1%	100.0%	93.6%	95.2%	(4.8%)	-4.8%
Result	% of Juvenile financial records available within 30 days from the filing date	97.0%	96.6%	98.7%	99.2%	2.6%	2.7%
Result	% of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of Criminal Obligation financial record inquiry resolutions completed within two business days	99.9%	99.9%	100.0%	99.9%	0.1%	0.1%
Result	% of Support Orders financial reports available within established timeframes	97.8%	100.0%	96.3%	97.4%	(2.6%)	-2.6%
Output	# of financial record orders processed	220,249	230,690	221,471	231,891	1,201	0.5%
Output	# of Billing Unit financial record orders processed	24,258	24,829	25,170	25,778	949	3.8%
Output	# of Trust financial record orders processed	5,489	6,753	5,723	6,890	137	2.0%
Output	# of Criminal Obligation financial record orders processed	156,855	161,305	151,777	159,950	(1,355)	-0.8%
Output	# of Support Orders financial record orders processed	29,280	33,034	26,874	27,620	(5,414)	-16.4%
Output	# of Juvenile financial record orders processed	4,367	4,770	11,928	11,654	6,884	144.3%
Output	# of Support Orders financial record customer inquiries resolved	15,939	15,564	17,682	17,622	2,058	13.2%
Output	# of Criminal Obligation financial record customer inquiries resolved	35,676	29,941	37,873	36,322	6,381	21.3%
Output	# of Support Orders financial reports prepared	4,659	4,501	4,885	4,451	(50)	-1.1%
Demand	# of financial record orders to be processed	229,234	234,804	232,130	238,868	4,064	1.7%
Efficiency	$ Cost per financial record processed	$ 3.60	$ 6.62	$ 6.85	$ 8.61	$ (2.00)	-30.2%
Revenue							
	273 - VICTIM LOCATION	$ -	$ -	$ -	$ 8,000	$ 8,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 8,000	$ 8,000	N/A
Expenditure							
	100 - GENERAL	$ 793,251	$ 1,526,293	$ 1,516,640	$ 1,525,572	$ 721	0.0%
	216 - CLERK OF THE COURT GRANTS	-	-	-	471,708	(471,708)	N/A
	TOTAL USES	$ 793,251	$ 1,526,293	$ 1,516,640	$ 1,997,280	$ (470,987)	-30.9%

Activity Narrative: The number of Juvenile financial record orders processed is increasing significantly due to the implementation of an attorney fee/administration assessment program.



Base Adjustments:

Victim Location Fund (273)

- Reduce revenue by $2,000 FY 2012 due to decreased interest revenue. No operating expenditures were requested for FY 2012.
- (Non Recurring): Increase expenditure budget by $75,000 for participation in an interdepartmental agreement between the Clerk of the Superior Court and the County Attorney's Office whereby MCAO employs its investigative services staff to assist the Clerk in locating victims of crimes who have unpaid restitution payments.

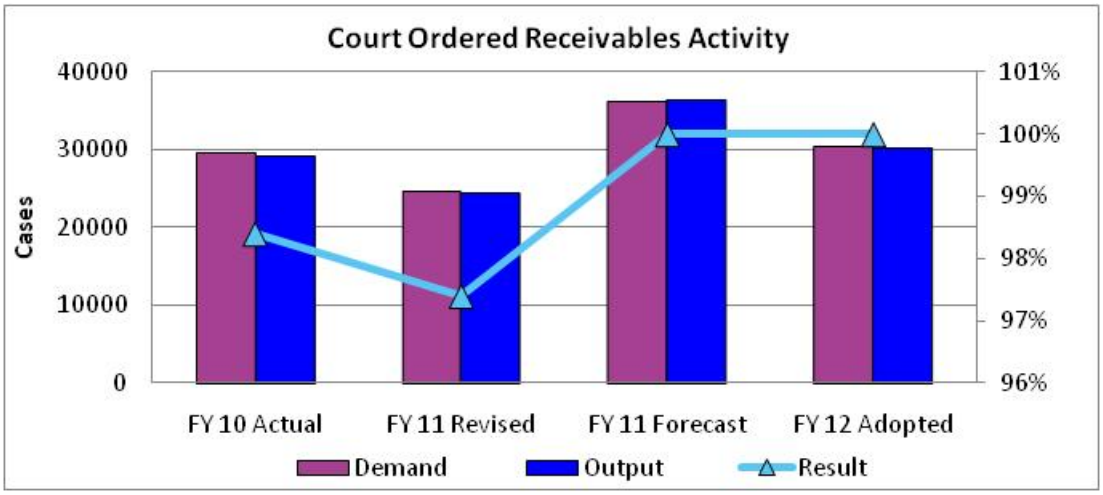
Court Ordered Receivables Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of payments posted within established timeframes	98.4%	97.4%	100.0%	100.0%	2.6%	2.7%
Output	# of payments posted	29,268	24,369	36,337	30,121	5,752	23.6%
Demand	# of payments to be posted	29,661	24,626	36,128	30,317	5,691	23.1%
Efficiency	$ Cost per payment posted	$ 15.40	$ 17.37	$ 10.54	$ 7.90	$ 9.47	54.5%
Revenue							
	100 - GENERAL	$ 10,459,530	$ 9,849,900	$ 9,396,520	$ 9,813,600	$ (36,300)	-0.4%
	273 - VICTIM LOCATION	-	10,000	5,000	-	(10,000)	-100.0%
	TOTAL SOURCES	$ 10,459,530	$ 9,859,900	$ 9,401,520	$ 9,813,600	$ (46,300)	-0.5%
Expenditure							
	100 - GENERAL	$ 450,636	$ 423,326	$ 383,151	$ 237,891	$ 185,435	43.8%
	TOTAL USES	$ 450,636	$ 423,326	$ 383,151	$ 237,891	$ 185,435	43.8%

Activity Narrative: Cost per payment posted is decreased due to a shift in staff expenditures between the Court Ordered Receivables Activity and the Court Ordered Financial Records Activity.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of reconciliations completed within established timeframes	99.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of reconciliations completed	107,422	96,401	112,272	115,667	19,266	20.0%
Demand	# of reconciliations to be completed	107,422	96,401	112,272	115,667	19,266	20.0%
Efficiency	$ Cost per reconciliation completed	$ 1.77	$ 1.81	$ 1.71	$ 1.67	$ 0.13	7.5%
Expenditure							
	100 - GENERAL	$ 190,459	$ 174,184	$ 192,241	$ 193,385	$ (19,201)	-11.0%
	TOTAL USES	$ 190,459	$ 174,184	$ 192,241	$ 193,385	$ (19,201)	-11.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
% of page reproductions completed within established timeframes	100.0%	99.9%	100.0%	100.0%	0.0%	0.0%
% of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
% of Juvenile page reproductions completed within established timeframes	99.4%	99.1%	99.8%	99.7%	0.6%	0.6%
% of files delivered within established timeframes	99.8%	99.6%	100.0%	100.0%	0.4%	0.4%
% of Adult files delivered within two business days from time of request	99.5%	99.3%	100.0%	100.0%	0.7%	0.7%
% of Juvenile files delivered the same day the pull list requesting the file is received	100.0%	100.0%	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%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Public Registrations

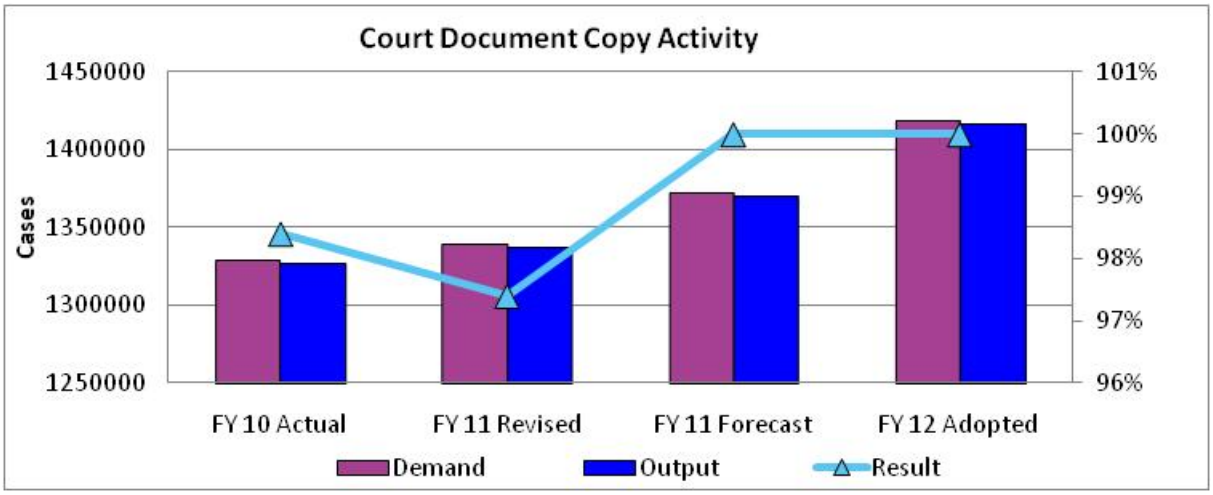
Court Document Copy Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of page reproductions completed within established timeframes	100.0%	99.9%	100.0%	100.0%	0.0%	0.0%
Result	% of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of Juvenile page reproductions completed within established timeframes	99.4%	99.1%	99.8%	99.7%	0.6%	0.6%
Output	# of pages reproduced	1,326,777	1,336,659	1,370,357	1,416,508	79,849	6.0%
Output	# of Adult pages reproduced	1,219,650	1,229,725	1,255,368	1,302,955	73,230	6.0%
Output	# of Juvenile pages reproduced	107,127	106,933	114,989	113,554	6,621	6.2%
Demand	# of pages to be reproduced	1,328,702	1,339,317	1,372,083	1,418,131	78,814	5.9%
Efficiency	$ Cost per page reproduced	$ 0.93	$ 0.90	$ 0.83	$ 0.87	$ 0.03	3.1%
Expenditure							
	100 - GENERAL	$ 1,115,725	$ 1,145,405	$ 1,054,652	$ 1,046,214	$ 99,191	8.7%
	205 - COURT DOCUMENT RETRIEVAL	111,593	59,882	76,590	190,959	(131,077)	-218.9%
	TOTAL USES	$ 1,227,318	$ 1,205,287	$ 1,131,242	$ 1,237,173	$ (31,886)	-2.6%

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



Court File Delivery Activity

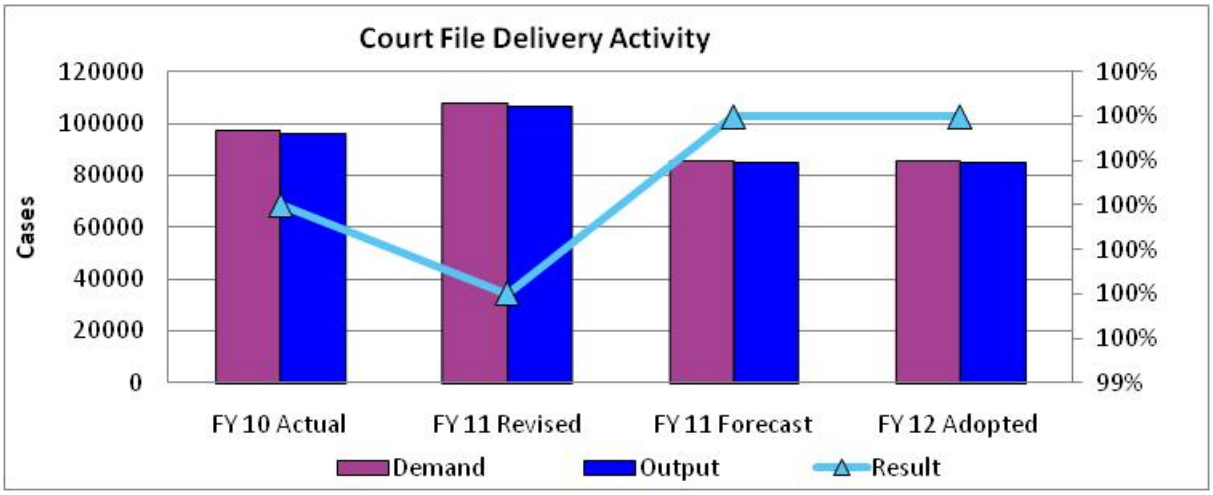
The purpose of the Court File Delivery Activity is to provide hard copy court file delivery upon request to the public, court, legal community and agencies so they can have timely access to case file information contained in the court files.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of files delivered within established timeframes	99.8%	99.6%	100.0%	100.0%	0.4%	0.4%
Result	% of Adult files delivered within two business days from time of request	99.5%	99.3%	100.0%	100.0%	0.7%	0.7%
Result	% of Juvenile files delivered the same day the pull list requesting the file is received	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of files delivered	96,360	107,008	84,849	84,744	(22,264)	-20.8%
Output	# of Adult files delivered	41,530	51,096	31,354	30,432	(20,664)	-40.4%
Output	# of Juvenile files delivered	54,830	55,911	53,495	54,312	(1,599)	-2.9%
Demand	# of files requested	97,569	108,141	85,960	85,688	(22,453)	-20.8%
Efficiency	$ Cost per file delivered	$ 6.19	$ 6.79	$ 8.51	$ 9.48	$ (2.69)	-39.6%
Expenditure							
	100 - GENERAL	$ 375,803	$ 345,083	$ 340,116	$ 367,603	$ (22,520)	-6.5%
	216 - CLERK OF THE COURT GRANTS	-	-	-	10,260	(10,260)	N/A
	205 - COURT DOCUMENT RETRIEVAL	220,497	381,761	381,620	425,486	(43,725)	-11.5%
	TOTAL USES	$ 596,300	$ 726,844	$ 721,736	$ 803,349	$ (76,505)	-10.5%

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 Adult portion of this activity continues to decrease as the Electronic Document activity increases. Juvenile cases are not yet included in Electronic Court Records. As such, the Juvenile portion of this activity will not decrease as quickly as the Adult portion.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of applications processed	59,849	46,888	46,851	44,264	(2,624)	-5.6%
Demand	# of applications requested	59,849	46,888	46,851	44,264	(2,624)	-5.6%
Efficiency	$ cost per application processed	$ 14.32	$ 19.97	$ 20.26	$ 42.25	$ (22.28)	-111.5%
Revenue							
	100 - GENERAL	$ 1,470,032	$ 1,164,000	$ 1,141,394	$ 1,288,000	$ 124,000	10.7%
	TOTAL SOURCES	$ 1,470,032	$ 1,164,000	$ 1,141,394	$ 1,288,000	$ 124,000	10.7%
Expenditure							
	100 - GENERAL	$ 834,185	$ 893,887	$ 909,768	$ 837,383	$ 56,504	6.3%
	216 - CLERK OF THE COURT GRANTS	-	-	-	3,658	(3,658)	N/A
	205 - COURT DOCUMENT RETRIEVAL	22,712	42,643	39,492	1,029,179	(986,536)	-2313.5%
	TOTAL USES	$ 856,897	$ 936,530	$ 949,260	$ 1,870,220	$ (933,690)	-99.7%

Activity Narrative: The cost per application is increased due to an increase of $725,000 in the Non Recurring expenditure budget.

Base Adjustments:

Court Document Fund (205)

- (Non Recurring): Increase expenditure budget by $725,000 for the imaging and conversion of inactive files and the destruction of 2002-06 case files.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 30,185,299**	**$ 11,409,900**
FY 2011 Revised Budget			**$ 30,185,299**	**$ 11,409,900**
Adjustments:				
Restatements			**$ 445,560**	**$ -**
Risk Mgt Chgs from Non Dept			*3,075*	-
Equip Svcs Chgs from Non Dept			*13,313*	-
Telecomm Chgs from Non Dept			*429,172*	-
FY 2012 Budget Target			**$ 30,630,859**	**$ 11,409,900**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 332,972**	**$ -**
Emp Health Dental Prem Realloc			*137,688*	-
Retirement Contributions			*195,284*	-
Base Adjustments			**$ (296,887)**	**$ -**
Banking Fees			*123,606*	-
Other Base Adjustments			*(203,361)*	-
Savings from Lower Pay Rates due to Turnover	*$*	*(203,361)*		
Vacant Position Elimination			*(217,132)*	-
Eliminated 5 Vacant FTE Positions and 1 Temporary Part Time Position	*$*	*(217,132)*		
Fees and Other Revenues			**$ -**	**$ 147,700**
ProgRevenue Volume Inc/Dec			*-*	*147,700*
Information and Communications Technology				
Other IT Non-Recurring			*(45,000)*	-
Shift IVR Replacement Costs to Non Recurring (0001)	*$*	*(45,000)*		
Reallocations			**$ (105,593)**	**$ -**
Reallocation Between Funds			*(105,593)*	-
Shift 2 FTE Court Operations Positions to Court Document Retrieval Fund (205)	*$*	*(105,593)*		
FY 2012 Adopted Budget			**$ 30,516,351**	**$ 11,557,600**
Percent Change from Target Amount			*-0.4%*	*1.3%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 45,000**	
Other IT Non-Recurring			*45,000*	-
Shift IVR Replacement from General Fund (100) Operating	*$*	*45,000*		
FY 2012 Adopted Budget			**$ 45,000**	**$ -**
Percent Change from Target Amount				

Court Document Retrieval Fund (205)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 1,469,100**	**$ 1,469,100**
FY 2011 Revised Budget			**$ 1,469,100**	**$ 1,469,100**
FY 2012 Budget Target			**$ 1,469,100**	**$ 1,469,100**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 12,986**	**$ -**
Emp Health Dental Prem Realloc			*5,400*	-
Retirement Contributions			*7,586*	-
Base Adjustments			**$ (3,679)**	**$ -**
Personnel Savings			*(3,679)*	-
Fees and Other Revenues			**$ -**	**$ 114,900**
ProgRevenue Volume Inc/Dec			*-*	*114,900*
Reallocations			**$ 105,593**	**$ -**
Reallocation Between Funds			*105,593*	-
Shift 2 Court Operations Postions (2.0 FTE) from the General Fund (100)	*$*	*105,593*		
FY 2012 Adopted Budget			**$ 1,584,000**	**$ 1,584,000**
Percent Change from Target Amount			*7.8%*	*7.8%*
			Expenditures	**Revenue**
NON-RECURRING				
FY 2011 Adopted Budget			**$ 220,000**	**$ -**
FY 2011 Revised Budget			**$ 220,000**	**$ -**
Adjustments:				
Non Recurring			**$ (220,000)**	**$ -**
Other Non-Recurring			*(220,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 725,000**	**$ -**
Other Non-Recurring			*725,000*	-
Imaging and Conversion of Inactive Records Project	*$*	*725,000*		
FY 2012 Adopted Budget			**$ 725,000**	**$ -**
Percent Change from Target Amount				

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 553,704	$ 716,613	$ 716,613	$ 1,103,484	$ 1,544,464
Sources:					
Operating	$ 1,485,064	$ 1,469,100	$ 1,469,100	$ 1,631,534	$ 1,584,000
Total Sources:	$ 1,485,064	$ 1,469,100	$ 1,469,100	$ 1,631,534	$ 1,584,000
Uses:					
Operating	$ 935,284	$ 1,469,100	$ 1,469,100	$ 1,159,425	$ 1,584,000
Non-Recurring	-	220,000	220,000	31,129	725,000
Total Uses:	$ 935,284	$ 1,689,100	$ 1,689,100	$ 1,190,554	$ 2,309,000
Structural Balance	$ 549,780	$ -	$ -	$ 472,109	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,103,484	$ 496,613	$ 496,613	$ 1,544,464	$ 819,464
Total Ending Spendable Fund Balance	$ 1,103,484	$ 496,613	$ 496,613	$ 1,544,464	$ 819,464

Judicial Enhancement Fund (208)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 1,100,000**	**$ 1,100,000**
FY 2011 Revised Budget		**$ 1,100,000**	**$ 1,100,000**
FY 2012 Budget Target		**$ 1,100,000**	**$ 1,100,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,052**	**$ -**
Emp Health Dental Prem Realloc		*432*	-
Retirement Contributions		*1,620*	-
Base Adjustments		**$ (2,052)**	**$ -**
Other Base Adjustments		*(2,052)*	-
Reduce Other Services to Maintain Fund Structural Balance	*$ (2,052)*		
FY 2012 Adopted Budget		**$ 1,100,000**	**$ 1,100,000**
Percent Change from Target Amount		*0.0%*	*0.0%*

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 571,893	$ 1,029,293	$ 1,029,293	$ 1,318,846	$ 1,582,748
Sources:					
Operating	$ 1,792,871	$ 1,670,600	$ 1,670,600	$ 1,768,039	$ 1,670,600
Total Sources:	$ 1,792,871	$ 1,670,600	$ 1,670,600	$ 1,768,039	$ 1,670,600
Uses:					
Operating	$ 840,860	$ 1,670,600	$ 1,670,600	$ 1,023,637	$ 1,670,600
Non-Recurring	205,056	279,000	679,000	480,500	300,000
Total Uses:	$ 1,045,916	$ 1,949,600	$ 2,349,600	$ 1,504,137	$ 1,970,600
Structural Balance	$ 952,011	$ -	$ -	$ 744,402	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,318,846	$ 750,293	$ 350,293	$ 1,582,748	$ 1,282,748
Total Ending Spendable Fund Balance	$ 1,318,846	$ 750,293	$ 350,293	$ 1,582,748	$ 1,282,748

Clerk of the Superior Court Grants Fund (216)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 1,350,280**	**$ 1,350,280**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 484,666**	**$ 484,666**
Clk of Court Grant Recon		*484,666*	*484,666*
FY 2011 Revised Budget		**$ 1,834,946**	**$ 1,834,946**
FY 2012 Budget Target		**$ 1,834,946**	**$ 1,834,946**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,801**	**$ -**
Emp Health Dental Prem Realloc		*1,080*	-
Retirement Contributions		*1,721*	-
Base Adjustments		**$ (2,801)**	**$ -**
Other Base Adjustments		*(2,801)*	-
Decrease General Supplies to Maintain Fund Structural Balance	*$ (2,801)*		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 2**	**$ 2**
Grant Reconciliation		*2*	*2*
FY 2012 Adopted Budget		**$ 1,834,948**	**$ 1,834,948**
Percent Change from Target Amount		*0.0%*	*0.0%*

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

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ (338,498)
Sources:					
Operating	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,028	$ 1,834,948
Total Sources:	$ 1,265,714	$ 1,350,280	$ 1,834,946	$ 932,028	$ 1,834,948
Uses:					
Operating	$ 1,251,734	$ 1,350,280	$ 1,834,946	$ 1,270,526	$ 1,834,948
Total Uses:	$ 1,251,734	$ 1,350,280	$ 1,834,946	$ 1,270,526	$ 1,834,948
Structural Balance	$ 13,980	$ -	$ -	$ (338,498)	$ -
Accounting Adjustments	$ (13,980)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	-	-	-	(338,498)	(338,498)
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ (338,498)	$ (338,498)

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

				Expenditures	Revenue
OPERATING					
FY 2011 Adopted Budget				**$ 2,408,495**	**$ 2,408,495**
Adjustments:	Agenda Item:				
Supplemental Funding					
Mid Year Adjustments				**$ 225,277**	**$ 225,277**
State Aid to Courts FY 2011	*C-80-11-005-2-00*			*225,277*	*225,277*
FY 2011 Revised Budget				**$ 2,633,772**	**$ 2,633,772**
FY 2012 Budget Target				**$ 2,633,772**	**$ 2,633,772**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ 24,756**	**$ -**
Emp Health Dental Prem Realloc				*10,152*	-
Retirement Contributions				*14,604*	-
Base Adjustments				**$ (24,756)**	**$ -**
Other Base Adjustments				*(24,756)*	-
Reduce Other Services to Maintain Fund Structural Balance		*$*	*(24,756)*		
FY 2012 Adopted Budget				**$ 2,633,772**	**$ 2,633,772**
Percent Change from Target Amount				*0.0%*	*0.0%*

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

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 105,521	$ 82,350	$ 82,350	$ 215,174	$ 139,257
Sources:					
Operating	$ 2,374,216	$ 2,408,495	$ 2,633,772	$ 2,265,779	$ 2,633,772
Total Sources:	$ 2,374,216	$ 2,408,495	$ 2,633,772	$ 2,265,779	$ 2,633,772
Uses:					
Operating	$ 2,226,120	$ 2,408,495	$ 2,633,772	$ 2,341,696	$ 2,633,772
Non-Recurring	38,448	25,000	25,000	-	-
Total Uses:	$ 2,264,568	$ 2,433,495	$ 2,658,772	$ 2,341,696	$ 2,633,772
Structural Balance	$ 148,096	$ -	$ -	$ (75,917)	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 215,174	$ 57,350	$ 57,350	$ 139,257	$ 139,257
Total Ending Spendable Fund Balance	$ 215,174	$ 57,350	$ 57,350	$ 139,257	$ 139,257

Child Support Enhancement Fund (270)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ 95,000**
FY 2011 Revised Budget		**$ -**	**$ 95,000**
Adjustments:			
Structural Balance		**$ 95,000**	**$ -**
Structural Balance		*95,000*	-
FY 2012 Budget Target		**$ 95,000**	**$ 95,000**
Adjustments:			
Base Adjustments		**$ (95,000)**	**$ -**
Other Base Adjustments		*(95,000)*	-
No Expenditures Requested	*$ (95,000)*		
Fees and Other Revenues		**$ -**	**$ (4,000)**
ProgRevenue Volume Inc/Dec		-	*(4,000)*
FY 2012 Adopted Budget		**$ -**	**$ 91,000**
Percent Change from Target Amount		*-100.0%*	*-4.2%*

		Expenditures	Revenue
NON-RECURRING			
FY 2011 Adopted Budget		**$ 75,000**	**$ -**
FY 2011 Revised Budget		**$ 75,000**	**$ -**
Adjustments:			
Non Recurring		**$ (75,000)**	**$ -**
Other Non-Recurring		*(75,000)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 45,900**	
Other IT Non-Recurring		*45,900*	-
IVR Replacement	*$ 45,900*		
FY 2012 Adopted Budget		**$ 45,900**	**$ -**
Percent Change from Target Amount			

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 381,623	$ 457,319	$ 457,319	$ 473,968	$ 591,914
Sources:					
Operating	$ 104,814	$ 95,000	$ 95,000	$ 117,946	$ 91,000
Total Sources:	$ 104,814	$ 95,000	$ 95,000	$ 117,946	$ 91,000
Uses:					
Non-Recurring	12,468	75,000	75,000	-	45,900
Total Uses:	$ 12,468	$ 75,000	$ 75,000	$ -	$ 45,900
Structural Balance	$ 104,814	$ 95,000	$ 95,000	$ 117,946	$ 91,000
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 473,968	$ 477,319	$ 477,319	$ 591,914	$ 637,014
Total Ending Spendable Fund Balance	$ 473,968	$ 477,319	$ 477,319	$ 591,914	$ 637,014

Victim Location Fund (273)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ -**	**$ 10,000**
FY 2011 Revised Budget			**$ -**	**$ 10,000**
Adjustments:				
Structural Balance			**$ 10,000**	**$ -**
Structural Balance			*10,000*	-
FY 2012 Budget Target			**$ 10,000**	**$ 10,000**
Adjustments:				
Base Adjustments			**$ (10,000)**	**$ -**
Other Base Adjustments			*(10,000)*	-
No Revenues Requested	*$*	*(10,000)*		
Fees and Other Revenues			**$ -**	**$ (2,000)**
ProgRevenue Volume Inc/Dec			-	*(2,000)*
Decrease Revenues due to Historical Trends	*$*	*(2,000)*		
FY 2012 Adopted Budget			**$ -**	**$ 8,000**
Percent Change from Target Amount			*-100.0%*	*-20.0%*

Victim Location Fund (273) (continued)

		Expenditures	Revenue
NON-RECURRING			
FY 2011 Adopted Budget		**$ 75,000**	**$ -**
FY 2011 Revised Budget		**$ 75,000**	**$ -**
Adjustments:			
Non Recurring		**$ (75,000)**	**$ -**
Other Non-Recurring		*(75,000)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 75,000**	**$ -**
Other Non-Recurring		*75,000*	-
IGA with MCAO - Victim Location	*$ 75,000*		
FY 2012 Adopted Budget		**$ 75,000**	**$ -**
Percent Change from Target Amount			

Victim Location Fund (273) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 175,788	$ 176,788	$ 176,788	$ 180,821	$ 150,291
Sources:					
Operating	$ 10,999	$ 10,000	$ 10,000	$ 10,217	$ 8,000
Total Sources:	$ 10,999	$ 10,000	$ 10,000	$ 10,217	$ 8,000
Uses:					
Operating	$ 5,967	$ -	$ -	$ -	$ -
Non-Recurring	-	75,000	75,000	40,747	75,000
Total Uses:	$ 5,967	$ 75,000	$ 75,000	$ 40,747	$ 75,000
Structural Balance	$ 5,032	$ 10,000	$ 10,000	$ 10,217	$ 8,000
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 180,821	$ 111,788	$ 111,788	$ 150,291	$ 83,291
Total Ending Spendable Fund Balance	$ 180,821	$ 111,788	$ 111,788	$ 150,291	$ 83,291

Electronic Document Management System Fund (274)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,598,000**	**$ 3,598,000**
FY 2011 Revised Budget		**$ 3,598,000**	**$ 3,598,000**
FY 2012 Budget Target		**$ 3,598,000**	**$ 3,598,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 24,659**	**$ -**
Emp Health Dental Prem Realloc		*9,720*	-
Retirement Contributions		*14,939*	-
Base Adjustments		**$ (24,659)**	**$ -**
Other Base Adjustments		*(24,659)*	-
Decrease Debt Service to Maintain Fund Structural Balance	*$ (24,659)*		
FY 2012 Adopted Budget		**$ 3,598,000**	**$ 3,598,000**
Percent Change from Target Amount		*0.0%*	*0.0%*

		Expenditures	Revenue
Juvenile Elec Court Record			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Recommended Budget		**$ -**	**$ -**
Percent Change from Target Amount			
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Information and Communications Technology		**$ 160,000**	
Other IT Non-Recurring		*160,000*	-
Juvenile Electronic Court Records Project	*$ 160,000*		
FY 2012 Adopted Budget		**$ 160,000**	**$ -**
Percent Change from Target Amount			

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,730,074	$ 1,887,659	$ 1,887,659	$ 2,910,943	$ 3,031,293
Sources:					
Operating	$ 3,709,758	$ 3,598,000	$ 3,598,000	$ 3,634,774	$ 3,598,000
Total Sources:	$ 3,709,758	$ 3,598,000	$ 3,598,000	$ 3,634,774	$ 3,598,000
Uses:					
Operating	$ 2,150,128	$ 3,598,000	$ 3,598,000	$ 2,721,978	$ 3,598,000
Non-Recurring	378,758	1,330,000	1,330,000	792,446	160,000
Total Uses:	$ 2,528,886	$ 4,928,000	$ 4,928,000	$ 3,514,424	$ 3,758,000
Structural Balance	$ 1,559,630	$ -	$ -	$ 912,796	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,910,943	$ 557,659	$ 557,659	$ 3,031,293	$ 2,871,293
Total Ending Spendable Fund Balance	$ 2,910,943	$ 557,659	$ 557,659	$ 3,031,293	$ 2,871,293

Constables

Analysis by Scott Rothe, Principal Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
SERV - SERVICE OF PROCESS	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
25PS - SERVICE OF PROCESS	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
TOTAL PROGRAMS	**$ 1,342,820**	**$ 1,504,722**	**$ 1,527,260**	**$ 1,514,870**	**$ 1,504,722**	**$ (22,538)**	**-1.5%**
USES							
SERV - SERVICE OF PROCESS	$ 2,299,731	$ 2,691,648	$ 2,714,186	$ 2,607,807	$ 2,661,308	$ 52,878	1.9%
25PS - SERVICE OF PROCESS	$ 2,299,731	$ 2,691,648	$ 2,714,186	$ 2,607,807	$ 2,661,308	$ 52,878	1.9%
BDGT - BUDGETING	$ -	$ 1,425	$ 1,425	$ 469	$ 1,425	$ -	0.0%
FSAC - FINANCIAL SERVICES	-	735	735	239	735	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 2,160	$ 2,160	$ 708	$ 2,160	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,936	$ 8,529	$ 8,529	$ 8,532	$ 5,017	$ 3,512	41.2%
99GV - GENERAL GOVERNMENT	$ 3,936	$ 8,529	$ 8,529	$ 8,532	$ 5,017	$ 3,512	41.2%
TOTAL PROGRAMS	**$ 2,303,667**	**$ 2,702,337**	**$ 2,724,875**	**$ 2,617,047**	**$ 2,668,485**	**$ 56,390**	**2.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 34,283	$ -	$ 22,538	$ 20,530	$ -	$ (22,538)	-100.0%
SUBTOTAL	$ 34,283	$ -	$ 22,538	$ 20,530	$ -	$ (22,538)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,308,537	$ 1,504,722	$ 1,504,722	$ 1,494,340	$ 1,504,722	$ -	0.0%
SUBTOTAL	$ 1,308,537	$ 1,504,722	$ 1,504,722	$ 1,494,340	$ 1,504,722	$ -	0.0%
ALL REVENUES	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
TOTAL SOURCES	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,572,067	$ 1,747,891	$ 1,747,891	$ 1,716,736	$ 1,695,288	$ 52,603	3.0%
0750 - FRINGE BENEFITS	603,472	773,813	773,813	736,263	730,070	43,743	5.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,072)	(236,579)	(236,579)	(197,150)	(177,876)	(58,703)	-24.8%
0796 - PERSONNEL SERVICES ALLOC-IN	-	236,579	236,579	197,149	177,876	58,703	24.8%
SUBTOTAL	$ 2,163,467	$ 2,521,704	$ 2,521,704	$ 2,452,998	$ 2,425,358	$ 96,346	3.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 32,169	$ 17,166	$ 39,704	$ 24,709	$ 8,955	$ 30,749	77.4%
0803 - FUEL	48,891	54,000	54,000	54,451	72,000	(18,000)	-33.3%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	28,174	(28,174)	N/A
SUBTOTAL	$ 81,060	$ 71,166	$ 93,704	$ 79,160	$ 109,129	$ (15,425)	-16.5%
SERVICES							
0812 - OTHER SERVICES	$ 1,578	$ 4,103	$ 4,103	$ 3,385	$ 7,103	$ (3,000)	-73.1%
0825 - REPAIRS AND MAINTENANCE	-	350	350	112	350	-	0.0%
0839 - INTERNAL SERVICE CHARGES	25,674	22,000	22,000	26,304	109,983	(87,983)	-399.9%
0841 - TRAVEL	2,418	1,080	1,080	2,610	4,392	(3,312)	-306.7%
0842 - EDUCATION AND TRAINING	8,569	25,640	25,640	12,312	12,050	13,590	53.0%
0843 - POSTAGE/FREIGHT/SHIPPING	23	120	120	157	120	-	0.0%
SUBTOTAL	$ 38,262	$ 53,293	$ 53,293	$ 44,880	$ 133,998	$ (80,705)	-151.4%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ 28,000	$ 28,000	$ 30,617	$ -	$ 28,000	100.0%
0950 - DEBT SERVICE	20,878	28,174	28,174	9,392	-	28,174	100.0%
SUBTOTAL	$ 20,878	$ 56,174	$ 56,174	$ 40,009	$ -	$ 56,174	100.0%
ALL EXPENDITURES	$ 2,303,667	$ 2,702,337	$ 2,724,875	$ 2,617,047	$ 2,668,485	$ 56,390	2.1%
TOTAL USES	$ 2,303,667	$ 2,702,337	$ 2,724,875	$ 2,617,047	$ 2,668,485	$ 56,390	2.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,308,221	$ 1,504,722	$ 1,504,722	$ 1,492,818	$ 1,504,722	$ -	0.0%
NON-RECURRING	34,599	-	22,538	22,052	-	(22,538)	-100.0%
FUND TOTAL SOURCES	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,308,221	$ 1,504,722	$ 1,504,722	$ 1,492,818	$ 1,504,722	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 34,599	$ -	$ 22,538	$ 22,052	$ -	$ (22,538)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 1,342,820	$ 1,504,722	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,269,385	$ 2,429,547	$ 2,429,547	$ 2,397,571	$ 2,490,609	$ (61,062)	-2.5%
NON-RECURRING	34,282	272,790	295,328	219,476	177,876	117,452	39.8%
FUND TOTAL USES	$ 2,303,667	$ 2,702,337	$ 2,724,875	$ 2,617,047	$ 2,668,485	$ 56,390	2.1%
DEPARTMENT OPERATING TOTAL USES	$ 2,269,385	$ 2,429,547	$ 2,429,547	$ 2,397,571	$ 2,490,609	$ (61,062)	-2.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 34,282	$ 272,790	$ 295,328	$ 219,476	$ 177,876	$ 117,452	39.8%
DEPARTMENT TOTAL USES	$ 2,303,667	$ 2,702,337	$ 2,724,875	$ 2,617,047	$ 2,668,485	$ 56,390	2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
SERVICE OF PROCESS							
SERVICE OF PROCESS	30.00	35.00	35.00	36.00	35.00	-	0.0%
PROGRAM TOTAL	30.00	35.00	35.00	36.00	35.00	-	0.0%
DEPARTMENT TOTAL	30.00	35.00	35.00	36.00	35.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Elected	25.00	25.00	25.00	25.00	25.00	-	0.0%
Legal Order Server	5.00	8.00	8.00	9.00	8.00	-	0.0%
Office Assistant Specialized	-	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**30.00**	**35.00**	**35.00**	**36.00**	**35.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	30.00	35.00	35.00	36.00	35.00	-	0.0%
Department Total	**30.00**	**35.00**	**35.00**	**36.00**	**35.00**	**-**	**0.0%**

Significant Variance Analysis

- 1.0 FTE temporary Deputy Constable was created in September, 2010 due to the uncertainty following a primary election vote for a Constable. The temporary position was created on the condition that when a full time position became vacant in January 2011, the incumbent in the temporary position would be transferred to the vacated position and the temporary position would be deleted. The temporary position was never filled and will be deleted for FY 2012.

General Adjustments

Target Adjustments:

- Increase budget by $10,110 for restatement of risk management charges from Non-Departmental.
- Increase budget by $37,799 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $6,890 for restatement of baseline telecommunications.
- Increase budget by $9,358 for restatement of radio charges.

Operating Adjustments:

- In addition to the above adjustments, increase Internal Service Charges by $23,826 for anticipated costs for Equipment Services, Telecommunications and Reprographics.
- Reduce regular benefits by $19,740 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $10,334 for retirement contribution rate increase.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of writs served within five working days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Service of Process

Service of Process Activity

The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

Mandates: A.R.S. §22-131 establishes the Constables' duty to execute, serve and return all processes and notices directed or delivered to them by the justice of the peace of their Maricopa County precinct.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of writs served within five working days.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Writs of Restitution.	16,262	16,900	13,723	16,900	-	0.0%
Demand	Number of Writs of Restitution required.	16,262	16,900	13,723	16,900	-	0.0%
Efficiency	Cost per Writ served.	$ 141.42	$ 160.60	$ 190.03	$ 157.47	$ 3.13	1.9%
Revenue							
	100 - GENERAL	$ 1,342,820	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
	TOTAL SOURCES	$ 1,342,820	$ 1,527,260	$ 1,514,870	$ 1,504,722	$ (22,538)	-1.5%
Expenditure							
	100 - GENERAL	$ 2,299,731	$ 2,714,186	$ 2,607,807	$ 2,661,308	$ 52,878	1.9%
	TOTAL USES	$ 2,299,731	$ 2,714,186	$ 2,607,807	$ 2,661,308	$ 52,878	1.9%

Operating Adjustments:

- Increase operating expenditures of $48,988 for one Deputy Constable (Legal Order Server) position that had been funded from General Fund (100) Non-Recurring/Non-Project (0001) in FY 2011. This position, one of six assigned to the six Justice of the Peace Precinct Court co-locations, was originally believed to be temporary in nature. However, workload has not diminished and the need for this position appears now to be ongoing.
- Increase Fuel by $18,000 (from $4,500/month to $6,000/month) due to increasing fuel prices.
- Reduce salary/benefit savings during FY 2011 of $84,503 (due to reduced pay of newly elected Constables).
- Since the Technology Funding Program (TFP) has been discontinued, FY 2011 debt service funding of $28,174 has been moved to non-capital equipment for computer and radio replacement.

Non-Recurring Adjustments:

- Funding of $177,876 is included for two Deputy Constables and two Office Assistants in Non-Recurring/Non-Project (0001) to staff a pilot project for a second year to collect unpaid fines for which there are outstanding arrest warrants issued by the Justice Courts. A 10% surcharge on each warrant served by the Constables had been anticipated in order to fund the program in FY 2012 on an ongoing basis. However, the surcharge is only assessed by the Justice Courts in cases where a Constable makes an arrest. Since arrests are rare, surcharge revenue is negligible and insufficient to support the program. However, the Constables report that additional revenue of $93,212 was collected by the Justice Courts over the first 22 weeks as a result of the pilot program. Additional annual revenue in the Justice Courts General Fund is forecasted to be $220,317, which exceeds the annual personnel cost of $177,876 in the Constables Non-Recurring General Fund budget. The additional revenue generated by the pilot program is contributing to the positive revenue variance in the FY 2011 Justice Courts General Fund operating budget. Legislation to assess an additional fee for warrant service is pending in the current legislative session. The impact of this potential fee and the ability of the program to be self-sustaining will be assessed in the FY 2013 budget.

Activity Narrative: Constable's demand and revenue are closely tied to the economy. 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. In FY 2010 landlords experienced a glut of vacancies and were less likely to evict tenants, resulting in declining Writs of Restitution every quarter of the year (averaging 4,065 per quarter). During the first half of FY 2011, Writs of Restitution spiked to 4,964 in the first quarter and 4,636 in the second quarter (this could be due to foreclosed homeowners moving into rental housing). However, there is evidence that evictions and revenue are now declining to about 4,300 per quarter. Revenue and demand are budgeted slightly below the FY 2011 forecasted levels.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 2,429,547**	**$ 1,504,722**
FY 2011 Revised Budget			**$ 2,429,547**	**$ 1,504,722**
Adjustments:				
Restatements			**$ 64,157**	**$ -**
Risk Mgt Chgs from Non Dept			*10,110*	-
Equip Svcs Chgs from Non Dept			*37,799*	-
Telecomm Chgs from Non Dept			*6,890*	-
Radio Chgs from Non Dept			*9,358*	-
FY 2012 Budget Target			**$ 2,493,704**	**$ 1,504,722**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (9,406)**	**$ -**
Emp Health Dental Prem Realloc			*(19,740)*	-
Retirement Contributions			*10,334*	-
Base Adjustments			**$ 6,311**	**$ -**
Other Base Adjustments			*6,311*	-
Transfer Deputy Constable from Non-Recurring/Non-Project to Operating Budget		*$ 48,988*		
Savings Resulting from Constable Turnover (Lower Pay Rates)		*(84,503)*		
Increase Fuel to $6,000 per Month to Reflect Rising Fuel Rates		*18,000*		
Increase Internal Service Charges to Reflect Anticipated Costs		*23,826*		
FY 2012 Adopted Budget			**$ 2,490,609**	**$ 1,504,722**
Percent Change from Target Amount			*-0.1%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 272,790**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 22,538**	**$ 22,538**
Constables Equip Grants FY 11	*C-25-11-00(2-6)-G-00*		*22,538*	*22,538*
FY 2011 Revised Budget			**$ 295,328**	**$ 22,538**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (22,538)**	**$ (22,538)**
Constables Equip Grants FY 11	*C-25-11-00(2-6)-G-00*		*(22,538)*	*(22,538)*
Non Recurring			**$ (272,790)**	**$ -**
Other Non-Recurring			*(272,790)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 177,876**	**$ -**
Other Non-Recurring			*177,876*	-
Pilot Warrants Program		*$ 177,876*		
FY 2012 Adopted Budget			**$ 177,876**	**$ -**
Percent Change from Target Amount				

Correctional Health Services

Analysis by Mary Driessen, Senior Management and Budget Analyst

Summary

Mission

The mission of the Correctional Health Services Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can process through the judicial process.

Vision

Correctional Health Services will be a nationally recognized leader in providing correctional health services in a work environment that fosters employee pride and dedication.

Strategic Goals

Public Health

By January 1, 2013, the vacancy rate for direct patient care will be no greater than 10% which will benefit client care.

Status: As of March, 2011, the Department has a 7% vacancy rate.

Public Health

By June 30, 2012, Correctional Health Services (CHS) will have a tracking mechanism for chronic care patients to ensure appropriate continuity and level of health care.

Status: The Department is currently in the early stages of implementing an electronic medical records system which will include a tracking mechanism for chronic care patients.

Department Specific

By June 30, 2014, 100% of CHS patient health records will be in electronic format.

Status: The Department is currently in the early stages of implementing an electronic medical records system. Complete implementation is expected to occur by June 30, 2014.

Public Health

By June 30, 2015, CHS will build a stronger partnership with Maricopa Integrated Health Systems (MIHS) and District Medical Group (DMG) by providing over 50% of initial referrals to specialists on site or through telemedicine, and increasing the number of ancillary services provided by MIHS and DMG.

Status: The Department is currently running approximately 40% of its specialty visits on site. The Department has yet to increase the number of ancillary services provided by MIHS and is working with MIHS to resolve questions regarding MIHS'

accounts receivable. The Department has expanded DMG's role in servicing on site visits by cardiologists.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CLSP - CLINICAL SUPPORT	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%
TOTAL PROGRAMS	**$ 79,886**	**$ 56,500**	**$ 56,500**	**$ 60,988**	**$ 56,500**	**$ -**	**0.0%**
USES							
IPMD - INPATIENT MEDICAL	$ 4,064,517	$ 2,875,435	$ 2,875,436	$ 5,033,552	$ 3,726,021	$ (850,585)	-29.6%
IPMH - INPATIENT MENTAL HEALTH	4,918,798	6,488,024	6,488,022	5,871,772	6,383,054	104,968	1.6%
26IP - INPATIENT	$ 8,983,315	$ 9,363,459	$ 9,363,458	$ 10,905,324	$ 10,109,075	$ (745,617)	-8.0%
INHA - INITIAL HEALTH ASSESSMENT	$ 2,297,000	$ 2,370,823	$ 2,370,825	$ 2,525,021	$ 2,550,465	$ (179,640)	-7.6%
OPTE - OUTPATIENT TREATMENT AND EVAL	27,943,819	31,163,303	31,163,304	28,360,720	31,292,066	(128,762)	-0.4%
PBHS - PRE BOOKING HEALTH SCREENING	782,158	944,211	944,211	780,689	925,269	18,942	2.0%
26OP - OUTPATIENT	$ 31,022,977	$ 34,478,337	$ 34,478,340	$ 31,666,430	$ 34,767,800	$ (289,460)	-0.8%
CLSP - CLINICAL SUPPORT	$ 2,670,423	$ 2,948,425	$ 2,948,423	$ 3,039,519	$ 3,468,928	$ (520,505)	-17.7%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 2,670,423	$ 2,948,425	$ 2,948,423	$ 3,039,519	$ 3,468,928	$ (520,505)	-17.7%
CURE - CUSTODY RESTORATION AND EVAL	$ 1,658,781	$ 1,623,610	$ 1,623,610	$ 1,611,920	$ 1,627,174	$ (3,564)	-0.2%
EVAL - ADULT COMPETENCY EVALUATIONS	1,095,942	1,196,309	1,196,309	1,211,948	1,199,761	(3,452)	-0.3%
JVAL - JUVENILE COMPETENCY EVALUATION	284,400	241,200	241,200	238,650	241,200	-	0.0%
80RE - RESTORATION TO COMPETENCY	$ 3,039,123	$ 3,061,119	$ 3,061,119	$ 3,062,518	$ 3,068,135	$ (7,016)	-0.2%
BDGT - BUDGETING	$ 105,315	$ 107,813	$ 107,814	$ 106,610	$ 109,210	$ (1,396)	-1.3%
FSAC - FINANCIAL SERVICES	410,834	417,400	417,400	419,494	414,361	3,039	0.7%
HRAC - HUMAN RESOURCES	345,159	377,606	377,606	382,396	380,153	(2,547)	-0.7%
ODIR - EXECUTIVE MANAGEMENT	625,605	1,149,356	1,149,356	1,260,064	897,393	251,963	21.9%
PROC - PROCUREMENT	239,526	43,279	43,278	40,926	43,913	(635)	-1.5%
99AS - ADMINISTRATIVE SERVICES	$ 1,726,439	$ 2,095,454	$ 2,095,454	$ 2,209,490	$ 1,845,030	$ 250,424	12.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,964,679	$ 3,057,257	$ 3,057,257	$ 3,031,685	$ 1,515,848	$ 1,541,409	50.4%
99GV - GENERAL GOVERNMENT	$ 3,964,679	$ 3,057,257	$ 3,057,257	$ 3,031,685	$ 1,515,848	$ 1,541,409	50.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ 9,400,000	$ 9,400,000	$ 9,400,000	$ -	$ 9,400,000	100.0%
DESK - DESKTOP SUPPORT	392,659	341,936	341,936	352,310	266,840	75,096	22.0%
99IT - INFORMATION TECHNOLOGY	$ 392,659	$ 9,741,936	$ 9,741,936	$ 9,752,310	$ 266,840	$ 9,475,096	97.3%
TOTAL PROGRAMS	**$ 51,799,615**	**$ 64,745,987**	**$ 64,745,987**	**$ 63,667,276**	**$ 55,041,656**	**$ 9,704,331**	**15.0%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000	$ -	0.0%
SUBTOTAL	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 8,730	$ 6,500	$ 6,500	$ 7,463	$ 6,500	$ -	0.0%
SUBTOTAL	$ 8,730	$ 6,500	$ 6,500	$ 7,463	$ 6,500	$ -	0.0%
ALL REVENUES	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%
TOTAL SOURCES	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 22,437,174	$ 25,488,662	$ 25,488,662	$ 24,718,511	$ 25,994,229	$ (505,567)	-2.0%
0705 - TEMPORARY PAY	23,133	22,968	22,968	27,862	22,968	-	0.0%
0710 - OVERTIME	774,073	843,461	843,461	801,143	813,461	30,000	3.6%
0750 - FRINGE BENEFITS	6,793,754	8,066,931	8,066,931	7,798,959	8,838,282	(771,351)	-9.6%
0790 - OTHER PERSONNEL SERVICES	425,963	413,993	413,993	398,395	413,994	(1)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(128,135)	(1,535,598)	(1,535,598)	(856,527)	(1,455,380)	(80,218)	-5.2%
0796 - PERSONNEL SERVICES ALLOC-IN	566,309	2,389,744	2,389,744	1,218,609	1,850,262	539,482	22.6%
SUBTOTAL	$ 30,892,271	$ 35,690,161	$ 35,690,161	$ 34,106,952	$ 36,477,816	$ (787,655)	-2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 117,129	$ 95,998	$ 95,998	$ 93,878	$ 98,340	$ (2,342)	-2.4%
0802 - MEDICAL SUPPLIES	3,866,830	3,845,495	3,845,495	4,054,380	4,099,066	(253,571)	-6.6%
0803 - FUEL	6,810	6,500	6,500	7,389	7,700	(1,200)	-18.5%
0804 - NON-CAPITAL EQUIPMENT	502	-	-	14,255	20,000	(20,000)	N/A
SUBTOTAL	$ 3,991,271	$ 3,947,993	$ 3,947,993	$ 4,169,902	$ 4,225,106	$ (277,113)	-7.0%
SERVICES							
0810 - LEGAL SERVICES	$ 1,554,206	$ 1,507,632	$ 1,507,632	$ 1,562,805	$ 1,505,268	$ 2,364	0.2%
0811 - HEALTH CARE SERVICES	10,677,367	10,673,779	10,673,779	10,614,643	10,768,924	(95,145)	-0.9%
0812 - OTHER SERVICES	467,375	303,200	303,200	208,255	172,698	130,502	43.0%
0820 - RENT & OPERATING LEASES	82,399	88,158	88,158	93,219	100,872	(12,714)	-14.4%
0825 - REPAIRS AND MAINTENANCE	38,875	40,097	40,097	64,682	77,662	(37,565)	-93.7%
0839 - INTERNAL SERVICE CHARGES	3,951,052	2,973,155	2,973,155	2,968,089	1,645,738	1,327,417	44.6%
0841 - TRAVEL	24,238	26,200	26,200	15,587	12,060	14,140	54.0%
0842 - EDUCATION AND TRAINING	20,216	21,900	21,900	24,361	31,900	(10,000)	-45.7%
0843 - POSTAGE/FREIGHT/SHIPPING	6,418	6,000	6,000	6,541	6,126	(126)	-2.1%
0850 - UTILITIES	15,702	13,000	13,000	17,192	17,078	(4,078)	-31.4%
0873 - SERVICES-ALLOCATION IN	24,934	24,884	24,884	-	-	24,884	100.0%
SUBTOTAL	$ 16,862,782	$ 15,678,005	$ 15,678,005	$ 15,575,374	$ 14,338,326	$ 1,339,679	8.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 400,000	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	39,086	-	-	-	-	-	N/A
0950 - DEBT SERVICE	14,205	29,828	29,828	15,048	408	29,420	98.6%
SUBTOTAL	$ 53,291	$ 29,828	$ 29,828	$ 415,048	$ 408	$ 29,420	98.6%
ALL EXPENDITURES	$ 51,799,615	$ 55,345,987	$ 55,345,987	$ 54,267,276	$ 55,041,656	$ 304,331	0.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 9,400,000	$ 9,400,000	$ 9,400,000	$ -	$ 9,400,000	100.0%
ALL OTHER FINANCING USES	$ -	$ 9,400,000	$ 9,400,000	$ 9,400,000	$ -	$ 9,400,000	100.0%
TOTAL USES	$ 51,799,615	$ 64,745,987	$ 64,745,987	$ 63,667,276	$ 55,041,656	$ 9,704,331	15.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000	$ -	0.0%
FUND TOTAL SOURCES	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 8,730	$ 6,500	$ 6,500	$ 7,463	$ 6,500	$ -	0.0%
FUND TOTAL SOURCES	$ 8,730	$ 6,500	$ 6,500	$ 7,463	$ 6,500	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 79,886	$ 56,500	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,042,963	$ 3,071,763	$ 3,071,763	$ 3,069,826	$ 3,071,763	$ -	0.0%
FUND TOTAL USES	$ 3,042,963	$ 3,071,763	$ 3,071,763	$ 3,069,826	$ 3,071,763	$ -	0.0%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 53,591	$ 50,000	$ 50,000	$ 49,360	$ 50,000	$ -	0.0%
FUND TOTAL USES	$ 53,591	$ 50,000	$ 50,000	$ 49,360	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 48,703,061	$ 51,042,379	$ 51,042,379	$ 50,843,759	$ 51,042,379	$ -	0.0%
NON-RECURRING	-	10,581,845	10,581,845	9,704,331	877,514	9,704,331	91.7%
FUND TOTAL USES	$ 48,703,061	$ 61,624,224	$ 61,624,224	$ 60,548,090	$ 51,919,893	$ 9,704,331	15.7%
DEPARTMENT OPERATING TOTAL USES	$ 51,799,615	$ 54,164,142	$ 54,164,142	$ 53,962,945	$ 54,164,142	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 10,581,845	$ 10,581,845	$ 9,704,331	$ 877,514	$ 9,704,331	91.7%
DEPARTMENT TOTAL USES	$ 51,799,615	$ 64,745,987	$ 64,745,987	$ 63,667,276	$ 55,041,656	$ 9,704,331	15.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
260 CORRECTIONAL HEALTH							
ADMINISTRATIVE SERVICES							
BUDGETING	1.20	1.20	1.20	1.20	1.20	-	0.0%
EXECUTIVE MANAGEMENT	3.60	4.10	4.10	4.20	5.20	1.10	26.8%
FINANCIAL SERVICES	6.70	5.70	5.70	5.70	5.70	-	0.0%
HUMAN RESOURCES	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	18.50	17.00	17.00	17.10	18.10	1.10	6.5%
CORRECTIONAL HEALTH SUPP SVCS							
CLINICAL SUPPORT	46.70	46.20	46.20	48.10	51.10	4.90	10.6%
PROGRAM TOTAL	46.70	46.20	46.20	48.10	51.10	4.90	10.6%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	-	.00	3.00	3.00	3.00	N/A
PROGRAM TOTAL	-	-	-	3.00	3.00	3.00	N/A
INPATIENT							
INPATIENT MEDICAL	19.85	19.85	19.85	21.65	20.80	.95	4.8%
INPATIENT MENTAL HEALTH	51.55	56.55	56.55	55.35	55.40	(1.15)	(2.0%)
PROGRAM TOTAL	71.40	76.40	76.40	77.00	76.20	(.20)	(0.3%)
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	22.80	26.10	26.10	28.30	29.30	3.20	12.3%
OUTPATIENT TREATMENT AND EVAL	219.68	259.60	259.60	257.40	261.05	1.45	0.6%
PRE BOOKING HEALTH SCREENING	7.18	10.20	10.20	8.60	7.75	(2.45)	(24.0%)
PROGRAM TOTAL	249.65	295.90	295.90	294.30	298.10	2.20	0.7%
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
CUSTODY RESTORATION AND EVAL	14.00	13.00	13.00	13.00	12.00	(1.00)	(7.7%)
PROGRAM TOTAL	18.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
DEPARTMENT TOTAL	404.25	452.50	452.50	456.50	462.50	10.00	2.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CORRECTIONAL HEALTH							
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Staff Supv	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%
Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Counseling Supervisor	3.00	4.00	4.00	-	-	(4.00)	(100.0%)
Counselor	25.50	36.50	36.50	-	-	(36.50)	(100.0%)
Dental Assistant	4.00	3.00	3.00	3.00	3.00	-	0.0%
Dentist	1.00	1.50	1.50	1.50	1.50	-	0.0%
Deputy Director	2.00	1.00	1.00	1.00	1.00	-	0.0%
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)	(100.0%)
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	-	-	-	-	-	N/A
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Investigator Chief - MCAO	1.00	-	-	-	-	-	N/A
IS Project Manager	-	-	-	1.00	1.00	1.00	N/A
IT Consultant	-	-	-	1.00	1.00	1.00	N/A
Legal Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	49.15	56.00	56.00	56.00	57.00	1.00	1.8%
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Handling Worker	5.00	5.00	5.00	-	-	(5.00)	(100.0%)
Materials Inventory Specialist	-	-	-	5.00	5.00	5.00	N/A
Medical Assistant	58.15	63.00	63.00	63.00	65.00	2.00	3.2%
Medical Director	-	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Professional	-	-	-	36.50	35.50	35.50	N/A
Mental Health Professional Supervisor	-	-	-	4.00	4.00	4.00	N/A
Nurse - Correctional	86.30	91.00	91.00	90.00	93.00	2.00	2.2%
Nurse - Correctional/Psychiatric	-	1.00	1.00	3.00	3.00	2.00	200.0%
Nurse Pract/Phys Asst	14.00	13.00	13.00	13.00	13.00	-	0.0%
Nurse Pract/Phys Asst - Psych	-	4.00	4.00	4.00	4.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Informatics Analyst	-	-	-	1.00	1.00	1.00	N/A
Nursing Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Nursing Supervisor	12.00	12.00	12.00	11.00	11.00	(1.00)	(8.3%)
Office Assistant	68.65	83.00	83.00	83.00	83.00	-	0.0%
Office Assistant Specialized	5.00	5.00	5.00	5.00	5.00	-	0.0%
Operations/Program Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	-	-	-	1.00	1.00	1.00	N/A
Payroll/Time & Labor Spec	-	-	-	-	1.00	1.00	N/A
Physician	10.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Psychiatrist	7.00	11.00	11.00	11.00	11.00	-	0.0%
Psychologist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Social Worker	8.00	8.00	8.00	8.00	8.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	-	1.00	1.00	1.00	N/A
Department Total	**404.25**	**452.50**	**452.50**	**456.50**	**462.50**	**10.00**	**2.2%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
260	**CORRECTIONAL HEALTH**							
100	GENERAL	18.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
255	DETENTION OPERATIONS	386.25	435.50	435.50	439.50	446.50	11.00	2.5%
Department Total		**404.25**	**452.50**	**452.50**	**456.50**	**462.50**	**10.00**	**2.2%**

Significant Variance Analysis

Positions have been added to the Department to assist in the reopening the night operations at the Lower Buckeye Jail and the Tent facilities.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $12,479 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $8,950 for retirement contribution rate increase.

Detention Fund (255) Operating

- Increase Regular Benefits by $455,686 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $240,378 for retirement contribution rate increase.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients discharged within 16 calendar days	80.0%	88.8%	86.7%	87.7%	-1.1%	-1.2%
Percent of patients discharged within 25 calendar days	86.8%	85.9%	88.0%	88.2%	2.3%	2.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients discharged within 16 calendar days	80.0%	88.8%	86.7%	87.7%	(1.1%)	-1.2%
Output	Number of bed days received	15,930	14,986	19,849	20,003	5,017	33.5%
Output	Number of patients discharged	1,390	1,394	1,449	1,436	42	3.0%
Demand	Number of patients referred to an inpatient medical setting	1,401	1,382	1,463	1,460	78	5.6%
Efficiency	Cost per bed day received	$ 255.15	$ 191.87	$ 308.70	$ 186.27	$ 5.60	2.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 4,064,517	$ 2,875,436	$ 5,033,552	$ 3,726,021	$ (850,585)	-29.6%
	TOTAL USES	$ 4,064,517	$ 2,875,436	$ 5,033,552	$ 3,726,021	$ (850,585)	-29.6%

Activity Narrative: The number of bed days received is increasing by 33.5% due to the Department's increasing utilization of the infirmary for patient care as an alternative to the general population. More resources mainly for health care services have been allocated to this activity for increased patient care; thus the 29.6% increase in expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients discharged within 25 calendar days	86.8%	85.9%	88.0%	88.2%	2.3%	2.7%
Output	Number of mental health bed days received	40,230	43,776	41,744	42,758	(1,018)	-2.3%
Output	Number of patients discharged	2,623	2,640	2,854	2,842	202	7.7%
Demand	Number of patients referred to an inpatient mental health setting	2,564	2,474	2,929	2,928	454	18.4%
Efficiency	Cost per mental health bed days received	$ 122.27	$ 148.21	$ 140.40	$ 149.28	$ (1.07)	-0.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 4,918,798	$ 6,488,022	$ 5,871,772	$ 6,383,054	$ 104,968	1.6%
	TOTAL USES	$ 4,918,798	$ 6,488,022	$ 5,871,772	$ 6,383,054	$ 104,968	1.6%

Activity Narrative: The number of patients referred to an inpatient mental health setting is expected to increase by 18.4% from FY 2011 Revised to FY 2012 Recommended based on the FY 2011 Forecast and Actual.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients triaged within 24 hours	82.0%	83.8%	91.3%	90.2%	6.4%	7.6%
Percent of scheduled appointments kept	79.7%	80.2%	81.6%	100.0%	19.8%	24.7%
Percent of prescriptions written that are given within three days	89.6%	89.3%	93.3%	98.1%	8.8%	9.9%
Percent of initial health assessments completed within 14 calendar days	88.2%	88.1%	90.3%	90.1%	2.0%	2.3%
Percent of screened inmates booked	100.0%	100.4%	100.0%	100.0%	-0.4%	-0.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients triaged within 24 hours	82.0%	83.8%	91.3%	90.2%	6.4%	7.6%
Result	Percent of scheduled appointments kept	79.7%	80.2%	81.6%	100.0%	19.8%	24.7%
Result	Percent of prescriptions written that are given within three days	89.6%	89.3%	93.3%	98.1%	8.8%	9.9%
Output	Number of health service requests triaged	47,118	49,842	69,451	78,546	28,704	57.6%
Output	Number of health service requests triaged within 24 hours	38,636	41,786	61,317	78,540	36,754	88.0%
Output	Number of appointments kept	296,975	296,908	331,766	406,749	109,841	37.0%
Output	Number of health service requests	47,118	49,842	67,147	78,546	28,704	57.6%
Output	Number of prescription orders written	251,043	261,330	245,675	247,716	(13,614)	-5.2%
Output	Number of appointments scheduled	372,663	370,328	406,384	399,441	29,113	7.9%
Demand	Number of health service requests	47,118	49,842	69,451	78,546	28,704	57.6%
Demand	Number of scheduled appointments	372,663	370,328	405,241	406,749	36,421	9.8%
Demand	Number of outpatient prescription orders written	251,043	261,330	245,675	247,716	(13,614)	-5.2%
Efficiency	Cost per appointment kept	$ 94.09	$ 104.96	$ 83.11	$ 76.93	$ 28.03	26.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 27,943,819	$ 31,163,304	$ 28,360,720	$ 31,292,066	$ (128,762)	-0.4%
	TOTAL USES	$ 27,943,819	$ 31,163,304	$ 28,360,720	$ 31,292,066	$ (128,762)	-0.4%

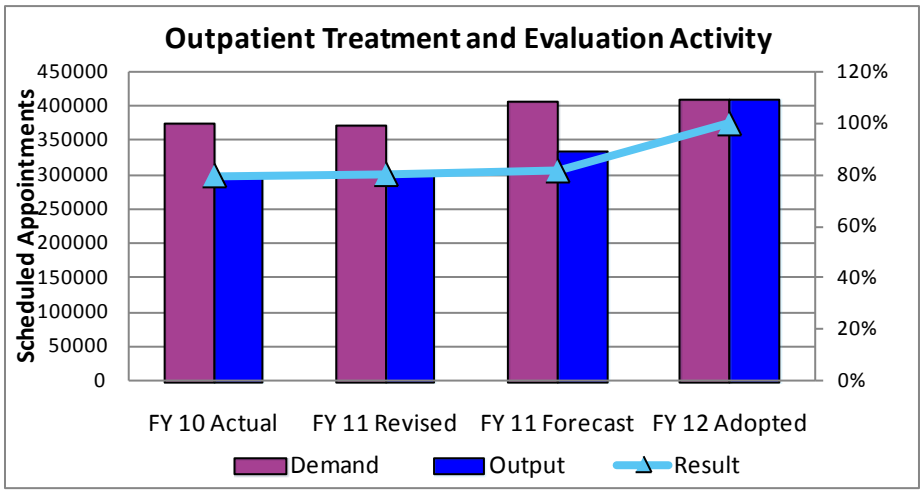
Activity Narrative: Demand and output measures for scheduled appointments, health service requests and written outpatient prescription orders are changing from FY 2011 Revised to FY 2012 Recommended based on the FY 2011 Forecast. Scheduled appointments and health service requests are increasing while written outpatient prescription orders are decreasing. In FY 2012 Recommended, the Department is intending to attain 100% in keeping scheduled appointments and giving written prescriptions with three days by focusing resources and personnel on achieving these results.

The number of health service requests triaged and health service requests triaged within 24 hours is increasing in FY 2012 Recommended based on the increase occurring in the FY 2011 Forecast.

Base Adjustments:

Detention Fund (255) Non Recurring Non Project

- Increase Regular Benefits by $7,806 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $2,142 for retirement contribution rate increase.
- Increase Salary and Benefits by $867,566 for Health Unit Clerks to maintain records during transition to the electronic medical records system.

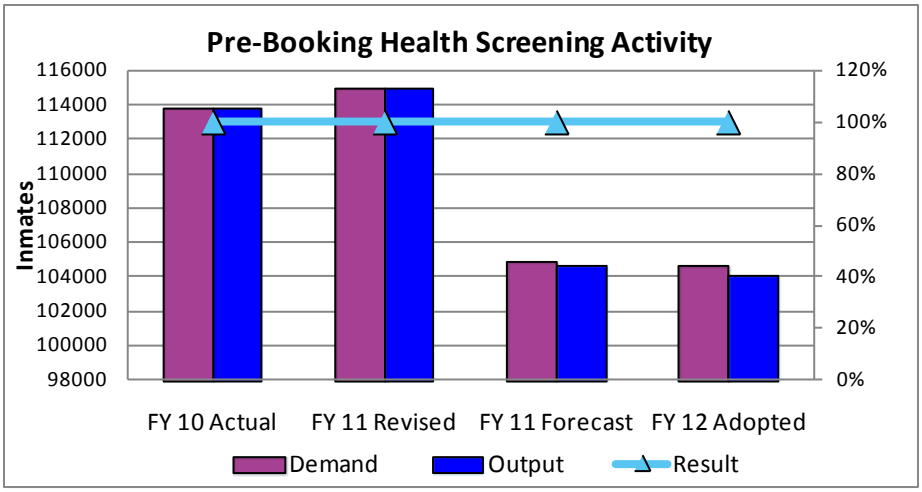


Pre-Booking Health Screening Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of screened inmates booked	100.0%	100.4%	100.0%	100.0%	(0.4%)	-0.4%
Output	Number screenings completed and inmate subsequently booked	113,366	114,512	104,223	103,965	(10,547)	-9.2%
Output	Number of inmates screened	113,768	114,922	104,595	103,965	(10,957)	-9.5%
Demand	Number of inmates presented at booking sites	113,768	114,922	104,844	104,600	(10,322)	-9.0%
Efficiency	Expenditure of screenings completed and inmate subsequently booked	$ 6.88	$ 8.22	$ 7.85	$ 8.90	$ (0.68)	-8.3%
Expenditure							
	255 - DETENTION OPERATIONS	$ 782,158	$ 944,211	$ 780,689	$ 925,269	$ 18,942	2.0%
	TOTAL USES	$ 782,158	$ 944,211	$ 780,689	$ 925,269	$ 18,942	2.0%

Activity Narrative: The number of actual arrestee bookings in FY 2011 is declining as seen in the FY 2011 Forecast; therefore the demand and output for the FY 2012 Recommended budget are lower than the FY 2011 Revised budget.

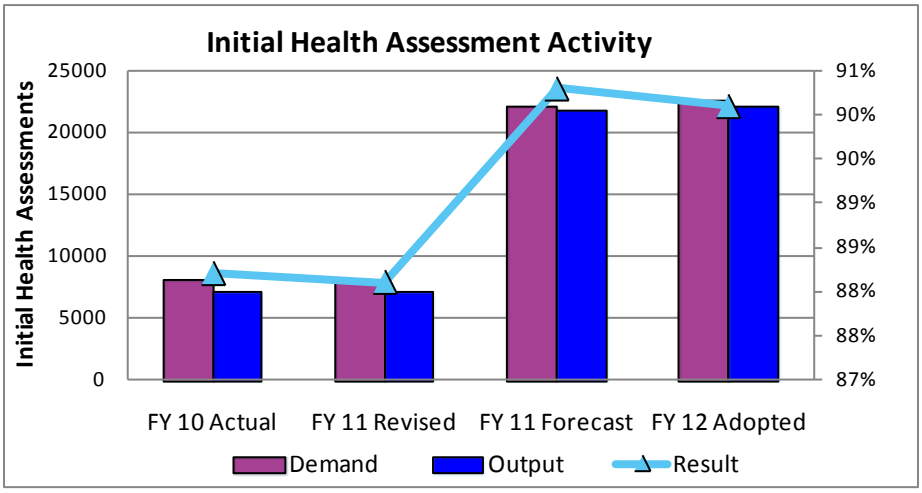


Initial Health Assessment Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of initial health assessments completed within 14 calendar days	88.2%	88.1%	90.3%	90.1%	2.0%	2.3%
Output	Number of initial health assessments completed within 14 days	6,167	6,996	19,871	20,285	13,289	190.0%
Output	Number of initial health assessments completed	6,996	6,996	21,622	22,031	15,035	214.9%
Output	Number of initial health assessments required	7,935	7,938	22,011	22,503	14,565	183.5%
Demand	Number of initial health assessments required	7,935	7,938	22,011	22,503	14,565	183.5%
Efficiency	Cost per initial health assessment completed	$ 328.33	$ 338.88	$ 117.90	$ 115.77	$ 223.12	65.8%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,297,000	$ 2,370,825	$ 2,525,021	$ 2,550,465	$ (179,640)	-7.6%
	TOTAL USES	$ 2,297,000	$ 2,370,825	$ 2,525,021	$ 2,550,465	$ (179,640)	-7.6%

Activity Narrative: In the beginning of FY 2011, the Department changed methodology in tracking initial health assessments; thus the measures for FY 2010 Actual and FY 2011 Revised are not valid in comparison to FY 2011 Forecast and FY 2012 Recommended.



Support Services Program

The purpose of the Support Services Program is to provide support and useful data to providers and patients so they can provide/receive information to help provide quality and continuous care.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of complete medical records provided to external requestors within 7 days	96.5%	95.7%	100.0%	100.0%	4.3%	4.5%
Percent of filed grievances resolved within CHS/MCSO	100.0%	100.2%	99.8%	100.0%	-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 providers 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of complete medical records provided to external requestors within 7 days	96.5%	95.7%	100.0%	100.0%	4.3%	4.5%
Result	Percent of filed grievances resolved within CHS/MCSO	100.0%	100.2%	99.8%	100.0%	(0.2%)	-0.2%
Output	Number of complete medical records provided to external requestors	1,989	2,046	2,325	2,428	382	18.7%
Output	Number of grievances resolved internally	2,155	286	1,843	1,825	1,539	538.1%
Output	Number of external records requested	2,061	2,138	2,325	2,428	290	13.6%
Output	Number of grievances filed	2,155	2,564	1,846	1,825	(739)	-28.8%
Demand	Number of external medical records requested	2,061	2,138	2,325	2,428	290	13.6%
Demand	Number of grievances filed	2,155	2,564	1,846	1,825	(739)	-28.8%
Efficiency	Expenditure per external medical record provided	$ 1,342.60	$ 1,441.07	$ 1,247.67	$ 1,428.72	$ 12.35	0.9%
Revenue							
	292 - CORRECTIONAL HEALTH GRANT	$ 71,156	$ 50,000	$ 53,525	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	8,730	6,500	7,463	6,500	-	0.0%
	TOTAL SOURCES	$ 79,886	$ 56,500	$ 60,988	$ 56,500	$ -	0.0%
Expenditure							
	292 - CORRECTIONAL HEALTH GRANT	$ 53,591	$ 50,000	$ 49,360	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	2,616,832	2,898,423	2,990,159	3,418,928	(520,505)	-18.0%
	TOTAL USES	$ 2,670,423	$ 2,948,423	$ 3,039,519	$ 3,468,928	$ (520,505)	-17.7%

Activity Narrative: The Department in FY 2011 has experienced a decrease in the number of grievances filed. This can be seen in the FY 2011 Forecast which includes actual figures from the first two quarters of the fiscal year as compared to FY 2011 revised which was based on the high level of grievances in FY 2010. The FY 2011 Revised output for the number of grievances that were resolved internally was improperly entered in the database. The FY 2011 Forecast more accurately represents the data for this measurement.

In FY 2011, the number of external records requested also increased from FY 2010; thus the higher figures in the FY 2012 Recommended budget for the demand and related outputs.

Expenditures are increasing by 18.0% in the General Fund (100) due to a shift of personnel in FY 2011 from the Outpatient Treatment and Evaluation activity (three Nurse Managers and a Nurse). The purpose of this shift in personnel is to improve the result measure to 100% in FY 2012. Expenditures also increased due to higher employee benefits.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of competency determinations performed within 78 days.	72.7%	65.9%	92.3%	81.3%	15.4%	23.4%
Percent of inmates found not restorable within 15 months of the determination of incompetency	26.1%	20.1%	26.9%	30.5%	10.4%	51.7%
Percent of Rule 11 evaluations performed within 21 days	76.0%	49.8%	48.4%	48.4%	-1.4%	-2.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of competency determinations performed within 78 days.	72.7%	65.9%	92.3%	81.3%	15.4%	23.4%
Result	% of inmates found not restorable within 15 months of the determination of incompetency	26.1%	20.1%	26.9%	30.5%	10.4%	51.7%
Output	# of inmates evaluated	389	492	312	329	(163)	-33.1%
Output	# of inmates restored or found not restorable	304	492	312	329	(163)	-33.1%
Demand	# of inmates under orders of restoration delivered to CHS	389	492	312	329	(163)	-33.1%
Efficiency	Cost per inmate evaluated	$ 4,264.22	$ 3,300.02	$ 5,340.89	$ 4,945.82	$ (1,645.80)	-49.9%
Expenditure							
	100 - GENERAL	$ 1,658,781	$ 1,623,610	$ 1,611,920	$ 1,627,174	$ (3,564)	-0.2%
	TOTAL USES	$ 1,658,781	$ 1,623,610	$ 1,611,920	$ 1,627,174	$ (3,564)	-0.2%

Activity Narrative: The demand and output for this activity is decreasing in FY 2011 based on the FY 2011 Forecast; therefore FY 2012 Recommended figures for demand, output and efficiency are estimated to decline in comparison to FY 2011 Revised.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Rule 11 evaluations performed within 21 days	76.0%	49.8%	48.4%	48.4%	(1.4%)	-2.8%
Output	Number of incompetent inmates found not restorable	14	27	6	6	(21)	-77.8%
Output	Number of Rule 11 competency evaluations completed	721	1,854	768	768	(1,086)	-58.6%
Output	# of inmates found competent or incompetent	711	1,854	768	768	(1,086)	-58.6%
Demand	Number of Rule 11 competency evaluations ordered	3,136	1,854	768	768	(1,086)	-58.6%
Efficiency	Cost per inmate competency evaluation	$ 1,520.03	$ 645.26	$ 1,504.32	$ 1,562.19	$ (916.93)	-142.1%
Expenditure							
	100 - GENERAL	$ 1,095,942	$ 1,196,309	$ 1,211,948	$ 1,199,761	$ (3,452)	-0.3%
	TOTAL USES	$ 1,095,942	$ 1,196,309	$ 1,211,948	$ 1,199,761	$ (3,452)	-0.3%

Activity Narrative: Please note the measurements for FY 2011 Revised were inadvertently stated incorrectly so comparisons to other years are not valid. The FY 2011 Forecast more accurately represents the FY 2011 activity. Performance is expected to remain relatively flat if comparing FY 2011 Forecast to FY 2012 Recommended.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of rule 11 juvenile evaluation performed within 21 days	76.4%	58.8%	50.0%	50.0%	(8.8%)	-15.0%
Output	Number of juveniles found competent or incompetent	320	483	264	264	(219)	-45.3%
Output	Number of incompetent juveniles found not restorable	74	71	72	72	1	1.4%
Output	Number of juvenile evaluations completed	394	483	336	336	(147)	-30.4%
Demand	Number of Rule 11 juvenile competency evaluations ordered	393	553	336	336	(217)	-39.2%
Efficiency	Cost per juvenile competency evaluation	$ 721.83	$ 499.38	$ 705.67	$ 717.86	$ (218.48)	-43.8%
Expenditure							
	100 - GENERAL	$ 284,400	$ 241,200	$ 238,650	$ 241,200	$ -	0.0%
	TOTAL USES	$ 284,400	$ 241,200	$ 238,650	$ 241,200	$ -	0.0%

Activity Narrative: Please note the measurements for FY 2011 Revised were inadvertently stated incorrectly so comparisons to other years are not valid. The FY 2011 Forecast more accurately represents the FY 2011 activity. Performance is expected to remain relatively flat if comparing FY 2011 Forecast to FY 2012 Recommended.

Information Technology Program

The purpose of the Information Technology Program is to provide IT leadership and services to the client departments so that management can obtain maximum benefit from the IT resource.

Program Results

Activities that comprise this program include:

- Business Application Development and Support

Business Application Development and Support Activity

The purpose of the Business Application Development and Support activity is to provide maintenance on existing applications and development of new applications for client departments so they can automate their business functions to meet their goals and deliver results.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	255 - DETENTION OPERATIONS	$ -	$ 9,400,000	$ 9,400,000	$ -	$ 9,400,000	100.0%
	TOTAL USES	$ -	$ 9,400,000	$ 9,400,000	$ -	$ 9,400,000	100.0%

Activity Narrative: In FY 2011, the Department was allocated $9,400,000 for an Electronic Medical Records System (EMRS). In addition, $600,000 was transferred from the Inmate Health Services Fund (254) for the total EMRS project funding of $10,000,000. The funding will be allocated out in FY 2011 to Non Departmental (470) in the Detention Technology Capital Improvement Fund (461) where all expenditures will be allocated for this project.

Funding/Cost Summary:

Detention Technology Capital Improvement Fund (461) EMRS

- The Electronic Medical Records System (EMRS) project will convert Correctional Health Services from a paper-based medical record to a chartless integrated EMR system with required software, technology and interfaces:
  - The EMRS project is forecasted at $1,591,370 in FY 2011.
  - The EMRS project is budgeted at $3,229,516 in FY 2012.
  - The remaining funding of $5,179,114 for the EMRS project will be expended in FY 2013 and FY 2014 to complete the project by FY 2014.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,071,763**	**$ -**
FY 2011 Revised Budget		**$ 3,071,763**	**$ -**
FY 2012 Budget Target		**$ 3,071,763**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 21,429**	**$ -**
Emp Health Dental Prem Realloc		*12,479*	-
Retirement Contributions		*8,950*	-
Base Adjustments		**$ (21,429)**	**$ -**
Other Base Adjustments		*(21,429)*	-
FY 2012 Adopted Budget		**$ 3,071,763**	**$ -**
Percent Change from Target Amount		*0.0%*	

Detention Operations Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 51,042,379**	**$ 6,500**
FY 2011 Revised Budget		**$ 51,042,379**	**$ 6,500**
FY 2012 Budget Target		**$ 51,042,379**	**$ 6,500**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 696,064**	**$ -**
Emp Health Dental Prem Realloc		*455,686*	-
Retirement Contributions		*240,378*	-
Base Adjustments		**$ (696,064)**	**$ -**
Other Base Adjustments		*680,420*	-
Staffing Clinics at Night	*$ 680,420*		
Internal Service Charges		*(1,376,484)*	-
Reduction in Risk Management	*$ (1,376,484)*		
FY 2012 Adopted Budget		**$ 51,042,379**	**$ 6,500**
Percent Change from Target Amount		*0.0%*	*0.0%*

Detention Operations Fund (255) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2011 Adopted Budget	**$ 10,581,845**	**$ -**
FY 2011 Revised Budget	**$ 10,581,845**	**$ -**
Adjustments:		
Non Recurring	**$ (10,581,845)**	**$ -**
Other Non-Recurring	*(10,581,845)*	-
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 9,948**	**$ -**
Emp Health Dental Prem Realloc	*7,806*	-
Retirement Contributions	*2,142*	-
Base Adjustments	**$ 867,566**	**$ -**
Other Base Adjustments	*867,566*	-
FY 2012 Adopted Budget	**$ 877,514**	**$ -**

Correctional Health Grant Fund (292)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 50,000**	**$ 50,000**
FY 2011 Revised Budget	**$ 50,000**	**$ 50,000**
FY 2012 Budget Target	**$ 50,000**	**$ 50,000**
FY 2012 Adopted Budget	**$ 50,000**	**$ 50,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Correctional Health Grant Fund (292) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (6,587)	$ (1,678)	$ (1,678)	$ -	$ 4,165
Sources:					
Operating	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000
Non-Recurring	-	-	-	-	-
Total Sources:	$ 71,156	$ 50,000	$ 50,000	$ 53,525	$ 50,000
Uses:					
Operating	$ 53,591	$ 50,000	$ 50,000	$ 49,360	$ 50,000
Non-Recurring	-	-	-	-	-
Total Uses:	$ 53,591	$ 50,000	$ 50,000	$ 49,360	$ 50,000
Structural Balance	$ 17,565	$ -	$ -	$ 4,165	$ -
Accounting Adjustments	$ (10,978)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 4,165	$ 4,165
Total Ending Spendable Fund Balance	$ -	$ (1,678)	$ (1,678)	$ 4,165	$ 4,165

County Attorney

Analysis by Lauren M. Cochran, Senior Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

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

Strategic Goals

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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
VCAC - VICTIM COMPENSATION	$ 983,411	$ 2,106,894	$ 2,106,894	$ 1,795,088	$ 2,035,789	$ (71,105)	-3.4%
19CS - COMMUNITY SERVICES	$ 983,411	$ 2,106,894	$ 2,106,894	$ 1,795,088	$ 2,035,789	$ (71,105)	-3.4%
AUTO - AUTO THEFT PROSECUTION	$ 156,534	$ 238,348	$ 238,348	$ 108,296	$ 85,797	$ (152,551)	-64.0%
CHAC - CHARGING ACTIVITY	684,923	456,379	520,000	520,000	520,000	-	0.0%
CHCK - CHECK ENFORCEMENT	316,450	346,000	346,000	325,112	346,000	-	0.0%
METH - METH MAJOR DRUGS PROSECUTION	2,098,685	1,992,108	1,992,108	1,387,554	1,657,175	(334,933)	-16.8%
TRLA - TRIAL	8,465,774	6,991,502	9,316,750	7,357,553	8,761,447	(555,303)	-6.0%
VTAA - VICTIM ASSISTANCE	688,686	693,909	693,909	933,850	675,909	(18,000)	-2.6%
19PP - PROSECUTION	$ 12,411,052	$ 10,718,246	$ 13,107,115	$ 10,632,365	$ 12,046,328	$ (1,060,787)	-8.1%
FSAC - FINANCIAL SERVICES	$ -	$ -	$ -	$ -	$ 36,000	$ 36,000	N/A
ODIR - EXECUTIVE MANAGEMENT	1,700,681	1,608,810	1,608,810	1,639,732	1,653,756	44,946	2.8%
99AS - ADMINISTRATIVE SERVICES	$ 1,700,681	$ 1,608,810	$ 1,608,810	$ 1,639,732	$ 1,689,756	$ 80,946	5.0%
GGOV - GENERAL GOVERNMENT	$ 57,348	$ -	$ -	$ 397,001	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 57,348	$ -	$ -	$ 397,001	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ 332,350	$ 332,350	$ 265,880	$ -	$ (332,350)	-100.0%
99IT - INFORMATION TECHNOLOGY	$ -	$ 332,350	$ 332,350	$ 265,880	$ -	$ (332,350)	-100.0%
TOTAL PROGRAMS	**$ 15,152,492**	**$ 14,766,300**	**$ 17,155,169**	**$ 14,730,066**	**$ 15,771,873**	**$ (1,383,296)**	**-8.1%**
USES							
VCAC - VICTIM COMPENSATION	$ 1,646,036	$ 2,092,993	$ 2,093,339	$ 1,452,863	$ 2,238,161	$ (144,822)	-6.9%
19CS - COMMUNITY SERVICES	$ 1,646,036	$ 2,092,993	$ 2,093,339	$ 1,452,863	$ 2,238,161	$ (144,822)	-6.9%
AUTO - AUTO THEFT PROSECUTION	$ 1,278,941	$ 1,461,553	$ 989,539	$ 1,001,964	$ 1,023,780	$ (34,241)	-3.5%
CHAC - CHARGING ACTIVITY	7,765,816	7,538,763	12,318,737	11,666,909	12,065,762	252,975	2.1%
CHCK - CHECK ENFORCEMENT	313,970	345,100	420,100	384,186	346,000	74,100	17.6%
IDNT - IDENTITY THEFT PROSECUTION	899,762	1,565,866	1,389,093	1,434,970	1,525,907	(136,814)	-9.8%
IVAC - COUNTY ATTORNEY INITIATED INV	4,927,657	4,633,262	4,462,180	4,244,332	4,612,937	(150,757)	-3.4%
METH - METH MAJOR DRUGS PROSECUTION	2,646,602	2,821,733	2,826,674	2,511,654	2,868,632	(41,958)	-1.5%
TRLA - TRIAL	39,886,047	39,172,271	38,112,062	34,695,502	39,156,569	(1,044,507)	-2.7%
VTAA - VICTIM ASSISTANCE	4,275,715	4,423,166	4,166,056	4,003,623	4,044,355	121,701	2.9%
19PP - PROSECUTION	$ 61,994,510	$ 61,961,714	$ 64,684,441	$ 59,943,140	$ 65,643,942	$ (959,501)	-1.5%
BDGT - BUDGETING	$ 92,286	$ 93,462	$ 95,099	$ 92,950	$ 96,010	$ (911)	-1.0%
FSAC - FINANCIAL SERVICES	315,156	415,729	429,209	411,494	404,291	24,918	5.8%
HRAC - HUMAN RESOURCES	216,492	134,463	210,575	195,937	202,915	7,660	3.6%
ODIR - EXECUTIVE MANAGEMENT	3,431,946	3,969,795	3,989,607	3,208,755	3,299,425	690,182	17.3%
PROC - PROCUREMENT	60,509	58,569	58,620	63,729	60,325	(1,705)	-2.9%
99AS - ADMINISTRATIVE SERVICES	$ 4,116,389	$ 4,672,018	$ 4,783,110	$ 3,972,865	$ 4,062,966	$ 720,144	15.1%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 33,885	$ 33,885	$ -	$ 33,885	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	63,351	63,514	63,514	63,524	2,529,436	(2,465,922)	-3882.5%
99GV - GENERAL GOVERNMENT	$ 63,351	$ 63,514	$ 97,399	$ 97,409	$ 2,529,436	$ (2,432,037)	-2497.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,090,436	$ 958,624	$ 953,008	$ 965,202	$ 886,357	$ 66,651	7.0%
DACR - DATA CENTER	1,304,360	1,116,202	962,118	1,057,377	1,053,816	(91,698)	-9.5%
DESK - DESKTOP SUPPORT	819,896	942,523	935,064	982,841	882,003	53,061	5.7%
HDSP - HELP DESK SUPPORT	526,906	528,199	539,728	573,301	509,396	30,332	5.6%
99IT - INFORMATION TECHNOLOGY	$ 3,741,598	$ 3,545,548	$ 3,389,918	$ 3,578,721	$ 3,331,572	$ 58,346	1.7%
TOTAL PROGRAMS	**$ 71,561,884**	**$ 72,335,787**	**$ 75,048,207**	**$ 69,044,998**	**$ 77,806,077**	**$ (2,757,870)**	**-3.7%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,117,800	$ 7,776,090	$ 7,776,090	$ 5,315,710	$ 6,731,174	$ (1,044,916)	-13.4%
0620 - OTHER INTERGOVERNMENTAL	2,204,342	1,891,379	1,955,000	1,959,400	1,571,900	(383,100)	-19.6%
SUBTOTAL	$ 8,322,142	$ 9,667,469	$ 9,731,090	$ 7,275,110	$ 8,303,074	$ (1,428,016)	-14.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,083,410	$ 938,795	$ 1,264,043	$ 1,264,043	$ 1,264,043	$ -	0.0%
SUBTOTAL	$ 1,083,410	$ 938,795	$ 1,264,043	$ 1,264,043	$ 1,264,043	$ -	0.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,603,827	$ 4,043,710	$ 6,043,710	$ 6,050,112	$ 6,086,856	$ 43,146	0.7%
SUBTOTAL	$ 5,603,827	$ 4,043,710	$ 6,043,710	$ 6,050,112	$ 6,086,856	$ 43,146	0.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 107,695	$ 86,326	$ 86,326	$ 97,954	$ 81,900	$ (4,426)	-5.1%
0650 - MISCELLANEOUS REVENUE	35,418	30,000	30,000	42,847	36,000	6,000	20.0%
SUBTOTAL	$ 143,113	$ 116,326	$ 116,326	$ 140,801	$ 117,900	$ 1,574	1.4%
ALL REVENUES	$ 15,152,492	$ 14,766,300	$ 17,155,169	$ 14,730,066	$ 15,771,873	$ (1,383,296)	-8.1%
TOTAL SOURCES	$ 15,152,492	$ 14,766,300	$ 17,155,169	$ 14,730,066	$ 15,771,873	$ (1,383,296)	-8.1%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 46,388,541	$ 44,868,627	$ 45,143,245	$ 43,857,455	$ 44,355,639	$ 787,606	1.7%
0705 - TEMPORARY PAY	153,797	234,946	212,568	111,444	131,768	80,800	38.0%
0710 - OVERTIME	120,806	217,590	182,890	194,683	192,748	(9,858)	-5.4%
0750 - FRINGE BENEFITS	14,091,735	14,518,372	14,524,884	14,596,211	15,343,789	(818,905)	-5.6%
0790 - OTHER PERSONNEL SERVICES	907,763	1,077,243	1,604,468	1,186,876	1,088,301	516,167	32.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(425,133)	(735,442)	(428,268)	(490,573)	(583,458)	155,190	36.2%
0796 - PERSONNEL SERVICES ALLOC-IN	665,945	668,909	488,878	99,829	36,000	452,878	92.6%
SUBTOTAL	$ 61,903,454	$ 60,850,245	$ 61,728,665	$ 59,555,925	$ 60,564,787	$ 1,163,878	1.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,156,064	$ 980,587	$ 1,046,563	$ 903,859	$ 1,046,960	$ (397)	0.0%
0802 - MEDICAL SUPPLIES	2,770	-	-	-	-	-	N/A
0803 - FUEL	74,197	92,862	75,000	73,624	75,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	349,546	400,000	575,000	418,850	1,520,000	(945,000)	-164.3%
0806 - SUPPLIES-ALLOCATION IN	16,939	25,500	25,500	-	-	25,500	100.0%
SUBTOTAL	$ 1,599,516	$ 1,498,949	$ 1,722,063	$ 1,396,333	$ 2,641,960	$ (919,897)	-53.4%
SERVICES							
0810 - LEGAL SERVICES	$ 1,017,899	$ 1,112,658	$ 1,417,658	$ 943,732	$ 868,652	$ 549,006	38.7%
0811 - HEALTH CARE SERVICES	1,938,816	2,098,868	2,228,868	1,645,426	2,158,872	69,996	3.1%
0812 - OTHER SERVICES	1,007,275	2,487,153	2,190,107	1,796,127	2,548,544	(358,437)	-16.4%
0820 - RENT & OPERATING LEASES	1,400,207	1,462,080	1,603,486	1,398,350	1,744,662	(141,176)	-8.8%
0825 - REPAIRS AND MAINTENANCE	290,634	508,100	700,000	317,777	875,382	(175,382)	-25.1%
0830 - INTERGOVERNMENTAL PAYMENTS	798,600	-	750,000	39,999	700,000	50,000	6.7%
0839 - INTERNAL SERVICE CHARGES	437,417	455,364	455,364	413,679	2,947,053	(2,491,689)	-547.2%
0841 - TRAVEL	264,986	339,000	360,799	220,800	311,535	49,264	13.7%
0842 - EDUCATION AND TRAINING	26,439	385,000	460,000	107,242	375,000	85,000	18.5%
0843 - POSTAGE/FREIGHT/SHIPPING	176,537	185,618	155,618	138,805	158,400	(2,782)	-1.8%
0845 - SUPPORT AND CARE OF PERSONS	523,929	713,957	713,957	468,423	796,030	(82,073)	-11.5%
0850 - UTILITIES	70,097	11,000	116,000	102,381	115,000	1,000	0.9%
0855 - INTEREST EXPENSE	-	-	-	-	200	(200)	N/A
0873 - SERVICES-ALLOCATION IN	66,785	70,622	70,622	-	-	70,622	100.0%
SUBTOTAL	$ 8,019,621	$ 9,829,420	$ 11,222,479	$ 7,592,741	$ 13,599,330	$ (2,376,851)	-21.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 30,377	$ 150,000	$ 375,000	$ 499,999	$ 1,000,000	$ (625,000)	-166.7%
0950 - DEBT SERVICE	8,916	7,173	-	-	-	-	N/A
SUBTOTAL	$ 39,293	$ 157,173	$ 375,000	$ 499,999	$ 1,000,000	$ (625,000)	-166.7%
ALL EXPENDITURES	$ 71,561,884	$ 72,335,787	$ 75,048,207	$ 69,044,998	$ 77,806,077	$ (2,757,870)	-3.7%
TOTAL USES	$ 71,561,884	$ 72,335,787	$ 75,048,207	$ 69,044,998	$ 77,806,077	$ (2,757,870)	-3.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 35,356	$ 30,000	$ 30,000	$ 42,847	$ 36,000	$ 6,000	20.0%
FUND TOTAL SOURCES	$ 35,356	$ 30,000	$ 30,000	$ 42,847	$ 36,000	$ 6,000	20.0%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 6,133,345	$ 7,792,090	$ 7,792,090	$ 5,319,528	$ 6,747,174	$ (1,044,916)	-13.4%
FUND TOTAL SOURCES	$ 6,133,345	$ 7,792,090	$ 7,792,090	$ 5,319,528	$ 6,747,174	$ (1,044,916)	-13.4%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 3,457,694	$ 2,000,000	$ 4,000,000	$ 4,000,046	$ 4,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 3,457,694	$ 2,000,000	$ 4,000,000	$ 4,000,046	$ 4,000,000	$ -	0.0%
220 DIVERSION							
OPERATING	$ 1,724,323	$ 1,608,810	$ 1,608,810	$ 1,663,933	$ 1,653,756	$ 44,946	2.8%
FUND TOTAL SOURCES	$ 1,724,323	$ 1,608,810	$ 1,608,810	$ 1,663,933	$ 1,653,756	$ 44,946	2.8%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,770,437	$ 1,400,000	$ 1,788,869	$ 1,793,922	$ 1,792,043	$ 3,174	0.2%
FUND TOTAL SOURCES	$ 1,770,437	$ 1,400,000	$ 1,788,869	$ 1,793,922	$ 1,792,043	$ 3,174	0.2%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 317,902	$ 346,000	$ 346,000	$ 325,881	$ 346,000	$ -	0.0%
FUND TOTAL SOURCES	$ 317,902	$ 346,000	$ 346,000	$ 325,881	$ 346,000	$ -	0.0%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,527,253	$ 1,449,400	$ 1,449,400	$ 1,443,577	$ 1,056,900	$ (392,500)	-27.1%
FUND TOTAL SOURCES	$ 1,527,253	$ 1,449,400	$ 1,449,400	$ 1,443,577	$ 1,056,900	$ (392,500)	-27.1%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 149,589	$ 100,000	$ 100,000	$ 110,889	$ 100,000	$ -	0.0%
FUND TOTAL SOURCES	$ 149,589	$ 100,000	$ 100,000	$ 110,889	$ 100,000	$ -	0.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 36,593	$ 40,000	$ 40,000	$ 29,443	$ 40,000	$ -	0.0%
FUND TOTAL SOURCES	$ 36,593	$ 40,000	$ 40,000	$ 29,443	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,152,492	$ 14,766,300	$ 17,155,169	$ 14,730,066	$ 15,771,873	$ (1,383,296)	-8.1%
DEPARTMENT TOTAL SOURCES	$ 15,152,492	$ 14,766,300	$ 17,155,169	$ 14,730,066	$ 15,771,873	$ (1,383,296)	-8.1%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 56,567,283	$ 56,599,487	$ 56,814,153	$ 56,341,730	$ 60,070,204	$ (3,256,051)	-5.7%
FUND TOTAL USES	$ 56,567,283	$ 56,599,487	$ 56,814,153	$ 56,341,730	$ 60,070,204	$ (3,256,051)	-5.7%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 7,100,480	$ 7,792,090	$ 7,792,090	$ 5,237,224	$ 6,747,174	$ 1,044,916	13.4%
FUND TOTAL USES	$ 7,100,480	$ 7,792,090	$ 7,792,090	$ 5,237,224	$ 6,747,174	$ 1,044,916	13.4%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 2,045,448	$ 2,000,000	$ 4,000,000	$ 2,000,000	$ 4,000,000	$ -	0.0%
NON-RECURRING	750,000	-	-	-	2,000,000	(2,000,000)	N/A
FUND TOTAL USES	$ 2,795,448	$ 2,000,000	$ 4,000,000	$ 2,000,000	$ 6,000,000	$ (2,000,000)	-50.0%
220 DIVERSION							
OPERATING	$ 819,212	$ 1,608,810	$ 1,608,810	$ 1,260,487	$ 1,653,756	$ (44,946)	-2.8%
NON-RECURRING	370,330	1,000,000	1,000,000	666,668	-	1,000,000	100.0%
FUND TOTAL USES	$ 1,189,542	$ 2,608,810	$ 2,608,810	$ 1,927,155	$ 1,653,756	$ 955,054	36.6%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,450,427	$ 1,400,000	$ 1,788,869	$ 1,710,171	$ 1,792,043	$ (3,174)	-0.2%
NON-RECURRING	-	-	33,885	33,885	-	33,885	100.0%
FUND TOTAL USES	$ 1,450,427	$ 1,400,000	$ 1,822,754	$ 1,744,056	$ 1,792,043	$ 30,711	1.7%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 314,162	$ 346,000	$ 346,000	$ 292,149	$ 346,000	$ -	0.0%
NON-RECURRING	-	-	75,000	52,845	-	75,000	100.0%
FUND TOTAL USES	$ 314,162	$ 346,000	$ 421,000	$ 344,994	$ 346,000	$ 75,000	17.8%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,415,176	$ 1,449,400	$ 1,449,400	$ 1,401,778	$ 1,056,900	$ 392,500	27.1%
NON-RECURRING	726,595	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,141,771	$ 1,449,400	$ 1,449,400	$ 1,401,778	$ 1,056,900	$ 392,500	27.1%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 2,420	$ 100,000	$ 100,000	$ 33,352	$ 100,000	$ -	0.0%
FUND TOTAL USES	$ 2,420	$ 100,000	$ 100,000	$ 33,352	$ 100,000	$ -	0.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 351	$ 40,000	$ 40,000	$ 14,709	$ 40,000	$ -	0.0%
FUND TOTAL USES	$ 351	$ 40,000	$ 40,000	$ 14,709	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 69,714,959	$ 71,335,787	$ 73,939,322	$ 68,291,600	$ 75,806,077	$ (1,866,755)	-2.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,846,925	$ 1,000,000	$ 1,108,885	$ 753,398	$ 2,000,000	$ (891,115)	-80.4%
DEPARTMENT TOTAL USES	$ 71,561,884	$ 72,335,787	$ 75,048,207	$ 69,044,998	$ 77,806,077	$ (2,757,870)	-3.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	32.50	25.50	30.00	32.00	30.00	-	0.0%
FINANCIAL SERVICES	6.00	7.00	7.00	7.00	7.00	-	0.0%
HUMAN RESOURCES	4.00	2.00	3.00	3.00	3.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	44.50	36.50	42.00	44.00	42.00	-	0.0%
COMMUNITY SERVICES							
VICTIM COMPENSATION	7.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	7.00	6.00	6.00	6.00	6.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	11.00	10.00	10.00	10.00	10.00	-	0.0%
DATA CENTER	2.00	2.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	11.00	10.00	10.00	10.00	10.00	-	0.0%
HELP DESK SUPPORT	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	33.00	31.00	30.00	30.00	30.00	-	0.0%
PROSECUTION							
AUTO THEFT PROSECUTION	24.00	20.00	14.00	14.00	14.00	-	0.0%
CHARGING ACTIVITY	118.50	104.00	160.00	160.00	159.00	(1.00)	(0.6%)
CHECK ENFORCEMENT	12.60	8.00	8.00	8.00	8.00	-	0.0%
COUNTY ATTORNEY INITIATED INV	64.00	59.00	58.00	58.00	58.00	-	0.0%
IDENTITY THEFT PROSECUTION	22.00	23.00	21.00	21.00	20.00	(1.00)	(4.8%)
METH MAJOR DRUGS PROSECUTION	34.00	33.00	32.00	30.00	32.00	-	0.0%
TRIAL	449.00	445.50	382.00	387.00	382.00	-	0.0%
VICTIM ASSISTANCE	81.00	77.00	71.00	71.00	71.00	-	0.0%
PROGRAM TOTAL	805.10	769.50	746.00	749.00	744.00	(2.00)	(0.3%)
DEPARTMENT TOTAL	889.60	843.00	824.00	829.00	822.00	(2.00)	(0.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	1.00	1.00	-	-	-	-	N/A
Admin/Operations Specialist	3.00	2.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	-	-	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	-	-	242.50	245.00	243.50	1.00	0.4%
Attorney - Associate	151.00	154.00	1.00	-	-	(1.00)	(100.0%)
Attorney - Senior	53.00	50.00	-	-	-	-	N/A
Attorney - Senior Associate	59.00	56.00	-	-	-	-	N/A
Attorney - Senior Counsel	-	-	-	1.00	-	-	N/A
Attorney -Capital Co-Counsel	20.00	20.00	22.00	22.00	22.00	-	0.0%
Attorney -Capital Lead Counsel	17.00	18.00	15.00	15.00	15.00	-	0.0%
Attorney Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Attorney Supervisor	26.00	25.00	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	5.00	3.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	-	-	-	1.00	1.00	1.00	N/A
County Attorney Chief Assistant	-	-	1.00	1.00	-	(1.00)	(100.0%)
County Attorney Special Assistant	-	-	2.00	3.00	3.00	1.00	50.0%
Data Security Analyst Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
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	-	0.0%
General Laborer	-	-	3.00	3.00	-	(3.00)	(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 Analyst	-	-	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	-	0.0%
Human Resources Support Supv	1.00	1.00	-	-	-	-	N/A
Intern	2.60	2.00	.50	.50	.50	-	0.0%
Investigation Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - MCAO	5.00	4.00	5.00	5.00	5.00	-	0.0%
Investigator	39.00	35.00	34.00	34.00	34.00	-	0.0%
Investigator - MCAO	2.00	2.00	3.00	3.00	3.00	-	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	93.00	89.00	88.00	89.00	86.00	(2.00)	(2.3%)
Legal Assistant Supv	5.00	5.00	8.00	11.00	8.00	-	0.0%
Legal Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Legal Support Specialist	97.00	96.00	90.00	90.00	90.00	-	0.0%
Legal Support Supervisor	42.00	37.00	38.00	38.00	38.00	-	0.0%
Management Analyst	3.00	3.00	2.00	2.00	2.00	-	0.0%
Media Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	128.00	112.00	112.00	112.00	115.00	3.00	2.7%
Office Assistant Specialized	9.00	7.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	-	-	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	-	-	-	-	-	N/A
Planner - Facilities	-	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	2.00	2.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	3.00	2.00	2.00	2.00	-	0.0%
Social Worker	55.00	53.00	47.00	47.00	47.00	-	0.0%
Social Worker Supervisor	8.00	7.00	8.00	8.00	8.00	-	0.0%
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%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	**889.60**	**843.00**	**824.00**	**829.00**	**822.00**	**(2.00)**	**(0.2%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	744.00	710.00	687.00	691.00	682.00	(5.00)	(0.7%)
219	COUNTY ATTORNEY GRANTS	71.00	65.00	62.00	63.00	62.00	-	0.0%
220	DIVERSION	3.00	6.00	19.00	19.00	19.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	31.00	28.00	27.00	27.00	30.00	3.00	11.1%
266	CHECK ENFORCEMENT PROGRAM	12.60	8.00	8.00	8.00	8.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	28.00	26.00	21.00	21.00	21.00	-	0.0%
Department Total		**889.60**	**843.00**	**824.00**	**829.00**	**822.00**	**(2.00)**	**(0.2%)**

Significant Variance Analysis

Eight (8) FTE are moved from the Fill the Gap Fund to the General Fund due to an anticipated decrease in State funding. These eight (8) FTE as were moved back to the Fill the Gap Fund with the addition of three (3) FTE more. There is also an overall net reduction of two (2) FTE per department requests during FY 2011.

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Increase budget by $1,667,744 for restatement of risk management charges from Non Departmental.
- Increase budget by $51,891 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $622,020 for restatement of baseline telecommunications.
- Increase budget by $25,342 for restatement of radio charges from non departmental.

Base Adjustments:

General Fund (100) Operating

- Increase revenues by $6,000 due to increased demand for discovery information.
- Increase Regular Benefits by $302,904 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $359,410 for retirement contribution rate increase.
- Right-size expenditures for a net decrease of $15,031 including:
    - Increase telecommunications charges by $113,880 to FY 2012 projected levels.
    - Increase equipment services charges by $14,109 to FY 2010 actual levels.
    - Decrease Other Personnel Services and Medical Services by $143,020 based on FY 2011 forecasted and historical actuals.

County Attorney Grants Fund (219) Operating

- Decrease revenue and expenditures by $1,044,916 due to an anticipated decrease in grant levels.
- Increase Regular Benefits by $22,320 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.

- Increase Regular Benefits by $31,656 for retirement contribution rate increase.
- Decrease Legal Services by $54,006 based on FY 2011 Forecast in order to absorb benefits increase.

Diversion Fund (220) Operating

- Increase revenue by $44,946 due to increased participation in diversion programs**.**
- Increase budget by $6,840 for employee health and dental fixed benefit rate based on switching from and individual department rate to a countywide rate.
- Increase Regular Benefits by $7,825 for retirement contribution rate increase.
- Increase Regular Benefits by $1,513 for life insurance being included in budget.
- Increase Other Services expenditures by $28,768 to allow the department to utilize revenue from increased participation in diversion programs.

County Attorney Fill the Gap Fund (221) Operating

- Increase Regular Benefits by $6,840 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $8,178 for retirement contribution rate increase.
- Decrease General Supplies by $15,018 based on FY 2011 Forecast in order to absorb benefits increase.

Criminal Justice Enhancement Fund (267) Operating

- Decrease revenue and expenditures $392,500 due to reduced funding from the State of Arizona.
- Increase Regular Benefits by $7,560 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $9,391 for retirement contribution rate increase.
- Decrease Other Pay and Other Benefits by $16,951 in order to absorb benefits increase.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
TBD	N/A	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victim compensation claims completed.	619	624	472	636	12	1.9%
Demand	Number of victim compensation claims received.	725	816	517	824	8	1.0%
Efficiency	Cost to process each victim compensation claim completed.	$ 2,659.19	$ 3,354.71	$ 3,078.10	$ 3,519.12	$ (164.41)	-4.9%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 804,000	$ 1,966,894	$ 1,668,261	$ 1,895,789	$ (71,105)	-3.6%
	268 - VICTIM COMP AND ASSISTANCE	145,798	100,000	105,312	100,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	33,613	40,000	21,515	40,000	-	0.0%
	TOTAL SOURCES	$ 983,411	$ 2,106,894	$ 1,795,088	$ 2,035,789	$ (71,105)	-3.4%
Expenditure							
	100 - GENERAL	$ 167,022	$ 137,824	$ 174,318	$ 200,248	$ (62,424)	-45.3%
	219 - COUNTY ATTORNEY GRANTS	1,476,243	1,815,515	1,230,484	1,897,913	(82,398)	-4.5%
	268 - VICTIM COMP AND ASSISTANCE	2,420	100,000	33,352	100,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	351	40,000	14,709	40,000	-	0.0%
	TOTAL USES	$ 1,646,036	$ 2,093,339	$ 1,452,863	$ 2,238,161	$ (144,822)	-6.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Rate of conviction	121.5%	91.3%	73.0%	91.3%	0.0%	0.0%
Percent of vehicle theft prosecutions completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of vehicle theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of adult criminal cases filed within deadlines.	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of juvenile cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Rate of conviction	112.4%	151.8%	83.0%	148.8%	(2.9%)	-1.9%
Percent of identity theft prosecutions completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of identity theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Rate of conviction	73.5%	240.9%	91.0%	237.8%	(3.1%)	-1.3%
Percent of meth and major drug offenses completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of meth and major drug offenses completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of adult criminal cases completed within 180 days.	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of victims satisfied as determined by a satisfaction survey.	87.1%	79.8%	84.0%	77.7%	(2.1%)	-2.7%

Activities that comprise this program include:

- Auto Theft Prosecution
- Charging
- Check Enforcement Program
- Identity Theft Prosecution
- County Attorney-Initiated Investigations
- Meth & Major Drug Prosecution
- Trial
- Victim Assistance

Auto Theft Prosecution Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	121.5%	91.3%	73.0%	91.3%	0.0%	0.0%
Result	Percent of vehicle theft prosecutions completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of vehicle thefts prosecuted	1,092	920	751	920	-	0.0%
Demand	Number of vehicle thefts submitted by law enforcement	1,817	1,372	1,057	1,372	-	0.0%
Efficiency	Cost per vehicle theft prosecuted	$ 1,171.19	$ 1,075.59	$ 1,334.17	$ 1,112.80	$ (37.22)	-3.5%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 156,534	$ 238,348	$ 108,296	$ 85,797	$ (152,551)	-64.0%
	TOTAL SOURCES	$ 156,534	$ 238,348	$ 108,296	$ 85,797	$ (152,551)	-64.0%
Expenditure							
	100 - GENERAL	$ 1,120,911	$ 896,518	$ 911,802	$ 934,323	$ (37,805)	-4.2%
	219 - COUNTY ATTORNEY GRANTS	158,030	93,021	90,162	89,457	3,564	3.8%
	TOTAL USES	$ 1,278,941	$ 989,539	$ 1,001,964	$ 1,023,780	$ (34,241)	-3.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult criminal cases filed within deadlines.	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Result	Percent of juvenile cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of adult criminal cases filed.	36,766	38,108	37,573	38,108	-	0.0%
Output	Number of juvenile cases filed.	-	-	-	-	-	N/A
Demand	Number of adult criminal cases submitted.	47,195	47,668	34,031	47,668	-	0.0%
Efficiency	Cost of adult criminal case filed	$ 211.22	$ 323.26	$ 310.51	$ 316.62	$ 6.64	2.1%
Revenue							
	221 - COUNTY ATTORNEY FILL THE GAP	$ 684,923	$ 520,000	$ 520,000	$ 520,000	$ -	0.0%
	TOTAL SOURCES	$ 684,923	$ 520,000	$ 520,000	$ 520,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 6,666,170	$ 9,430,794	$ 9,092,017	$ 9,284,507	$ 146,287	1.6%
	219 - COUNTY ATTORNEY GRANTS	135,283	219,079	109,397	236,266	(17,187)	-7.8%
	220 - DIVERSION	-	1,066,804	1,043,560	1,062,263	4,541	0.4%
	221 - COUNTY ATTORNEY FILL THE GAP	422,426	1,131,252	959,059	1,124,530	6,722	0.6%
	267 - CRIM JUSTICE ENHANCEMENT	541,937	470,808	462,876	358,196	112,612	23.9%
	TOTAL USES	$ 7,765,816	$ 12,318,737	$ 11,666,909	$ 12,065,762	$ 252,975	2.1%

Target Adjustments:

General Fund (100) Operating

- Increase expenditures by $241,771 for County Attorney Luhrs Lease.

Base Adjustments:

County Attorney Fill the Gap Fund (221) Operating

- During budget development, it was expected that Fill the Gap funding from the state would be reduced by $516,826 and revenues and expenditures were adjusted accordingly. The state decided not to cut this funding and between tentative and final adoption revenues and expenditures were increased by $520,000.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	0.0%	N/A	N/A	N/A	N/A	N/A
Output	Number of checks resolved through collection of restitution	7,344	6,792	4,594	6,860	68	1.0%
Demand	Number of checks received into the Check Enforcement Program.	6,087	6,236	4,546	6,296	60	1.0%
Efficiency	Cost per check resolved through collection of restitution	$ 42.75	$ 61.85	$ 83.63	$ 50.44	$ 11.41	18.5%
Revenue							
	266 - CHECK ENFORCEMENT PROGRAM	$ 316,450	$ 346,000	$ 325,112	$ 346,000	$ -	0.0%
	TOTAL SOURCES	$ 316,450	$ 346,000	$ 325,112	$ 346,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ -	$ -	$ 1,377	$ -	$ -	N/A
	220 - DIVERSION	-	-	38,715	-	-	N/A
	266 - CHECK ENFORCEMENT PROGRAM	313,970	420,100	344,094	346,000	74,100	17.6%
	TOTAL USES	$ 313,970	$ 420,100	$ 384,186	$ 346,000	$ 74,100	17.6%

Base Adjustments:

Check Enforcement Program Fund (266) Operating

- Increase Regular benefits by $2,880 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $2,271 for retirement contribution rate increase.
- Decrease Other Services $5,151 based on FY 2011 Forecast in order to absorb benefits.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	112.4%	151.8%	83.0%	148.8%	(2.9%)	-1.9%
Result	Percent of identity theft prosecutions completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Result	Percent of identity theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of identity thefts prosecuted	950	1,020	881	1,040	20	2.0%
Demand	Number of identity thefts submitted by law enforcement	1,293	1,268	1,075	1,300	32	2.5%
Efficiency	Cost per identity theft prosecuted	$ 947.12	$ 1,361.86	$ 1,628.80	$ 1,467.22	$ (105.36)	-7.7%
Expenditure							
	100 - GENERAL	$ 899,762	$ 1,389,093	$ 1,434,970	$ 1,525,907	$ (136,814)	-9.8%
	TOTAL USES	$ 899,762	$ 1,389,093	$ 1,434,970	$ 1,525,907	$ (136,814)	-9.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of County Attorney pre-filing initiated investigative inquiries completed.	14,468	15,224	11,842	15,376	152	1.0%
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested.	14,506	14,632	11,807	14,780	148	1.0%
Efficiency	Cost per investigative services request completed.	$ 340.59	$ 293.10	$ 358.41	$ 300.01	$ (6.91)	-2.4%
Expenditure							
	100 - GENERAL	$ 4,653,027	$ 3,911,025	$ 3,905,382	$ 3,996,058	$ (85,033)	-2.2%
	219 - COUNTY ATTORNEY GRANTS	231,375	521,967	295,716	575,714	(53,747)	-10.3%
	221 - COUNTY ATTORNEY FILL THE GAP	43,255	29,188	43,234	41,165	(11,977)	-41.0%
	TOTAL USES	$ 4,927,657	$ 4,462,180	$ 4,244,332	$ 4,612,937	$ (150,757)	-3.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	73.5%	240.9%	91.0%	237.8%	(3.1%)	-1.3%
Result	Percent of meth and major drug offenses completed within 90 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Result	Percent of meth and major drug offenses completed within 180 days of arraignment	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of meth and major drug offenses prosecuted	2,313	1,212	1,635	1,228	16	1.3%
Demand	Number of meth and major drug offenses submitted by law enforcement	2,583	1,444	1,775	1,588	144	10.0%
Efficiency	Cost per meth and major drug offense prosecuted	$ 1,144.23	$ 2,332.24	$ 1,536.18	$ 2,336.02	$ (3.78)	-0.2%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 2,098,685	$ 1,992,108	$ 1,387,554	$ 1,657,175	$ (334,933)	-16.8%
	TOTAL SOURCES	$ 2,098,685	$ 1,992,108	$ 1,387,554	$ 1,657,175	$ (334,933)	-16.8%
Expenditure							
	100 - GENERAL	$ 1,091,217	$ 1,307,848	$ 1,153,391	$ 1,462,878	$ (155,030)	-11.9%
	219 - COUNTY ATTORNEY GRANTS	1,555,385	1,470,792	1,315,171	1,356,245	114,547	7.8%
	220 - DIVERSION	-	48,034	43,092	49,509	(1,475)	-3.1%
	TOTAL USES	$ 2,646,602	$ 2,826,674	$ 2,511,654	$ 2,868,632	$ (41,958)	-1.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult criminal cases completed within 180 days.	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of adult criminal cases completed.	35,036	34,620	24,811	34,620	-	0.0%
Demand	Number of adult criminal cases filed.	38,771	38,108	37,573	38,108	-	0.0%
Efficiency	Cost per adult criminal case completed.	$ 1,138.43	$ 1,100.87	$ 1,398.39	$ 1,131.04	$ (30.17)	-2.7%
Revenue							
	100 - GENERAL	$ 35,356	$ 30,000	$ 42,847	$ -	$ (30,000)	-100.0%
	219 - COUNTY ATTORNEY GRANTS	2,369,895	2,568,481	604,606	2,432,504	(135,977)	-5.3%
	213 - COUNTY ATTORNEY RICO	3,457,694	4,000,000	4,000,046	4,000,000	-	0.0%
	221 - COUNTY ATTORNEY FILL THE GAP	1,083,410	1,268,869	1,268,982	1,272,043	3,174	0.3%
	267 - CRIM JUSTICE ENHANCEMENT	1,519,419	1,449,400	1,441,072	1,056,900	(392,500)	-27.1%
	TOTAL SOURCES	$ 8,465,774	$ 9,316,750	$ 7,357,553	$ 8,761,447	$ (555,303)	-6.0%
Expenditure							
	100 - GENERAL	$ 32,491,818	$ 29,945,642	$ 29,967,407	$ 30,405,290	$ (459,648)	-1.5%
	219 - COUNTY ATTORNEY GRANTS	2,371,075	2,714,161	1,297,664	1,584,864	1,129,297	41.6%
	213 - COUNTY ATTORNEY RICO	2,795,448	4,000,000	2,000,000	6,000,000	(2,000,000)	-50.0%
	221 - COUNTY ATTORNEY FILL THE GAP	927,401	626,216	703,164	626,348	(132)	-0.0%
	267 - CRIM JUSTICE ENHANCEMENT	1,300,305	826,043	727,267	540,067	285,976	34.6%
	TOTAL USES	$ 39,886,047	$ 38,112,062	$ 34,695,502	$ 39,156,569	$ (1,044,507)	-2.7%

Base Adjustments:

County Attorney RICO Fund (213) Operating

- Increase revenue and expenditure appropriations by $2,000,000 due to increased revenue received by the department.

County Attorney RICO Fund (213) Non-Recurring

- Increase expenditures by $2,000,000 in order to use fund balance to replace or improve the current case management system.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of victims satisfied as determined by a satisfaction survey.	87.1%	79.8%	84.0%	77.7%	(2.1%)	-2.7%
Output	Number of victims receiving services.	6,481	6,560	4,788	7,216	656	10.0%
Output	Number of victims participating in satisfaction survey	607	732	383	752	20	2.7%
Demand	Number of victims entitled to receive victim services.	27,057	18,800	15,797	18,988	188	1.0%
Efficiency	Cost per victim who received services.	$ 659.73	$ 635.07	$ 836.18	$ 560.47	$ 74.60	11.7%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 688,686	$ 693,909	$ 933,850	$ 675,909	$ (18,000)	-2.6%
	TOTAL SOURCES	$ 688,686	$ 693,909	$ 933,850	$ 675,909	$ (18,000)	-2.6%
Expenditure							
	100 - GENERAL	$ 3,400,253	$ 3,273,396	$ 3,107,800	$ 3,086,609	$ 186,787	5.7%
	219 - COUNTY ATTORNEY GRANTS	775,297	815,323	789,913	876,101	(60,778)	-7.5%
	267 - CRIM JUSTICE ENHANCEMENT	100,165	77,337	105,910	81,645	(4,308)	-5.6%
	TOTAL USES	$ 4,275,715	$ 4,166,056	$ 4,003,623	$ 4,044,355	$ 121,701	2.9%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 56,599,487**	**$ 30,000**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 214,666**	**$ -**
County Attorney Luhrs Lease	*C-19-11-006-1-00*		*214,666*	-
FY 2011 Revised Budget			**$ 56,814,153**	**$ 30,000**
Adjustments:	Agenda Item:			
Restatements			**$ 2,366,997**	**$ -**
Risk Mgt Chgs from Non Dept			*1,667,744*	-
Equip Svcs Chgs from Non Dept			*51,891*	-
Telecomm Chgs from Non Dept			*622,020*	-
Radio Chgs from Non Dept			*25,342*	-
Supplemental Funding				
Mid Year Adjustments			**$ 241,771**	**$ -**
County Attorney Luhrs Lease	*C-19-11-006-1-00*		*241,771*	-
FY 2012 Budget Target			**$ 59,422,921**	**$ 30,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 662,314**	**$ -**
Emp Health Dental Prem Realloc			*302,904*	-
Retirement Contributions			*359,410*	-
Base Adjustments			**$ (15,031)**	**$ -**
Other Base Adjustments			*(15,031)*	-
Increase Telecommunications Charges to FY 2012 Projected Levels		*$ 113,880*		
Increase Equipment Services Charges to FY 2010 Acutal Levels		*14,109*		
Decrease Other Personnel Services and Medical Services based on FY 2011 Forecast		*(143,020)*		
Fees and Other Revenues			**$ -**	**$ 6,000**
ProgRevenue Volume Inc/Dec			*-*	*6,000*
FY 2012 Adopted Budget			**$ 60,070,204**	**$ 36,000**
Percent Change from Target Amount			*1.1%*	*20.0%*

County Attorney RICO Fund (213)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,000,000**	**$ 2,000,000**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ 2,000,000**	**$ 2,000,000**
County Atty RICO Increase	*C-19-11-049-2-00*	*2,000,000*	*2,000,000*
FY 2011 Revised Budget		**$ 4,000,000**	**$ 4,000,000**
FY 2012 Budget Target		**$ 4,000,000**	**$ 4,000,000**
FY 2012 Adopted Budget		**$ 4,000,000**	**$ 4,000,000**
Percent Change from Target Amount		*0.0%*	*0.0%*

County Attorney RICO Fund (213) (continued)

		Expenditures	Revenue
MCAO CASE MANAGEMENT SYSTEM			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 2,000,000**	**$ -**
Other IT Non-Recurring		*2,000,000*	-
Replace Case Management System	*$ 2,000,000*		
FY 2012 Adopted Budget		**$ 2,000,000**	**$ -**
Percent Change from Target Amount			

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,894,624	$ 1,531,127	$ 1,531,127	$ 2,556,868	$ 4,556,914
Sources:					
Operating	$ 3,457,694	$ 2,000,000	$ 4,000,000	$ 4,000,046	$ 4,000,000
Total Sources:	$ 3,457,694	$ 2,000,000	$ 4,000,000	$ 4,000,046	$ 4,000,000
Uses:					
Operating	$ 2,045,448	$ 2,000,000	$ 4,000,000	$ 2,000,000	$ 4,000,000
Non-Recurring	750,000	-	-	-	2,000,000
Total Uses:	$ 2,795,448	$ 2,000,000	$ 4,000,000	$ 2,000,000	$ 6,000,000
Structural Balance	$ 1,412,246	$ -	$ -	$ 2,000,046	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,556,868	$ 1,531,127	$ 1,531,127	$ 4,556,914	$ 2,556,914
Total Ending Spendable Fund Balance	$ 2,556,868	$ 1,531,127	$ 1,531,127	$ 4,556,914	$ 2,556,914

County Attorney Grants Fund (219)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 7,792,090**	**$ 7,792,090**
FY 2011 Revised Budget	**$ 7,792,090**	**$ 7,792,090**
FY 2012 Budget Target	**$ 7,792,090**	**$ 7,792,090**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 54,006**	**$ -**
Emp Health Dental Prem Realloc	*22,320*	-
Retirement Contributions	*31,686*	-
Base Adjustments	**$ (54,006)**	**$ -**
Other Base Adjustments	*(54,006)*	-
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (1,044,916)**	**$ (1,044,916)**
Grant Reconciliation	*(1,044,916)*	*(1,044,916)*
FY 2012 Adopted Budget	**$ 6,747,174**	**$ 6,747,174**
Percent Change from Target Amount	*-13.4%*	*-13.4%*

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (19,791)	$ (285,323)	$ (285,323)	$ (32,634)	$ 49,670
Sources:					
Operating	$ 6,133,345	$ 7,792,090	$ 7,792,090	$ 5,319,528	$ 6,747,174
Total Sources:	$ 6,133,345	$ 7,792,090	$ 7,792,090	$ 5,319,528	$ 6,747,174
Uses:					
Operating	$ 7,100,480	$ 7,792,090	$ 7,792,090	$ 5,237,224	$ 6,747,174
Total Uses:	$ 7,100,480	$ 7,792,090	$ 7,792,090	$ 5,237,224	$ 6,747,174
Structural Balance	$ (967,135)	$ -	$ -	$ 82,304	$ -
Accounting Adjustments	$ 954,292	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 49,670	$ 49,670
Unassigned	(32,634)	(285,323)	(285,323)	-	-
Total Ending Spendable Fund Balance	$ (32,634)	$ (285,323)	$ (285,323)	$ 49,670	$ 49,670

Diversion Fund (220)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,608,810**	**$ 1,608,810**
FY 2011 Revised Budget	**$ 1,608,810**	**$ 1,608,810**
FY 2012 Budget Target	**$ 1,608,810**	**$ 1,608,810**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 14,665**	**$ -**
Emp Health Dental Prem Realloc	*6,840*	-
Retirement Contributions	*7,825*	-
Base Adjustments	**$ 30,281**	**$ -**
Other Base Adjustments	*30,281*	-
Fees and Other Revenues	**$ -**	**$ 44,946**
ProgRevenue Volume Inc/Dec	-	*44,946*
FY 2012 Adopted Budget	**$ 1,653,756**	**$ 1,653,756**
Percent Change from Target Amount	*2.8%*	*2.8%*

Diversion Fund (220) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,443,719	$ 1,625,241	$ 1,625,241	$ 1,978,503	$ 1,715,281
Sources:					
Operating	$ 1,724,323	$ 1,608,810	$ 1,608,810	$ 1,663,933	$ 1,653,756
Total Sources:	$ 1,724,323	$ 1,608,810	$ 1,608,810	$ 1,663,933	$ 1,653,756
Uses:					
Operating	$ 819,212	$ 1,608,810	$ 1,608,810	$ 1,260,487	$ 1,653,756
Non-Recurring	370,330	1,000,000	1,000,000	666,668	-
Total Uses:	$ 1,189,542	$ 2,608,810	$ 2,608,810	$ 1,927,155	$ 1,653,756
Structural Balance	$ 905,111	$ -	$ -	$ 403,446	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,978,503	$ 625,241	$ 625,241	$ 1,715,281	$ 1,715,281
Total Ending Spendable Fund Balance	$ 1,978,503	$ 625,241	$ 625,241	$ 1,715,281	$ 1,715,281

County Attorney Fill the Gap Fund (221)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 1,400,000**	**$ 1,400,000**
Adjustments:	Agenda Item:		
Supplemental Funding			
Mid Year Adjustments		**$ 388,869**	**$ 388,869**
Co Atty Fill the Gap Oct 2010	*C-19-11-013-2-00*	*388,869*	*388,869*
FY 2011 Revised Budget		**$ 1,788,869**	**$ 1,788,869**
FY 2012 Budget Target		**$ 1,788,869**	**$ 1,788,869**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 15,018**	**$ -**
Emp Health Dental Prem Realloc		*6,840*	*-*
Retirement Contributions		*8,178*	*-*
Base Adjustments		**$ (15,018)**	**$ -**
Other Base Adjustments		*(15,018)*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (516,826)**	**$ (516,826)**
Grant Reconciliation		*(516,826)*	*(516,826)*
FY 2012 Tentative Budget		**$ 1,272,043**	**$ 1,272,043**
Percent Change from Target Amount		*-28.9%*	*-28.9%*
Adjustments:			
Fees and Other Revenues		**$ 520,000**	**$ 520,000**
ProgRevenue Volume Inc/Dec		*520,000*	*520,000*
FY 2012 Adopted Budget		**$ 1,792,043**	**$ 1,792,043**
Percent Change from Target Amount		*0.2%*	*0.2%*

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 192	$ 84,504	$ 84,504	$ 320,209	$ 370,075
Sources:					
Operating	$ 1,770,437	$ 1,400,000	$ 1,788,869	$ 1,793,922	$ 1,792,043
Total Sources:	$ 1,770,437	$ 1,400,000	$ 1,788,869	$ 1,793,922	$ 1,792,043
Uses:					
Operating	$ 1,450,427	$ 1,400,000	$ 1,788,869	$ 1,710,171	$ 1,792,043
Non-Recurring	-	-	33,885	33,885	-
Total Uses:	$ 1,450,427	$ 1,400,000	$ 1,822,754	$ 1,744,056	$ 1,792,043
Structural Balance	$ 320,010	$ -	$ -	$ 83,751	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 320,209	$ 84,504	$ 50,619	$ 370,075	$ 370,075
Total Ending Spendable Fund Balance	$ 320,209	$ 84,504	$ 50,619	$ 370,075	$ 370,075

Check Enforcement Fund (266)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 346,000**	**$ 346,000**
FY 2011 Revised Budget	**$ 346,000**	**$ 346,000**
FY 2012 Budget Target	**$ 346,000**	**$ 346,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 5,151**	**$ -**
Emp Health Dental Prem Realloc	*2,880*	-
Retirement Contributions	*2,271*	-
Base Adjustments	**$ (5,151)**	**$ -**
Other Base Adjustments	*(5,151)*	-
FY 2012 Adopted Budget	**$ 346,000**	**$ 346,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 130,978	$ 171,271	$ 171,271	$ 134,719	$ 115,606
Sources:					
Operating	$ 317,902	$ 346,000	$ 346,000	$ 325,881	$ 346,000
Total Sources:	$ 317,902	$ 346,000	$ 346,000	$ 325,881	$ 346,000
Uses:					
Operating	$ 314,162	$ 346,000	$ 346,000	$ 292,149	$ 346,000
Non-Recurring	-	-	75,000	52,845	-
Total Uses:	$ 314,162	$ 346,000	$ 421,000	$ 344,994	$ 346,000
Structural Balance	$ 3,740	$ -	$ -	$ 33,732	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 134,719	$ 171,271	$ 96,271	$ 115,606	$ 115,606
Total Ending Spendable Fund Balance	$ 134,719	$ 171,271	$ 96,271	$ 115,606	$ 115,606

Criminal Justice Enhancement Fund (267)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,449,400**	**$ 1,449,400**
FY 2011 Revised Budget	**$ 1,449,400**	**$ 1,449,400**
FY 2012 Budget Target	**$ 1,449,400**	**$ 1,449,400**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 16,951**	**$ -**
Emp Health Dental Prem Realloc	*7,560*	-
Retirement Contributions	*9,391*	-
Base Adjustments	**$ (16,951)**	**$ -**
Other Base Adjustments	*(16,951)*	-
Fees and Other Revenues	**$ (392,500)**	**$ (392,500)**
ProgRevenue Volume Inc/Dec	*(392,500)*	*(392,500)*
FY 2012 Adopted Budget	**$ 1,056,900**	**$ 1,056,900**
Percent Change from Target Amount	*-27.1%*	*-27.1%*

Criminal Justice Enhancement Fund (267) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 772,264	$ 75,491	$ 75,491	$ 157,750	$ 199,549
Sources:					
Operating	$ 1,527,253	$ 1,449,400	$ 1,449,400	$ 1,443,577	$ 1,056,900
Total Sources:	$ 1,527,253	$ 1,449,400	$ 1,449,400	$ 1,443,577	$ 1,056,900
Uses:					
Operating	$ 1,415,176	$ 1,449,400	$ 1,449,400	$ 1,401,778	$ 1,056,900
Non-Recurring	726,595	-	-	-	-
Total Uses:	$ 2,141,771	$ 1,449,400	$ 1,449,400	$ 1,401,778	$ 1,056,900
Structural Balance	$ 112,077	$ -	$ -	$ 41,799	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 157,750	$ 75,491	$ 75,491	$ 199,549	$ 199,549
Total Ending Spendable Fund Balance	$ 157,750	$ 75,491	$ 75,491	$ 199,549	$ 199,549

Victim Compensation and Assistance Fund (268)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 100,000**	**$ 100,000**
FY 2011 Revised Budget	**$ 100,000**	**$ 100,000**
FY 2012 Budget Target	**$ 100,000**	**$ 100,000**
FY 2012 Adopted Budget	**$ 100,000**	**$ 100,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 800,133	$ 915,786	$ 915,786	$ 947,300	$ 1,024,837
Sources:					
Operating	$ 149,589	$ 100,000	$ 100,000	$ 110,889	$ 100,000
Total Sources:	$ 149,589	$ 100,000	$ 100,000	$ 110,889	$ 100,000
Uses:					
Operating	$ 2,420	$ 100,000	$ 100,000	$ 33,352	$ 100,000
Total Uses:	$ 2,420	$ 100,000	$ 100,000	$ 33,352	$ 100,000
Structural Balance	$ 147,169	$ -	$ -	$ 77,537	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 947,300	$ 915,786	$ 915,786	$ 1,024,837	$ 1,024,837
Total Ending Spendable Fund Balance	$ 947,300	$ 915,786	$ 915,786	$ 1,024,837	$ 1,024,837

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 40,000**	**$ 40,000**
FY 2011 Revised Budget	**$ 40,000**	**$ 40,000**
FY 2012 Budget Target	**$ 40,000**	**$ 40,000**
FY 2012 Adopted Budget	**$ 40,000**	**$ 40,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 727,061	$ 758,083	$ 758,083	$ 763,302	$ 778,036
Sources:					
Operating	$ 36,593	$ 40,000	$ 40,000	$ 29,443	$ 40,000
Total Sources:	$ 36,593	$ 40,000	$ 40,000	$ 29,443	$ 40,000
Uses:					
Operating	$ 351	$ 40,000	$ 40,000	$ 14,709	$ 40,000
Total Uses:	$ 351	$ 40,000	$ 40,000	$ 14,709	$ 40,000
Structural Balance	$ 36,242	$ -	$ -	$ 14,734	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 763,302	$ 758,083	$ 758,083	$ 778,036	$ 778,036
Total Ending Spendable Fund Balance	$ 763,302	$ 758,083	$ 758,083	$ 778,036	$ 778,036

County Attorney Civil

Analysis by Lauren M. Cochran, Senior Management and Budget Analyst

Summary

Mission

Since the creation of this department in FY 2008-09, the department has not yet created a mission statement.

Vision

Since the creation of this department in FY 2008-09, the department has not yet created a vision statement.

Strategic Goals

Since the creation of this department in FY 2008-09, the department has not yet created strategic goals.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
LAAC - LEGAL ADVICE	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
19CL - CIVIL LEGAL SERVICES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
TOTAL PROGRAMS	**$ 44,168**	**$ -**	**$ -**	**$ 75,935**	**$ 91,200**	**$ 91,200**	**N/A**
USES							
PRAS - PROPERTY ASSESSMENT	$ -	$ 2,288,753	$ 3,331,906	$ 1,116,505	$ -	$ 3,331,906	100.0%
12PA - PROPERTY ASSESSMENT	$ -	$ 2,288,753	$ 3,331,906	$ 1,116,505	$ -	$ 3,331,906	100.0%
LAAC - LEGAL ADVICE	$ 12,630,095	$ 9,197,357	$ 7,878,090	$ 10,882,813	$ 9,877,746	$ (1,999,656)	-25.4%
19CL - CIVIL LEGAL SERVICES	$ 12,630,095	$ 9,197,357	$ 7,878,090	$ 10,882,813	$ 9,877,746	$ (1,999,656)	-25.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ 760	$ 25,337	$ (25,337)	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 760	$ 25,337	$ (25,337)	N/A
TOTAL PROGRAMS	**$ 12,630,095**	**$ 11,486,110**	**$ 11,209,996**	**$ 12,000,078**	**$ 9,903,083**	**$ 1,306,913**	**11.7%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
SUBTOTAL	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
ALL REVENUES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
TOTAL SOURCES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,901,479	$ 5,111,869	$ 6,693,050	$ 5,811,887	$ 6,684,969	$ 8,081	0.1%
0705 - TEMPORARY PAY	97	-	-	-	-	-	N/A
0710 - OVERTIME	4,615	-	-	928	-	-	N/A
0750 - FRINGE BENEFITS	1,612,078	1,516,925	1,968,555	1,663,967	2,094,882	(126,327)	-6.4%
0790 - OTHER PERSONNEL SERVICES	2,798	26,000	33,689	25,786	27,081	6,608	19.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(1,261,214)	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	361,306	1,483,827	388,912	388,912	472,458	(83,546)	-21.5%
SUBTOTAL	$ 7,882,373	$ 6,877,407	$ 9,084,206	$ 7,891,480	$ 9,279,390	$ (195,184)	-2.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 185,306	$ 184,108	$ 168,921	$ 74,759	$ 93,759	$ 75,162	44.5%
0802 - MEDICAL SUPPLIES	277	-	-	-	-	-	N/A
0803 - FUEL	(1)	720	784	784	300	484	61.7%
0804 - NON-CAPITAL EQUIPMENT	48,990	105,400	107,529	64,393	12,789	94,740	88.1%
SUBTOTAL	$ 234,572	$ 290,228	$ 277,234	$ 139,936	$ 106,848	$ 170,386	61.5%
SERVICES							
0810 - LEGAL SERVICES	$ 4,292,115	$ 4,104,678	$ 1,529,485	$ 3,709,816	$ 216,000	$ 1,313,485	85.9%
0812 - OTHER SERVICES	118,871	32,651	90,820	109,343	117,148	(26,328)	-29.0%
0820 - RENT & OPERATING LEASES	29,393	42,483	57,628	45,455	53,120	4,508	7.8%
0825 - REPAIRS AND MAINTENANCE	943	43,451	49,487	14,316	17,909	31,578	63.8%
0830 - INTERGOVERNMENTAL PAYMENTS	5,309	-	-	6,896	4,821	(4,821)	N/A
0839 - INTERNAL SERVICE CHARGES	20,245	13,031	15,087	13,886	32,525	(17,438)	-115.6%
0841 - TRAVEL	13,421	2,568	12,536	17,323	19,694	(7,158)	-57.1%
0842 - EDUCATION AND TRAINING	17,496	52,200	65,666	31,379	33,039	32,627	49.7%
0843 - POSTAGE/FREIGHT/SHIPPING	13,460	15,397	17,834	20,249	22,589	(4,755)	-26.7%
SUBTOTAL	$ 4,511,253	$ 4,306,459	$ 1,838,543	$ 3,968,663	$ 516,845	$ 1,321,698	71.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ (1)	$ -	$ -	N/A
0950 - DEBT SERVICE	1,897	12,016	10,013	-	-	10,013	100.0%
SUBTOTAL	$ 1,897	$ 12,016	$ 10,013	$ (1)	$ -	$ 10,013	100.0%
ALL EXPENDITURES	$ 12,630,095	$ 11,486,110	$ 11,209,996	$ 12,000,078	$ 9,903,083	$ 1,306,913	11.7%
TOTAL USES	$ 12,630,095	$ 11,486,110	$ 11,209,996	$ 12,000,078	$ 9,903,083	$ 1,306,913	11.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
FUND TOTAL SOURCES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A
DEPARTMENT TOTAL SOURCES	$ 44,168	$ -	$ -	$ 75,935	$ 91,200	$ 91,200	N/A

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 8,900,797	$ 11,164,255	$ 9,475,635	$ 10,563,235	$ 8,384,465	$ 1,091,170	11.5%
NON-RECURRING	3,729,298	321,855	1,734,361	1,436,843	1,518,618	215,743	12.4%
FUND TOTAL USES	$ 12,630,095	$ 11,486,110	$ 11,209,996	$ 12,000,078	$ 9,903,083	$ 1,306,913	11.7%
DEPARTMENT OPERATING TOTAL USES	$ 8,900,797	$ 11,164,255	$ 9,475,635	$ 10,563,235	$ 8,384,465	$ 1,091,170	11.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 3,729,298	$ 321,855	$ 1,734,361	$ 1,436,843	$ 1,518,618	$ 215,743	12.4%
DEPARTMENT TOTAL USES	$ 12,630,095	$ 11,486,110	$ 11,209,996	$ 12,000,078	$ 9,903,083	$ 1,306,913	11.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL LEGAL SERVICES							
LEGAL ADVICE	87.00	91.50	172.00	95.50	96.00	(76.00)	(44.2%)
PROGRAM TOTAL	87.00	91.50	172.00	95.50	96.00	(76.00)	(44.2%)
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	-	-	16.50	-	-	(16.50)	(100.0%)
PROGRAM TOTAL	-	-	16.50	-	-	(16.50)	(100.0%)
DEPARTMENT TOTAL	87.00	91.50	188.50	95.50	96.00	(92.50)	(49.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrative Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Staff Supv	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Administrative Supervisor	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Attorney	-	-	42.50	22.50	26.00	(16.50)	(38.8%)
Attorney - Associate	2.00	1.00	-	-	-	-	N/A
Attorney - Civil Practice Mgr	-	-	5.00	-	-	(5.00)	(100.0%)
Attorney - General Counsel	7.00	4.00	4.00	4.00	-	(4.00)	(100.0%)
Attorney - Senior	18.00	16.00	5.00	-	-	(5.00)	(100.0%)
Attorney - Senior Associate	7.50	5.50	2.00	-	-	(2.00)	(100.0%)
Attorney - Senior Counsel	-	14.00	26.00	15.00	18.00	(8.00)	(30.8%)
Attorney Manager	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Director - Litigation	1.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
Finan/Business Analyst - Dept	-	-	1.00	-	1.00	-	0.0%
Intern	1.50	-	-	-	-	-	N/A
Legal Assistant	18.00	17.00	37.00	16.00	20.00	(17.00)	(45.9%)
Legal Assistant Supv	1.00	1.00	4.00	2.00	2.00	(2.00)	(50.0%)
Legal Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Legal Support Specialist	11.00	12.00	25.00	14.00	13.00	(12.00)	(48.0%)
Legal Support Supervisor	5.00	3.00	6.00	3.00	3.00	(3.00)	(50.0%)
Nurse Legal Consultant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	13.00	6.00	6.00	6.00	-	(6.00)	(100.0%)
Office Assistant Specialized	-	6.00	17.00	6.00	11.00	(6.00)	(35.3%)
Department Total	**87.00**	**91.50**	**188.50**	**95.50**	**96.00**	**(92.50)**	**(49.1%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	87.00	91.50	188.50	95.50	96.00	(92.50)	(49.1%)
Department Total	**87.00**	**91.50**	**188.50**	**95.50**	**96.00**	**(92.50)**	**(49.1%)**

Significant Variance Analysis

The increase in FTE from FY 2011 to FY 2012 is due to the restatement of General Litigation and Special Litigation back into the Civil Division. The 16.50 FTE in Property Assessment in FY 2011 were moved to Legal Advice in FY 2012 pending a Strategic Plan update and proper alignment of staff. FY 2011 Revised numbers are overstated as they include positions that were inactivated as well as all new positions created with the restatement of General Litigation and Special Litigation back into the Civil Division.

General Adjustments

Target Adjustment:

- Reallocate Outside Counsel to Non-Departments for an expenditure reduction of $3,131,844.
- Increase budget by $4,303 for restatement of risk management charges from Non-Departmental.
- Increase expenditures by $1,947,600 for the restatement of Special Litigation to County Attorney Civil.
- Increase expenditures by $5,847,068 for the restatement of General Litigation to County Attorney Civil.

Base Adjustments:

- Increase Revenues to $91,200 for the Housing Authority retainer.
- Increase Regular Benefits by $42,132 for employee health and dental fixed benefit rate based on switching from an individual rate to a countywide rate.

- Increase Regular Benefits by $49,143 for retirement contribution rate increase.
- Increase expenditures by $9,489 for Life Insurance.
- Increase expenditures $83,546 due to an increased Allocation-In from County Attorney Prosecution for the administrative costs of Civil.
- Increase expenditure by $29,259 for a restatement adjustment.
- Increase expenditures by $120,000 for the addition of one (1) Attorney and related supplies and services for work on Public Fiduciary cases.
- Increase expenditures in Non-Recurring/Non-Project by $1,518,618 for the addition of 16.5 staff and related supplies and services to work on the tax appeals back log.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED 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		
Output	Number of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed	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		
Efficiency	Cost per claim, protest, lawsuit, appeal, and response to request for legal advice	N/A	N/A	N/A	N/A		
Revenue							
	100 - GENERAL	$ 44,168	$ -	$ 75,935	$ 91,200	$ 91,200	
	TOTAL SOURCES	$ 44,168	$ -	$ 75,935	$ 91,200	$ 91,200	
Expenditure							
	100 - GENERAL	$ 12,630,095	$ 7,878,090	$ 10,882,813	$ 9,877,746	$ (1,999,656)	-25.4%
	TOTAL USES	$ 12,630,095	$ 7,878,090	$ 10,882,813	$ 9,877,746	$ (1,999,656)	-25.4%

Activity Narrative: The FY 2012 budget includes the restatement of General Litigation and Special Litigation into the Civil Division as well as a right-sizing of the Legal Advice Activity.

Property Assessment Program

The purpose of the Property Assessment Program is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

Activities that comprise this program include:

- Property Assessment Activity

Property Assessment Activity

The purpose of the Property Assessment Activity is to provide property assessments to Maricopa County property owners so they can be fairly and equitably taxed.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Measures have not yet been defined for the Acitivity.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Measures have not yet been defined for the Acitivity.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Measures have not yet been defined for the Acitivity.	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Measures have not yet been defined for the Acitivity.	N/A	N/A	N/A	N/A		N/A
Expenditure							
	100 - GENERAL	$ -	$ 3,331,906	$ 1,116,505	$ -	$ 3,331,906	100.0%
	TOTAL USES	$ -	$ 3,331,906	$ 1,116,505	$ -	$ 3,331,906	100.0%

Activity Narrative: The department is in the process of restructuring Activity budgets.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 3,383,769**	**$ -**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 2,157,017**	**$ -**
Co Atty Civil Services	*C-19-11-055-2-00*		*40,000*	-
Create Civil Services Division	*C-49-11-051-2-00*		*2,117,017*	-
FY 2011 Revised Budget			**$ 5,540,786**	**$ -**
Adjustments:	Agenda Item:			
Reallocations			**$ (3,131,844)**	**$ -**
Reallocation of Outside Counsel to Non Dept			*(3,131,844)*	-
Restatements			**$ 7,798,971**	**$ -**
Risk Mgt Chgs from Non Dept			*4,303*	-
Special Litigation to County Attorney Civil			*1,947,600*	-
General Litigation to County Attorney Civil			*5,847,068*	-
Supplemental Funding				
Mid Year Adjustments			**$ (2,157,017)**	**$ -**
Co Atty Civil Services	*C-19-11-055-2-00*		*(40,000)*	-
Create Civil Services Division	*C-49-11-051-2-00*		*(2,117,017)*	-
FY 2012 Budget Target			**$ 8,050,896**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 91,275**	**$ -**
Emp Health Dental Prem Realloc			*42,132*	-
Retirement Contributions			*49,143*	-
Base Adjustments			**$ 122,294**	**$ -**
Other Base Adjustments			*122,294*	-
Life Insurance		*$ 9,489*		
Increase Allocation-In from Prosecution for Administrative Costs		*83,546*		
Increase One Attorney Position (1 FTE) for Public Fiduciary		*115,067*		
Reduce One Attorney Position (1 FTE) for Tax Appeals		*(115,067)*		
Adjust Restatement		*29,259*		
Fees and Other Revenues			**$ -**	**$ 91,200**
ProgRevenue Volume Inc/Dec			*-*	*91,200*
Housing Authority Retainer		*$ 91,200*		
FY 2012 Tentative Budget			**$ 8,264,465**	**$ 91,200**
Percent Change from Target Amount			*2.7%*	
Adjustments:				
Base Adjustments			**$ 120,000**	**$ -**
Other Base Adjustments			*120,000*	-
Addition of one (1) Attorney Position and Related Supplies		*$ 120,000*		
FY 2012 Adopted Budget			**$ 8,384,465**	**$ 91,200**
Percent Change from Target Amount			*4.1%*	

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 226,455**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 1,412,506**	**$ -**
Sole Source Legal Services for Bar Complaints	*C-06-11-311-M-00*		*100,000*	-
Co Atty Civil Adj July 10	*C-19-11-004-2-00*		*30,000*	-
Co Atty Civil Adj Aug 10	*C-19-11-009-2-00*		*445,000*	-
Co Atty Civil Adj Oct Nov 2010	*C-19-11-019-1-00*		*275,000*	-
Settlement Oct 2010	*C-19-11-020-S-00*		*169,353*	-
Bar Complaints Spec Actions	*C-19-11-022-2-00*		*100,000*	-
County Attorney Tax Appeal Staff	*C-19-11-051-2-00*		*40,050*	-
County Attorney Civil Tax Appeals	*C-19-11-057-2-00*		*253,103*	-
FY 2011 Revised Budget			**$ 1,638,961**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (1,638,961)**	**$ -**
Sole Source Legal Services for Bar Complaints	*C-06-11-311-M-00*		*(100,000)*	-
Co Atty Civil Adj July 10	*C-19-11-004-2-00*		*(30,000)*	-
Co Atty Civil Adj Aug 10	*C-19-11-009-2-00*		*(445,000)*	-
Co Atty Civil Adj Oct Nov 2010	*C-19-11-019-1-00*		*(275,000)*	-
Settlement Oct 2010	*C-19-11-020-S-00*		*(169,353)*	-
Bar Complaints Spec Actions	*C-19-11-022-2-00*		*(100,000)*	-
County Attorney Tax Appeal Staff	*C-19-11-051-2-00*		*(40,050)*	-
County Attorney Civil Tax Appeals	*C-19-11-057-2-00*		*(253,103)*	-
Other Non-Recurring			*(226,455)*	-
FY 2012 Budget Target			**$ -**	**$ -**
FY 2012 Tentative Budget			**$ -**	**$ -**
Percent Change from Target Amount				
Adjustments:				
Non Recurring			**$ 1,518,618**	**$ -**
One-time Tax Appeals			*1,518,618*	-
Addition of 16.5 FTE for Tax Appeals Back Log and Related Supplies and Services		*$ 1,518,618*		
FY 2012 Adopted Budget			**$ 1,518,618**	**$ -**
Percent Change from Target Amount				

The adopted non-recurring FY 2011-12 budget for the Tax Appeals Backlog is $1,518,618. This budget is based on a caseload analysis completed by the Office of Management and Budget. It is intended to cover costs for 8.5 contract attorneys, 7 contract paralegals, 1 contract finance/business analyst (FBA), and related supplies and services.

Non-recurring funding is contingent upon the following requirements:

1) The Assessor's Office will have an active role in hiring decisions for this group.
2) The FBA will be hired immediately, and tasked with tracking and reporting on caseload-related data (data elements to be identified jointly at a later date).
3) Civil Division leadership, the FBA, the Assessor's Office, and OMB will meet regularly throughout the year to assess data, identify efficiencies and/or address issues.
4) Future years' funding will be based on data prepared and presented by the FBA.

Adjustments may be made based on higher or lower than anticipated placement in range of newly created Civil Division positions.

County Manager

Analysis by Jacqueline M. Edwards, Management and Budget Analyst

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

Citizen Satisfaction

By December, 2013, 68% of citizens responding to annual citizen survey will indicate some knowledge of County structure and organization.

Status: Based on the FY 2010 Maricopa County Customer Satisfaction Survey results, 68% of those surveyed responded they had some knowledge of the County structure and organization. This goal will be updated during the FY 2013 Strategic Business Plan update process.

Citizen Satisfaction

By December, 2013, 80% of citizens responding to citizen survey are satisfied with Maricopa County government.

Status: The FY 2010 Maricopa County Customer Satisfaction Survey indicated that 64% of those surveyed were satisfied or very satisfied with Maricopa County government. The County Manager will continue to work toward the goal of 80%.

Quality Workforce

By June, 2012, 25% of Maricopa County Boards and Commissions will receive diversity training.

Status: A new diversity director was hired in FY 2011 and work is in progress to develop the curriculum and roll out the training. The County Manager anticipates meeting the goal of 25% by the target date.

Quality Workforce

By June, 2012, 20% of Maricopa County employees will receive diversity training.

Status: A new diversity director was hired in FY 2011 and work is in progress to develop the curriculum and roll out the training. The County Manager anticipates meeting the goal of 20% by the target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CMSV - COMMUNICATION SERVICES	$ 401	$ 600	$ 600	$ 269	$ 600	$ -	0.0%
20GC - GOVT RELATIONS AND COMM	$ 401	$ 600	$ 600	$ 269	$ 600	$ -	0.0%
ACPR - ADULT CRIME PREVENTION	$ 236,798	$ 320,649	$ 1,719,843	$ 1,643,238	$ 77,552	$ (1,642,291)	-95.5%
JCPR - JUVENILE CRIME PREVENTION	-	321,531	773,316	696,708	205,736	(567,580)	-73.4%
42CD - CRIME AND DELINQUENCY PREV	$ 236,798	$ 642,180	$ 2,493,159	$ 2,339,946	$ 283,288	$ (2,209,871)	-88.6%
COMM - COMMUTE OPTIONS	$ 1,090	$ 500	$ 500	$ 730	$ 500	$ -	0.0%
71CT - COMMUTE OPTIONS	$ 1,090	$ 500	$ 500	$ 730	$ 500	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 11,883,490	$ 10,000	$ 1,174,991	$ 1,164,991	$ 10,000	$ (1,164,991)	-99.1%
99GV - GENERAL GOVERNMENT	$ 11,883,490	$ 10,000	$ 1,174,991	$ 1,164,991	$ 10,000	$ (1,164,991)	-99.1%
TOTAL PROGRAMS	**$ 12,121,779**	**$ 653,280**	**$ 3,669,250**	**$ 3,505,936**	**$ 294,388**	**$ (3,374,862)**	**-92.0%**
USES							
DVTY - DIVERSITY	$ -	$ 117,082	$ 117,081	$ 57,369	$ 89,594	$ 27,487	23.5%
20DV - DIVERSITY	$ -	$ 117,082	$ 117,081	$ 57,369	$ 89,594	$ 27,487	23.5%
CMSV - COMMUNICATION SERVICES	$ 526,346	$ 768,430	$ 768,428	$ 711,872	$ 758,282	$ 10,146	1.3%
GOVR - GOVERNMENT RELATIONS	-	445,519	445,520	396,323	423,227	22,293	5.0%
20GC - GOVT RELATIONS AND COMM	$ 526,346	$ 1,213,949	$ 1,213,948	$ 1,108,195	$ 1,181,509	$ 32,439	2.7%
ACPR - ADULT CRIME PREVENTION	$ 44,000	$ 1,730,406	$ 3,118,749	$ 2,002,580	$ 1,296,204	$ 1,822,545	58.4%
JCPR - JUVENILE CRIME PREVENTION	-	1,704,668	2,145,605	1,030,992	1,397,777	747,828	34.9%
42CD - CRIME AND DELINQUENCY PREV	$ 44,000	$ 3,435,074	$ 5,264,354	$ 3,033,572	$ 2,693,981	$ 2,570,373	48.8%
COMM - COMMUTE OPTIONS	$ 41,003	$ 48,058	$ 48,058	$ 37,825	$ 61,181	$ (13,123)	-27.3%
71CT - COMMUTE OPTIONS	$ 41,003	$ 48,058	$ 48,058	$ 37,825	$ 61,181	$ (13,123)	-27.3%
FSAC - FINANCIAL SERVICES	$ 40,196	$ -	$ -	$ -	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	1,753,084	955,691	1,075,692	1,061,891	1,115,805	(40,113)	-3.7%
RMGT - RISK MANAGEMENT	-	-	-	-	13,000,000	(13,000,000)	N/A
99AS - ADMINISTRATIVE SERVICES	$ 1,793,280	$ 955,691	$ 1,075,692	$ 1,061,891	$ 14,115,805	$ (13,040,113)	-1212.3%
GGOV - GENERAL GOVERNMENT	$ 11,858,860	$ 10,000	$ 1,174,991	$ 1,164,991	$ 10,000	$ 1,164,991	99.1%
ISFC - INTERNAL SERVICE FUND CHARGES	12,504	4,318	4,318	2,232	25,927	(21,609)	-500.4%
99GV - GENERAL GOVERNMENT	$ 11,871,364	$ 14,318	$ 1,179,309	$ 1,167,223	$ 35,927	$ 1,143,382	97.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,148,482	$ 1,458,226	$ 1,458,226	$ 1,163,012	$ 1,282,863	$ 175,363	12.0%
99IT - INFORMATION TECHNOLOGY	$ 1,148,482	$ 1,458,226	$ 1,458,226	$ 1,163,012	$ 1,282,863	$ 175,363	12.0%
TOTAL PROGRAMS	**$ 15,424,475**	**$ 7,242,398**	**$ 10,356,668**	**$ 7,629,087**	**$ 19,460,860**	**$ (9,104,192)**	**-87.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 12,113,313	$ 652,180	$ 3,659,762	$ 3,502,702	$ 292,098	$ (3,367,664)	-92.0%
SUBTOTAL	$ 12,113,313	$ 652,180	$ 3,659,762	$ 3,502,702	$ 292,098	$ (3,367,664)	-92.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,975	$ -	$ 8,388	$ 2,235	$ 1,190	$ (7,198)	-85.8%
0650 - MISCELLANEOUS REVENUE	1,491	1,100	1,100	999	1,100	-	0.0%
SUBTOTAL	$ 8,466	$ 1,100	$ 9,488	$ 3,234	$ 2,290	$ (7,198)	-75.9%
ALL REVENUES	$ 12,121,779	$ 653,280	$ 3,669,250	$ 3,505,936	$ 294,388	$ (3,374,862)	-92.0%
TOTAL SOURCES	$ 12,121,779	$ 653,280	$ 3,669,250	$ 3,505,936	$ 294,388	$ (3,374,862)	-92.0%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,163,536	$ 2,295,558	$ 2,302,595	$ 2,300,309	$ 2,369,121	$ (66,526)	-2.9%
0750 - FRINGE BENEFITS	573,252	660,161	660,306	656,157	697,535	(37,229)	-5.6%
0790 - OTHER PERSONNEL SERVICES	12,926	780	780	1,420	-	780	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(186,142)	(46,689)	-	(69,714)	(41,897)	41,897	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	553	49,439	2,750	4,542	-	2,750	100.0%
SUBTOTAL	$ 2,564,125	$ 2,959,249	$ 2,966,431	$ 2,892,714	$ 3,024,759	$ (58,328)	-2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 25,028	$ 63,865	$ 63,865	$ 42,597	$ 59,059	$ 4,806	7.5%
0803 - FUEL	401	1,500	1,500	516	1,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	3,469	6,200	6,200	2,072	6,200	-	0.0%
SUBTOTAL	$ 28,898	$ 71,565	$ 71,565	$ 45,185	$ 66,759	$ 4,806	6.7%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ -	$ 5,031,675	$ (5,031,675)	N/A
0812 - OTHER SERVICES	1,415,669	3,870,752	5,135,566	2,555,085	10,973,295	(5,837,729)	-113.7%
0820 - RENT & OPERATING LEASES	4,082	7,320	7,320	62,010	7,800	(480)	-6.6%
0825 - REPAIRS AND MAINTENANCE	8,506	27,454	27,454	13,912	64,626	(37,172)	-135.4%
0830 - INTERGOVERNMENTAL PAYMENTS	11,146,771	-	1,841,974	1,841,974	-	1,841,974	100.0%
0839 - INTERNAL SERVICE CHARGES	52,452	57,010	57,010	46,939	68,144	(11,134)	-19.5%
0841 - TRAVEL	15,698	57,535	57,835	28,577	59,600	(1,765)	-3.1%
0842 - EDUCATION AND TRAINING	581	-	-	1,540	675	(675)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	925	2,447	2,447	443	3,527	(1,080)	-44.1%
SUBTOTAL	$ 12,644,684	$ 4,022,518	$ 7,129,606	$ 4,550,480	$ 16,209,342	$ (9,079,736)	-127.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 160,000	$ (160,000)	N/A
0950 - DEBT SERVICE	186,768	189,066	189,066	140,708	-	189,066	100.0%
SUBTOTAL	$ 186,768	$ 189,066	$ 189,066	$ 140,708	$ 160,000	$ 29,066	15.4%
ALL EXPENDITURES	$ 15,424,475	$ 7,242,398	$ 10,356,668	$ 7,629,087	$ 19,460,860	$ (9,104,192)	-87.9%
TOTAL USES	$ 15,424,475	$ 7,242,398	$ 10,356,668	$ 7,629,087	$ 19,460,860	$ (9,104,192)	-87.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,491	$ 1,100	$ 1,100	$ 999	$ 1,100	$ -	0.0%
FUND TOTAL SOURCES	$ 1,491	$ 1,100	$ 1,100	$ 999	$ 1,100	$ -	0.0%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 12,120,288	$ 652,180	$ 3,668,150	$ 3,504,937	$ 293,288	$ (3,374,862)	-92.0%
FUND TOTAL SOURCES	$ 12,120,288	$ 652,180	$ 3,668,150	$ 3,504,937	$ 293,288	$ (3,374,862)	-92.0%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 13,000,000	$ 13,000,000	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 13,000,000	$ 13,000,000	N/A
900 ELIMINATIONS							
NON-RECURRING	$ -	$ -	$ -	$ -	$ (13,000,000)	$ (13,000,000)	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ (13,000,000)	$ (13,000,000)	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,491	$ 1,100	$ 1,100	$ 999	$ 1,100	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 12,120,288	$ 652,180	$ 3,668,150	$ 3,504,937	$ 293,288	$ (3,374,862)	-92.0%
DEPARTMENT TOTAL SOURCES	$ 12,121,779	$ 653,280	$ 3,669,250	$ 3,505,936	$ 294,388	$ (3,374,862)	-92.0%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,212,162	$ 2,682,434	$ 2,802,434	$ 2,599,587	$ 2,818,608	$ (16,174)	-0.6%
NON-RECURRING	-	2,448,928	2,427,228	361,127	15,066,101	(12,638,873)	-520.7%
FUND TOTAL USES	$ 2,212,162	$ 5,131,362	$ 5,229,662	$ 2,960,714	$ 17,884,709	$ (12,655,047)	-242.0%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 11,902,860	$ 652,180	$ 3,668,150	$ 3,504,937	$ 293,288	$ 3,374,862	92.0%
FUND TOTAL USES	$ 11,902,860	$ 652,180	$ 3,668,150	$ 3,504,937	$ 293,288	$ 3,374,862	92.0%
255 DETENTION OPERATIONS							
OPERATING	$ 1,309,453	$ 1,458,856	$ 1,458,856	$ 1,163,436	$ 1,282,863	$ 175,993	12.1%
FUND TOTAL USES	$ 1,309,453	$ 1,458,856	$ 1,458,856	$ 1,163,436	$ 1,282,863	$ 175,993	12.1%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 13,000,000	$ (13,000,000)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 13,000,000	$ (13,000,000)	N/A
900 ELIMINATIONS							
NON-RECURRING	$ -	$ -	$ -	$ -	$ (13,000,000)	$ 13,000,000	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ (13,000,000)	$ 13,000,000	N/A
DEPARTMENT OPERATING TOTAL USES	$ 3,521,615	$ 4,141,290	$ 4,261,290	$ 3,763,023	$ 4,101,471	$ 159,819	3.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ 11,902,860	$ 3,101,108	$ 6,095,378	$ 3,866,064	$ 15,359,389	$ (9,264,011)	-152.0%
DEPARTMENT TOTAL USES	$ 15,424,475	$ 7,242,398	$ 10,356,668	$ 7,629,087	$ 19,460,860	$ (9,104,192)	-87.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	17.40	9.10	9.10	10.30	9.30	.20	2.2%
FINANCIAL SERVICES	.50	-	.00	-	-	-	N/A
RISK MANAGEMENT	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	17.90	9.10	9.10	10.30	10.30	1.20	13.2%
COMMUTE OPTIONS							
COMMUTE OPTIONS	.50	.40	.40	.40	.40	-	0.0%
PROGRAM TOTAL	.50	.40	.40	.40	.40	-	0.0%
CRIME AND DELINQUENCY PREV							
ADULT CRIME PREVENTION	-	2.20	2.20	2.20	2.20	-	0.0%
JUVENILE CRIME PREVENTION	-	1.90	1.90	1.90	1.90	-	0.0%
PROGRAM TOTAL	-	4.10	4.10	4.10	4.10	-	0.0%
DIVERSITY							
DIVERSITY	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	6.00	7.20	7.20	7.20	7.20	-	0.0%
GOVERNMENT RELATIONS	-	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	6.00	11.20	11.20	11.20	11.20	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	3.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	3.00	4.00	4.00	4.00	4.00	-	0.0%
DEPARTMENT TOTAL	27.40	29.80	29.80	31.00	31.00	1.20	4.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin Svcs Director - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
BOS Press Secretary	-	1.00	1.00	1.00	1.00	-	0.0%
Communications Manager-County	-	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatn Officer Supervisor	2.00	-	-	-	-	-	N/A
Consultant	2.00	-	-	-	-	-	N/A
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Events Operation Manager	-	1.00	1.00	-	-	(1.00)	(100.0%)
Executive Assistant	1.80	1.00	1.00	1.00	1.00	-	0.0%
Government Relations Liaison	-	-	-	1.00	1.00	1.00	N/A
Grant-Contract Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	-	-	-	-	-	N/A
IS Architect	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	-	-	-	-	-	N/A
Management Assistant	-	.80	.80	1.00	1.00	.20	25.0%
Media Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	-	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.60	3.00	3.00	1.00	1.00	(2.00)	(66.7%)
Program Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	-	-	-	2.00	2.00	2.00	N/A
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Risk Management Consultant	-	-	-	1.00	1.00	1.00	N/A
Department Total	**27.40**	**29.80**	**29.80**	**31.00**	**31.00**	**1.20**	**4.0%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	23.40	24.80	24.80	26.00	25.00	.20	0.8%
249	NON DEPARTMENTAL GRANT	-	1.00	1.00	1.00	1.00	-	0.0%
255	DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
676	COUNTY MANAGER RISK MANAGEMENT	-	-	-	-	1.00	1.00	N/A
Department Total		**27.40**	**29.80**	**29.80**	**31.00**	**31.00**	**1.20**	**4.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $17,100 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $16,703 for retirement contribution rate increase.
- Decrease Salaries and Benefits by $44,713 due to previous vacancies being filled at a lower rate.
- Decrease General Supplies by $2,431 to rightsize budget based on FY 2010 Actual and FY 2011 Forecast.
- Increase Other Services by $40,328 based on the cost of the bus card conversion project and other County Manager initiatives.
- Increase Services by $13,645 due to an increase in Training, Travel, and Postage.
- Decrease Internal Service Fund Discretionary charges by $12,100 to rightsize budget based on FY 2011 Forecast.
- Decrease Debt Service by $1,392 due to loan payments ending in FY 2011.

Non Departmental Grant Fund (249)
Non Recurring/Non Project (0001)

- Decrease Regular Benefits by $114 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $81 for retirement contribution rate increase.
- Decrease Total Expenditures by $3,374,829 due to grant reconciliation.
- Decrease Total Revenue by $3,374,862 due to grant reconciliation.

Detention Fund (255)

- Decrease Regular Benefits by $2,736 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $3,856 for retirement contribution rate increase.
- Increase Salary and Benefits by $48,560 due to the creation of a IS Architect position in FY 2011.
- Decrease General Supplies by $2,630 to rightsize budget based on FY 2010 Actual and FY 2011 Forecast.
- Decrease Travel by $10,145 to rightsize budget based on FY 2010 Actual and FY 2011 Forecast.
- Increase Services by $37,772 due to an increase in Operating Leases, Repairs and Maintenance, and Postage.
- Reallocate $187,674 from Debt Service payments to Capital Equipment for the outright purchase of two servers for a net decrease of $27,674.

Target Adjustments:
General Fund (100)

- Increase budget by $8,138 for restatement of risk management charges from Non Departmental.
- Increase budget by $1,448 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $13,648 for restatement of baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of employees receiving training who respond to post-training survey who indicate	N/A	83.3%	83.3%	83.1%	(0.3%)	-0.3%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	83.3%	83.3%	83.1%	(0.3%)	-0.3%
Output	Number of diversity classes for employees provided	N/A	20	10	24	4	20.0%
Output	Number of diversity classes for Boards and Commissions provided	N/A	8	4	12	4	50.0%
Output	Number of diversity classes provided	N/A	28	14	32	4	14.3%
Demand	Number of diversity classes for employees requested	N/A	20	10	24	4	20.0%
Demand	Number of Boards and Commissions training classes requested	N/A	8	4	12	4	50.0%
Efficiency	Expenditure per diversity class provided	N/A	$ 4,181.46	$ 4,097.79	$ 2,799.81	$ 1,381.65	33.0%
Expenditure							
	100 - GENERAL	$ -	$ 117,081	$ 57,369	$ 89,594	$ 27,487	23.5%
	TOTAL USES	$ -	$ 117,081	$ 57,369	$ 89,594	$ 27,487	23.5%

Activity Narrative: The increase in the number of classes provided for employees and for Boards and Commissions in FY 2012 is due to the new training that is being established by the new Diversity Director. In comparison to FY 2011 Revised, efficiencies will be gained in FY 2012 due to the salary and benefits savings for the Diversity Director position. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of citizens responding to annual survey who indicate they know about the	N/A	66.9%	66.9%	66.9%	0.0%	0.0%
Percent of state bills tracked whose outcome is favorable to the County	N/A	75.0%	75.0%	75.0%	0.0%	0.0%

Activities that comprise this program include:

- Communications Services
- Government Relations

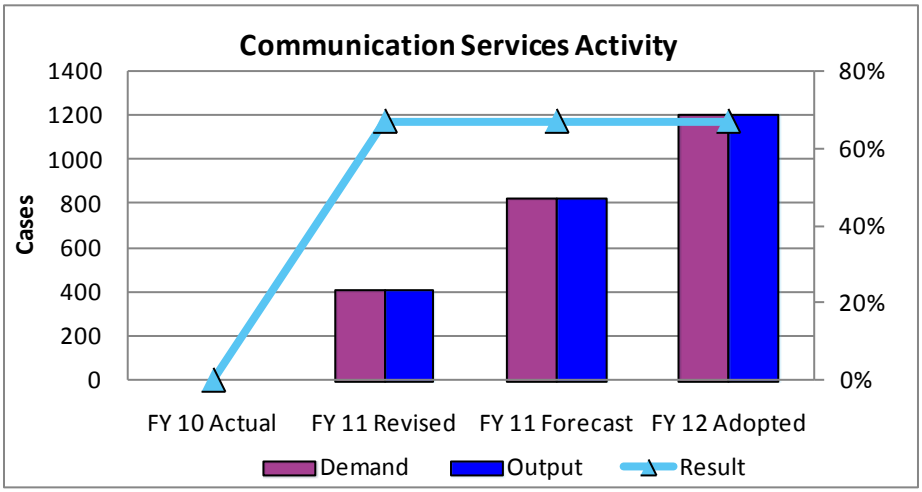
Communications Services

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	N/A	66.9%	66.9%	66.9%	0.0%	0.0%
Output	Number of video broadcasts produced	N/A	228	178	132	(96)	-42.1%
Output	Number of print media produced	N/A	400	822	1,200	800	200.0%
Demand	Number of video broadcasts requested	N/A	228	179	132	(96)	-42.1%
Demand	Number of print media requested	N/A	400	822	1,200	800	200.0%
Efficiency	Expenditure per print media produced	N/A	$ 1,921.07	$ 866.02	$ 631.90	$ 1,289.17	67.1%
Revenue							
	100 - GENERAL	$ 401	$ 600	$ 269	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 401	$ 600	$ 269	$ 600	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 526,346	$ 768,428	$ 711,872	$ 758,282	$ 10,146	1.3%
	TOTAL USES	$ 526,346	$ 768,428	$ 711,872	$ 758,282	$ 10,146	1.3%

Activity Narrative: Based on FY 2011 Actual, the number of video broadcasts requested and produced will decrease while the number of print media requested and produced will greatly increase in FY 2012 as a result of more attention being focused on print media rather than video broadcasts. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of state bills tracked whose outcome is favorable to the County	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Output	Number of state legislative bills tracked with positive outcomes	N/A	150	150	151	1	0.7%
Output	Number of state legislative bills tracked	N/A	1,500	1,500	1,500	-	0.0%
Demand	Number of state legislative bills with County impacts tracked	N/A	200	200	201	1	0.5%
Efficiency	Expenditure per state legislative bill tracked	N/A	$ 297.01	$ 264.22	$ 282.15	$ 14.86	5.0%
Expenditure							
	100 - GENERAL	$ -	$ 445,520	$ 396,323	$ 423,227	$ 22,293	5.0%
	TOTAL USES	$ -	$ 445,520	$ 396,323	$ 423,227	$ 22,293	5.0%

Activity Narrative: In comparison to FY 2011 Revised, efficiencies will be gained in FY 2012 as a result of salary and benefits savings. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles enrolled in prevention or intervention programs who have not	N/A	51.9%	51.0%	51.6%	(0.3%)	-0.5%
Percent of adults enrolled in ex-offender employment programs who have not committed repeat criminal offenses within six months of program enrollment	N/A	89.7%	91.4%	89.0%	(0.6%)	-0.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	89.7%	91.4%	89.0%	(0.6%)	-0.7%
Output	Number of adults enrolled in the programs at six months	N/A	145	175	146	1	0.7%
Output	Number of adults placed in employment	N/A	87	110	88	1	1.1%
Demand	Number of adults eligible/enrolled in ex-offender program	N/A	145	175	146	1	0.7%
Efficiency	Expenditure per adult enrolled in programs at six months	N/A	$ 21,508.61	$ 11,443.31	$ 8,878.11	$ 12,630.50	58.7%
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ 236,798	$ 1,719,843	$ 1,643,238	$ 77,552	$ (1,642,291)	-95.5%
	TOTAL SOURCES	$ 236,798	$ 1,719,843	$ 1,643,238	$ 77,552	$ (1,642,291)	-95.5%
Expenditure							
	100 - GENERAL	$ -	$ 1,398,906	$ 359,342	$ 1,218,652	$ 180,254	12.9%
	249 - NON DEPARTMENTAL GRANT	44,000	1,719,843	1,643,238	77,552	1,642,291	95.5%
	TOTAL USES	$ 44,000	$ 3,118,749	$ 2,002,580	$ 1,296,204	$ 1,822,545	58.4%

Base Adjustments:

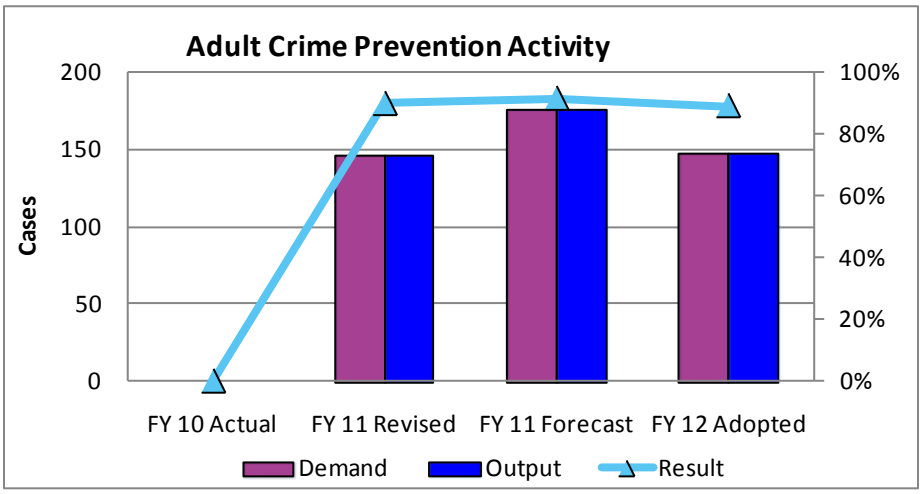
General Fund (100) Non Recurring Non Project

- Other Services is budgeted at a total of $1,033,050 in FY 2012 as a result of the carryover from the FY 2011 budget for Crime Prevention Activities.

Non Departmental Grant Fund (249) Non Recurring Non Project

- Increase revenue and expenditures associated with carryover from the following grants:
  - $ 6,282 from ARRA JAG grant administration; and
  - $ 70,676 from a JAG grant for crime prevention.

Activity Narrative: In comparison to FY 2011 Revised, the decrease in expenditures in FY 2012 is due to a decline in carryover funds from the FY 2011 budget. The non-recurring Crime Prevention funds that are a carryover from the FY 2011 budget are to support the County's crime prevention efforts by offering a variety of programs provided by community organizations. Additionally, there is carryover from the FY 2011 budget of the ARRA JAG grant and the JAG grant for crime prevention. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	51.9%	51.0%	51.6%	(0.3%)	-0.5%
Output	Number of juveniles enrolled in programs at six months	N/A	130	150	131	1	0.8%
Output	Number of juveniles enrolled in the programs	N/A	185	200	186	1	0.5%
Demand	Number of juveniles eligible/enrolled in prevention or intervention program	N/A	185	200	186	1	0.5%
Efficiency	Expenditure per juvenile enrolled in program	N/A	$ 11,597.86	$ 5,154.96	$ 7,514.93	$ 4,082.93	35.2%
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ -	$ 773,316	$ 696,708	$ 205,736	$ (567,580)	-73.4%
	TOTAL SOURCES	$ -	$ 773,316	$ 696,708	$ 205,736	$ (567,580)	-73.4%
Expenditure							
	100 - GENERAL	$ -	$ 1,372,289	$ 334,284	$ 1,192,041	$ 180,248	13.1%
	249 - NON DEPARTMENTAL GRANT	-	773,316	696,708	205,736	567,580	73.4%
	TOTAL USES	$ -	$ 2,145,605	$ 1,030,992	$ 1,397,777	$ 747,828	34.9%

Base Adjustments:

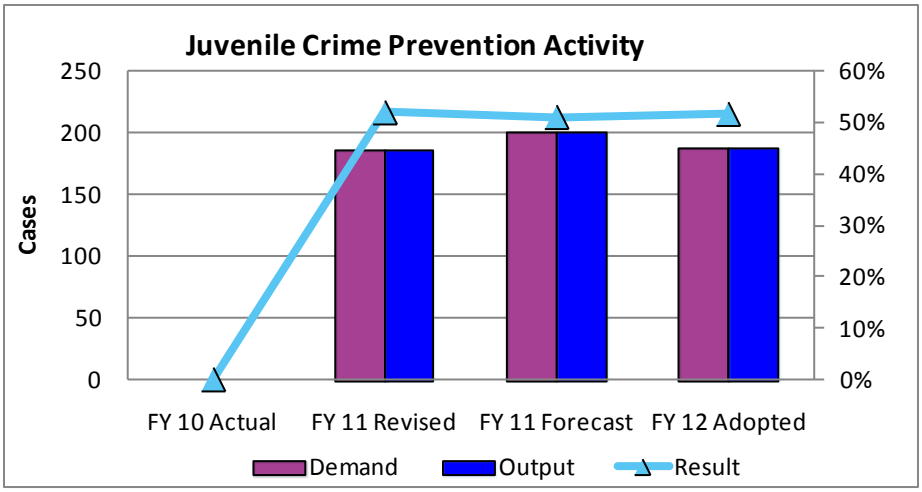
General Fund (100) Non Recurring Non Project

- Other Services is budgeted at a total of $1,033,050 in FY 2012 as a result of the carryover from the FY 2011 budget for Crime Prevention Activities.

Non Departmental Grant Fund (249) Non Recurring Non Project

- Increase revenue and expenditures associated with carry-forward from the following grants:
  - $128,182 from a U.S. Department of Justice grant for the Arizona Meth Project;
  - $ 6,283 from ARRA JAG grant administration; and
  - $ 70,676 from a JAG grant for crime prevention.

Activity Narrative: In comparison to FY 2011 Revised, the decrease in expenditures in FY 2012 is due to a decline in carryover funds from the FY 2011 budget. The non-recurring Crime Prevention funds that are a carryover from the FY 2011 budget are to support the County's crime prevention efforts by offering a variety of programs provided by community organizations. Additionally, there is carryover from the FY 2011 budget of the ARRA JAG grant and the JAG grant for crime prevention. In addition, grant funds for the Arizona Meth Project awarded in FY 2010 will be carried forward into FY 2012. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of County employees who use an alternative mode of transportation	44.6%	30.0%	30.0%	45.0%	15.0%	50.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County employees who use an alternative mode of transportation	44.6%	30.0%	30.0%	45.0%	15.0%	50.0%
Output	Number of platinum bus passes provided	N/A	6,000	3,639	12,500	6,500	108.3%
Output	Number of vanpool subsidy applications approved	N/A	400	1,485	2,400	2,000	500.0%
Demand	Number of platinum bus passes requested	N/A	6,000	4,023	12,500	6,500	108.3%
Demand	Number of vanpool subsidy applications received	N/A	400	1,485	2,400	2,000	500.0%
Efficiency	Expenditure per platinum bus pass provided	N/A	$ 8.01	$ 10.39	$ 4.89	$ 3.12	38.9%
Revenue							
	100 - GENERAL	$ 1,090	$ 500	$ 730	$ 500	$ -	0.0%
	TOTAL SOURCES	$ 1,090	$ 500	$ 730	$ 500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 41,003	$ 48,058	$ 37,825	$ 61,181	$ (13,123)	-27.3%
	TOTAL USES	$ 41,003	$ 48,058	$ 37,825	$ 61,181	$ (13,123)	-27.3%

Activity Narrative: The increase in expenditures in FY 2012 is a result of the bus card conversion project, which requires the County to purchase 10,000 new bus cards. Based on FY 2011 Actual, the number of vanpool subsidy applications received and approved are expected to dramatically increase in FY 2012. This is due to the County's initiative to increase the percent of County employees who use an alternative mode of transportation by 50% in FY 2012 coupled with the increase in gasoline prices. New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Customer Satisfaction	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Risk Management

Risk Management

The purpose of the Risk Management Activity is to provide loss prevention and claims processing to County Departments so they can reduce accident rates, losses and claims.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of claims closed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of claims closed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of claims opened and pending	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Coset per claim closed	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	676 - COUNTY MANGER RISK MANAGEMENT	N/A	N/A	N/A	$ 13,000,000	N/A	N/A
	900 - ELIMINATIONS	N/A	N/A	N/A	$ (13,000,000)	N/A	N/A
	TOTAL SOURCES	N/A	N/A	N/A	$ -	N/A	N/A
Expenditure							
	100 - GENERAL	N/A	N/A	N/A	$ 13,000,000	N/A	N/A
	676 - COUNTY MANGER RISK MANAGEMENT	N/A	N/A	N/A	$ 13,000,000	N/A	N/A
	900 - ELIMINATIONS	N/A	N/A	N/A	$ (13,000,000)	N/A	N/A
	TOTAL USES	N/A	N/A	N/A	$ 13,000,000	N/A	N/A

Base Adjustment:

General Fund (100) Non Recurring Non Project

- Non recurring fund transfer out of $13,000,000 to the County Manager Risk Management Fund to fund potential expenses related to claims against the County.

County Manager Risk Management Fund (676) Non Recurring Non Project

- Non recurring fund transfer in of $13,000,000 from the General Fund to fund potential expenses related to claims against the County.
- Non recurring expenditure appropriation of $13,000,000 to fund potential expenses related to claims against the County.

Eliminations Fund (900) Non Recurring Non Project

- Non recurring fund transfer out of ($13,000,000) from the General Fund and ($13,000,000) fund transfer in to the County Manager Risk Management Fund to fund potential expenses related to claims against the County. This elimination is necessary to offset amounts budgeted as expenditures in the General Fund (100) that are associated with offsetting revenues and expenditures in the County Manager Risk Management Fund (676).

Activity Narrative: This is a new activity within this fund for FY 2012. As such, no historical data is available.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2011 Adopted Budget				**$ 2,682,434**	**$ 1,100**
Adjustments:	Agenda Item:				
Supplemental Funding					
Mid Year Adjustments				**$ 120,000**	**$ -**
Innovation Software System	*C-20-11-023-M-00*			*120,000*	-
FY 2011 Revised Budget				**$ 2,802,434**	**$ 1,100**
Adjustments:					
Restatements				**$ 23,234**	**$ -**
Risk Mgt Chgs from Non Dept				*8,138*	-
Equip Svcs Chgs from Non Dept				*1,448*	-
Telecomm Chgs from Non Dept				*13,648*	-
FY 2012 Budget Target				**$ 2,825,668**	**$ 1,100**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ (397)**	**$ -**
Emp Health Dental Prem Realloc				*(17,100)*	-
Retirement Contributions				*16,703*	-
Base Adjustments				**$ (6,663)**	**$ -**
Other Base Adjustments				*(6,663)*	-
Decrease Salaries and Benefits		*$*	*(44,713)*		
Rightsize General Supplies			*(2,431)*		
Increase Other Services			*40,328*		
Increase Training, Travel, and Postage			*13,645*		
Rightsize Internal Service Fund Discretionary charges			*(12,100)*		
Decrease Debt Service			*(1,392)*		
FY 2012 Adopted Budget				**$ 2,818,608**	**$ 1,100**
Percent Change from Target Amount				*-0.2%*	*0.0%*
NON RECURRING NON PROJECT					
FY 2011 Adopted Budget				**$ 2,448,928**	**$ -**
Adjustments:	Agenda Item:				
Non Recurring				**$ (21,700)**	**$ -**
Crime Prevention True Up	*C-20-11-043-2-00*			*(21,700)*	-
FY 2011 Revised Budget				**$ 2,427,228**	**$ -**
Adjustments:	Agenda Item:				
Non Recurring				**$ (2,427,228)**	**$ -**
Crime Prevention True Up	*C-20-11-043-2-00*			*21,700*	-
Non Recurring Carry Forward				*(2,448,928)*	-
FY 2012 Budget Target				**$ -**	**$ -**
Adjustments:					
Non Recurring				**$ 15,066,101**	**$ -**
Non Recurring Carry Forward				*2,066,101*	-
Crime Prevention Funding		*$*	*2,066,101*		
Non Recurring Fund Transfer				*13,000,000*	-
FY 2012 Adopted Budget				**$ 15,066,101**	**$ -**
Percent Change from Target Amount					

Non Departmental Grant Fund (249)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 652,180**	**$ 652,180**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,015,970**	**$ 3,015,970**
County Manager Grant Recon Dec 2010	*C-20-11-035-G-00*	*3,015,970*	*3,015,970*
FY 2011 Revised Budget		**$ 3,668,150**	**$ 3,668,150**
FY 2012 Budget Target		**$ 3,668,150**	**$ 3,668,150**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (33)**	**$ -**
Emp Health Dental Prem Realloc		*(114)*	*-*
Retirement Contributions		*81*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (3,374,829)**	**$ (3,374,862)**
Grant Reconciliation		*(3,374,829)*	*(3,374,862)*
FY 2012 Adopted Budget		**$ 293,288**	**$ 293,288**
Percent Change from Target Amount		*-92.0%*	*-92.0%*

Detention Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 1,458,856**	**$ -**
FY 2011 Revised Budget		**$ 1,458,856**	**$ -**
FY 2012 Budget Target		**$ 1,458,856**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,120**	**$ -**
Emp Health Dental Prem Realloc		*(2,736)*	*-*
Retirement Contributions		*3,856*	*-*
Base Adjustments		**$ (177,113)**	**$ -**
Other Base Adjustments		*(177,113)*	*-*
Increase Salary and Benefits to fully fund all positions	*$ 48,560*		
Rightsize General Supplies	*(2,630)*		
Rightsize Travel	*(10,145)*		
Increase Operating Leases, Repairs and Maintenance, and Postage	*37,772*		
Rightsize Other Services	*(222,996)*		
Capital Equipment net decrease for two servers outright purchase	*(27,674)*		
FY 2012 Adopted Budget		**$ 1,282,863**	**$ -**
Percent Change from Target Amount		*-12.1%*	

County Manager Risk Management Fund (676)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2011 Adopted Budget	**$ -**	**$ -**
FY 2011 Revised Budget	**$ -**	**$ -**
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 13,000,000**	**$ 13,000,000**
Other Non-Recurring	*13,000,000*	*-*
Non Recurring Fund Transfer	*-*	*13,000,000*
FY 2012 Adopted Budget	**$ 13,000,000**	**$ 13,000,000**
Percent Change from Target Amount		

County Manager Risk Management Fund (676) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ (22,839,243)
Sources:					
Non-Recurring	-	-	-	-	13,000,000
Total Sources:	$ -	$ -	$ -	$ -	$ 13,000,000
Uses:					
Non-Recurring	-	-	-	-	13,000,000
Total Uses:	$ -	$ -	$ -	$ -	$ 13,000,000
Accounting Adjustments	$ -	$ -	$ -	$ (22,839,243)	$ 13,000,000
Ending Spendable Fund Balance:					
Unassigned	-	-	-	(22,839,243)	(9,839,243)
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ (22,839,243)	$ (9,839,243)

Eliminations Fund (900)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2011 Adopted Budget	**$ -**	**$ -**
FY 2011 Revised Budget	**$ -**	**$ -**
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ (13,000,000)**	**$ (13,000,000)**
Non Recurring Fund Transfer	*(13,000,000)*	*-*
Non Recurring Fund Transfer	*-*	*(13,000,000)*
FY 2012 Adopted Budget	**$ (13,000,000)**	**$ (13,000,000)**
Percent Change from Target Amount		

Education Services

Analysis by Mark Mason, Senior Management and Budget Analyst

Summary

Mission

The mission of the Education Services Agency is to provide support for innovation and excellence in educational services through alliances to school districts and charter schools throughout Maricopa County so they can ensure that all children and youth will succeed.

Vision

Setting the standards of excellence in educational innovation, economic management and executive leadership with unparalleled competence and levels of service.

Strategic Goals

Fiscal Strength

By June 30, 2015, Maricopa County Education Service Agency will increase fiscal prudence for all County school districts by 10 percent as evidenced by having 60 percent of all districts in Maricopa County Schools rating "compliant" and 12 percent of districts rating "non-compliant" according to the Arizona Auditor General.

Status: The Implementation of the School Business Resident program provides training, in a school district setting, for individuals with the skills and qualifications to master the art of school district finance. This program ensures rigorous training that provides expert training in conjunction with partner school districts, vested organizations, and State and County government. This past fiscal year, the program expanded by creating an Itinerate Business Manager to support high need small and rural school districts with the expertise required to properly manage school finances.

During the fall of 2011, the economic management team worked with the Visions school district financial system to enhance the product by implementing an automated reconciliation program. This enhancement will allow MCESA employees to focus on outreach to prevent and resolve financial discrepancies and channel energies to support a reduction in audit findings.

Individual Empowerment

By June 30, 2015, Maricopa County Education Service Agency (MCESA) will increase student academic progress, achievement, and success in Maricopa County Schools and Districts by 3 percent, as evidenced by an average Measure of Academic Progress (MAP) score of 53 percent.

Status: On January 20, 2011, the Education Service Agency began Interactive

Video Learning through its Distance Learning Studio to multiple remote schools in Maricopa County. Interactive Video Learning provides expert content and classroom instruction in the areas of mathematics and technology.

Phase I of the Reading for the Stars by Reading with the Stars program is in progress. The current five partner schools; San Marcos, Desert Spirit, Montecito, Magnet Traditional, and Indian Bend are using the classroom libraries, measuring student growth, and preparing to celebrate the academic growth and progress of the students in the program.

The Teacher Incentive Fund grant, *Rewarding Excellence in Instruction and Leadership (REIL)*, is partnering with six school districts, Phoenix Union, Isaac Elementary, Tolleson Elementary, Alhambra, Nadaburg, and Gila Bend to create a systemic K–12 performance-based compensation system (PBCS) that transforms how Districts recruit, retain, support, and compensate effective teachers and principals in high-need schools.

FY 2011 also saw MCESA enhance the Juvenile Transition program in the Maryvale and South Mountain communities in partnership with the YMCA and the Boys and Girls Club. MCESA has also established the *Maricopa County Youth Advisory Transition Council (MYTAC),* an Alliance of business, community, research, media, and other agencies united for successful Juvenile Transitions.

Citizen Satisfaction

By June 30, 2015, Maricopa County Education Service Agency will increase satisfaction in education by 7%, as evidenced by 55% of Maricopa County residents surveyed in the *Expect More Arizona* survey rating education as "good" or "excellent."

Status: Throughout 2010-11 MCESA continued its commitment to fill vacant seats on school district governing boards by appointment rather than special election, which is a more costly and time-consuming route. In the past two years, 12 school district governing board seats declared vacant, and one seat on the Maricopa County Community College District board have been appointed. There are also 17 current vacant seats. These vacancies will be filled through a collaborative, community-based approach.

The Education Service Agency recently launched a newly designed website making it more user friendly and providing information relating to all our activities and services. In addition, our home school liaison is working innovatively to create a home school advisory council to ensure that our services meet the needs of the home school families we serve.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ELDR - EXECUTIVE LEADERSHIP	$ -	$ 420,566	$ 420,566	$ 421,566	$ 12,000	$ (408,566)	-97.1%
37EL - EXECUTIVE LEADERSHIP	$ -	$ 420,566	$ 420,566	$ 421,566	$ 12,000	$ (408,566)	-97.1%
EMGT - ECONOMIC MANAGEMENT	$ 2,002,442	$ 859,387	$ 859,387	$ 777,832	$ 833,763	$ (25,624)	-3.0%
37EM - ECONOMIC MANAGEMENT	$ 2,002,442	$ 859,387	$ 859,387	$ 777,832	$ 833,763	$ (25,624)	-3.0%
EINN - EDUCATIONAL INNOVATION	$ 541,056	$ 2,878,536	$ 6,031,491	$ 4,744,710	$ 9,648,047	$ 3,616,556	60.0%
37SC - EDUCATIONAL INNOVATION	$ 541,056	$ 2,878,536	$ 6,031,491	$ 4,744,710	$ 9,648,047	$ 3,616,556	60.0%
FSAC - FINANCIAL SERVICES	$ -	$ -	$ -	$ 14,706	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ 14,706	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	$ 784	$ -	$ -	$ 109,880	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 784	$ -	$ -	$ 109,880	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 2,544,282**	**$ 4,158,489**	**$ 7,311,444**	**$ 6,068,694**	**$ 10,493,810**	**$ 3,182,366**	**43.5%**
USES							
ELDR - EXECUTIVE LEADERSHIP	$ 496,955	$ 1,240,345	$ 1,240,351	$ 853,660	$ 799,524	$ 440,827	35.5%
37EL - EXECUTIVE LEADERSHIP	$ 496,955	$ 1,240,345	$ 1,240,351	$ 853,660	$ 799,524	$ 440,827	35.5%
EMGT - ECONOMIC MANAGEMENT	$ 1,945,969	$ 2,204,535	$ 2,204,536	$ 1,733,020	$ 2,311,017	$ (106,481)	-4.8%
37EM - ECONOMIC MANAGEMENT	$ 1,945,969	$ 2,204,535	$ 2,204,536	$ 1,733,020	$ 2,311,017	$ (106,481)	-4.8%
EINN - EDUCATIONAL INNOVATION	$ 1,252,906	$ 3,155,654	$ 6,308,607	$ 4,839,318	$ 9,688,822	$ (3,380,215)	-53.6%
37SC - EDUCATIONAL INNOVATION	$ 1,252,906	$ 3,155,654	$ 6,308,607	$ 4,839,318	$ 9,688,822	$ (3,380,215)	-53.6%
BDGT - BUDGETING	$ 22,096	$ 25,216	$ 25,217	$ 11,843	$ -	$ 25,217	100.0%
FSAC - FINANCIAL SERVICES	22,750	23,215	23,216	11,617	-	23,216	100.0%
HRAC - HUMAN RESOURCES	62,146	55,182	55,184	48,180	59,191	(4,007)	-7.3%
ODIR - EXECUTIVE MANAGEMENT	353,051	182,691	182,682	172,307	351,170	(168,488)	-92.2%
PROC - PROCUREMENT	-	1,585	1,585	524	-	1,585	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 460,043	$ 287,889	$ 287,884	$ 244,471	$ 410,361	$ (122,477)	-42.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,769	$ 552	$ 552	$ 573	$ 10,897	$ (10,345)	-1874.1%
99GV - GENERAL GOVERNMENT	$ 3,769	$ 552	$ 552	$ 573	$ 10,897	$ (10,345)	-1874.1%
TOTAL PROGRAMS	**$ 4,159,642**	**$ 6,888,975**	**$ 10,041,930**	**$ 7,671,042**	**$ 13,220,621**	**$ (3,178,691)**	**-31.7%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 430,661	$ 1,777,767	$ 4,930,722	$ 3,878,358	$ 8,009,947	$ 3,079,225	62.4%
0620 - OTHER INTERGOVERNMENTAL	648,063	2,096,740	2,096,740	1,890,534	2,238,100	141,360	6.7%
SUBTOTAL	$ 1,078,724	$ 3,874,507	$ 7,027,462	$ 5,768,892	$ 10,248,047	$ 3,220,585	45.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 76,742	$ 76,742	$ 94,767	$ 12,000	$ (64,742)	-84.4%
0635 - OTHER CHARGES FOR SERVICES	918,351	207,240	207,240	190,981	233,763	26,523	12.8%
SUBTOTAL	$ 918,351	$ 283,982	$ 283,982	$ 285,748	$ 245,763	$ (38,219)	-13.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 38,869	$ -	$ -	$ 14,005	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	218,358	-	-	49	-	-	N/A
SUBTOTAL	$ 257,227	$ -	$ -	$ 14,054	$ -	$ -	N/A
ALL REVENUES	$ 2,254,302	$ 4,158,489	$ 7,311,444	$ 6,068,694	$ 10,493,810	$ 3,182,366	43.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 289,980	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 289,980	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 2,544,282	$ 4,158,489	$ 7,311,444	$ 6,068,694	$ 10,493,810	$ 3,182,366	43.5%

Sources and Uses by Category (Continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,643,870	$ 2,342,515	$ 2,712,467	$ 2,468,117	$ 3,423,685	$ (711,218)	-26.2%
0705 - TEMPORARY PAY	-	-	-	-	18,124	(18,124)	N/A
0710 - OVERTIME	31,055	14,838	14,838	24,316	20,830	(5,992)	-40.4%
0750 - FRINGE BENEFITS	515,969	817,230	930,739	804,611	1,176,757	(246,018)	-26.4%
0790 - OTHER PERSONNEL SERVICES	6,696	5,310	5,310	5,528	354,200	(348,890)	-6570.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(41,155)	-	-	(17,794)	(84,764)	84,764	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	41,155	-	-	17,794	84,764	(84,764)	N/A
SUBTOTAL	$ 2,197,590	$ 3,179,893	$ 3,663,354	$ 3,302,572	$ 4,993,596	$ (1,330,242)	-36.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 206,617	$ 709,434	$ 1,207,034	$ 449,937	$ 628,661	$ 578,373	47.9%
0803 - FUEL	3,313	5,100	5,100	3,634	9,600	(4,500)	-88.2%
0804 - NON-CAPITAL EQUIPMENT	228,022	-	175,260	59,762	3,276,000	(3,100,740)	-1769.2%
SUBTOTAL	$ 437,952	$ 714,534	$ 1,387,394	$ 513,333	$ 3,914,261	$ (2,526,867)	-182.1%
SERVICES							
0812 - OTHER SERVICES	$ 504,309	$ 1,693,843	$ 3,626,877	$ 2,863,247	$ 2,750,182	$ 876,695	24.2%
0820 - RENT & OPERATING LEASES	303,203	333,649	333,649	386,947	622,335	(288,686)	-86.5%
0825 - REPAIRS AND MAINTENANCE	358	23,049	23,049	-	-	23,049	100.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	22,540	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	18,310	18,503	18,503	23,263	66,341	(47,838)	-258.5%
0841 - TRAVEL	412,748	685,850	749,450	414,365	671,379	78,071	10.4%
0842 - EDUCATION AND TRAINING	111,112	112,408	112,408	73,712	62,127	50,281	44.7%
0843 - POSTAGE/FREIGHT/SHIPPING	19,934	18,047	18,047	13,241	10,400	7,647	42.4%
0850 - UTILITIES	119,571	102,240	102,240	35,660	-	102,240	100.0%
SUBTOTAL	$ 1,489,545	$ 2,987,589	$ 4,984,223	$ 3,832,975	$ 4,182,764	$ 801,459	16.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 14,332	$ 130,000	$ (130,000)	N/A
0950 - DEBT SERVICE	17,749	6,959	6,959	7,830	-	6,959	100.0%
SUBTOTAL	$ 17,749	$ 6,959	$ 6,959	$ 22,162	$ 130,000	$ (123,041)	-1768.1%
ALL EXPENDITURES	$ 4,142,836	$ 6,888,975	$ 10,041,930	$ 7,671,042	$ 13,220,621	$ (3,178,691)	-31.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 16,806	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 16,806	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 4,159,642	$ 6,888,975	$ 10,041,930	$ 7,671,042	$ 13,220,621	$ (3,178,691)	-31.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 536,840	$ 117,000	$ 117,000	$ 118,012	$ 117,000	$ -	0.0%
NON-RECURRING	-	64,742	64,742	81,767	-	(64,742)	-100.0%
FUND TOTAL SOURCES	$ 536,840	$ 181,742	$ 181,742	$ 199,779	$ 117,000	$ (64,742)	-35.6%
715 SCHOOL GRANT							
OPERATING	$ 432,183	$ 2,238,480	$ 5,391,435	$ 4,279,171	$ 8,679,759	$ 3,288,324	61.0%
NON-RECURRING	16,806	-	-	8,000	-	-	N/A
FUND TOTAL SOURCES	$ 448,989	$ 2,238,480	$ 5,391,435	$ 4,287,171	$ 8,679,759	$ 3,288,324	61.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 111,618	$ 104,204	$ 104,204	$ 105,102	$ 109,657	$ 5,453	5.2%
NON-RECURRING	273,174	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 384,792	$ 104,204	$ 104,204	$ 105,102	$ 109,657	$ 5,453	5.2%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 221,046	$ 600,000	$ 600,000	$ 601,557	$ 600,000	$ -	0.0%
FUND TOTAL SOURCES	$ 221,046	$ 600,000	$ 600,000	$ 601,557	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 95,393	$ 102,240	$ 102,240	$ 85,969	$ 128,763	$ 26,523	25.9%
FUND TOTAL SOURCES	$ 95,393	$ 102,240	$ 102,240	$ 85,969	$ 128,763	$ 26,523	25.9%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 857,222	$ 931,823	$ 931,823	$ 789,116	$ 858,631	$ (73,192)	-7.9%
FUND TOTAL SOURCES	$ 857,222	$ 931,823	$ 931,823	$ 789,116	$ 858,631	$ (73,192)	-7.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 2,254,302	$ 4,093,747	$ 7,246,702	$ 5,978,927	$ 10,493,810	$ 3,247,108	44.8%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 289,980	$ 64,742	$ 64,742	$ 89,767	$ -	$ (64,742)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 2,544,282	$ 4,158,489	$ 7,311,444	$ 6,068,694	$ 10,493,810	$ 3,182,366	43.5%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,952,956	$ 2,046,590	$ 2,046,590	$ 1,985,507	$ 2,087,883	$ (41,293)	-2.0%
NON-RECURRING	360,004	251,791	251,791	201,062	-	251,791	100.0%
FUND TOTAL USES	$ 2,312,960	$ 2,298,381	$ 2,298,381	$ 2,186,569	$ 2,087,883	$ 210,498	9.2%
715 SCHOOL GRANT							
OPERATING	$ 435,288	$ 2,238,480	$ 5,391,435	$ 3,703,387	$ 8,679,759	$ (3,288,324)	-61.0%
FUND TOTAL USES	$ 435,288	$ 2,238,480	$ 5,391,435	$ 3,703,387	$ 8,679,759	$ (3,288,324)	-61.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 94,956	$ 104,204	$ 104,204	$ 81,591	$ 109,657	$ (5,453)	-5.2%
NON-RECURRING	148,446	53,000	53,000	52,181	-	53,000	100.0%
FUND TOTAL USES	$ 243,402	$ 157,204	$ 157,204	$ 133,772	$ 109,657	$ 47,547	30.2%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 369,341	$ 600,000	$ 600,000	$ 322,481	$ 600,000	$ -	0.0%
FUND TOTAL USES	$ 369,341	$ 600,000	$ 600,000	$ 322,481	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 102,211	$ 102,240	$ 102,240	$ 84,758	$ 128,763	$ (26,523)	-25.9%
NON-RECURRING	15,200	-	-	-	-	-	N/A
FUND TOTAL USES	$ 117,411	$ 102,240	$ 102,240	$ 84,758	$ 128,763	$ (26,523)	-25.9%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 270,387	$ 920,335	$ 920,335	$ 766,271	$ 858,631	$ 61,704	6.7%
NON-RECURRING	410,853	572,335	572,335	473,804	755,928	(183,593)	-32.1%
FUND TOTAL USES	$ 681,240	$ 1,492,670	$ 1,492,670	$ 1,240,075	$ 1,614,559	$ (121,889)	-8.2%
DEPARTMENT OPERATING TOTAL USES	$ 3,225,139	$ 6,011,849	$ 9,164,804	$ 6,943,995	$ 12,464,693	$ (3,299,889)	-36.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 934,503	$ 877,126	$ 877,126	$ 727,047	$ 755,928	$ 121,198	13.8%
DEPARTMENT TOTAL USES	$ 4,159,642	$ 6,888,975	$ 10,041,930	$ 7,671,042	$ 13,220,621	$ (3,178,691)	-31.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.25	.25	.25	.25	-	(.25)	(100.0%)
EXECUTIVE MANAGEMENT	1.90	2.10	2.10	1.60	3.00	.90	42.9%
FINANCIAL SERVICES	.25	.25	.25	.25	-	(.25)	(100.0%)
HUMAN RESOURCES	.90	.90	.90	.65	1.00	.10	11.1%
PROGRAM TOTAL	3.30	3.50	3.50	2.75	4.00	.50	14.3%
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	17.50	18.50	18.50	21.50	21.60	3.10	16.8%
PROGRAM TOTAL	17.50	18.50	18.50	21.50	21.60	3.10	16.8%
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	12.80	18.50	18.50	27.30	31.10	12.60	68.1%
PROGRAM TOTAL	12.80	18.50	18.50	27.30	31.10	12.60	68.1%
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	1.40	6.00	6.00	6.75	3.60	(2.40)	(40.0%)
PROGRAM TOTAL	1.40	6.00	6.00	6.75	3.60	(2.40)	(40.0%)
DEPARTMENT TOTAL	35.00	46.50	46.50	58.30	60.30	13.80	29.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	5.00	7.00	7.00	7.00	7.00	-	0.0%
Admin/Operations Specialist	4.00	2.00	2.00	6.50	5.50	3.50	175.0%
Admin/Operations Supv	-	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Assistant	-	2.00	2.00	-	-	(2.00)	(100.0%)
Administrative Staff Supv	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Supervisor	-	-	-	1.00	1.00	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	1.00	1.00	-	0.0%
Database Report Writer Analyst	3.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Education Svc Program Coord	-	-	-	1.00	2.00	2.00	N/A
Educator - Detention	-	2.00	2.00	-	2.00	-	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	-	0.0%
Executive Assistant - Elected Official	-	-	-	1.00	1.00	1.00	N/A
Finan/Business Analyst - Dept	-	-	-	1.00	3.00	3.00	N/A
Financial Manager - County	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Grant-Contract Administrator	-	1.00	1.00	3.00	2.00	1.00	100.0%
Help Desk Coordinator	-	-	-	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	2.00	-	0.0%
IS Project Manager	-	-	-	1.00	-	-	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)	(100.0%)
Media Specialist	-	-	-	1.00	1.00	1.00	N/A
Office Assistant	1.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	8.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Operations/Program Supervisor	1.00	7.00	7.00	1.00	1.00	(6.00)	(85.7%)
PC/LAN Tech Support	1.00	2.00	2.00	1.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Schools Program Administrator	-	-	-	2.00	2.00	2.00	N/A
Schools Program Manager	-	-	-	11.00	11.00	11.00	N/A
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.50	2.50	3.80	3.80	1.30	52.0%
Web Designer/Developer	-	-	-	1.00	1.00	1.00	N/A
Department Total	**35.00**	**46.50**	**46.50**	**58.30**	**60.30**	**13.80**	**29.7%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	27.00	25.00	25.00	23.00	22.00	(3.00)	(12.0%)
669	SMALL SCHOOL SERVICE	-	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	6.00	5.50	5.50	15.50	17.50	12.00	218.2%
782	SCHOOL COMMUNICATION	-	-	-	-	1.00	1.00	N/A
795	EDUCATIONAL SUPPLEMENTAL PROG	2.00	15.00	15.00	18.80	18.80	3.80	25.3%
Department Total		**35.00**	**46.50**	**46.50**	**58.30**	**60.30**	**13.80**	**29.7%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $4,224 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $9,994 for retirement contribution rate increase.
- Increases offset by an increase in salary savings resulting in no increase to the overall budget.

School Grant Fund (715)

- Increase Regular Benefits by $7,812 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $9,885 for retirement contribution rate increase.

Educational Supplemental Program Fund (795)

- Increase Regular Benefits by $14,294 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $10,192 for retirement contribution rate increase.

Target Adjustments:

General Fund (100)

- Increase budget by $10,897 for restatement of risk management charges from Non Departmental.
- Increase budget by $1,031 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $29,365 for restatement of baseline telecommunications.
- Increases offset by an increase in salary savings resulting in no increase to the overall budget.

Programs and Activities

Educational Innovation Program

The purpose of the Educational Innovation Program is to provide professional development, research, grant development/management, data analysis, instruction, communication and advocacy to school district employees so they can increase student academic achievement progress and success.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change of students with one year's academic growth	N/A	N/A	N/A	1.0%	N/A	N/A

Activities that comprise this program include:

- Educational Innovation Activity

Educational Innovation Activity

The purpose of the Educational Innovation Program is to provide professional development, research, grant development/management, data analysis, instruction, communication and advocacy to school district employees so they can increase student academic achievement progress and success.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change of students with one year's academic growth	N/A	N/A	N/A	1.0%	N/A	N/A
Output	Number of educational professional development sessions provided	N/A	N/A	N/A	240	N/A	N/A
Demand	Number of educational professional development sessions requested	N/A	N/A	N/A	80	N/A	N/A
Efficiency	Expenditure per educational professional development session provided	N/A	N/A	N/A	$ 40,370	N/A	N/A
Revenue							
	100 - GENERAL	$ -	$ 64,742	$ 81,767	$ -	$ (64,742)	-100.0%
	715 - SCHOOL GRANT	431,399	4,930,722	3,782,532	8,679,759	3,749,037	76.0%
	669 - SMALL SCHOOL SERVICE	109,657	104,204	104,204	109,657	5,453	5.2%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	-	931,823	776,207	858,631	(73,192)	-7.9%
	TOTAL SOURCES	$ 541,056	$ 6,031,491	$ 4,744,710	$ 9,648,047	$ 3,616,556	60.0%
Expenditure							
	100 - GENERAL	$ 164,960	$ 140,035	$ 327,148	$ 206,310	$ (66,275)	-47.3%
	715 - SCHOOL GRANT	414,137	4,929,145	3,614,240	8,281,128	(3,351,983)	-68.0%
	669 - SMALL SCHOOL SERVICE	70,175	104,204	81,591	109,657	(5,453)	-5.2%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	603,634	1,135,223	816,339	1,091,727	43,496	3.8%
	TOTAL USES	$ 1,252,906	$ 6,308,607	$ 4,839,318	$ 9,688,822	$ (3,380,215)	-53.6%

Activity Narrative: The FY 2012 budget supports the Department's efforts to increase student academic achievement and advance the professional development of teachers and administrators at the school districts. This activity is benefiting from a sizable expansion of activity largely funded by the new REIL Grant funded by the federal government to pilot a performance based compensation model in partnership with five local school districts. The performance measures are new for FY 2012 and were developed during the department's strategic plan update in the summer of 2010.

Economic Management Program

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of districts in compliance	N/A	N/A	N/A	52.5%	N/A	N/A
Percent of districts that move out of non-compliance	N/A	N/A	N/A	17.2%	N/A	N/A

Activities that comprise this program include:

- Economic Management Activity

Economic Management Activity

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of districts in compliance	N/A	N/A	N/A	52.5%	N/A	N/A
Result	Percent of districts that move out of non-compliance	N/A	N/A	N/A	17.2%	N/A	N/A
Output	Number of fiscal professional development sessions delivered	N/A	N/A	N/A	16	N/A	N/A
Demand	Number of requests for fiscal professional development sessions	N/A	N/A	N/A	40	N/A	N/A
Efficiency	Expenditure per fiscal professional development sessions provided	N/A	N/A	N/A	$ 144,439	N/A	N/A
Revenue							
	100 - GENERAL	$ 536,840	$ 105,000	$ 105,012	$ 105,000	$ -	0.0%
	715 - SCHOOL GRANT	16,806	52,147	-	-	(52,147)	-100.0%
	669 - SMALL SCHOOL SERVICE	275,135	-	-	-	-	N/A
	780 - SCHOOL TRANSPORTATION	221,046	600,000	601,557	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	95,393	102,240	71,263	128,763	26,523	25.9%
	795 - EDUCATIONAL SUPPLEMENTAL	857,222	-	-	-	-	N/A
	TOTAL SOURCES	$ 2,002,442	$ 859,387	$ 777,832	$ 833,763	$ (25,624)	-3.0%
Expenditure							
	100 - GENERAL	$ 1,187,473	$ 1,186,836	$ 920,558	$ 920,963	$ 265,873	22.4%
	715 - SCHOOL GRANT	20,911	53,624	89,050	198,631	(145,007)	-270.4%
	669 - SMALL SCHOOL SERVICE	173,227	53,000	52,181	-	53,000	100.0%
	780 - SCHOOL TRANSPORTATION	369,341	600,000	322,481	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	117,411	102,240	84,758	128,763	(26,523)	-25.9%
	795 - EDUCATIONAL SUPPLEMENTAL	77,606	208,836	263,992	462,660	(253,824)	-121.5%
	TOTAL USES	$ 1,945,969	$ 2,204,536	$ 1,733,020	$ 2,311,017	$ (106,481)	-4.8%

Activity Narrative: The FY 2012 budget supports the Department in providing effective financial services to districts throughout the county. In addition to payroll services, the Department manages the Visions school financial system on behalf of partner districts. In addition, the Department employs an itinerant business manager to travel to school districts and assist with financial and business management issues. The Department also provides professional development sessions to school district employees to enhance their business management skills. The performance measures are new for FY 2012 and were developed during the department's strategic plan update in the summer of 2010.

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide communication, advocacy, elections, governing board support, customer support, and legislative consultation to school district employees and citizens so they can increase public satisfaction in education and student learning.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of citizens rating satisfaction as good or better	N/A	N/A	N/A	49.0%	N/A	N/A

Activities that comprise this program include:

- Executive Leadership Activity

Executive Leadership Activity

The purpose of the Executive Leadership Program is to provide communication, advocacy, elections, governing board support, customer support, and legislative consultation to school district employees and citizens so they can increase public satisfaction in education and student learning.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizens rating satisfaction as good or better	N/A	N/A	N/A	49.0%	N/A	N/A
Output	Number of board training sessions provided	N/A	N/A	N/A	6	N/A	N/A
Demand	Number of board training sessions requested	N/A	N/A	N/A	11	N/A	N/A
Efficiency	Expenditure per board training session provided	N/A	N/A	N/A	$ 133,254	N/A	N/A
Revenue							
	100 - GENERAL	$ -	$ 12,000	$ 13,000	$ 12,000	$ -	0.0%
	715 - SCHOOL GRANT	-	408,566	408,566	-	(408,566)	-100.0%
	TOTAL SOURCES	$ -	$ 420,566	$ 421,566	$ 12,000	$ (408,566)	-97.1%
Expenditure							
	100 - GENERAL	$ 497,003	$ 683,174	$ 693,916	$ 539,352	$ 143,822	21.1%
	715 - SCHOOL GRANT	(48)	408,566	-	200,000	208,566	51.0%
	795 - EDUCATIONAL SUPPLEMENTAL	-	148,611	159,744	60,172	88,439	59.5%
	TOTAL USES	$ 496,955	$ 1,240,351	$ 853,660	$ 799,524	$ 440,827	35.5%

Activity Narrative: The FY 2012 budget supports the Department in providing services to county school districts that include county wide communications, executive coordination and the management of special elections for vacant school board seats.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 2,046,590**	**$ 117,000**
FY 2011 Revised Budget	**$ 2,046,590**	**$ 117,000**
Adjustments:		
Restatements	**$ 41,293**	**$ -**
Risk Mgt Chgs from Non Dept	*10,897*	*-*
Equip Svcs Chgs from Non Dept	*1,031*	*-*
Telecomm Chgs from Non Dept	*29,365*	*-*
FY 2012 Budget Target	**$ 2,087,883**	**$ 117,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 14,218**	**$ -**
Emp Health Dental Prem Realloc	*4,224*	*-*
Retirement Contributions	*9,994*	*-*
Base Adjustments	**$ (14,218)**	**$ -**
Other Base Adjustments	*12,447*	*-*
Personnel Savings	*(26,665)*	*-*
FY 2012 Adopted Budget	**$ 2,087,883**	**$ 117,000**
Percent Change from Target Amount	*0.0%*	*0.0%*
	Expenditures	**Revenue**
NON-RECURRING		
FY 2011 Adopted Budget	**$ 251,791**	**$ 64,742**
FY 2011 Revised Budget	**$ 251,791**	**$ 64,742**
Adjustments:		
Non Recurring	**$ (251,791)**	**$ (64,742)**
Other Non-Recurring	*(251,791)*	*(64,742)*
FY 2012 Budget Target	**$ -**	**$ -**
FY 2012 Adopted Budget	**$ -**	**$ -**

Small Schools Fund (669)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 104,204**	**$ 104,204**
FY 2011 Revised Budget	**$ 104,204**	**$ 104,204**
FY 2012 Budget Target	**$ 104,204**	**$ 104,204**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 716**	**$ -**
Emp Health Dental Prem Realloc	*192*	*-*
Retirement Contributions	*524*	*-*
Base Adjustments	**$ (716)**	**$ -**
Other Base Adjustments	*(716)*	*-*
Fees and Other Revenues	**$ 5,453**	**$ 5,453**
ProgRevenue Volume Inc/Dec	*5,453*	*5,453*
FY 2012 Adopted Budget	**$ 109,657**	**$ 109,657**
Percent Change from Target Amount	*5.2%*	*5.2%*

	Expenditures	Revenue
NON-RECURRING		
FY 2011 Adopted Budget	**$ 53,000**	**$ -**
FY 2011 Revised Budget	**$ 53,000**	**$ -**
Adjustments:		
Non Recurring	**$ (53,000)**	**$ -**
Other Non-Recurring	*(53,000)*	*-*
FY 2012 Budget Target	**$ -**	**$ -**
FY 2012 Adopted Budget	**$ -**	**$ -**

Small Schools Fund (669) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 20,712	$ (25,099)	$ (25,099)	$ 162,105	$ 133,435
Sources:					
Operating	$ 111,618	$ 104,204	$ 104,204	$ 105,102	$ 109,657
Non-Recurring	273,174	-	-	-	-
Total Sources:	$ 384,792	$ 104,204	$ 104,204	$ 105,102	$ 109,657
Uses:					
Operating	$ 94,956	$ 104,204	$ 104,204	$ 81,591	$ 109,657
Non-Recurring	148,446	53,000	53,000	52,181	-
Total Uses:	$ 243,402	$ 157,204	$ 157,204	$ 133,772	$ 109,657
Structural Balance	$ 16,662	$ -	$ -	$ 23,511	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 162,105	$ -	$ -	$ 133,435	$ 133,435
Total Ending Spendable Fund Balance	$ 162,105	$ (78,099)	$ (78,099)	$ 133,435	$ 133,435

Grant Fund (715)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,238,480**	**$ 2,238,480**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,152,955**	**$ 3,152,955**
ARRA Teacher Incentive Grant	*C-37-11-096-G-00*	*3,152,955*	*3,152,955*
FY 2011 Revised Budget		**$ 5,391,435**	**$ 5,391,435**
FY 2012 Budget Target		**$ 5,391,435**	**$ 5,391,435**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 17,697**	**$ -**
Emp Health Dental Prem Realloc		*7,812*	*-*
Retirement Contributions		*9,885*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,270,627**	**$ 3,288,324**
Grant Reconciliation		*3,270,627*	*3,288,324*
FY 2012 Adopted Budget		**$ 8,679,759**	**$ 8,679,759**
Percent Change from Target Amount		*61.0%*	*61.0%*

Grant Fund (715) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (35,272)	$ 73,316	$ 73,316	$ (33,475)	$ 550,309
Sources:					
Operating	$ 432,183	$ 2,238,480	$ 5,391,435	$ 4,279,171	$ 8,679,759
Non-Recurring	16,806	-	-	8,000	-
Total Sources:	$ 448,989	$ 2,238,480	$ 5,391,435	$ 4,287,171	$ 8,679,759
Uses:					
Operating	$ 435,288	$ 2,238,480	$ 5,391,435	$ 3,703,387	$ 8,679,759
Non-Recurring	-	-	-	-	-
Total Uses:	$ 435,288	$ 2,238,480	$ 5,391,435	$ 3,703,387	$ 8,679,759
Structural Balance	$ (3,105)	$ -	$ -	$ 575,784	$ -
Accounting Adjustments	$ (11,904)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 73,316	$ 73,316	$ 550,309	$ 550,309
Total Ending Spendable Fund Balance	$ (33,475)	$ 73,316	$ 73,316	$ 550,309	$ 550,309

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 2011 Adopted Budget	**$ 600,000**	**$ 600,000**
FY 2011 Revised Budget	**$ 600,000**	**$ 600,000**
FY 2012 Budget Target	**$ 600,000**	**$ 600,000**
FY 2012 Adopted Budget	**$ 600,000**	**$ 600,000**

Transportation Fund (780) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 363,901	$ 100,843	$ 100,843	$ 215,605	$ 494,681
Sources:					
Operating	$ 221,046	$ 600,000	$ 600,000	$ 601,557	$ 600,000
Non-Recurring	-	-	-	-	-
Total Sources:	$ 221,046	$ 600,000	$ 600,000	$ 601,557	$ 600,000
Uses:					
Operating	$ 369,341	$ 600,000	$ 600,000	$ 322,481	$ 600,000
Non-Recurring	-	-	-	-	-
Total Uses:	$ 369,341	$ 600,000	$ 600,000	$ 322,481	$ 600,000
Structural Balance	$ (148,295)	$ -	$ -	$ 279,076	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 215,605	$ 100,843	$ 100,843	$ 494,681	$ 494,681
Total Ending Spendable Fund Balance	$ 215,605	$ 100,843	$ 100,843	$ 494,681	$ 494,681

Communication Fund (782)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 102,240**	**$ 102,240**
FY 2011 Revised Budget	**$ 102,240**	**$ 102,240**
FY 2012 Budget Target	**$ 102,240**	**$ 102,240**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 513**	**$ -**
Emp Health Dental Prem Realloc	*192*	-
Retirement Contributions	*321*	-
Base Adjustments	**$ (513)**	**$ -**
Other Base Adjustments	*(513)*	-
Fees and Other Revenues	**$ 26,523**	**$ 26,523**
ProgRevenue Volume Inc/Dec	*26,523*	*26,523*
FY 2012 Adopted Budget	**$ 128,763**	**$ 128,763**
Percent Change from Target Amount	*25.9%*	*25.9%*

Communication Fund (782) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 61,202	$ 61,765	$ 61,765	$ 39,187	$ 40,398
Sources:					
Operating	$ 95,393	$ 102,240	$ 102,240	$ 85,969	$ 128,763
Non-Recurring	-	-	-	-	-
Total Sources:	$ 95,393	$ 102,240	$ 102,240	$ 85,969	$ 128,763
Uses:					
Operating	$ 102,211	$ 102,240	$ 102,240	$ 84,758	$ 128,763
Non-Recurring	15,200	-	-	-	-
Total Uses:	$ 117,411	$ 102,240	$ 102,240	$ 84,758	$ 128,763
Structural Balance	$ (6,818)	$ -	$ -	$ 1,211	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 39,187	$ 61,765	$ 61,765	$ 40,398	$ 40,398
Total Ending Spendable Fund Balance	$ 39,187	$ 61,765	$ 61,765	$ 40,398	$ 40,398

Educational Supplemental Programming (Indirect Cost) Fund (795)

MARICOPA COUNTY BUDGETING FOR RESULTS
FY 2012 BUDGET RECONCILIATION
370 - EDUCATION SERVICES
795 - EDUCATIONAL SUPPLEMENTAL PROG
OPERATING

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 920,335**	**$ 931,823**
FY 2011 Revised Budget	**$ 920,335**	**$ 931,823**
FY 2012 Budget Target	**$ 920,335**	**$ 931,823**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 15,425**	**$ -**
Emp Health Dental Prem Realloc	*9,005*	*-*
Retirement Contributions	*6,420*	*-*
Base Adjustments	**$ (15,425)**	**$ -**
Other Base Adjustments	*(15,425)*	*-*
Fees and Other Revenues	**$ (61,704)**	**$ (73,192)**
ProgRevenue Volume Inc/Dec	*(61,704)*	*(73,192)*
FY 2012 Adopted Budget	**$ 858,631**	**$ 858,631**
Percent Change from Target Amount	*-6.7%*	*-7.9%*

	Expenditures	Revenue
NON-RECURRING		
FY 2011 Adopted Budget	**$ 572,335**	**$ -**
FY 2011 Revised Budget	**$ 572,335**	**$ -**
Adjustments:		
Non Recurring	**$ (572,335)**	**$ -**
Other Non-Recurring	*(572,335)*	*-*
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 9,059**	**$ -**
Emp Health Dental Prem Realloc	*5,288*	*-*
Retirement Contributions	*3,771*	*-*
Non Recurring	**$ 746,869**	**$ -**
Other Non-Recurring	*746,869*	*-*
FY 2012 Adopted Budget	**$ 755,928**	**$ -**

Educational Supplemental Programming (Indirect Cost) Fund (795) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 2,038,650	$ 2,190,390	$ 2,190,390	$ 2,214,638	$ 1,763,679
Sources:					
Operating	$ 857,222	$ 931,823	$ 931,823	$ 789,116	$ 858,631
Non-Recurring	-	-	-	-	-
Total Sources:	$ 857,222	$ 931,823	$ 931,823	$ 789,116	$ 858,631
Uses:					
Operating	$ 270,387	$ 920,335	$ 920,335	$ 766,271	$ 858,631
Non-Recurring	410,853	572,335	572,335	473,804	755,928
Total Uses:	$ 681,240	$ 1,492,670	$ 1,492,670	$ 1,240,075	$ 1,614,559
Structural Balance	$ 586,835	$ 11,488	$ 11,488	$ 22,845	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,214,638	$ 1,629,543	$ 1,629,543	$ 1,763,679	$ 1,007,751
Total Ending Spendable Fund Balance	$ 2,214,638	$ 1,629,543	$ 1,629,543	$ 1,763,679	$ 1,007,751

Elections

Analysis by Carmine L. Davis, Management and 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

Citizen Satisfaction

By June, 2013, there will be a 5% reduction in negative post-election contacts (indicating satisfaction with access and ability to vote).

Status: For the General Election in 2010 the Elections Department surveyed 932 voters of which 21 were not satisfied (2.3%) with the ease of voting, and another 26 were only somewhat satisfied (2.8%). 17 voters surveyed did not answer the question (1.8%), while 868 voters were satisfied with their access and ability to vote (93.1%).

Department Specific

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 November 2010 General Election had 65.8% of total ballots cast as early ballots (660,786 of 1,004,125 total 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ELEC - ELECTION PROCESSING	$ 6,559,688	$ 3,500,603	$ 3,500,603	$ 3,367,881	$ 6,370,233	$ 2,869,630	82.0%
21EL - ELECTIONS	$ 6,559,688	$ 3,500,603	$ 3,500,603	$ 3,367,881	$ 6,370,233	$ 2,869,630	82.0%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 10,783	$ 12,001	$ 12,001	$ 21,444	$ 12,001	$ -	0.0%
VREG - VOTER REGISTRATION	23,233	604	604	8,442	604	-	0.0%
21PE - PRE ELECTION PROCESSING	$ 34,016	$ 12,605	$ 12,605	$ 29,886	$ 12,605	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ 4,359,124	$ 2	$ 2	$ -	$ 2	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 4,359,124	$ 2	$ 2	$ -	$ 2	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 29,907	$ -	$ -	$ 2,242,301	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 29,907	$ -	$ -	$ 2,242,301	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 10,982,735**	**$ 3,513,210**	**$ 3,513,210**	**$ 5,640,068**	**$ 6,382,840**	**$ 2,869,630**	**81.7%**
USES							
ELEC - ELECTION PROCESSING	$ 7,529,722	$ 16,050,220	$ 16,050,222	$ 14,137,172	$ 11,747,242	$ 4,302,980	26.8%
PELP - POST ELECTION PROCESSING	2,412,809	1,321,960	1,321,960	598,189	1,318,752	3,208	0.2%
21EL - ELECTIONS	$ 9,942,531	$ 17,372,180	$ 17,372,182	$ 14,735,361	$ 13,065,994	$ 4,306,188	24.8%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 135,465	$ 125,477	$ 125,477	$ 135,842	$ 136,292	$ (10,815)	-8.6%
VREG - VOTER REGISTRATION	896,787	1,659,337	1,659,338	1,113,558	2,228,911	(569,573)	-34.3%
21PE - PRE ELECTION PROCESSING	$ 1,032,252	$ 1,784,814	$ 1,784,815	$ 1,249,400	$ 2,365,203	$ (580,388)	-32.5%
BDGT - BUDGETING	$ 122,372	$ 119,164	$ 119,164	$ 123,901	$ 125,412	$ (6,248)	-5.2%
FSAC - FINANCIAL SERVICES	157,767	153,332	153,331	216,250	166,552	(13,221)	-8.6%
HRAC - HUMAN RESOURCES	59,439	50,926	50,926	63,700	55,622	(4,696)	-9.2%
ODIR - EXECUTIVE MANAGEMENT	1,227,367	3,478,762	3,478,760	1,931,569	765,313	2,713,447	78.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,566,945	$ 3,802,184	$ 3,802,181	$ 2,335,420	$ 1,112,899	$ 2,689,282	70.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 57,240	$ 123,142	$ 123,142	$ 123,142	$ 35,683	$ 87,459	71.0%
99GV - GENERAL GOVERNMENT	$ 57,240	$ 123,142	$ 123,142	$ 123,142	$ 35,683	$ 87,459	71.0%
TOTAL PROGRAMS	**$ 12,598,968**	**$ 23,082,320**	**$ 23,082,320**	**$ 18,443,323**	**$ 16,579,779**	**$ 6,502,541**	**28.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,359,124	$ -	$ -	$ 2,287,601	$ 2,211,630	$ 2,211,630	N/A
0620 - OTHER INTERGOVERNMENTAL	6,566,299	3,497,002	3,497,002	3,288,886	4,155,002	658,000	18.8%
SUBTOTAL	$ 10,925,423	$ 3,497,002	$ 3,497,002	$ 5,576,487	$ 6,366,632	$ 2,869,630	82.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,937	$ 702	$ 702	$ 2,053	$ 702	$ -	0.0%
SUBTOTAL	$ 3,937	$ 702	$ 702	$ 2,053	$ 702	$ -	0.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 9,000	$ 12,000	$ 12,000	$ 21,350	$ 12,000	$ -	0.0%
SUBTOTAL	$ 9,000	$ 12,000	$ 12,000	$ 21,350	$ 12,000	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 29,907	$ -	$ -	$ 13,022	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	14,468	3,506	3,506	27,156	3,506	-	0.0%
SUBTOTAL	$ 44,375	$ 3,506	$ 3,506	$ 40,178	$ 3,506	$ -	0.0%
ALL REVENUES	$ 10,982,735	$ 3,513,210	$ 3,513,210	$ 5,640,068	$ 6,382,840	$ 2,869,630	81.7%
TOTAL SOURCES	$ 10,982,735	$ 3,513,210	$ 3,513,210	$ 5,640,068	$ 6,382,840	$ 2,869,630	81.7%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,194,109	$ 2,272,614	$ 2,272,614	$ 2,234,043	$ 2,272,616	$ (2)	0.0%
0705 - TEMPORARY PAY	296,079	1,510,905	1,510,905	892,314	321,272	1,189,633	78.7%
0710 - OVERTIME	166,287	806,334	806,334	435,001	236,577	569,757	70.7%
0750 - FRINGE BENEFITS	830,195	955,152	955,152	1,033,858	1,004,793	(49,641)	-5.2%
0790 - OTHER PERSONNEL SERVICES	9,353	-	-	15,077	4,800	(4,800)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(295,000)	(295,000)	-	-	(295,000)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	295,000	295,000	-	-	295,000	100.0%
SUBTOTAL	$ 3,496,023	$ 5,545,005	$ 5,545,005	$ 4,610,293	$ 3,840,058	$ 1,704,947	30.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 345,487	$ 695,228	$ 695,228	$ 441,302	$ 245,690	$ 449,538	64.7%
0803 - FUEL	8,441	28,000	28,000	19,322	19,000	9,000	32.1%
0804 - NON-CAPITAL EQUIPMENT	238,611	2,125,000	2,125,000	775,000	2,167,049	(42,049)	-2.0%
SUBTOTAL	$ 592,539	$ 2,848,228	$ 2,848,228	$ 1,235,624	$ 2,431,739	$ 416,489	14.6%
SERVICES							
0810 - LEGAL SERVICES	$ 4,933	$ 21,000	$ 21,000	$ 10,850	$ 11,000	$ 10,000	47.6%
0812 - OTHER SERVICES	7,113,651	12,721,941	12,721,941	10,757,592	8,432,626	4,289,315	33.7%
0820 - RENT & OPERATING LEASES	65,673	351,450	351,450	206,003	117,800	233,650	66.5%
0825 - REPAIRS AND MAINTENANCE	2,136	4,800	4,800	868	2,800	2,000	41.7%
0839 - INTERNAL SERVICE CHARGES	75,262	27,000	27,000	79,547	146,876	(119,876)	-444.0%
0841 - TRAVEL	36,487	102,500	102,500	76,266	36,900	65,600	64.0%
0842 - EDUCATION AND TRAINING	5,745	10,300	10,300	809	18,550	(8,250)	-80.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,162,873	1,432,410	1,432,410	1,422,307	1,485,830	(53,420)	-3.7%
0850 - UTILITIES	43,646	17,686	17,686	43,164	55,600	(37,914)	-214.4%
SUBTOTAL	$ 8,510,406	$ 14,689,087	$ 14,689,087	$ 12,597,406	$ 10,307,982	$ 4,381,105	29.8%
ALL EXPENDITURES	$ 12,598,968	$ 23,082,320	$ 23,082,320	$ 18,443,323	$ 16,579,779	$ 6,502,541	28.2%
TOTAL USES	$ 12,598,968	$ 23,082,320	$ 23,082,320	$ 18,443,323	$ 16,579,779	$ 6,502,541	28.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 6,593,704	$ 3,513,210	$ 3,513,210	$ 3,339,445	$ 4,171,210	$ 658,000	18.7%
FUND TOTAL SOURCES	$ 6,593,704	$ 3,513,210	$ 3,513,210	$ 3,339,445	$ 4,171,210	$ 658,000	18.7%
248 ELECTIONS GRANT							
OPERATING	$ 4,389,031	$ -	$ -	$ 2,300,623	$ 2,211,630	$ 2,211,630	N/A
FUND TOTAL SOURCES	$ 4,389,031	$ -	$ -	$ 2,300,623	$ 2,211,630	$ 2,211,630	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 10,982,735	$ 3,513,210	$ 3,513,210	$ 5,640,068	$ 6,382,840	$ 2,869,630	81.7%
DEPARTMENT TOTAL SOURCES	$ 10,982,735	$ 3,513,210	$ 3,513,210	$ 5,640,068	$ 6,382,840	$ 2,869,630	81.7%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 12,039,025	$ 20,300,000	$ 20,300,000	$ 17,378,913	$ 14,368,149	$ 5,931,851	29.2%
FUND TOTAL USES	$ 12,039,025	$ 20,300,000	$ 20,300,000	$ 17,378,913	$ 14,368,149	$ 5,931,851	29.2%
248 ELECTIONS GRANT							
OPERATING	$ -	$ -	$ -	$ -	$ 2,211,630	$ (2,211,630)	N/A
NON-RECURRING	559,943	2,782,320	2,782,320	1,064,410	-	2,782,320	100.0%
FUND TOTAL USES	$ 559,943	$ 2,782,320	$ 2,782,320	$ 1,064,410	$ 2,211,630	$ 570,690	20.5%
DEPARTMENT OPERATING TOTAL USES	$ 12,039,025	$ 20,300,000	$ 20,300,000	$ 17,378,913	$ 16,579,779	$ 3,720,221	18.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ 559,943	$ 2,782,320	$ 2,782,320	$ 1,064,410	$ -	$ 2,782,320	100.0%
DEPARTMENT TOTAL USES	$ 12,598,968	$ 23,082,320	$ 23,082,320	$ 18,443,323	$ 16,579,779	$ 6,502,541	28.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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	2.00	2.00	3.00	2.00	-	0.0%
HUMAN RESOURCES	1.50	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	13.00	12.00	12.00	13.00	12.00	-	0.0%
ELECTIONS							
ELECTION PROCESSING	19.00	20.00	20.00	19.00	21.00	1.00	5.0%
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	22.00	23.00	23.00	22.00	24.00	1.00	4.3%
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	17.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
PROGRAM TOTAL	19.00	19.00	19.00	19.00	18.00	(1.00)	(5.3%)
DEPARTMENT TOTAL	54.00	54.00	54.00	54.00	54.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	2.00	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)	(100.0%)
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)	(100.0%)
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%
Materials Inventory Specialist	-	-	-	2.00	2.00	2.00	N/A
Office Assistant	24.00	24.00	24.00	23.00	23.00	(1.00)	(4.2%)
Office Assistant Specialized	6.00	6.00	6.00	7.00	7.00	1.00	16.7%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	-	1.00	1.00	1.00	N/A
Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	54.00	54.00	54.00	54.00	54.00	-	0.0%
Department Total	**54.00**	**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 was effective July 1, 2010 and is expected to generate $658,000 in additional revenue in FY 2012.

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $46,008 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $21,025.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $13,502 is restated for FY 2012 consolidated risk management charges.
- $5,613 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.
- $71,358 is a restatement of FY 2011 baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Fines levied as a percentage of active political committees	N/A	19.0%	5.3%	6.9%	(12.2%)	-63.8%
Percentage of all valid registrations processed in time to meet election deadlines	N/A	100.0%	100.0%	96.8%	(3.2%)	-3.2%

Measures in the Pre-Election Processing Program are newly established in FY 2011.

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 Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Fines levied as a percentage of active political committees	N/A	19.0%	5.3%	6.9%	(12.2%)	-63.8%
Output	Number of candidates trained, precinct committeemen processed and filings processed	N/A	800	3,980	875	75	9.4%
Output	Number of candidate filings and active committees	N/A	1,900	5,544	875	(1,025)	-53.9%
Demand	Number of candidates running for office, precinct committeemen processed and filings	N/A	1,500	1,073	875	(625)	-41.7%
Efficiency	Expenditure per candidate trained	N/A	$ 156.85	$ 34.85	$ 155.76	$ 1.08	0.7%
Revenue							
	100 - GENERAL	$ 10,783	$ 12,001	$ 21,444	$ 12,001	$ -	0.0%
	TOTAL SOURCES	$ 10,783	$ 12,001	$ 21,444	$ 12,001	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 135,465	$ 125,477	$ 135,842	$ 136,292	$ (10,815)	-8.6%
	TOTAL USES	$ 135,465	$ 125,477	$ 135,842	$ 136,292	$ (10,815)	-8.6%

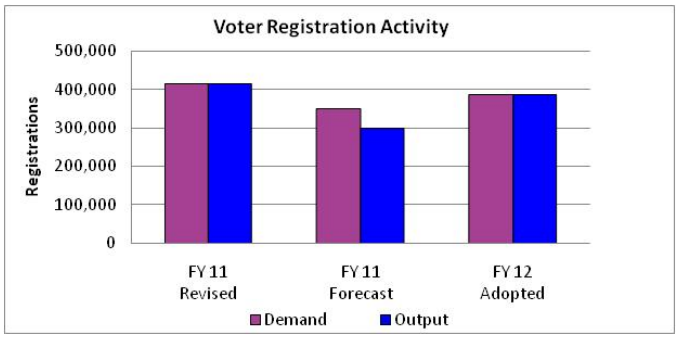
Activity Narrative: The Campaign Finance Political Committee report deadlines cross-over fiscal years, however the expenses associated with these reports (mailing them out, printing them, etc.) occur primarily in the fiscal year prior to the election. It is handled in this manner to meet the report deadlines. The decrease in demand relates to the cyclical nature of filings, which is every other year. The increase in expenditures is for training to obtain required certification for County employees in the Election's Department.

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 Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of all valid registrations processed in time to meet election deadlines	N/A	100.0%	100.0%	96.8%	(3.2%)	-3.2%
Output	Number of registrations processed	N/A	415,000	298,540	385,000	(30,000)	-7.2%
Demand	Number of registrations to be processed	N/A	415,000	350,186	385,000	(30,000)	-7.2%
Efficiency	Expenditure per registration processed	N/A	$ 4.00	$ 3.73	$ 5.79	$ (1.79)	-44.8%
Revenue							
	100 - GENERAL	$ 23,233	$ 604	$ 8,442	$ 604	$ -	0.0%
	TOTAL SOURCES	$ 23,233	$ 604	$ 8,442	$ 604	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 896,787	$ 1,659,338	$ 1,113,558	$ 2,228,911	$ (569,573)	-34.3%
	TOTAL USES	$ 896,787	$ 1,659,338	$ 1,113,558	$ 2,228,911	$ (569,573)	-34.3%



Activity Narrative: In FY 2011 the Elections Department did not do a countywide distribution of ID cards. In FY 2012 the Elections Department included funds that increase expenditures for redistricting, which requires by statute new voter ID cards be issued to all voters.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Voter Turnout (as percentage of total voters)	N/A	56.4%	56.4%	67.3%	10.8%	19.2%
Percent of provisional ballots that were valid	N/A	74.9%	75.4%	69.2%	(5.7%)	-7.6%
Percent of tallies transmitted within timeliness standards	N/A	74.8%	98.3%	97.0%	22.2%	29.7%

Measures in the Elections Processing Program are newly established in FY 2011.

Activities that comprise this program include:

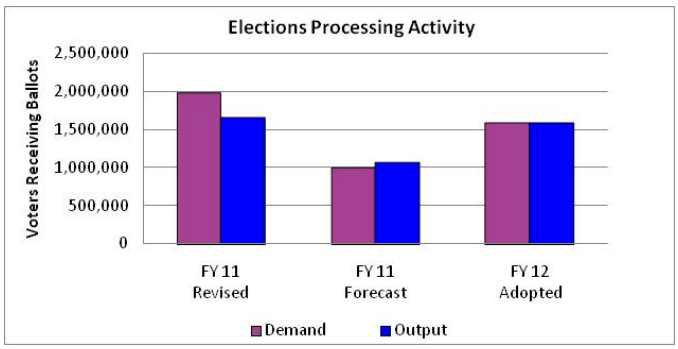
- Elections Processing
- Post-Election Processing

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 Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Voter Turnout (as percentage of total voters)	N/A	56.4%	56.4%	67.3%	10.8%	19.2%
Output	Number of voters receiving ballots	N/A	1,660,000	1,068,713	1,585,000	(75,000)	-4.5%
Demand	Number of voters requesting ballots	N/A	1,975,000	1,000,000	1,585,000	(390,000)	-19.7%
Efficiency	Expenditure per voter receiving a ballot	N/A	$ 9.67	$ 13.23	$ 7.41	$ 2.26	23.3%
Revenue							
	100 - GENERAL	$ 6,559,688	$ 3,500,603	$ 3,309,559	$ 4,158,603	$ 658,000	18.8%
	248 - ELECTIONS GRANT	-	-	58,322	2,211,630	2,211,630	N/A
	TOTAL SOURCES	$ 6,559,688	$ 3,500,603	$ 3,367,881	$ 6,370,233	$ 2,869,630	82.0%
Expenditure							
	100 - GENERAL	$ 7,496,572	$ 16,050,222	$ 14,137,172	$ 9,535,612	$ 6,514,610	40.6%
	248 - ELECTIONS GRANT	33,150	-	-	2,211,630	(2,211,630)	N/A
	TOTAL USES	$ 7,529,722	$ 16,050,222	$ 14,137,172	$ 11,747,242	$ 4,302,980	26.8%



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 is also increasing in FY 2012 due to the Election's Department holding jurisdictional elections in August, November, March and May as well as a potential Presidential Preference Election in February.

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 Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of provisional ballots that were valid	N/A	74.9%	75.4%	69.2%	(5.7%)	-7.6%
Result	Percent of tallies transmitted within timeliness standards	N/A	74.8%	98.3%	97.0%	22.2%	29.7%
Output	Number of provisional ballots processed	N/A	69,750	50,180	153,000	83,250	119.4%
Output	Number of election tallies transmitted	N/A	69,875	578,524	183,000	113,125	161.9%
Demand	Number of provisional ballots expected to be submitted	N/A	93,500	62,930	153,000	59,500	63.6%
Demand	Number of election tallies required to be transmitted	N/A	251,000	751,486	183,000	(68,000)	-27.1%
Efficiency	Expenditure per provisional ballot processed	N/A	$ 18.95	$ 11.92	$ 8.62	$ 10.33	54.5%
Efficiency	Expenditure per election tally transmitted	N/A	$ 18.92	$ 1.03	$ 7.21	$ 11.71	61.9%
Expenditure							
	100 - GENERAL	$ 2,412,809	$ 1,321,960	$ 598,189	$ 1,318,752	$ 3,208	0.2%
	TOTAL USES	$ 2,412,809	$ 1,321,960	$ 598,189	$ 1,318,752	$ 3,208	0.2%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand in Post-Election Processing which includes accommodating an increasing voter turnout.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 20,300,000**	**$ 3,513,210**
FY 2011 Revised Budget		**$ 20,300,000**	**$ 3,513,210**
Adjustments:			
Other Mandates		**$ (6,085,786)**	**$ 658,000**
Primary and General Elections		*(6,085,786)*	*658,000*
Restatements		**$ 90,473**	**$ -**
Risk Mgt Chgs from Non Dept		*13,502*	*-*
Equip Svcs Chgs from Non Dept		*5,613*	*-*
Telecomm Chgs from Non Dept		*71,358*	*-*
FY 2012 Budget Target		**$ 14,304,687**	**$ 4,171,210**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 67,033**	**$ -**
Emp Health Dental Prem Realloc		*46,008*	*-*
Retirement Contributions		*21,025*	*-*
Base Adjustments		**$ (3,571)**	**$ -**
Other Base Adjustments		*(3,571)*	*-*
Life Insurance Savings Adjustment	*$ (3,571)*		
FY 2012 Adopted Budget		**$ 14,368,149**	**$ 4,171,210**
Percent Change from Target Amount		*0.4%*	*0.0%*

Elections Grant Fund (248)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 2,211,630**	**$ 2,211,630**
Help America Vote Grant	*C-21-09-004-G-00*		*2,211,630*	*2,211,630*
FY 2012 Adopted Budget			**$ 2,211,630**	**$ 2,211,630**
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 2,782,320**	**$ -**
FY 2011 Revised Budget			**$ 2,782,320**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (2,782,320)**	**$ -**
Grant Reconciliation			*(2,782,320)*	-
Help America Vote Grant	*C-21-09-004-G-00*	*$ (2,782,320)*		
FY 2012 Adopted Budget			**$ -**	**$ -**

Elections Grant Fund (248) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 4,330,024	$ 4,330,024	$ -	$ 1,236,213
Sources:					
Operating	$ 4,389,031	$ -	$ -	$ 2,300,623	$ 2,211,630
Total Sources:	$ 4,389,031	$ -	$ -	$ 2,300,623	$ 2,211,630
Uses:					
Operating	$ -	$ -	$ -	$ -	$ 2,211,630
Non-Recurring	559,943	2,782,320	2,782,320	1,064,410	-
Total Uses:	$ 559,943	$ 2,782,320	$ 2,782,320	$ 1,064,410	$ 2,211,630
Structural Balance	$ 4,389,031	$ -	$ -	$ 2,300,623	$ -
Accounting Adjustments	$ (3,829,088)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 1,547,704	$ 1,547,704	$ 1,236,213	$ 1,236,213
Total Ending Spendable Fund Balance	$ -	$ 1,547,704	$ 1,547,704	$ 1,236,213	$ 1,236,213

The Elections Department plans to utilize any surplus fund balance from the Help America Vote Grant in out years.

Emergency Management

Analysis by Mary Driessen, Senior Management and 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

Safe Communities

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 communication mediums such as radio, television, emergency alert systems (EAS), and public warning systems such as Reverse 911 while evaluating the messaging mediums currently taking the forefront. Technology has increased the number and complexity (Facebook, Texting, and Twitter as examples) of the messaging methods. The Department's surveys are already in place through a number of outlets which will be examined through an analysis to find common trends of dispersing information to the mass public. One of Emergency Management's key notification companies recently acquired another company to allow for Short Message Service (SMS) messaging to the public. This additional feature may allow the Department to target additional population segments currently being missed by existing "Reverse 911" telephone notifications systems. Recent information indicates that 51% of the community no longer uses hard-line telephones in their residence. Though the Department is looking at tools for the public to voluntarily self register their cell and web-based phones to the Reverse 911 systems in place at dispatch centers, many residents use other mediums to receive their respective information, in this case, emergency information. The Regional Dispatch consortium is now testing a web-based application for the public to voluntarily sign-up their home address and cell or Internet Protocol phone for inclusion on reserve call warnings.

Safe Communities

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 discussed the purpose and reason for this goal. Various cities and towns are now beginning to request their plan revisions. Other cities and towns are either fully or partially complete including the City of Glendale, the Town of Gilbert, City of Chandler and the City of Mesa.

The Multi-Jurisdiction Multi-Hazard Mitigation Plan (MJMHMP) was formally approved by the Maricopa County Board of Supervisors at the March 17, 2010 public meeting.

The Community Wildfire Protection Plan (CWPP) is a county-wide plan that includes the incorporated jurisdictions, fire districts and the two largest electrical utility providers. The Maricopa County Board of Supervisors formally adopted the plan through resolution at a public meeting in April.

The Mass Fatality Plan overhaul is at 48% completion. This plan incorporates stakeholders throughout Maricopa County, including but not limited to, Emergency Management, Public Health, the Medical Examiner's Office, Sheriff's Office, Arizona Division of Emergency Management (ADEM) and State Health Department. Since Maricopa County encompasses the significant population of the state (both living and deceased), this plan will ultimately drive the revisions of the State Mass Fatality Plan.

The Local Emergency Planning Committee's (supported significantly by Maricopa County Emergency Management) Hazardous Materials Response Plan revision is complete and has been adopted by the LEPC at the most recent public meeting.

Maricopa County continues to be a proactive leader and ADEM partner for planning/exercising and real event response for the Palo Verde Nuclear Generating Station (PVNGS).

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PLAN - PLANNING	$ 1,337,390	$ 1,448,910	$ 1,644,607	$ 1,533,200	$ 1,531,289	$ (113,318)	-6.9%
15PR - PREPAREDNESS	$ 1,337,390	$ 1,448,910	$ 1,644,607	$ 1,533,200	$ 1,531,289	$ (113,318)	-6.9%
GGOV - GENERAL GOVERNMENT	$ 5,218	$ -	$ -	$ (26,941)	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 5,218	$ -	$ -	$ (26,941)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,342,608**	**$ 1,448,910**	**$ 1,644,607**	**$ 1,506,259**	**$ 1,531,289**	**$ (113,318)**	**-6.9%**
USES							
PLAN - PLANNING	$ 1,268,398	$ 1,322,296	$ 1,517,992	$ 1,382,949	$ 1,703,775	$ (185,783)	-12.2%
15PR - PREPAREDNESS	$ 1,268,398	$ 1,322,296	$ 1,517,992	$ 1,382,949	$ 1,703,775	$ (185,783)	-12.2%
EMER - EMERGENCY OPERATIONS MGMT	$ 28,426	$ 216,395	$ 216,396	$ 25,475	$ 35,245	$ 181,151	83.7%
15RR - RESPONSE AND RECOVERY	$ 28,426	$ 216,395	$ 216,396	$ 25,475	$ 35,245	$ 181,151	83.7%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ -	$ 3,157	$ (3,157)	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ 3,157	$ (3,157)	N/A
CSCA - CENTRAL SERVICE COST ALLOC	$ 76,632	$ 82,799	$ 82,799	$ 82,799	$ 84,260	$ (1,461)	-1.8%
ISFC - INTERNAL SERVICE FUND CHARGES	984	1,301	1,301	1,300	2,748	(1,447)	-111.2%
99GV - GENERAL GOVERNMENT	$ 77,616	$ 84,100	$ 84,100	$ 84,099	$ 87,008	$ (2,908)	-3.5%
TOTAL PROGRAMS	**$ 1,374,440**	**$ 1,622,791**	**$ 1,818,488**	**$ 1,492,523**	**$ 1,829,185**	**$ (10,697)**	**-0.6%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,163,926	$ 1,275,029	$ 1,470,726	$ 1,339,476	$ 1,357,408	$ (113,318)	-7.7%
SUBTOTAL	$ 1,163,926	$ 1,275,029	$ 1,470,726	$ 1,339,476	$ 1,357,408	$ (113,318)	-7.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 173,464	$ 173,881	$ 173,881	$ 162,553	$ 173,881	$ -	0.0%
SUBTOTAL	$ 173,464	$ 173,881	$ 173,881	$ 162,553	$ 173,881	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,218	$ -	$ -	$ 3,980	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	-	-	-	250	-	-	N/A
SUBTOTAL	$ 5,218	$ -	$ -	$ 4,230	$ -	$ -	N/A
ALL REVENUES	$ 1,342,608	$ 1,448,910	$ 1,644,607	$ 1,506,259	$ 1,531,289	$ (113,318)	-6.9%
TOTAL SOURCES	$ 1,342,608	$ 1,448,910	$ 1,644,607	$ 1,506,259	$ 1,531,289	$ (113,318)	-6.9%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 641,002	$ 635,324	$ 635,324	$ 671,613	$ 723,444	$ (88,120)	-13.9%
0710 - OVERTIME	982	8,550	8,550	10,552	8,500	50	0.6%
0750 - FRINGE BENEFITS	203,882	228,236	228,236	225,951	258,501	(30,265)	-13.3%
0790 - OTHER PERSONNEL SERVICES	11,689	11,600	11,600	9,967	12,400	(800)	-6.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(42,822)	(29,887)	(29,887)	(44,149)	(81,781)	51,894	173.6%
0796 - PERSONNEL SERVICES ALLOC-IN	122,690	211,202	211,202	181,900	269,824	(58,622)	-27.8%
SUBTOTAL	$ 937,423	$ 1,065,025	$ 1,065,025	$ 1,055,834	$ 1,190,888	$ (125,863)	-11.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 15,817	$ 12,800	$ 12,800	$ 11,380	$ 22,950	$ (10,150)	-79.3%
0803 - FUEL	1,424	2,000	2,000	2,355	3,653	(1,653)	-82.7%
0804 - NON-CAPITAL EQUIPMENT	21,926	-	-	22,000	7,000	(7,000)	N/A
0806 - SUPPLIES-ALLOCATION IN	163	410	410	195	124	286	69.8%
SUBTOTAL	$ 39,330	$ 15,210	$ 15,210	$ 35,930	$ 33,727	$ (18,517)	-121.7%
SERVICES							
0812 - OTHER SERVICES	$ 241,638	$ 341,812	$ 537,509	$ 142,358	$ 182,167	$ 355,342	66.1%
0825 - REPAIRS AND MAINTENANCE	16,812	44,271	44,271	21,834	86,881	(42,610)	-96.2%
0839 - INTERNAL SERVICE CHARGES	18,544	20,800	20,800	26,056	185,811	(165,011)	-793.3%
0841 - TRAVEL	10,591	25,500	25,500	12,767	15,850	9,650	37.8%
0842 - EDUCATION AND TRAINING	3,395	8,609	8,609	6,487	5,350	3,259	37.9%
0843 - POSTAGE/FREIGHT/SHIPPING	207	800	800	627	400	400	50.0%
0850 - UTILITIES	1,042	600	600	345	120	480	80.0%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(16,000)	16,000	N/A
0873 - SERVICES-ALLOCATION IN	4,252	4,659	4,659	10,521	57,816	(53,157)	-1141.0%
SUBTOTAL	$ 296,481	$ 447,051	$ 642,748	$ 220,995	$ 518,395	$ 124,353	19.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 12,235	$ -	$ -	$ 84,772	$ 70,925	$ (70,925)	N/A
0950 - DEBT SERVICE	12,087	12,357	12,357	12,021	-	12,357	100.0%
0956 - CAPITAL-ALLOCATION IN	252	349	349	172	15,250	(14,901)	-4269.6%
SUBTOTAL	$ 24,574	$ 12,706	$ 12,706	$ 96,965	$ 86,175	$ (73,469)	-578.2%
ALL EXPENDITURES	$ 1,297,808	$ 1,539,992	$ 1,735,689	$ 1,409,724	$ 1,829,185	$ (93,496)	-5.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 76,632	$ 82,799	$ 82,799	$ 82,799	$ -	$ 82,799	100.0%
ALL OTHER FINANCING USES	$ 76,632	$ 82,799	$ 82,799	$ 82,799	$ -	$ 82,799	100.0%
TOTAL USES	$ 1,374,440	$ 1,622,791	$ 1,818,488	$ 1,492,523	$ 1,829,185	$ (10,697)	-0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
207 PALO VERDE							
OPERATING	$ 409,604	$ 418,829	$ 418,829	$ 526,324	$ 501,208	$ 82,379	19.7%
FUND TOTAL SOURCES	$ 409,604	$ 418,829	$ 418,829	$ 526,324	$ 501,208	$ 82,379	19.7%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 794,832	$ 1,030,081	$ 1,030,081	$ 858,085	$ 929,156	$ (100,925)	-9.8%
NON-RECURRING	138,172	-	195,697	121,850	100,925	(94,772)	-48.4%
FUND TOTAL SOURCES	$ 933,004	$ 1,030,081	$ 1,225,778	$ 979,935	$ 1,030,081	$ (195,697)	-16.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,204,436	$ 1,448,910	$ 1,448,910	$ 1,384,409	$ 1,430,364	$ (18,546)	-1.3%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 138,172	$ -	$ 195,697	$ 121,850	$ 100,925	$ (94,772)	-48.4%
DEPARTMENT TOTAL SOURCES	$ 1,342,608	$ 1,448,910	$ 1,644,607	$ 1,506,259	$ 1,531,289	$ (113,318)	-6.9%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 161,161	$ 173,881	$ 173,881	$ 157,557	$ 236,250	$ (62,369)	-35.9%
FUND TOTAL USES	$ 161,161	$ 173,881	$ 173,881	$ 157,557	$ 236,250	$ (62,369)	-35.9%
207 PALO VERDE							
OPERATING	$ 355,651	$ 418,829	$ 418,829	$ 366,105	$ 501,208	$ (82,379)	-19.7%
NON-RECURRING	-	-	-	-	61,646	(61,646)	N/A
FUND TOTAL USES	$ 355,651	$ 418,829	$ 418,829	$ 366,105	$ 562,854	$ (144,025)	-34.4%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 788,319	$ 1,030,081	$ 1,030,081	$ 854,089	$ 929,156	$ 100,925	9.8%
NON-RECURRING	69,309	-	195,697	114,772	100,925	94,772	48.4%
FUND TOTAL USES	$ 857,628	$ 1,030,081	$ 1,225,778	$ 968,861	$ 1,030,081	$ 195,697	16.0%
DEPARTMENT OPERATING TOTAL USES	$ 1,305,131	$ 1,622,791	$ 1,622,791	$ 1,377,751	$ 1,666,614	$ (43,823)	-2.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 69,309	$ -	$ 195,697	$ 114,772	$ 162,571	$ 33,126	16.9%
DEPARTMENT TOTAL USES	$ 1,374,440	$ 1,622,791	$ 1,818,488	$ 1,492,523	$ 1,829,185	$ (10,697)	-0.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PREPAREDNESS							
PLANNING	12.88	10.00	10.00	12.50	13.50	3.50	35.0%
PROGRAM TOTAL	12.88	10.00	10.00	12.50	13.50	3.50	35.0%
RESPONSE AND RECOVERY							
EMERGENCY OPERATIONS MGMT	.63	2.50	2.50	-	-	(2.50)	(100.0%)
PROGRAM TOTAL	.63	2.50	2.50	-	-	(2.50)	(100.0%)
DEPARTMENT TOTAL	13.50	12.50	12.50	12.50	13.50	1.00	8.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	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	7.50	-	-	-	-	-	N/A
Planner - Emergency Services	-	6.50	6.50	6.50	6.50	-	0.0%
Planning Supervisor	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Department Total	**13.50**	**12.50**	**12.50**	**12.50**	**13.50**	**1.00**	**8.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	2.00	2.00	2.00	1.00	2.00	-	0.0%
207 PALO VERDE	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
215 EMERGENCY MANAGEMENT	8.50	7.50	7.50	7.50	7.50	-	0.0%
Department Total	**13.50**	**12.50**	**12.50**	**12.50**	**13.50**	**1.00**	**8.0%**

Significant Variance Analysis

The Department is adding one Planning Supervisor position that will serve as the Emergency Operations Center Integration Manager.

General Adjustments

Revenue: Funding is expected to increase in Palo Verde (207) due to Senate Bill 1135. This is reflected in the increase of expenditures and revenue for the fund. Emergency Management (215) funds are expected to decrease for FY 2012 due to the expiration of a one-time grant for the Arizona Homeland Security Communication Network. This is reflected in the decrease of expenditures and revenue for this fund.

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $9,636 increase to the department's personnel budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $6,600.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $1,889 is restated for FY 2012 consolidated risk management charges.
- $8,734 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.
- $41,050 is a restatement of the FY 2011 baseline telecommunications.
- $10,696 is a restatement of the FY 2011 radio charges.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
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	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of city/town emergency operations plans reviewed or updated within the fiscal year	N/A	66.7%	100.0%	100.0%	33.3%	49.9%
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	48.0%	4.2%	20.0%	(28.0%)	-58.3%

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.

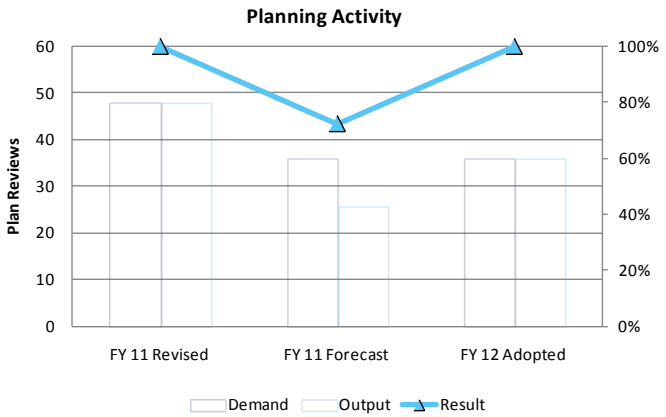
Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of city/town emergency operations plans reviewed or updated within the fiscal year	N/A	66.7%	100.0%	100.0%	33.3%	49.9%
Result	Percent of Maricopa County 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	48.0%	4.2%	20.0%	(28.0%)	-58.3%
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	100.0%	100.0%	100.0%	0.0%	0.0%
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	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of County, public and private sector exercises and training sessions supported	N/A	20	22	12	(8)	-40.0%
Output	Number of city/town emergency operations plans (EOP) reviewed or updated with the fiscal year	N/A	16	11	24	8	50.0%
Output	Total number of plans reviewed	N/A	48	36	36	(12)	-25.0%
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted	N/A	3	4	4	1	33.3%
Demand	Number of city/town exercises and training sessions requested to be conducted, supported or participated in	N/A	20	14	28	8	40.0%
Demand	Number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA)	N/A	3	4	4	1	33.3%
Demand	Total number of plan reviews requested	N/A	48	26	36	(12)	-25.0%
Efficiency	Expenditure per plan reviewed	$ 344,312.67	$ 31,624.83	$ 38,415.25	$ 47,327.08	$ (15,702.25)	-49.7%
Revenue							
	207 - PALO VERDE	$ 404,460	$ 418,829	$ 523,535	$ 501,208	$ 82,379	19.7%
	215 - EMERGENCY MANAGEMENT	932,930	1,225,778	1,009,665	1,030,081	(195,697)	-16.0%
	TOTAL SOURCES	$ 1,337,390	$ 1,644,607	$ 1,533,200	$ 1,531,289	$ (113,318)	-6.9%
Expenditure							
	100 - GENERAL	$ 142,150	$ 133,926	$ 142,364	$ 230,097	$ (96,171)	-71.8%
	207 - PALO VERDE	337,538	352,563	341,812	510,098	(157,535)	-44.7%
	215 - EMERGENCY MANAGEMENT	788,710	1,031,503	898,773	963,580	67,923	6.6%
	TOTAL USES	$ 1,268,398	$ 1,517,992	$ 1,382,949	$ 1,703,775	$ (185,783)	-12.2%

Activity Narrative: In FY 2012, the department will be introducing WebEOC which is the crisis management system that will be used to maintain situational awareness in Maricopa County, both

during routine daily operations and during emergencies. The demand for training sessions and exercises is therefore expected to increase by 40%. Although there is an increase in the demand for training sessions and exercises, the output figure is decreasing by 40% since the major focus in FY 2012 will be on the November 2011 Statewide exercise so only a portion of the demand will be met.

It is estimated that over the next few years, several cities and towns will be doing major changes on their emergency operations plans. As a result of this being a multi-year task, less plan updates will be requested for review and reviewed during FY 2012. With less plans reviewed, the efficiency of the average cost per plan reviewed will increase by 49.7%.

Revenues are decreasing by 6.9% because a one-time grant for FY 2011 expired last fiscal year. Expenditures are increasing by 12.2% because the Department is now allocating 100% of payroll to this activity and all of the restated Internal Service Charges such as vehicle maintenance and repair, risk management and telecommunications have been allocated to this activity. This is also reflected in the 49.7% increase in the efficiency.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of emergency notifications made within 15 minutes of receipt	100.0%	100.0%	79.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

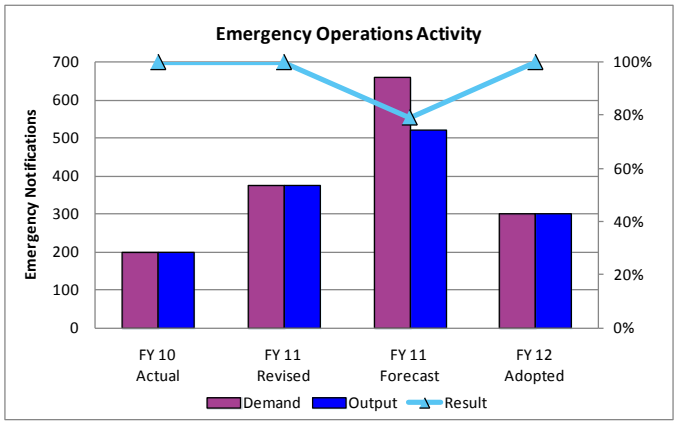
- Emergency Operations Management

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of emergency notifications made within 15 minutes of receipt	100.0%	100.0%	79.0%	100.0%	0.0%	0.0%
Output	Number of total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained	364	365	365	365	-	0.0%
Output	Number of emergency notifications made within 15 minutes of receipt	201	375	660	300	(75)	-20.0%
Output	Number of emergency notifications made	201	375	522	300	(75)	-20.0%
Demand	Number of emergency notifications required	201	375	660	300	(75)	-20.0%
Efficiency	Expenditure per notifications	$ 78.09	$ 592.87	$ 48.80	$ 96.56	$ 496.31	83.7%
Expenditure							
	100 - GENERAL	$ 18,867	$ 39,762	$ 15,001	$ 1,000	$ 38,762	97.5%
	207 - PALO VERDE	2,503	44,802	2,829	27,245	17,557	39.2%
	215 - EMERGENCY MANAGEMENT	7,056	131,832	7,645	7,000	124,832	94.7%
	TOTAL USES	$ 28,426	$ 216,396	$ 25,475	$ 35,245	$ 181,151	83.7%



Activity Narrative: The FY 2012 budget supports the department in meeting 100% of the demand. Expenditures for this Activity have decreased by 83.7% due to the charges that are now being made to the Planning Activity. This decrease in expenditures is also reflected in the decrease of the efficiency by 79.6%. The number of emergency notifications is estimated to decrease by 20% due to weather patterns.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 173,881**	**$ -**
FY 2011 Revised Budget	**$ 173,881**	**$ -**
Adjustments:		
Restatements	**$ 62,369**	**$ -**
Risk Mgt Chgs from Non Dept	*1,889*	-
Equip Svcs Chgs from Non Dept	*8,734*	-
Telecomm Chgs from Non Dept	*41,050*	-
Radio Chgs from Non Dept	*10,696*	-
FY 2012 Budget Target	**$ 236,250**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,573**	**$ -**
Emp Health Dental Prem Realloc	*768*	-
Retirement Contributions	*805*	-
Base Adjustments	**$ (1,573)**	**$ -**
Other Base Adjustments	*(1,573)*	-
FY 2012 Adopted Budget	**$ 236,250**	**$ -**
Percent Change from Target Amount	*0.0%*	

Palo Verde Fund (207)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 418,829**	**$ 418,829**
FY 2011 Revised Budget		**$ 418,829**	**$ 418,829**
FY 2012 Budget Target		**$ 418,829**	**$ 418,829**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,354**	**$ -**
Emp Health Dental Prem Realloc		*1,537*	-
Retirement Contributions		*1,817*	-
Base Adjustments		**$ (3,354)**	**$ -**
Other Base Adjustments		*(3,354)*	-
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 82,379**	**$ 82,379**
Grant Reconciliation		*82,379*	*82,379*
FY 2012 Adopted Budget		**$ 501,208**	**$ 501,208**
Percent Change from Target Amount		*19.7%*	*19.7%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 61,646**	**$ -**
Other Base Adjustments		*61,646*	-
GIS Workstation and Laptop	*$ 7,846*		
Laptops and Desktop Computers	*10,300*		
Emergency Operations Center (EOC) Equipment Service Agreement	*38,500*		
Emergency Alert System	*5,000*		
FY 2012 Adopted Budget		**$ 61,646**	**$ -**

Palo Verde Fund (207) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 382,014	$ 411,591	$ 411,591	$ 435,957	$ 596,176
Sources:					
Operating	$ 409,604	$ 418,829	$ 418,829	$ 526,324	$ 501,208
Total Sources:	$ 409,604	$ 418,829	$ 418,829	$ 526,324	$ 501,208
Uses:					
Operating	$ 355,651	$ 418,829	$ 418,829	$ 366,105	$ 501,208
Non-Recurring	-	-	-	-	61,646
Total Uses:	$ 355,651	$ 418,829	$ 418,829	$ 366,105	$ 562,854
Structural Balance	$ 53,953	$ -	$ -	$ 160,219	$ -
Accounting Adjustments	$ (10)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 435,957	$ 411,591	$ 411,591	$ 596,176	$ 534,530
Total Ending Spendable Fund Balance	$ 435,957	$ 411,591	$ 411,591	$ 596,176	$ 534,530

Emergency Management Fund (215)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,030,081**	**$ 1,030,081**
FY 2011 Revised Budget	**$ 1,030,081**	**$ 1,030,081**
FY 2012 Budget Target	**$ 1,030,081**	**$ 1,030,081**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 11,309**	**$ -**
Emp Health Dental Prem Realloc	*6,947*	-
Retirement Contributions	*4,362*	-
Base Adjustments	**$ (11,309)**	**$ -**
Other Base Adjustments	*(11,309)*	-
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (100,925)**	**$ (100,925)**
Grant Reconciliation	*(100,925)*	*(100,925)*
FY 2012 Adopted Budget	**$ 929,156**	**$ 929,156**
Percent Change from Target Amount	*-9.8%*	*-9.8%*

Emergency Management Fund (215) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 195,697**	**$ 195,697**
BLM Grant Nat Fire Plan	*C-15-10-008-G-00*	*40,000*	*40,000*
AZ Homeland Sec EOC Radios	*C-15-10-013-M-01*	*70,925*	*70,925*
AZ Homeland Sec Comm Network	*C-15-10-014-M-01*	*84,772*	*84,772*
FY 2011 Revised Budget		**$ 195,697**	**$ 195,697**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (195,697)**	**$ (195,697)**
BLM Grant Nat Fire Plan	*C-15-10-008-G-00*	*(40,000)*	*(40,000)*
AZ Homeland Sec EOC Radios	*C-15-10-013-M-01*	*(70,925)*	*(70,925)*
AZ Homeland Sec Comm Network	*C-15-10-014-M-01*	*(84,772)*	*(84,772)*
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 100,925**	**$ 100,925**
BLM Grant Nat Fire Plan	*C-15-10-008-G-00*	*30,000*	*30,000*
AZ Homeland Sec EOC Radios	*C-15-10-013-M-01*	*70,925*	*70,925*
FY 2012 Adopted Budget		**$ 100,925**	**$ 100,925**

Emergency Management Fund (215) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (57,851)	$ 152,959	$ 152,959	$ (32,144)	$ (21,070)
Sources:					
Operating	$ 794,832	$ 1,030,081	$ 1,030,081	$ 858,085	$ 929,156
Non-Recurring	138,172	-	195,697	121,850	100,925
Total Sources:	$ 933,004	$ 1,030,081	$ 1,225,778	$ 979,935	$ 1,030,081
Uses:					
Operating	$ 788,319	$ 1,030,081	$ 1,030,081	$ 854,089	$ 929,156
Non-Recurring	69,309	-	195,697	114,772	100,925
Total Uses:	$ 857,628	$ 1,030,081	$ 1,225,778	$ 968,861	$ 1,030,081
Structural Balance	$ 6,513	$ -	$ -	$ 3,996	$ -
Accounting Adjustments	$ (49,669)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 152,959	$ 152,959	$ -	$ -
Unassigned	(32,144)	-	-	(21,070)	(21,070)
Total Ending Spendable Fund Balance	$ (32,144)	$ 152,959	$ 152,959	$ (21,070)	$ (21,070)

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 Mark Mason, Senior Management and Budget Analyst

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

We are dedicated to providing outstanding, value-added customer service. We are committed to treating others with kindness, dignity and respect. We strive to be the best in all that we do. We demonstrate professionalism and integrity in the performance of our duties.

Strategic Goals

Citizen Satisfaction

By October, 2016, 75% of IT services will be in compliance with approved IT standards.

Status: A draft Service Inventory Catalog is complete and being reviewed. Standards (such as COBIT, ITIL, and PMI) are being phased in through the service catalog, development of a Project Management Office (PMO), and other mechanisms.

Quality Workforce

By June, 2013, OET will improve employee satisfaction as evidenced by an increase in our employee satisfaction score to 85%.

Status: The Department's current employee satisfaction is 95.83% as reported in the most recent Employee Satisfaction Survey (2009-2010).

Department Specific

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%.

Status: The Department's current customer service satisfaction for FY 2011 is 94.8% through December 2010.

Department Specific

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: Much of the Zone 3 Downtown Campus refresh is complete with some residual work on emergency cooling and power remaining to be done. Additionally, the Security Building (also part of the Downtown Campus) has not yet

been refreshed. The Durango Campus refresh study and two year project plan has been completed. The Southeast Mesa Campus is currently being studied.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ENET - ENTERPRISE NETWORK SERVICES	$ 3,958,545	$ 4,676,492	$ 4,676,492	$ 4,863,284	$ 5,056,449	$ 379,957	8.1%
OCTR - OPERATIONS COMMAND CENTER	9,819,640	7,799,534	7,799,534	8,123,663	7,474,264	(325,270)	-4.2%
RDNW - WIRELESS SYSTEMS RADIO	2,667,081	3,496,957	3,496,957	5,037,869	3,392,270	(104,687)	-3.0%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 16,445,266	$ 15,972,983	$ 15,972,983	$ 18,024,816	$ 15,922,983	$ (50,000)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000	N/A
GGOV - GENERAL GOVERNMENT	$ 82,435	$ -	$ -	$ 19,565	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 82,435	$ -	$ -	$ 19,565	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 16,527,701**	**$ 15,972,983**	**$ 15,972,983**	**$ 18,044,381**	**$ 15,972,983**	**$ -**	**0.0%**
USES							
ENET - ENTERPRISE NETWORK SERVICES	$ 8,563,419	$ 8,365,990	$ 8,156,586	$ 9,285,559	$ 7,667,720	$ 488,866	6.0%
OCTR - OPERATIONS COMMAND CENTER	10,110,532	10,522,062	10,522,061	9,792,786	9,735,803	786,258	7.5%
RDNW - WIRELESS SYSTEMS RADIO	3,545,997	2,569,676	2,569,676	2,291,180	2,311,438	258,238	10.0%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 22,219,948	$ 21,457,728	$ 21,248,323	$ 21,369,525	$ 19,714,961	$ 1,533,362	7.2%
APPD - APP DEVELOPMENT AND SUPP SVCS	$ 2,464,034	$ 2,656,710	$ 2,656,713	$ 2,033,678	$ 2,593,565	$ 63,148	2.4%
ITCN - IT CONSULTING	630,506	495,116	445,118	18,277	822,448	(377,330)	-84.8%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 3,094,540	$ 3,151,826	$ 3,101,831	$ 2,051,955	$ 3,416,013	$ (314,182)	-10.1%
FSAC - FINANCIAL SERVICES	$ 199,582	$ 211,015	$ 211,016	$ 196,687	$ 333,332	$ (122,316)	-58.0%
HRAC - HUMAN RESOURCES	62,714	61,473	61,473	61,354	120,590	(59,117)	-96.2%
ODIR - EXECUTIVE MANAGEMENT	1,954,436	1,715,334	1,715,332	1,646,544	1,738,582	(23,250)	-1.4%
99AS - ADMINISTRATIVE SERVICES	$ 2,216,732	$ 1,987,822	$ 1,987,821	$ 1,904,585	$ 2,192,504	$ (204,683)	-10.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 343,857	$ 460,915	$ 460,915	$ 460,915	$ 371,759	$ 89,156	19.3%
ISFC - INTERNAL SERVICE FUND CHARGES	7,332	19,317	19,317	17,154	568,464	(549,147)	-2842.8%
99GV - GENERAL GOVERNMENT	$ 351,189	$ 480,232	$ 480,232	$ 478,069	$ 940,223	$ (459,991)	-95.8%
TOTAL PROGRAMS	**$ 27,882,409**	**$ 27,077,608**	**$ 26,818,207**	**$ 25,804,134**	**$ 26,263,701**	**$ 554,506**	**2.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 580,846	$ 352,760	$ 352,760	$ 597,974	$ 352,760	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	15,855,905	15,509,223	15,509,223	15,859,074	15,559,223	50,000	0.3%
SUBTOTAL	$ 16,436,751	$ 15,861,983	$ 15,861,983	$ 16,457,048	$ 15,911,983	$ 50,000	0.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 82,435	$ 100,000	$ 100,000	$ 52,897	$ 50,000	$ (50,000)	-50.0%
0650 - MISCELLANEOUS REVENUE	8,515	11,000	11,000	1,534,436	11,000	-	0.0%
SUBTOTAL	$ 90,950	$ 111,000	$ 111,000	$ 1,587,333	$ 61,000	$ (50,000)	-45.0%
ALL REVENUES	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 18,044,381	$ 15,972,983	$ -	0.0%
TOTAL SOURCES	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 18,044,381	$ 15,972,983	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,163,234	$ 7,231,079	$ 7,231,079	$ 6,884,571	$ 8,620,542	$ (1,389,463)	-19.2%
0710 - OVERTIME	70,011	51,735	51,735	77,188	64,735	(13,000)	-25.1%
0750 - FRINGE BENEFITS	2,122,179	2,346,911	2,346,911	2,299,044	2,747,004	(400,093)	-17.0%
0790 - OTHER PERSONNEL SERVICES	41,085	8,619	8,619	27,810	11,619	(3,000)	-34.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,306,853)	(2,554,277)	(2,554,277)	(2,834,510)	(2,421,641)	(132,636)	-5.2%
0796 - PERSONNEL SERVICES ALLOC-IN	994,270	1,110,751	1,110,751	1,193,742	1,156,896	(46,145)	-4.2%
SUBTOTAL	$ 8,083,926	$ 8,194,818	$ 8,194,818	$ 7,647,845	$ 10,179,155	$ (1,984,337)	-24.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,452,772	$ 572,517	$ 572,517	$ 2,074,838	$ 748,472	$ (175,955)	-30.7%
0802 - MEDICAL SUPPLIES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
0803 - FUEL	23,225	33,768	33,768	26,783	34,768	(1,000)	-3.0%
0804 - NON-CAPITAL EQUIPMENT	108,850	-	-	299,867	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	(114,865)	(29,078)	(29,078)	(24,811)	(42,178)	13,100	45.1%
0806 - SUPPLIES-ALLOCATION IN	32,289	12,678	12,678	17,199	12,678	-	0.0%
SUBTOTAL	$ 1,502,271	$ 589,885	$ 589,885	$ 2,393,876	$ 753,740	$ (163,855)	-27.8%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ 168,575	$ 168,575	$ -	$ -	$ 168,575	100.0%
0812 - OTHER SERVICES	1,359,596	2,212,462	2,162,461	3,117,331	2,922,176	(759,715)	-35.1%
0820 - RENT & OPERATING LEASES	8,136	11,520	11,520	9,696	11,242	278	2.4%
0825 - REPAIRS AND MAINTENANCE	6,602,098	3,890,829	3,810,429	3,927,518	3,933,300	(122,871)	-3.2%
0830 - INTERGOVERNMENTAL PAYMENTS	3,940	8,000	8,000	5,475	29,000	(21,000)	-262.5%
0839 - INTERNAL SERVICE CHARGES	165,398	175,365	175,365	201,597	1,048,129	(872,764)	-497.7%
0841 - TRAVEL	8,185	10,464	10,464	9,007	9,460	1,004	9.6%
0842 - EDUCATION AND TRAINING	205,610	51,396	51,396	37,298	38,350	13,046	25.4%
0843 - POSTAGE/FREIGHT/SHIPPING	5,434	3,050	3,050	2,905	5,033	(1,983)	-65.0%
0850 - UTILITIES	7,826,983	7,417,024	7,417,024	7,471,537	7,387,667	29,357	0.4%
0872 - SERVICES-ALLOCATION OUT	(594,114)	(531,770)	(531,770)	(484,841)	(359,364)	(172,406)	-32.4%
0873 - SERVICES-ALLOCATION IN	136,875	66,093	66,093	99,004	226,437	(160,344)	-242.6%
SUBTOTAL	$ 15,728,141	$ 13,483,008	$ 13,352,607	$ 14,396,527	$ 15,251,430	$ (1,898,823)	-14.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 649,159	$ 2,272,139	$ 2,272,139	$ 802,143	$ 65,000	$ 2,207,139	97.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	49,394	91,000	91,000	-	12,000	79,000	86.8%
0950 - DEBT SERVICE	1,544,105	2,105,843	1,976,843	142,839	2,376	1,974,467	99.9%
0955 - CAPITAL-ALLOCATION OUT	(151,220)	(245,185)	(245,185)	(82,177)	-	(245,185)	-100.0%
0956 - CAPITAL-ALLOCATION IN	128,781	125,185	125,185	42,166	-	125,185	100.0%
SUBTOTAL	$ 2,220,219	$ 4,348,982	$ 4,219,982	$ 904,971	$ 79,376	$ 4,140,606	98.1%
ALL EXPENDITURES	$ 27,534,557	$ 26,616,693	$ 26,357,292	$ 25,343,219	$ 26,263,701	$ 93,591	0.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 347,852	$ 460,915	$ 460,915	$ 460,915	$ -	$ 460,915	100.0%
ALL OTHER FINANCING USES	$ 347,852	$ 460,915	$ 460,915	$ 460,915	$ -	$ 460,915	100.0%
TOTAL USES	$ 27,882,409	$ 27,077,608	$ 26,818,207	$ 25,804,134	$ 26,263,701	$ 554,506	2.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
681 TELECOMMUNICATIONS							
OPERATING	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 16,544,381	$ 15,972,983	$ -	0.0%
NON-RECURRING	-	-	-	1,500,000	-	-	N/A
FUND TOTAL SOURCES	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 18,044,381	$ 15,972,983	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 16,544,381	$ 15,972,983	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ 1,500,000	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 18,044,381	$ 15,972,983	$ -	0.0%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 6,793,787	$ 6,892,486	$ 6,633,085	$ 6,633,085	$ 8,174,211	$ (1,541,126)	-23.2%
NON-RECURRING	-	289,000	289,000	209,032	275,000	14,000	4.8%
FUND TOTAL USES	$ 6,793,787	$ 7,181,486	$ 6,922,085	$ 6,842,117	$ 8,449,211	$ (1,527,126)	-22.1%
681 TELECOMMUNICATIONS							
OPERATING	$ 16,108,378	$ 15,972,983	$ 15,972,983	$ 16,538,188	$ 15,939,905	$ 33,078	0.2%
NON-RECURRING	4,980,244	3,923,139	3,923,139	2,423,829	1,874,585	2,048,554	52.2%
FUND TOTAL USES	$ 21,088,622	$ 19,896,122	$ 19,896,122	$ 18,962,017	$ 17,814,490	$ 2,081,632	10.5%
DEPARTMENT OPERATING TOTAL USES	$ 22,902,165	$ 22,865,469	$ 22,606,068	$ 23,171,273	$ 24,114,116	$ (1,508,048)	-6.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 4,980,244	$ 4,212,139	$ 4,212,139	$ 2,632,861	$ 2,149,585	$ 2,062,554	49.0%
DEPARTMENT TOTAL USES	$ 27,882,409	$ 27,077,608	$ 26,818,207	$ 25,804,134	$ 26,263,701	$ 554,506	2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	6.00	5.00	5.00	11.00	5.00	-	0.0%
FINANCIAL SERVICES	6.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	14.00	13.00	13.00	19.00	13.00	-	0.0%
INFO TECHNOLOGY INFRASTRUCTURE							
ENTERPRISE NETWORK SERVICES	24.00	24.00	24.00	27.00	34.00	10.00	41.7%
OPERATIONS COMMAND CENTER	24.00	22.00	22.00	23.00	30.00	8.00	36.4%
WIRELESS SYSTEMS RADIO	16.00	16.00	16.00	16.00	16.00	-	0.0%
PROGRAM TOTAL	64.00	62.00	62.00	66.00	80.00	18.00	29.0%
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	34.00	30.00	30.00	32.00	28.26	(1.74)	(5.8%)
IT CONSULTING	7.00	6.40	6.40	8.40	11.45	5.05	78.9%
PROGRAM TOTAL	41.00	36.40	36.40	40.40	39.71	3.31	9.1%
DEPARTMENT TOTAL	119.00	111.40	111.40	125.40	132.71	21.31	19.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	5.00	7.00	7.00	7.00	7.00	-	0.0%
Admin/Operations Specialist	4.00	2.00	2.00	6.50	5.50	3.50	175.0%
Admin/Operations Supv	-	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Assistant	-	2.00	2.00	-	-	(2.00)	(100.0%)
Administrative Staff Supv	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Supervisor	-	-	-	1.00	1.00	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	1.00	1.00	-	0.0%
Database Report Writer Analyst	3.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Education Svc Program Coord	-	-	-	1.00	2.00	2.00	N/A
Educator - Detention	-	2.00	2.00	-	2.00	-	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	-	0.0%
Executive Assistant - Elected Official	-	-	-	1.00	1.00	1.00	N/A
Finan/Business Analyst - Dept	-	-	-	1.00	3.00	3.00	N/A
Financial Manager - County	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Grant-Contract Administrator	-	1.00	1.00	3.00	2.00	1.00	100.0%
Help Desk Coordinator	-	-	-	1.00	1.00	1.00	N/A
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	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 Mgr	1.00	1.00	1.00	-	-	(1.00)	(100.0%)

Staffing by Market Range Title (Continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Applications Development Supv	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Business/Systems Analyst	4.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	3.00	4.00	4.00	3.00	4.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Data Security Analyst	-	-	-	1.00	1.00	1.00	N/A
Data Security Analyst Sr/Ld	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Database Administrator	4.00	4.00	4.00	4.00	5.26	1.26	31.5%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Events Operation Manager	1.00	-	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	-	-	-	1.00	1.00	1.00	N/A
Financial Support Supv - Dept	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Help Desk Coordinator	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
HST Analyst	1.00	1.00	1.00	1.00	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	-	-	4.00	6.00	6.00	N/A
IS Project Management Mgr	-	-	-	1.00	1.00	1.00	N/A
IS Project Manager	1.00	1.00	1.00	2.00	1.00	-	0.0%
IS Project Manager - Sr/Ld	3.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
IT Consultant	6.00	4.40	4.40	5.40	5.45	1.05	23.9%
IT Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
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	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Network Engineer - Sr/Ld	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Office Assistant	-	-	-	1.00	1.00	1.00	N/A
Operations Support Analyst	2.00	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	7.00	6.00	6.00	6.00	9.00	3.00	50.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	8.00	6.00	6.00	7.00	8.00	2.00	33.3%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	2.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Administrator	4.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Systems/Network Admin-Sr/Ld	6.00	6.00	6.00	7.00	7.00	1.00	16.7%
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 Prgrmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	2.00	2.00	2.00	4.00	3.00	1.00	50.0%
Telecommunications Tech	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecommunications Tech-Sr/Ld	7.00	7.00	7.00	7.00	7.00	-	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	**119.00**	**111.40**	**111.40**	**125.40**	**132.71**	**21.31**	**19.1%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	79.00	71.40	71.40	81.40	88.71	17.31	24.2%
681 TELECOMMUNICATIONS	40.00	40.00	40.00	44.00	44.00	4.00	10.0%
Department Total	**119.00**	**111.40**	**111.40**	**125.40**	**132.71**	**21.31**	**19.1%**

Staffing Variance Analysis

The Office of Enterprise Technology staffing level is increasing by 21.31 positions for FY 2012. Nine of these positions were transferred from the Public Defense Service as part of a consolidation of IT responsibilities from PDS to OET. The balance of the new positions result from a re-organization designed to focus effort around enterprise level core competencies.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $75,805 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $56,378 for retirement contribution rate increase.
- Increase Personnel Savings by $200,605.
- Decrease budget by $80,440 to transfer the remaining SOLAR budget to the Clerk of the Board.
- Increase budget by $3,300 for GoTo Meeting license costs.
- Increase budget by $275,000 for the Transparent Government initiative.

Telecommunications Fund (681)

- Decrease Regular Benefits by $43,296 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $25,167 for retirement contribution rate increase.
- Increase Personnel Savings by $19,818.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $212,636 is restated for FY 2012 consolidated risk management charges.
- $1,411 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.
- $210,581 is a restatement of FY 2011 baseline telecommunications.

Other Base Adjustments:

General Fund (100)

The FY 2012 budget includes a restatement of information technology charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $191,500 is restated for FY 2012 HP Treasurer System Maintenance.
- $121,242 is a restatement of CGI Maintenance Program costs.
- $43,964 is a restatement of CAMA costs.
- $274,135 is a restatement of ADP position costs.

Position Restatement: Effective January 2011, positions and support were transferred from the Public Defense System to OET for information technology support. The transfer increases the OET budget by $782,879.

Infrastructure: $75,000 to upgrade the Comit Work Order System, $169,585 to refresh the Key Telephone System, $32,000 for the Port IQ Software, $25,000 for the SolarWinds Polar Server, $40,000 for sniffer replacement and $21,000 for the radio shop remodel is budgeted in the Telecommunications Fund non-recurring budget.

Vehicle Replacements: $12,000 to purchase one new electric cart is budgeted in the Telecommunications Fund non-recurring budget.

Professional Services: $1,500,000 for consulting services for multiple major projects is budgeted in the Telecommunications Fund non-recurring budget.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of all radio service requests completed within two business days or less	N/A	N/A	N/A	79.9%	N/A	N/A
Percent of uptime of radio network	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of time network is available during business hours (excluding scheduled maintenance outages)	N/A	N/A	N/A	95.2%	N/A	N/A
Percent of help requests resolved in required SLA time frame	N/A	N/A	N/A	50.1%	N/A	N/A

Activities that comprise this program include:

- Enterprise Network Services
- Operations Command Center
- Wireless Systems

Enterprise Network Services Activity

The purpose of the Enterprise Network Services Activity is to provide enterprise-level network and network monitoring services to County government so they can access all technology services to meet organizational goals.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of time network is available during business hours (excluding scheduled maintenance outages)	N/A	N/A	N/A	95.2%	N/A	N/A
Output	Number of access services received	N/A	N/A	N/A	5,800	N/A	N/A
Output	Average response time to process a request	N/A	N/A	N/A	20	N/A	N/A
Demand	Number of requests for new access services	N/A	N/A	N/A	6,800	N/A	N/A
Efficiency	Expenditure per access service received	N/A	N/A	N/A	$ 1,322.02	N/A	N/A
Revenue							
	681 - TELECOMMUNICATIONS	$ 3,958,545	$ 4,676,492	$ 4,863,284	$ 5,056,449	$ 379,957	8.1%
	TOTAL SOURCES	$ 3,958,545	$ 4,676,492	$ 4,863,284	$ 5,056,449	$ 379,957	8.1%
Expenditure							
	100 - GENERAL	$ 2,219,925	$ 2,781,325	$ 3,532,468	$ 3,110,888	$ (329,563)	-11.8%
	681 - TELECOMMUNICATIONS	6,343,494	5,375,261	5,753,091	4,556,832	818,429	15.2%
	TOTAL USES	$ 8,563,419	$ 8,156,586	$ 9,285,559	$ 7,667,720	$ 488,866	6.0%

Activity Narrative: The Enterprise Network Services Activity is a new OET activity for FY 2012. The FY 2012 budget supports the Department in meeting 100% of the demand for new access services. The FY 2012 budget also includes $97,000 in one-time funding for Port IQ Software, a SolarWinds Polar Server and Sniffer replacement. Services contained in this activity include Dns/Wins/Directory/Authentication; Electronic Communications; Internal County Applications; External Systems Access; Network Monitoring and Maintenance; New Technology Access; and Reliable, Redundant Enterprise Network Services.

Operations Command Center Activity

The purpose of the Operations Command Center Activity is to provide desktop, data, voice, and help desk support services to county employees, their vendors, and citizens with county interests so they can maintain business continuity.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of help requests resolved in required SLA time frame	N/A	N/A	N/A	50.1%	N/A	N/A
Output	Number of help resolutions	N/A	N/A	N/A	10,905	N/A	N/A
Demand	Number of help requests	N/A	N/A	N/A	28,661	N/A	N/A
Efficiency	Expenditure per help resolution	N/A	N/A	N/A	$ 892.78	N/A	N/A
Revenue							
	681 - TELECOMMUNICATIONS	$ 9,819,640	$ 7,799,534	$ 8,123,663	$ 7,474,264	$ (325,270)	-4.2%
	TOTAL SOURCES	$ 9,819,640	$ 7,799,534	$ 8,123,663	$ 7,474,264	$ (325,270)	-4.2%
Expenditure							
	100 - GENERAL	$ 1,027,820	$ 685,827	$ 579,241	$ 958,024	$ (272,197)	-39.7%
	681 - TELECOMMUNICATIONS	9,082,712	9,836,234	9,213,545	8,777,779	1,058,455	10.8%
	TOTAL USES	$ 10,110,532	$ 10,522,061	$ 9,792,786	$ 9,735,803	$ 786,258	7.5%

Activity Narrative: The Operations Command Center Activity is a new OET activity for FY 2012. The FY 2012 budget supports the Department in meeting 100% of the demand for help requests. The FY 2012 budget also includes $256,585 in one-time funding to upgrade the COMIT Work Order System, refresh the Key Telephone System and to purchase a utility cart. Services contained in this activity include Afterhours Support; Computer Hardware and Software Support; Escalation Support; Incident Tracking; Outage Notification; Password Reset; Phones, Voicemail, Contact Services; and VPN Activation.

Wireless Systems Activity

The purpose of the Wireless Systems Activity is to provide public safety radio communications and maintenance services to county and other government public safety radio users so they can communicate across a reliable private wireless network.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all radio service requests completed within two business days or less	N/A	N/A	N/A	79.9%	N/A	N/A
Result	Percent of uptime of radio network	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of radio service requests completed	N/A	N/A	N/A	3,200	N/A	N/A
Demand	Number of radio service requests	3,474	3,200	3,200	3,200	-	0.0%
Efficiency	Expenditure per radio service request completed	N/A	N/A	N/A	$ 722.32	N/A	N/A
Revenue							
	681 - TELECOMMUNICATIONS	$ 2,667,081	$ 3,496,957	$ 5,037,869	$ 3,392,270	$ (104,687)	-3.0%
	TOTAL SOURCES	$ 2,667,081	$ 3,496,957	$ 5,037,869	$ 3,392,270	$ (104,687)	-3.0%
Expenditure							
	681 - TELECOMMUNICATIONS	$ 3,545,997	$ 2,569,676	$ 2,291,180	$ 2,311,438	$ 258,238	10.0%
	TOTAL USES	$ 3,545,997	$ 2,569,676	$ 2,291,180	$ 2,311,438	$ 258,238	10.0%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand for radio service requests. The FY 2012 budget also includes $21,000 of one-time funding for remodeling the radio programming area within the Radio Shop. Services include Mobile and Portable Radio Maintenance and Repair; Mobile Data Terminal Installations; Radio Programming Templates; and Two-Way Radio Network Services.

Information Technology Management Program

The purpose of the Information Technology Management Program is to provide IT management, leadership and services to client departments so they can obtain maximum benefit from the IT resource.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers satisfied with the knowledge, responsiveness, and professionalism of OET Application Development staff at the conclusion of the service provided	N/A	N/A	N/A	88.3%	N/A	N/A
Percent of solutions implemented	N/A	N/A	N/A	89.8%	N/A	N/A

Activities that comprise this program include:

- Application Development and Support Services
- IT Consulting

Application Development and Support Services Activity

The purpose of the Application Development and Support Services Activity is to provide development and support services to county departments so they can work more efficiently to serve their customers.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with the knowledge, responsiveness, and professionalism of OET Application Development staff at the conclusion of the service provided	N/A	N/A	N/A	88.3%	N/A	N/A
Output	Number of initial project contacts established	N/A	N/A	N/A	474	N/A	N/A
Demand	Number of support requests submitted (by the customer)	N/A	N/A	N/A	2,127	N/A	N/A
Demand	Number of projects requested	N/A	N/A	N/A	474	N/A	N/A
Efficiency	Expenditure per support requests completed	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 2,464,034	$ 2,656,713	$ 2,033,678	$ 2,593,565	$ 63,148	2.4%
	TOTAL USES	$ 2,464,034	$ 2,656,713	$ 2,033,678	$ 2,593,565	$ 63,148	2.4%

Activity Narrative: The Application Development and Support Services Activity is a new OET activity for FY 2012. The FY 2012 budget supports the Department in meeting 100% of the demand for customer support requests. Services contained in this activity include General Ledger Application Support; Internet/Intranet Hosting; Other Application Support; and Website Development Services.

IT Consulting Activity

The purpose of the IT Consulting Activity is to provide technology evaluation services to county departments so they can provide IT-enabled, high quality, cost effective services to customers.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of solutions implemented	N/A	N/A	N/A	89.8%	N/A	N/A
Output	Number of initial analyses completed	N/A	N/A	N/A	124	N/A	N/A
Output	Number of solutions sets/options provided	N/A	N/A	N/A	98	N/A	N/A
Demand	Number of analyses requested	N/A	N/A	N/A	136	N/A	N/A
Efficiency	Expenditure per analysis completed	N/A	N/A	N/A	$ 6,632.65	N/A	N/A
Expenditure							
	100 - GENERAL	$ 379,380	$ 316,355	$ (119,262)	$ 822,448	$ (506,093)	-160.0%
	681 - TELECOMMUNICATIONS	251,126	128,763	137,539	-	128,763	100.0%
	TOTAL USES	$ 630,506	$ 445,118	$ 18,277	$ 822,448	$ (377,330)	-84.8%

Activity Narrative: The IT Consulting Activity is a new OET activity for FY 2012. The FY 2012 budget supports the Department in meeting 100% of the demand for requested analyses. Services include Business Analysis; Electronic Document Management and Workflow Analysis; Project Management; and Technology Evaluation Services.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 6,892,486**	**$ -**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ (259,401)**	**$ -**
Transfer SOLAR Budget	*C-06-11-093-3-00*		*(259,401)*	-
FY 2011 Revised Budget			**$ 6,633,085**	**$ -**
Adjustments:	Agenda Item:			
Reallocations			**$ 1,413,720**	**$ -**
Reallocation Between Depts			*1,413,720*	
Public Defense Service IT		*$ 782,879*		
HP Treasurer System Maintenance		*191,500*		
CGI Maintenance Program		*121,242*		
CAMA		*43,964*		
ADP Support Positions		*274,135*		
Restatements			**$ 424,578**	**$ -**
Risk Mgt Chgs from Non Dept			*212,636*	-
Equip Svcs Chgs from Non Dept			*1,411*	-
Telecomm Chgs from Non Dept			*210,531*	-
Supplemental Funding				
Mid Year Adjustments			**$ (80,440)**	**$ -**
Transfer SOLAR Budget	*C-06-11-093-3-00*		*(80,440)*	-
FY 2012 Budget Target			**$ 8,390,943**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (19,427)**	**$ -**
Emp Health Dental Prem Realloc			*(75,805)*	-
Retirement Contributions			*56,378*	-
Base Adjustments			**$ (197,305)**	**$ -**
Other Base Adjustments			*3,300*	-
GoTo Meeting License Cost		*$ 3,300*		
Personnel Savings			*(200,605)*	-
FY 2012 Adopted Budget			**$ 8,174,211**	**$ -**
Percent Change from Target Amount			*-2.6%*	

			Expenditures	Revenue
NON-RECURRING				
FY 2011 Adopted Budget			**$ 289,000**	**$ -**
FY 2011 Revised Budget			**$ 289,000**	**$ -**
Adjustments:				
Non Recurring			**$ (289,000)**	**$ -**
Other Non-Recurring			*(289,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 275,000**	**$ -**
Other Non-Recurring			*275,000*	-
Financial Transparancy Initiative		*$ 275,000*		
FY 2012 Adopted Budget			**$ 275,000**	**$ -**

Telecommunication Fund (681)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 15,972,983**	**$ 15,972,983**
FY 2011 Revised Budget		**$ 15,972,983**	**$ 15,972,983**
FY 2012 Budget Target		**$ 15,972,983**	**$ 15,972,983**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (18,129)**	**$ -**
Emp Health Dental Prem Realloc		*(43,296)*	-
Retirement Contributions		*25,167*	-
Base Adjustments		**$ (14,949)**	**$ -**
Other Base Adjustments		*4,870*	-
Personnel Savings		*(19,819)*	-
FY 2012 Adopted Budget		**$ 15,939,905**	**$ 15,972,983**
Percent Change from Target Amount		*-0.2%*	*0.0%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 3,923,139**	**$ -**
FY 2011 Revised Budget		**$ 3,923,139**	**$ -**
Adjustments:			
Non Recurring		**$ (3,923,139)**	**$ -**
Other Non-Recurring		*(3,923,139)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,874,585**	**$ -**
Other Non-Recurring		*1,874,585*	-
Upgrade Comit Work Order System	*$ 75,000*		
Electric Cart Purchase	*12,000*		
Key Telephone System Refresh	*169,585*		
Professional Services for Major Projects	*1,500,000*		
Port IQ Software	*32,000*		
SolarWinds Polar Server	*25,000*		
Sniffer Replacement	*40,000*		
Radio Shop Remodel	*21,000*		
FY 2012 Adopted Budget		**$ 1,874,585**	**$ -**

Telecommunication Fund (681) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 7,941,784	$ 4,735,054	$ 4,735,054	$ 3,380,893	$ 2,463,257
Sources:					
Operating	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 16,544,381	$ 15,972,983
Non-Recurring	-	-	-	1,500,000	-
Total Sources:	$ 16,527,701	$ 15,972,983	$ 15,972,983	$ 18,044,381	$ 15,972,983
Uses:					
Operating	$ 16,108,378	$ 15,972,983	$ 15,972,983	$ 16,538,188	$ 15,939,905
Non-Recurring	4,980,244	3,923,139	3,923,139	2,423,829	1,874,585
Total Uses:	$ 21,088,622	$ 19,896,122	$ 19,896,122	$ 18,962,017	$ 17,814,490
Structural Balance	$ 419,323	$ -	$ -	$ 6,193	$ 33,078
Accounting Adjustments	$ 30	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ 3,380,893	$ 811,915	$ 811,915	$ 2,463,257	$ 621,750

Environmental Services

Analysis by Carmine L. Davis, Management and Budget Analyst

Summary

Mission

The mission of the Environmental Services Department is to provide safe food, water, waste disposal and vector borne disease reduction controls to the people of Maricopa County so they may enjoy living in a healthy and safe community.

Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

Department Specific

By June 30, 2015, 75% of customer requests will be processed online to address customer demands.

Status: During FY 2009, the Department expanded credit card utilization to regional offices in preparation for future wireless online payments. By the end of FY 2015, the Department plans to allow customers online payment options, and in FY 2010 special event electronic terminal payments were implemented. The new Accela database and permit processing system implementation has been delayed, but is expected to be complete in FY 2011 which will facilitate many online customer requests.

Public Health

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 2009. 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 2009, only 112 mosquitoes were positive disease carriers. The wet winter/spring in FY 2010 was grounds to expect an increase the positive mosquitoes during the summer of 2010. However, FY 2010 saw no change (112 positive West Nile Virus mosquitoes) from FY 2009 (112 positive West Nile Virus mosquitoes), which was an 18% reduction in the positive mosquitoes caught on FY 2008.

Quality Workforce

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 2008, 79% of employees were retained for at least one year. In FY 2010 the department increased that percentage to 84%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
HCPA - HEALTH CODE PERMITTING	$ 3,529	$ 3,000	$ 3,000	$ 813	$ 600	$ (2,400)	-80.0%
88BP - BUSINESS SERVICES	$ 3,529	$ 3,000	$ 3,000	$ 813	$ 600	$ (2,400)	-80.0%
EHPR - ENV HEALTH PLAN REVIEW	$ 925,941	$ 898,133	$ 898,133	$ 844,572	$ 821,794	$ (76,339)	-8.5%
FSIA - FOOD NON FOOD INSPECTIONS	11,789,843	11,335,895	11,335,895	11,597,113	11,657,189	321,294	2.8%
FSLC - FOOD SERVICE LICENSE	1,564,320	1,532,303	1,532,303	1,591,149	1,404,291	(128,012)	-8.4%
FWBI - ENV RELATED ILLNESS INVESTIG	-	17,280	17,280	19,920	17,280	-	0.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 14,280,104	$ 13,783,611	$ 13,783,611	$ 14,052,754	$ 13,900,554	$ 116,943	0.8%
EHEN - ENV HEALTH ENFORCEMENT	$ 358,479	$ 120,000	$ 120,000	$ 193,969	$ 120,000	$ -	0.0%
NPRC - NONPERMIT RELATED COMPLIANCE	245,729	60,000	60,000	107,886	30,000	(30,000)	-50.0%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 604,208	$ 180,000	$ 180,000	$ 301,855	$ 150,000	$ (30,000)	-16.7%
PUBW - PUBLIC WATER PLAN REVIEW	$ 335,955	$ 336,593	$ 336,593	$ 282,955	$ 288,700	$ (47,893)	-14.2%
SOLW - SOLID WASTE INSPECTION	496,205	474,255	474,255	456,400	484,008	9,753	2.1%
SPCI - SWIMMING POOL INSPECTIONS	1,590,355	1,589,675	1,589,675	2,218,105	2,239,690	650,015	40.9%
SPPR - SWIM POOL PLAN REV CONST INSP	414,628	421,488	421,488	289,328	275,806	(145,682)	-34.6%
SSFA - SUBDIV SANITARY FACILITIES	45,663	45,075	45,075	58,355	52,480	7,405	16.4%
SWPA - STORMWATER CONSTRUCTION	10,275	33,000	33,000	13,750	33,000	-	0.0%
WASW - WASTEWATER PLAN REVIEW	739,249	704,672	704,672	734,709	699,538	(5,134)	-0.7%
WFIA - PUB WATER FACILITY INSPECTIONS	512,995	452,638	452,638	507,478	519,780	67,142	14.8%
WWFI - WASTEWATER FACILITY INSPECTION	171,900	166,200	166,200	137,100	156,600	(9,600)	-5.8%
88WW - WATER AND WASTE MANAGEMENT	$ 4,317,225	$ 4,223,596	$ 4,223,596	$ 4,698,180	$ 4,749,602	$ 526,006	12.5%
ODIR - EXECUTIVE MANAGEMENT	$ 297,437	$ 827,002	$ 827,002	$ 879,750	$ 689,100	$ (137,902)	-16.7%
99AS - ADMINISTRATIVE SERVICES	$ 297,437	$ 827,002	$ 827,002	$ 879,750	$ 689,100	$ (137,902)	-16.7%
GGOV - GENERAL GOVERNMENT	$ 12,723	$ -	$ -	$ (145,696)	$ 72,000	$ 72,000	N/A
99GV - GENERAL GOVERNMENT	$ 12,723	$ -	$ -	$ (145,696)	$ 72,000	$ 72,000	N/A
TOTAL PROGRAMS	**$ 19,515,226**	**$ 19,017,209**	**$ 19,017,209**	**$ 19,787,656**	**$ 19,561,856**	**$ 544,647**	**2.9%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
HCPA - HEALTH CODE PERMITTING	$ 567,126	$ 611,738	$ 611,737	$ 618,922	$ 628,611	$ (16,874)	-2.8%
88BP - BUSINESS SERVICES	$ 567,126	$ 611,738	$ 611,737	$ 618,922	$ 628,611	$ (16,874)	-2.8%
EHPR - ENV HEALTH PLAN REVIEW	$ 690,395	$ 950,087	$ 950,087	$ 817,160	$ 612,458	$ 337,629	35.5%
FSIA - FOOD NON FOOD INSPECTIONS	7,145,091	10,513,732	9,973,731	8,694,812	9,571,700	402,031	4.0%
FSLC - FOOD SERVICE LICENSE	635,337	793,314	793,313	766,056	856,042	(62,729)	-7.9%
FWBI - ENV RELATED ILLNESS INVESTIG	187,258	194,701	194,701	189,527	254,775	(60,074)	-30.9%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 8,658,081	$ 12,451,834	$ 11,911,832	$ 10,467,555	$ 11,294,975	$ 616,857	5.2%
EHEN - ENV HEALTH ENFORCEMENT	$ 736,273	$ 893,329	$ 893,328	$ 948,264	$ 486,228	$ 407,100	45.6%
NPRC - NONPERMIT RELATED COMPLIANCE	122,388	137,013	137,013	145,779	564,830	(427,817)	-312.2%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 858,661	$ 1,030,342	$ 1,030,341	$ 1,094,043	$ 1,051,058	$ (20,717)	-2.0%
VCCM - VECTOR CONTROL COMPLAINT MGMT	$ 1,029,022	$ 984,482	$ 984,482	$ 1,048,304	$ 1,035,680	$ (51,198)	-5.2%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	1,351,378	1,609,740	1,609,740	1,770,835	1,878,883	(269,143)	-16.7%
88VC - VECTOR CONTROL	$ 2,380,400	$ 2,594,222	$ 2,594,222	$ 2,819,139	$ 2,914,563	$ (320,341)	-12.3%
PUBW - PUBLIC WATER PLAN REVIEW	$ 409,395	$ 397,584	$ 397,586	$ 308,453	$ 300,841	$ 96,745	24.3%
SOLW - SOLID WASTE INSPECTION	298,936	344,231	344,233	328,953	243,703	100,530	29.2%
SPCI - SWIMMING POOL INSPECTIONS	916,474	864,380	864,379	1,073,871	1,046,260	(181,881)	-21.0%
SPPR - SWIM POOL PLAN REV CONST INSP	256,411	231,689	231,692	206,079	472,149	(240,457)	-103.8%
SSFA - SUBDIV SANITARY FACILITIES	36,047	27,237	27,238	20,200	19,577	7,661	28.1%
SWCC - STORMWATER COUNTY COMPLIANCE	-	13,638	13,638	14,025	-	13,638	100.0%
SWCE - STORMWATER PUBLIC EDUCATION	19,999	98,359	98,359	82,150	99,348	(989)	-1.0%
SWIA - STORMWATER DISCHARGE	47,135	404,336	404,336	367,422	439,030	(34,694)	-8.6%
SWPA - STORMWATER CONSTRUCTION	188,528	144,593	144,588	151,254	154,342	(9,754)	-6.7%
WASW - WASTEWATER PLAN REVIEW	1,112,833	1,191,110	1,191,112	1,177,892	1,209,571	(18,459)	-1.5%
WFIA - PUB WATER FACILITY INSPECTIONS	455,289	441,211	441,214	423,520	492,446	(51,232)	-11.6%
WWFI - WASTEWATER FACILITY INSPECTION	151,057	123,031	123,031	146,983	174,384	(51,353)	-41.7%
88WW - WATER AND WASTE MANAGEMENT	$ 3,892,104	$ 4,281,399	$ 4,281,406	$ 4,300,802	$ 4,651,651	$ (370,245)	-8.6%
BDGT - BUDGETING	$ 63,871	$ 69,515	$ 69,515	$ 68,125	$ 147,740	$ (78,225)	-112.5%
FSAC - FINANCIAL SERVICES	162,984	142,371	142,371	157,023	173,079	(30,708)	-21.6%
HRAC - HUMAN RESOURCES	179,282	176,219	176,219	56,971	725,162	(548,943)	-311.5%
ODIR - EXECUTIVE MANAGEMENT	2,783,487	2,446,735	2,469,410	2,369,138	1,887,192	582,218	23.6%
PROC - PROCUREMENT	85,178	90,793	90,792	92,937	92,781	(1,989)	-2.2%
RECO - RECORDS MANAGEMENT	-	-	-	-	50,475	(50,475)	N/A
99AS - ADMINISTRATIVE SERVICES	$ 3,274,802	$ 2,925,633	$ 2,948,307	$ 2,744,194	$ 3,076,429	$ (128,122)	-4.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 589,349	$ 671,987	$ 671,987	$ 671,987	$ 691,194	$ (19,207)	-2.9%
GGOV - GENERAL GOVERNMENT	-	-	7,660	7,660	-	7,660	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	111,192	302,240	302,240	302,253	134,857	167,383	55.4%
99GV - GENERAL GOVERNMENT	$ 700,541	$ 974,227	$ 981,887	$ 981,900	$ 826,051	$ 155,836	15.9%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,324,824	$ 2,035,807	$ 2,035,807	$ 1,296,297	$ 1,686,602	$ 349,205	17.2%
99IT - INFORMATION TECHNOLOGY	$ 1,324,824	$ 2,035,807	$ 2,035,807	$ 1,296,297	$ 1,686,602	$ 349,205	17.2%
TOTAL PROGRAMS	**$ 21,656,539**	**$ 26,905,202**	**$ 26,395,539**	**$ 24,322,852**	**$ 26,129,940**	**$ 265,599**	**1.0%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 14,185,647	$ 14,018,663	$ 14,018,663	$ 14,916,196	$ 15,069,867	$ 1,051,204	7.5%
SUBTOTAL	$ 14,185,647	$ 14,018,663	$ 14,018,663	$ 14,916,196	$ 15,069,867	$ 1,051,204	7.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 798,750	$ 765,000	$ 765,000	$ 688,500	$ 688,500	$ (76,500)	-10.0%
SUBTOTAL	$ 798,750	$ 765,000	$ 765,000	$ 688,500	$ 688,500	$ (76,500)	-10.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,011,341	$ 3,983,744	$ 3,983,744	$ 3,828,258	$ 3,580,289	$ (403,455)	-10.1%
SUBTOTAL	$ 4,011,341	$ 3,983,744	$ 3,983,744	$ 3,828,258	$ 3,580,289	$ (403,455)	-10.1%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 393,644	$ 180,000	$ 180,000	$ 301,855	$ 150,000	$ (30,000)	-16.7%
SUBTOTAL	$ 393,644	$ 180,000	$ 180,000	$ 301,855	$ 150,000	$ (30,000)	-16.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 97,625	$ 62,002	$ 62,002	$ 45,554	$ 72,600	$ 10,598	17.1%
0650 - MISCELLANEOUS REVENUE	28,219	7,800	7,800	7,293	600	(7,200)	-92.3%
SUBTOTAL	$ 125,844	$ 69,802	$ 69,802	$ 52,847	$ 73,200	$ 3,398	4.9%
ALL REVENUES	$ 19,515,226	$ 19,017,209	$ 19,017,209	$ 19,787,656	$ 19,561,856	$ 544,647	2.9%
TOTAL SOURCES	$ 19,515,226	$ 19,017,209	$ 19,017,209	$ 19,787,656	$ 19,561,856	$ 544,647	2.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,035,231	$ 12,601,803	$ 12,601,803	$ 12,544,316	$ 12,702,268	$ (100,465)	-0.8%
0705 - TEMPORARY PAY	-	-	-	30,685	-	-	N/A
0710 - OVERTIME	110,016	173,405	173,405	117,602	149,500	23,905	13.8%
0750 - FRINGE BENEFITS	4,085,099	4,657,993	4,657,993	4,697,695	4,896,147	(238,154)	-5.1%
0790 - OTHER PERSONNEL SERVICES	102,888	66,969	74,629	80,347	64,000	10,629	14.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(893,052)	(766,560)	(766,560)	(847,171)	(581,840)	(184,720)	-24.1%
0796 - PERSONNEL SERVICES ALLOC-IN	1,633,323	1,820,894	1,820,894	1,827,805	1,676,647	144,247	7.9%
SUBTOTAL	$ 17,073,505	$ 18,554,504	$ 18,562,164	$ 18,451,279	$ 18,906,722	$ (344,558)	-1.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 604,822	$ 1,192,972	$ 1,192,972	$ 828,158	$ 1,431,929	$ (238,957)	-20.0%
0803 - FUEL	213,070	277,218	277,218	245,675	293,790	(16,572)	-6.0%
0804 - NON-CAPITAL EQUIPMENT	163,033	570,000	570,000	192,701	570,000	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(15,452)	(4,044)	(4,044)	(3,843)	(4,260)	216	5.3%
0806 - SUPPLIES-ALLOCATION IN	9,573	11,028	11,028	6,641	10,187	841	7.6%
SUBTOTAL	$ 975,046	$ 2,047,174	$ 2,047,174	$ 1,269,332	$ 2,301,646	$ (254,472)	-12.4%
SERVICES							
0810 - LEGAL SERVICES	$ 3,088	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -	0.0%
0811 - HEALTH CARE SERVICES	1,350	-	-	-	-	-	N/A
0812 - OTHER SERVICES	556,239	1,753,608	1,753,608	531,047	1,355,283	398,325	22.7%
0820 - RENT & OPERATING LEASES	985,384	1,012,786	1,012,786	1,058,704	1,009,737	3,049	0.3%
0825 - REPAIRS AND MAINTENANCE	46,888	39,602	39,602	35,495	24,870	14,732	37.2%
0839 - INTERNAL SERVICE CHARGES	941,490	813,511	813,511	842,552	1,432,562	(619,051)	-76.1%
0841 - TRAVEL	75,302	86,968	86,968	75,419	90,100	(3,132)	-3.6%
0842 - EDUCATION AND TRAINING	13,978	83,631	83,631	59,779	187,023	(103,392)	-123.6%
0843 - POSTAGE/FREIGHT/SHIPPING	75,398	95,296	95,296	79,082	84,516	10,780	11.3%
0872 - SERVICES-ALLOCATION OUT	(275,994)	(166,526)	(166,526)	(153,931)	(243,066)	76,540	46.0%
0873 - SERVICES-ALLOCATION IN	314,271	249,287	249,287	188,107	446,065	(196,778)	-78.9%
SUBTOTAL	$ 2,737,394	$ 3,983,163	$ 3,983,163	$ 2,731,254	$ 4,402,090	$ (418,927)	-10.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 9,759	$ -	$ -	$ 99,573	$ 70,000	$ (70,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	17,687	17,687	-	115,353	(97,666)	-552.2%
0950 - DEBT SERVICE	191,683	125,880	125,880	114,076	1,159	124,721	99.1%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(72,944)	72,944	N/A
0956 - CAPITAL-ALLOCATION IN	9,837	4,807	4,807	2,674	405,914	(401,107)	-8344.2%
SUBTOTAL	$ 211,279	$ 148,374	$ 148,374	$ 216,323	$ 519,482	$ (371,108)	-250.1%
ALL EXPENDITURES	$ 20,997,224	$ 24,733,215	$ 24,740,875	$ 22,668,188	$ 26,129,940	$ (1,389,065)	-5.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 659,315	$ 2,171,987	$ 1,654,664	$ 1,654,664	$ -	$ 1,654,664	100.0%
ALL OTHER FINANCING USES	$ 659,315	$ 2,171,987	$ 1,654,664	$ 1,654,664	$ -	$ 1,654,664	100.0%
TOTAL USES	$ 21,656,539	$ 26,905,202	$ 26,395,539	$ 24,322,852	$ 26,129,940	$ 265,599	1.0%

Sources and Uses by Category

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 245,729	$ 60,000	$ 60,000	$ 107,886	$ 30,000	$ (30,000)	-50.0%
FUND TOTAL SOURCES	$ 245,729	$ 60,000	$ 60,000	$ 107,886	$ 30,000	$ (30,000)	-50.0%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 799,079	$ 765,000	$ 765,000	$ 689,127	$ 689,100	$ (75,900)	-9.9%
FUND TOTAL SOURCES	$ 799,079	$ 765,000	$ 765,000	$ 689,127	$ 689,100	$ (75,900)	-9.9%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 18,470,418	$ 18,192,209	$ 18,192,209	$ 18,990,643	$ 18,842,756	$ 650,547	3.6%
FUND TOTAL SOURCES	$ 18,470,418	$ 18,192,209	$ 18,192,209	$ 18,990,643	$ 18,842,756	$ 650,547	3.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 19,515,226	$ 19,017,209	$ 19,017,209	$ 19,787,656	$ 19,561,856	$ 544,647	2.9%
DEPARTMENT TOTAL SOURCES	$ 19,515,226	$ 19,017,209	$ 19,017,209	$ 19,787,656	$ 19,561,856	$ 544,647	2.9%

Sources and Uses by Category (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,327,051	$ 3,790,840	$ 3,790,840	$ 3,970,840	$ 4,112,343	$ (321,503)	-8.5%
NON-RECURRING	30,141	88,000	88,000	78,998	213,906	(125,906)	-143.1%
FUND TOTAL USES	$ 3,357,192	$ 3,878,840	$ 3,878,840	$ 4,049,838	$ 4,326,249	$ (447,409)	-11.5%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 763,069	$ 765,000	$ 765,000	$ 689,126	$ 689,100	$ 75,900	9.9%
NON-RECURRING	2,500	-	-	-	-	-	N/A
FUND TOTAL USES	$ 765,569	$ 765,000	$ 765,000	$ 689,126	$ 689,100	$ 75,900	9.9%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 17,019,639	$ 18,143,675	$ 18,143,675	$ 17,923,319	$ 18,842,756	$ (699,081)	-3.9%
NON-RECURRING	514,139	4,117,687	3,608,024	1,660,569	2,271,835	1,336,189	37.0%
FUND TOTAL USES	$ 17,533,778	$ 22,261,362	$ 21,751,699	$ 19,583,888	$ 21,114,591	$ 637,108	2.9%
DEPARTMENT OPERATING TOTAL USES	$ 21,109,759	$ 22,699,515	$ 22,699,515	$ 22,583,285	$ 23,644,199	$ (944,684)	-4.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 546,780	$ 4,205,687	$ 3,696,024	$ 1,739,567	$ 2,485,741	$ 1,210,283	32.7%
DEPARTMENT TOTAL USES	$ 21,656,539	$ 26,905,202	$ 26,395,539	$ 24,322,852	$ 26,129,940	$ 265,599	1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.50	2.00	1.00	100.0%
EXECUTIVE MANAGEMENT	13.00	15.50	15.50	15.00	6.00	(9.50)	(61.3%)
FINANCIAL SERVICES	3.00	3.00	3.00	3.50	3.00	-	0.0%
HUMAN RESOURCES	2.00	3.00	3.00	-	8.00	5.00	166.7%
PROCUREMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
RECORDS MANAGEMENT	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	21.00	24.50	24.50	22.00	22.00	(2.50)	(10.2%)
BUSINESS SERVICES							
HEALTH CODE PERMITTING	9.00	9.00	9.00	9.20	8.10	(.90)	(10.0%)
PROGRAM TOTAL	9.00	9.00	9.00	9.20	8.10	(.90)	(10.0%)
ENVIRONMENTAL ENFORCEMENT							
ENV HEALTH ENFORCEMENT	9.00	13.50	13.50	1.00	6.85	(6.65)	(49.3%)
NONPERMIT RELATED COMPLIANCE	2.00	2.00	2.00	-	9.15	7.15	357.5%
PROGRAM TOTAL	11.00	15.50	15.50	1.00	16.00	.50	3.2%
ENVIRONMENTAL HEALTH SERVICES							
ENV HEALTH PLAN REVIEW	8.17	13.32	13.32	12.32	9.11	(4.21)	(31.6%)
ENV RELATED ILLNESS INVESTIG	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
FOOD NON FOOD INSPECTIONS	105.83	108.43	108.43	113.43	116.56	8.13	7.5%
FOOD SERVICE LICENSE	12.00	11.25	11.25	9.05	12.23	.98	8.7%
PROGRAM TOTAL	129.00	136.00	136.00	137.80	141.90	5.90	4.3%
VECTOR CONTROL							
VECTOR CONTROL COMPLAINT MGMT	18.75	18.00	18.00	19.40	19.00	1.00	5.6%
VECTOR CTRL PUB ED SURV TRTMNT	17.25	17.00	17.00	16.60	16.00	(1.00)	(5.9%)
PROGRAM TOTAL	36.00	35.00	35.00	36.00	35.00	-	0.0%
WATER AND WASTE MANAGEMENT							
PUB WATER FACILITY INSPECTIONS	5.19	6.09	6.09	6.82	7.14	1.05	17.2%
PUBLIC WATER PLAN REVIEW	6.42	5.77	5.77	5.32	4.26	(1.51)	(26.2%)
SOLID WASTE INSPECTION	3.93	4.28	4.28	.50	3.18	(1.10)	(25.7%)
STORMWATER CONSTRUCTION	8.50	3.00	3.00	3.00	3.00	-	0.0%
STORMWATER DISCHARGE	3.50	6.00	6.00	6.00	6.00	-	0.0%
STORMWATER PUBLIC EDUCATION	-	1.00	1.00	1.00	1.00	-	0.0%
SUBDIV SANITARY FACILITIES	.50	.50	.50	.30	.30	(.20)	(40.0%)
SWIM POOL PLAN REV CONST INSP	3.75	3.25	3.25	3.20	6.80	3.55	109.2%
SWIMMING POOL INSPECTIONS	11.93	11.93	11.93	17.03	13.43	1.50	12.6%
WASTEWATER FACILITY INSPECTION	1.30	1.30	1.30	1.55	1.80	.50	38.5%
WASTEWATER PLAN REVIEW	13.98	12.88	12.88	12.28	14.09	1.21	9.4%
PROGRAM TOTAL	59.00	56.00	56.00	57.00	61.00	5.00	8.9%
DEPARTMENT TOTAL	265.00	276.00	276.00	263.00	284.00	8.00	2.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	6.00	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	3.00	4.00	-	0.0%
Chemical Applicatns Tech	25.00	25.00	25.00	27.00	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%
Community Justice Coordinator	18.00	18.00	18.00	19.00	19.00	1.00	5.6%
Deputy Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
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	2.00	2.00	2.00	2.00	-	0.0%
Engineering Supervisor	4.00	2.00	2.00	2.00	2.00	-	0.0%
Environmental Enforcement Spec	6.00	7.00	7.00	-	7.00	-	0.0%
Environmental Spclst Supv	23.00	26.00	26.00	25.00	29.00	3.00	11.5%
Environmental Specialist	117.00	120.00	120.00	119.00	125.00	5.00	4.2%
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%
Financial Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Human Resources Specialist	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Human Resources Supervisor	-	1.00	1.00	-	-	(1.00)	(100.0%)
Management Analyst	2.00	4.00	4.00	5.00	5.00	1.00	25.0%
Office Assistant	17.00	17.00	17.00	13.00	13.00	(4.00)	(23.5%)
Office Assistant Specialized	8.00	7.00	7.00	6.00	10.00	3.00	42.9%
Operations/Program Manager	2.00	3.00	3.00	4.00	4.00	1.00	33.3%
Operations/Program Supervisor	5.00	8.00	8.00	7.00	8.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	-	-	-	-	-	N/A
Department Total	**265.00**	**276.00**	**276.00**	**263.00**	**284.00**	**8.00**	**2.9%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	42.00	44.00	44.00	43.00	44.00	-	0.0%
505	ENVIRONMENTAL SERVICES GRANT	6.00	-	-	-	-	-	N/A
506	ENVIRONMTL SVCS ENV HEALTH	217.00	232.00	232.00	220.00	240.00	8.00	3.4%
Department Total		**265.00**	**276.00**	**276.00**	**263.00**	**284.00**	**8.00**	**2.9%**

Significant Variance Analysis

Environmental Services is experiencing a higher demand in the Environmental Health Services and Water and Waste Management Programs and as a result has increased its workforce to be in line with the services that are demanded of the Department at this time. The Department is adding 10 direct service employees and one administrative employee.

General Adjustments

Personnel:

General Fund (100)

Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $2,640 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $15,794.

Internal Services Restatement: The FY 2012 Operating budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental. $63,069 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.

Other Base Adjustments:

- The FY 2012 Operating budget includes an adjustment for $240,000, which is due to increases in mosquito abatement chemical costs.
- The FY 2012 Non Recurring Non Project budget includes the following adjustments:
  - $70,000 carry-over for new GPS systems for Vector Control vehicles.
  - $143,906 to replace five foggers, the Accela/IVR project, Regional Development Services Agency's (RDSA) SQL and GIS Servers utilized by the department.

Personnel:

Environmental Services Environmental Health Fund (506)

Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $14,400 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $105,683.

Other Base Adjustments:

- The FY 2012 Operating budget includes adjustments as follows:
  - $806,383 increase in expenditures for 11 additional full time employees.
  - $227,385 decrease in expenditures due to salary savings in the fund.
  - $650,547 in additional revenue due to approved permit fee increase.
- The FY 2012 Non Recurring Non Project budget includes the following adjustments:
  - $1,500,000 carry-over for tenant improvements to the Northern Regional Office purchased in FY 2011.
  - $267,039 carry-over for Accela technology and implementation.
  - $504,796 for IT equipment, vehicle replacements, food handler cameras and point-of-sale cash register replacements.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	87.3%	95.0%	97.8%	97.0%	2.0%	2.1%

Activities that comprise this program include:

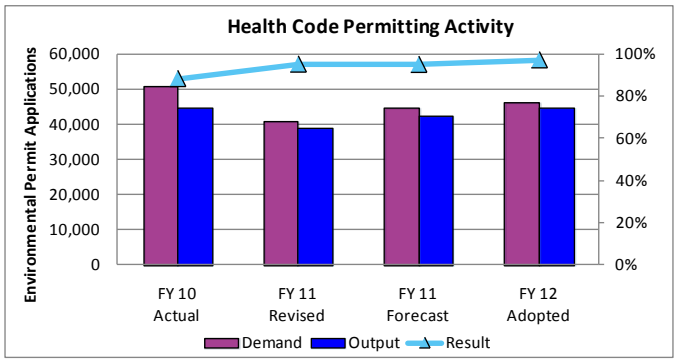
- Health Code Permitting

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	87.3%	95.0%	97.8%	97.0%	2.0%	2.1%
Output	Number of environmental permit applications processed	51,077	40,686	45,543	46,000	5,314	13.1%
Output	Number of environmental permit applications processed within 1 day of invoice receipt or initial permit approval	44,576	38,652	42,377	44,620	5,968	15.4%
Demand	Number of environmental permit applications submitted	50,544	40,686	44,675	46,000	5,314	13.1%
Efficiency	Expenditure per environmental permit application processed	$ 11.10	$ 15.04	$ 13.59	$ 13.67	$ 1.37	9.1%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 3,529	$ 3,000	$ 813	$ 600	$ (2,400)	-80.0%
	TOTAL SOURCES	$ 3,529	$ 3,000	$ 813	$ 600	$ (2,400)	-80.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 567,126	$ 611,737	$ 618,922	$ 628,611	$ (16,874)	-2.8%
	TOTAL USES	$ 567,126	$ 611,737	$ 618,922	$ 628,611	$ (16,874)	-2.8%



Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand, recognizing growth in the demand for services, but with a reduction in revenues received for this activity. The FY 2012 increase in expenditures is due to an additional cashiering supervisor and health/dental expenditures. The decrease in revenue in FY 2012 is due to a reduction in sales for health code regulation books.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of enforcement actions processed within 7 business days	88.1%	75.0%	74.8%	75.0%	0.0%	0.0%
Percent of nuisance complaints investigated within 5 business days	88.0%	80.0%	86.0%	80.0%	0.0%	0.0%
Percent of nuisance complaints resolved within 30 business days	91.3%	59.7%	77.1%	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of enforcement actions processed within 7 business days	88.1%	75.0%	74.8%	75.0%	0.0%	0.0%
Output	Number of enforcement actions processed within 7 business days	4,054	7,874	4,914	7,874	-	0.0%
Output	Number of enforcement actions processed	4,797	10,499	6,571	10,499	-	0.0%
Demand	Number of enforcement action requested	5,436	10,499	6,851	10,499	-	0.0%
Efficiency	Expenditure per enforcement action processed	$ 153.49	$ 85.09	$ 144.31	$ 46.31	$ 38.78	45.6%
Revenue							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 210,564	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	147,915	120,000	193,969	120,000	-	0.0%
	TOTAL SOURCES	$ 358,479	$ 120,000	$ 193,969	$ 120,000	$ -	0.0%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 93,413	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	642,860	893,328	948,264	486,228	407,100	45.6%
	TOTAL USES	$ 736,273	$ 893,328	$ 948,264	$ 486,228	$ 407,100	45.6%

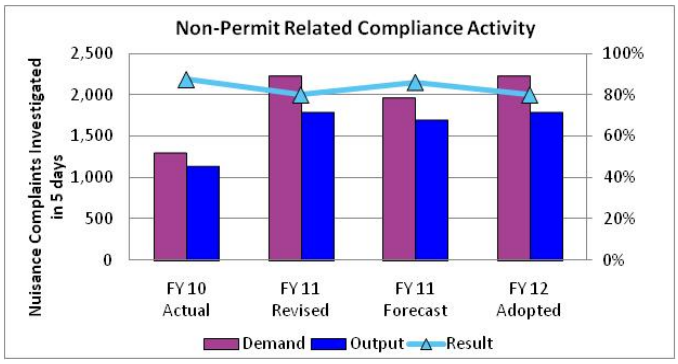
Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand for enforcement actions increased from FY 2010 to FY 2011 because of vacant homes, the pools at those homes, and an increase in business related permitting issues as businesses struggle with the economy 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 2012. In FY 2011, the Department shifted resources specifically to show those resources specifically working with non-permit related complaints and resolution. Prior years' resources were combined with the Non-Permit Related Compliance Activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of nuisance complaints investigated within 5 business days	88.0%	80.0%	86.0%	80.0%	0.0%	0.0%
Result	Percent of nuisance complaints resolved within 30 business days	91.3%	59.7%	77.1%	59.7%	0.0%	0.0%
Output	Number of nuisance complaints investigated	1,299	2,233	1,971	2,233	-	0.0%
Output	Number of nuisance complaints investigated within 5 business days	1,143	1,786	1,696	1,786	-	0.0%
Output	Number of nuisance complaints resolved within 30 business days	1,186	1,334	1,520	1,334	-	0.0%
Demand	Number of nuisance complaints received	1,306	2,233	1,969	2,233	-	0.0%
Efficiency	Expenditure per nuisance complaint investigated	$ 94.22	$ 61.36	$ 73.96	$ 252.95	$ (191.59)	-312.2%
Revenue							
	100 - GENERAL	$ 245,729	$ 60,000	$ 107,886	$ 30,000	$ (30,000)	-50.0%
	TOTAL SOURCES	$ 245,729	$ 60,000	$ 107,886	$ 30,000	$ (30,000)	-50.0%
Expenditure							
	100 - GENERAL	$ 122,388	$ 137,013	$ 145,779	$ 176,932	$ (39,919)	-29.1%
	506 - ENVIRONMTL SVCS ENV HEALTH	-	-	-	387,898	(387,898)	N/A
	TOTAL USES	$ 122,388	$ 137,013	$ 145,779	$ 564,830	$ (427,817)	-312.2%



Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services compared to FY 2011. In FY 2011, the Department shifted resources specifically 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of environmental health plans reviewed within 30 days	98.7%	96.1%	95.1%	95.0%	(1.1%)	-1.1%
Percent of environmental health construction permits approved with all construction inspections provided	39.6%	75.1%	63.7%	77.5%	2.4%	3.2%
Percent of comprehensive food inspections with critical violations	44.7%	70.0%	46.5%	44.7%	(25.3%)	-36.2%
Rate of weighted violations per comprehensive food inspection	849.5%	9.5%	7.6%	7.9%	(1.6%)	-17.2%
Percent of non-food facility establishments with violations	43.8%	0.0%	62.1%	0.0%	0.0%	N/A
Rate of violations per comprehensive non-food inspection provided	43.8%	0.0%	34.5%	0.0%	0.0%	N/A
Percent of the food service employees with a food service license	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of environmental illness complaints investigated within 72 hours	89.6%	75.0%	100.0%	75.0%	0.0%	0.0%
Percent of environmental illness complaint responses initiated within 24 hours	100.0%	100.0%	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental health construction permits approved with all construction inspections provided	39.6%	75.1%	63.7%	77.5%	2.4%	3.2%
Result	Percent of environmental health plans reviewed within 30 days	98.7%	96.1%	95.1%	95.0%	(1.1%)	-1.1%
Output	Number of environmental health plans reviewed	1,002	1,520	1,253	1,196	(324)	-21.3%
Output	Number of environmental health construction permits reviewed within 30 days	989	1,460	1,191	1,151	(309)	-21.2%
Output	Number of environmental health construction permits approved with all construction inspections provided	455	1,112	814	896	(216)	-19.4%
Output	Number of environmental health construction permits approved	1,148	1,480	1,278	1,156	(324)	-21.9%
Demand	Number of environmental health plan reviews requested	1,239	1,520	1,375	1,196	(324)	-21.3%
Efficiency	Expenditure per environmental health plan review	$ 689.02	$ 625.06	$ 652.16	$ 512.09	$ 112.97	18.1%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 925,941	$ 898,133	$ 844,572	$ 821,794	$ (76,339)	-8.5%
	TOTAL SOURCES	$ 925,941	$ 898,133	$ 844,572	$ 821,794	$ (76,339)	-8.5%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 2,230	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	688,165	950,087	817,160	612,458	337,629	35.5%
	TOTAL USES	$ 690,395	$ 950,087	$ 817,160	$ 612,458	$ 337,629	35.5%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services. The number of plan reviews is expected to decrease resulting in a decrease in revenue and expenditures for this activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental illness complaint responses initiated within 24 hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of environmental illness complaints investigated within 72 hours	89.6%	75.0%	76.8%	75.0%	0.0%	0.0%
Output	Number of environmental illness complaints investigated	67	200	112	200	-	0.0%
Output	Number of environmental illness complaint responses initiated	757	1,072	837	1,072	-	0.0%
Output	Number of environmental illness complaints investigated within 72 hours	60	150	86	150	-	0.0%
Output	Number of environmental illness complaint responses initiated within 24 hours	757	200	401	200	-	0.0%
Demand	Number of environmental illness complaints requiring an investigation	69	200	200	200	-	0.0%
Demand	Number of environmental illness complaints received	757	1,072	1,072	1,072	-	0.0%
Efficiency	Cost per environmental illness complaint response initiated	$ 247.37	$ 181.62	$ 226.44	$ 237.66	$ (56.04)	-30.9%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 17,280	$ 19,920	$ 17,280	$ -	0.0%
	TOTAL SOURCES	$ -	$ 17,280	$ 19,920	$ 17,280	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 187,258	$ 194,701	$ 189,527	$ 254,775	$ (60,074)	-30.9%
	TOTAL USES	$ 187,258	$ 194,701	$ 189,527	$ 254,775	$ (60,074)	-30.9%

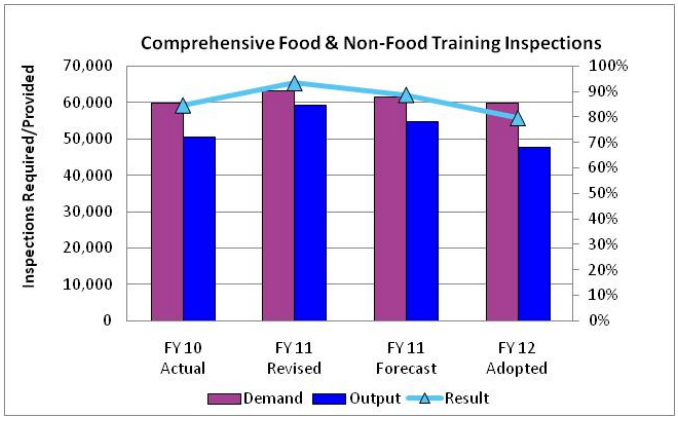
Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. Demand for services increased in FY 2011 based on the H1N1 virus. Approximately 20 percent of the people suffering from the H1N1 virus experienced symptoms similar to food poisoning. Believing they have had a bad meal, this population has initiated complaints which previously did not exist. The expenditure increase in FY 2012 is due to additional staffing and health/dental expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of weighted violations per comprehensive food inspection	849.5%	9.5%	7.6%	7.9%	(1.6%)	-17.2%
Result	Percent of non-food facility establishments with violations	43.8%	0.0%	62.1%	45.0%	45.0%	N/A
Result	Rate of violations per comprehensive non-food inspection provided	43.8%	0.0%	34.5%	63.0%	63.0%	N/A
Result	Percent of comprehensive food inspections with critical violations	44.7%	70.0%	46.5%	42.1%	(27.9%)	-39.9%
Output	Number of comprehensive food inspections provided	45,654	55,000	49,968	42,690	(12,310)	-22.4%
Output	Number of training food inspections provided	2,316	1,800	1,746	1,396	(404)	-22.4%
Output	Number of comprehensive and training food inspections provided	47,970	56,800	51,714	44,086	(12,714)	-22.4%
Output	Number of non-food inspections provided	2,464	2,200	2,899	3,539	1,339	60.9%
Output	Number of comprehensive food and non-food inspections, and training food inspections provided	50,434	59,000	54,613	47,625	(11,375)	-19.3%
Demand	Number of comprehensive and training food inspections required	59,560	63,144	61,482	59,820	(3,324)	-5.3%
Demand	Number of non-food inspections required	2,287	2,304	2,274	2,244	(60)	-2.6%
Efficiency	Expenditure per food and non-food inspection provided	$ 141.67	$ 169.05	$ 159.21	$ 200.98	$ (31.93)	-18.9%
Revenue							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 375,651	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	11,414,192	11,335,895	11,597,113	11,657,189	321,294	2.8%
	TOTAL SOURCES	$ 11,789,843	$ 11,335,895	$ 11,597,113	$ 11,657,189	$ 321,294	2.8%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 391,826	$ 620,882	$ 517,685	$ 69,092	$ 551,790	88.9%
	506 - ENVIRONMTL SVCS ENV HEALTH	6,753,265	9,352,849	8,177,127	9,502,608	(149,759)	-1.6%
	TOTAL USES	$ 7,145,091	$ 9,973,731	$ 8,694,812	$ 9,571,700	$ 402,031	4.0%



Activity Narrative: The FY 2012 budget supports the Department in continuing to meet 90% of the demand, recognizing a decrease in the demand for services. The number of facilities requiring an inspection is decreasing, resulting in lower revenues and expenditures for this activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of the food service employees with a food service license	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of food service licenses issued	120,805	110,000	119,630	90,100	(19,900)	-18.1%
Demand	Number of food service employees that are required to have a license	175,000	175,000	175,000	178,000	3,000	1.7%
Demand	Number of food service licenses requested	120,805	110,000	119,630	90,100	(19,900)	-18.1%
Efficiency	Expenditure per food service license issued	$ 5.26	$ 7.21	$ 6.40	$ 9.50	$ (2.29)	-31.7%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,564,320	$ 1,532,303	$ 1,591,149	$ 1,404,291	$ (128,012)	-8.4%
	TOTAL SOURCES	$ 1,564,320	$ 1,532,303	$ 1,591,149	$ 1,404,291	$ (128,012)	-8.4%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 635,337	$ 793,313	$ 766,056	$ 856,042	$ (62,729)	-7.9%
	TOTAL USES	$ 635,337	$ 793,313	$ 766,056	$ 856,042	$ (62,729)	-7.9%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. As the economy begins a slow recovery, the number of employees at restaurants and grocery stores is expecting to increase slightly. The Department is now approving outside testing sources to provide food service testing. These alternative test providers will decrease the Department's program revenues. The FY 2012 increase in expenditures is due to additional staff and health/dental expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of complaints investigated in one business day	14.1%	2.0%	6.7%	2.0%	0.0%	0.0%
Percent of complaints investigated in five days	43.3%	20.0%	31.9%	20.0%	0.0%	0.0%
Percent change of West Nile virus positive mosquitoes	80.3%	12.2%	16.4%	12.2%	0.0%	0.0%
Percent of surveillance tests completed within 48 hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected acres treated for mosquito breeding	108.7%	50.1%	48.0%	50.1%	0.0%	0.0%

Activities that comprise this program include:

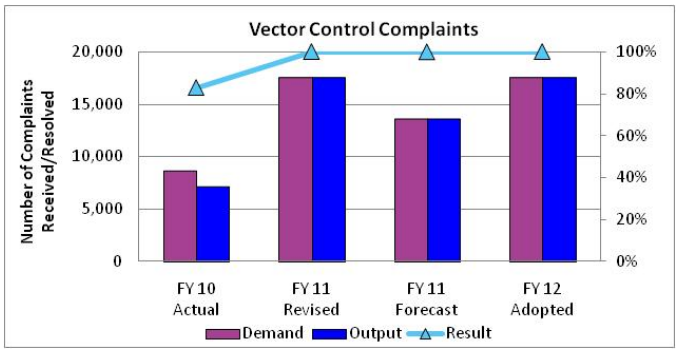
- Vector Control Complaint Management
- Vector Control Public Education, Surveillance and Treatment

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of complaints investigated in five days	43.3%	20.0%	31.9%	20.0%	0.0%	0.0%
Result	Percent of complaints investigated in one business day	14.1%	2.0%	6.7%	2.0%	0.0%	0.0%
Output	Number of complaints investigated in one business day	1,222	465	923	465	-	0.0%
Output	Number of complaints investigated in five business days	3,763	4,700	4,402	4,700	-	0.0%
Output	Number of complaints investigated	8,685	23,500	13,802	23,500	-	0.0%
Output	Number of complaints resolved	7,168	17,500	13,596	17,500	-	0.0%
Demand	Number of complaints received	8,654	17,500	13,612	17,500	-	0.0%
Efficiency	Expenditure per resolved complaint	$ 143.56	$ 56.26	$ 77.10	$ 59.18	$ (2.93)	-5.2%
Expenditure							
	100 - GENERAL	$ 1,029,022	$ 984,482	$ 1,048,304	$ 1,035,680	$ (51,198)	-5.2%
	TOTAL USES	$ 1,029,022	$ 984,482	$ 1,048,304	$ 1,035,680	$ (51,198)	-5.2%



Activity Narrative: The FY 2012 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. The FY 2012 increase in expenditures is due to additional vehicle costs that are now budgeted in the Vector Control Complaint Management Activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change of West Nile virus positive mosquitoes	80.3%	12.2%	16.4%	12.2%	0.0%	0.0%
Result	Percent of surveillance tests completed within 48 hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of inspected acres treated for mosquito breeding	108.7%	50.1%	48.0%	50.1%	0.0%	0.0%
Output	Number of surveillance tests completed	16,139	14,500	14,640	14,500	-	0.0%
Output	Number of surveillance tests completed within 48 hours	16,139	14,500	14,640	14,500	-	0.0%
Output	Number of acres surveyed and treated	92,385	388	388	388	-	0.0%
Output	Number of acres inspected for mosquito breeding	309	775	561	775	-	0.0%
Output	Number of acres treated with adulticide	202,843	157,500	50,056	157,500	-	0.0%
Demand	Number surveillance tests needed	29,195	14,500	18,000	14,500	-	0.0%
Demand	Number of acres to be treated with adulticide	202,459	157,500	262,583	157,500	-	0.0%
Efficiency	Expenditure per acre to provide Vector Control Public Education, Surveillance and Treatment Activity services	$ 14.63	$ 4,148.81	$ 4,564.01	$ 4,842.48	$ (693.67)	-16.7%
Expenditure							
	100 - GENERAL	$ 1,351,378	$ 1,609,740	$ 1,770,835	$ 1,878,883	$ (269,143)	-16.7%
	TOTAL USES	$ 1,351,378	$ 1,609,740	$ 1,770,835	$ 1,878,883	$ (269,143)	-16.7%

Activity Narrative: The FY 2012 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 purchasing the 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of bathing facilities posted closed for compliance violations	8.3%	9.0%	7.4%	5.9%	(3.1%)	-34.2%
Percent of bathing facility initial plan reviews provided within 30 business days	99.5%	80.0%	89.1%	100.0%	20.0%	25.0%
Percent of bathing facility construction inspections provided within 5 business days of request	100.5%	80.0%	84.8%	92.5%	12.5%	15.6%
Percent of water distribution construction initial plan reviews provided within 30 business days	97.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of water treatment plant initial plan reviews provided within 30 business days	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected solid waste vehicles and facilities in compliance with the regulations	89.3%	71.5%	78.7%	71.5%	0.0%	0.0%
Percent of solid waste vehicle and facility inspections provided	90.2%	96.4%	90.3%	96.6%	0.2%	0.2%
Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of stormwater complaint inspections provided within 5 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of sewer collection system construction initial plan reviews provided within 30 business days	98.4%	100.0%	94.0%	100.0%	0.0%	0.0%
Percent of onsite facility inspections provided within 5 business days	100.0%	90.0%	92.9%	100.0%	10.0%	11.2%
Percent of public water facilities in compliance with Maricopa County Environmental Health Code	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of public water treatment facility operating inspections provided	125.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of public water facility sanitary surveys provided	102.2%	100.0%	104.5%	100.0%	0.0%	0.0%
Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	96.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment plant inspections provided	131.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent indicating stormwater awareness	99.5%	61.0%	76.7%	61.0%	0.0%	0.0%
Percent of County employee stormwater awareness	100.0%	60.0%	78.0%	60.0%	0.0%	0.0%

Activities that comprise this program include:

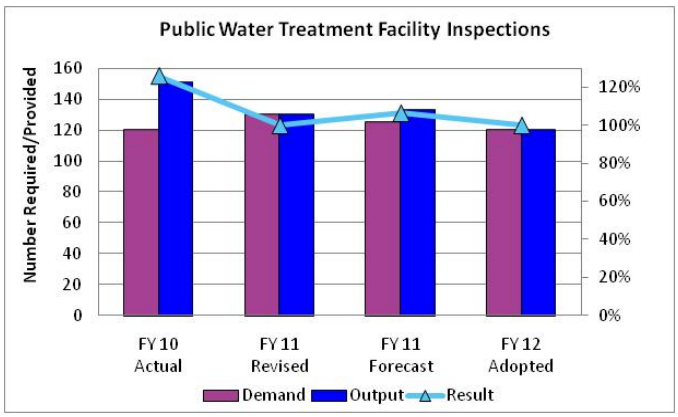
- Public Water Facility Inspections
- Public Water Plan Review
- Solid Waste Inspection
- Stormwater Construction
- Stormwater County Compliance
- Stormwater Discharge
- Stormwater Public Education
- Subdivision Sanitary Facilities
- Swimming Pool Inspections
- Swimming Pool Plan Review and Construction 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of public water treatment facility operating inspections provided	125.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facility sanitary surveys provided	102.2%	100.0%	104.5%	100.0%	0.0%	0.0%
Result	Percent of public water facilities in compliance with Maricopa County Environmental Health Code	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public water facility sanitary surveys and public water treatment facility inspections provided	246	194	203	184	(10)	-5.2%
Output	Number of public water facility sanitary surveys provided	95	64	70	64	-	0.0%
Output	Number of public water treatment facility operating inspections provided	151	130	133	120	(10)	-7.7%
Demand	Number of public water treatment facility operating inspections required	120	130	125	120	(10)	-7.7%
Demand	Number of public water facility sanitary surveys required	93	64	67	64	-	0.0%
Efficiency	Expenditure per public water facility sanitary survey and public water treatment facility operating inspection	$ 1,850.77	$ 2,274.30	$ 2,086.31	$ 2,676.34	$ (402.04)	-17.7%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 512,995	$ 452,638	$ 507,478	$ 519,780	$ 67,142	14.8%
	TOTAL SOURCES	$ 512,995	$ 452,638	$ 507,478	$ 519,780	$ 67,142	14.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 455,289	$ 441,214	$ 423,520	$ 492,446	$ (51,232)	-11.6%
	TOTAL USES	$ 455,289	$ 441,214	$ 423,520	$ 492,446	$ (51,232)	-11.6%



Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to decrease in FY 2012 compared to FY 2010 due to the changes in construction and development in Maricopa County. The FY 2012 expenditure increase is due to an additional employee and health/dental expenditures. The increase in revenue is due to the anticipation of additional permit proceeds.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of water treatment plant initial plan reviews provided within 30 business days	98.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of water distribution construction initial plan reviews provided within 30 business days	97.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of water distribution construction initial plan reviews provided within 30 business days	224	240	209	240	-	0.0%
Output	Number of water treatment plant construction initial plan reviews provided within 30 business days	53	64	58	54	(10)	-15.6%
Output	Number of water distribution construction initial plan reviews provided	229	240	209	223	(17)	-7.1%
Output	Number of water treatment plant construction initial plan reviews provided	54	64	58	64	-	0.0%
Output	Number of water treatment plant approvals to construct provided	52	64	56	64	-	0.0%
Output	Number of water distribution approvals to construct provided	242	240	212	240	-	0.0%
Output	Number of water treatment plant and water distribution system approvals to construct	281	304	268	304	-	0.0%
Demand	Number of water treatment plant construction initial plan reviews requested	53	64	54	54	(10)	-15.6%
Demand	Number of water distribution construction initial plan reviews requested	205	240	223	223	(17)	-7.1%
Efficiency	Expenditure per approval to construct provided	$ 1,456.92	$ 1,307.85	$ 1,150.94	$ 989.61	$ 318.24	24.3%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 335,955	$ 336,593	$ 282,955	$ 288,700	$ (47,893)	-14.2%
	TOTAL SOURCES	$ 335,955	$ 336,593	$ 282,955	$ 288,700	$ (47,893)	-14.2%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 409,395	$ 397,586	$ 308,453	$ 300,841	$ 96,745	24.3%
	TOTAL USES	$ 409,395	$ 397,586	$ 308,453	$ 300,841	$ 96,745	24.3%

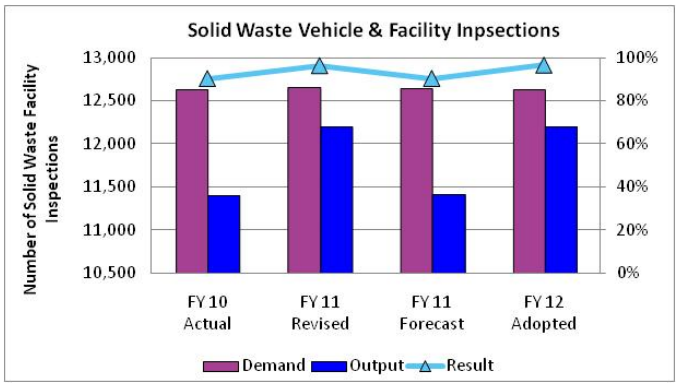
Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to be flat in FY 2012 compared to FY 2011 due to the continued lack of significant change in construction and development in Maricopa County. The FY 2012 expenditure increase is due to the reallocation of staff time from the Public Water Facility Inspections Activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspected solid waste vehicles and facilities in compliance with the regulations	89.3%	71.5%	78.7%	71.5%	0.0%	0.0%
Result	Percent of solid waste vehicle and facility inspections provided	90.2%	96.4%	90.3%	96.6%	0.2%	0.2%
Output	Number of solid waste vehicle and facility inspections provided	11,392	12,196	11,413	12,196	-	0.0%
Output	Number of inspected solid waste vehicle and facilities in compliance with regulations	10,169	8,720	8,981	8,720	-	0.0%
Demand	Number of solid waste facility inspections required	12,624	12,651	12,638	12,624	(27)	-0.2%
Efficiency	Expenditure per solid waste vehicle or facility inspection provided	$ 26.24	$ 28.23	$ 28.82	$ 19.98	$ 8.24	29.2%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 496,205	$ 474,255	$ 456,400	$ 484,008	$ 9,753	2.1%
	TOTAL SOURCES	$ 496,205	$ 474,255	$ 456,400	$ 484,008	$ 9,753	2.1%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 298,936	$ 344,233	$ 328,953	$ 243,703	$ 100,530	29.2%
	TOTAL USES	$ 298,936	$ 344,233	$ 328,953	$ 243,703	$ 100,530	29.2%



Activity Narrative: The FY 2012 budget supports the Department in meeting 96.6% of the demand. The demand is expected to decrease in FY 2012 compared to FY 2011 due to the continued lack of significant change in construction and development in Maricopa County. The FY 2012 decrease in expenditures is due to the allocation of an employee to another Division and Department salary savings.

Stormwater Construction Activity

The purpose of the Stormwater Construction Activity is to provide plan reviews to property owners so they can alter their property in compliance with the Federal Clean Water Act.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of initial plan reviews provided within 30 business days	7	10	10	10	-	0.0%
Output	Number of initial plan reviews provided	7	10	10	10	-	0.0%
Demand	Number of initial plan reviews for construction projects required	7	10	10	10	-	0.0%
Efficiency	Expenditure per plan review provided	$ 26,932.57	$ 14,458.80	$ 15,125.40	$ 15,434.20	$ (975.40)	-6.7%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 10,275	$ 33,000	$ 13,750	$ 33,000	$ -	0.0%
	TOTAL SOURCES	$ 10,275	$ 33,000	$ 13,750	$ 33,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 53,081	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	135,447	144,588	151,254	154,342	(9,754)	-6.7%
	TOTAL USES	$ 188,528	$ 144,588	$ 151,254	$ 154,342	$ (9,754)	-6.7%

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 2011, however, the downturn in construction and development in Maricopa County has impacted the demand. 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.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County employee stormwater awareness	100.0%	60.0%	78.0%	60.0%	0.0%	0.0%
Output	Number of internal County educational opportunities conducted	1,481	12	30	24	12	100.0%
Output	Number of County employees aware of stormwater issues	1,481	300	355	300	-	0.0%
Output	Number of County employees surveyed	1,481	500	455	500	-	0.0%
Demand	Number of internal County educational opportunities required by the ADEQ permit	1,481	-	205	-	-	N/A
Efficiency	Expenditure per internal County educational opportunity conducted	$ -	$ 1,136.50	$ 467.50	$ -	$ 1,136.50	100.0%
Expenditure							
	100 - GENERAL	$ -	$ 13,638	$ 14,025	$ -	$ 13,638	100.0%
	TOTAL USES	$ -	$ 13,638	$ 14,025	$ -	$ 13,638	100.0%

Activity Narrative: The FY 2012 budget supports the Department in meeting 24 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. The FY 2012 reduction in expenditures is due to the employee being solely allocated under the Stormwater Public Education Activity.

Stormwater Discharge Activity

The purpose of the Stormwater Discharge Activity is to provide response and investigative services to complainants so they can benefit from timely complaint resolution.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of stormwater complaint inspections provided within 5 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of stormwater complaint inspections provided within 5 business days	24	16	8	16	-	0.0%
Output	Number of stormwater complaints resolved	24	16	7	16	-	0.0%
Output	Number of stormwater complaint inspections provided	24	16	8	16	-	0.0%
Demand	Number of stormwater complaints reported	24	16	8	16	-	0.0%
Efficiency	Expenditure per stormwater complaint inspection provided	$ 1,963.96	$ 25,271.00	$ 45,927.75	$ 27,439.38	$ (2,168.38)	-8.6%
Expenditure							
	100 - GENERAL	$ 47,135	$ 404,336	$ 367,422	$ 439,030	$ (34,694)	-8.6%
	TOTAL USES	$ 47,135	$ 404,336	$ 367,422	$ 439,030	$ (34,694)	-8.6%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of demand for this activity. During FY 2010, part of the funding for this activity resided in the Non Departmental budget. This funding was moved in FY 2011 into the Department's budget accounting for the increase. The FY 2012 increase in expenditures is due to adding one employee and departmental health/dental expenditures.

Stormwater Public Education Activity

The purpose of the Stormwater Public Education Activity is to provide educational services to Maricopa County residents so they can increase their awareness to help reduce or eliminate stormwater pollution.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent indicating stormwater awareness	99.5%	61.0%	76.7%	61.0%	0.0%	0.0%
Output	Number aware of stormwater issues	5,871	610	1,342	610	-	0.0%
Output	Number surveyed	5,871	1,000	1,749	1,000	-	0.0%
Output	Number of public educational opportunities conducted	5,859	20	20	20	-	0.0%
Demand	Number of public educational opportunities required by the ADEQ permit	5,836	-	20	-	-	N/A
Efficiency	Expenditure per public educational opportunity	$ 3.41	$ 4,917.95	$ 4,107.50	$ 4,967.40	$ (49.45)	-1.0%
Expenditure							
	100 - GENERAL	$ 19,999	$ 98,359	$ 82,150	$ 99,348	$ (989)	-1.0%
	TOTAL USES	$ 19,999	$ 98,359	$ 82,150	$ 99,348	$ (989)	-1.0%

Activity Narrative: The FY 2012 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. During FY 2010, part of the funding for this activity resided in the Non Departmental budget. This funding was moved in FY 2011 into the Department's budget accounting for the increase.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of subdivision sanitary report approvals provided within 30 business days	21	35	31	31	(4)	-11.4%
Output	Number of subdivision sanitary report approvals provided	21	35	31	31	(4)	-11.4%
Demand	Number of subdivision sanitary report approvals requested	14	35	32	31	(4)	-11.4%
Efficiency	Expenditure per subdivision sanitary report approval provided	$ 1,716.52	$ 778.23	$ 651.61	$ 631.52	$ 146.71	18.9%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 45,663	$ 45,075	$ 58,355	$ 52,480	$ 7,405	16.4%
	TOTAL SOURCES	$ 45,663	$ 45,075	$ 58,355	$ 52,480	$ 7,405	16.4%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 36,047	$ 27,238	$ 20,200	$ 19,577	$ 7,661	28.1%
	TOTAL USES	$ 36,047	$ 27,238	$ 20,200	$ 19,577	$ 7,661	28.1%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to decrease in FY 2012 compared to FY 2011 due to the continued 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of bathing facilities posted closed for compliance violations	8.3%	9.0%	7.4%	6.8%	(2.2%)	-24.4%
Output	Number of bathing facility inspections provided	10,096	10,000	11,600	15,200	5,200	52.0%
Output	Number of bathing facility inspections requiring the posting of the bathing place closed	843	900	859	900	-	0.0%
Demand	Number of bathing facility inspections required	26,928	26,900	26,914	26,928	28	0.1%
Efficiency	Expenditure per bathing facility inspection provided	$ 90.78	$ 86.44	$ 92.58	$ 68.83	$ 17.61	20.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,590,355	$ 1,589,675	$ 2,218,105	$ 2,239,690	$ 650,015	40.9%
	TOTAL SOURCES	$ 1,590,355	$ 1,589,675	$ 2,218,105	$ 2,239,690	$ 650,015	40.9%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ -	$ -	$ -	$ 46,884	$ (46,884)	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	916,474	864,379	1,073,871	999,376	(134,997)	-15.6%
	TOTAL USES	$ 916,474	$ 864,379	$ 1,073,871	$ 1,046,260	$ (181,881)	-21.0%

Activity Narrative: The FY 2012 budget supports the Department in meeting 56% of the demand. The increase in revenue is consistent with the FY 2011 forecast for the new revenue fee schedule, which was approved by the Board in August 2011. The FY 2012 increase in expenditures is due to additional staff and health/dental expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of bathing facility construction inspections provided within 5 business days of request	100.5%	80.0%	84.8%	92.5%	12.5%	15.6%
Result	Percent of bathing facility initial plan reviews provided within 30 business days	99.5%	80.0%	89.1%	100.0%	20.0%	25.0%
Output	Number of bathing facility construction inspections provided	2,677	2,880	2,329	2,280	(600)	-20.8%
Output	Number of bathing facility initial plan reviews provided	1,799	960	880	760	(200)	-20.8%
Output	Number of bathing facility initial plan reviews provided within 30 business days	1,790	768	784	668	(100)	-13.0%
Output	Number of bathing facility construction inspections provided within 5 business days of request	2,690	2,304	1,974	2,304	-	0.0%
Demand	Number of bathing facility initial plan reviews requested	1,483	960	836	760	(200)	-20.8%
Demand	Number of bathing facility construction inspections requested	3,169	2,880	2,294	2,280	(600)	-20.8%
Efficiency	Expenditure per bathing facility initial plan reviews provided	$ 142.53	$ 241.35	$ 234.18	$ 621.25	$ (379.90)	-157.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 414,628	$ 421,488	$ 289,328	$ 275,806	$ (145,682)	-34.6%
	TOTAL SOURCES	$ 414,628	$ 421,488	$ 289,328	$ 275,806	$ (145,682)	-34.6%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 256,411	$ 231,692	$ 206,079	$ 472,149	$ (240,457)	-103.8%
	TOTAL USES	$ 256,411	$ 231,692	$ 206,079	$ 472,149	$ (240,457)	-103.8%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to be consistent in FY 2011 due to the continued recession and 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 resources is the cause of the increase 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of wastewater treatment plant inspections provided	131.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	96.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of wastewater treatment plant inspections provided	62	51	28	48	(3)	-5.9%
Output	Number of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	60	51	28	48	(3)	-5.9%
Demand	Number of wastewater treatment plant inspections required	57	51	41	48	(3)	-5.9%
Efficiency	Expenditure per wastewater treatment plant inspection	$ 2,436.40	$ 2,412.37	$ 5,249.39	$ 3,633.00	$ (1,220.63)	-50.6%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 171,900	$ 166,200	$ 137,100	$ 156,600	$ (9,600)	-5.8%
	TOTAL SOURCES	$ 171,900	$ 166,200	$ 137,100	$ 156,600	$ (9,600)	-5.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 151,057	$ 123,031	$ 146,983	$ 174,384	$ (51,353)	-41.7%
	TOTAL USES	$ 151,057	$ 123,031	$ 146,983	$ 174,384	$ (51,353)	-41.7%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to decrease in FY 2012 compared to FY 2011 due to the continued lack of significant change in construction and development in Maricopa County. The FY 2012 increase in expenditures is due to an allocation of an employee and health/dental expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	94.0%	100.0%	0.0%	0.0%
Result	Percent of onsite facility inspections provided within 5 business days	100.0%	90.0%	92.9%	100.0%	10.0%	11.2%
Result	Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number onsite, recharge/wastewater treatment plant and sewer collection initial plan reviews provided	831	1,769	1,375	1,020	(749)	-42.3%
Output	Number of onsite facility initial plan reviews provided	600	1,445	1,110	780	(665)	-46.0%
Output	Number of wastewater treatment plant and reuse/recharge system initial plan reviews provided	63	120	82	48	(72)	-60.0%
Output	Number of onsite facility initial plan reviews provided within 10 business days	600	1,445	1,110	780	(665)	-46.0%
Output	Number of sewer collection system construction initial plan reviews provided	168	204	183	192	(12)	-5.9%
Output	Number of sewer collection system construction initial plan reviews provided within 30 business days	166	204	183	192	(12)	-5.9%
Output	Number of onsite facility inspections provided	505	1,445	1,023	640	(805)	-55.7%
Output	Number of onsite facility inspections provided within 5 business days	505	1,300	950	640	(660)	-50.8%
Output	Number of wastewater treatment plant and reuse/recharge system construction authorizations (ATC) provided	53	120	80	48	(72)	-60.0%
Output	Number of sewer collection system construction authorizations (ATC) provided	165	204	183	192	(12)	-5.9%
Output	Number of wastewater initial plan review provided	831	1,920	1,460	1,020	(900)	-46.9%
Demand	Number of onsite facility inspections requested	531	1,445	1,023	640	(805)	-55.7%
Demand	Number of wastewater treatment plant and reuse/recharge system plan reviews requested	88	120	82	48	(72)	-60.0%
Demand	Number of sewer collection system construction plan approvals requested	164	204	195	192	(12)	-5.9%
Demand	Number of onsite plan reviews requested	552	1,445	1,110	780	(665)	-46.0%
Efficiency	Expenditure per wastewater initial plan review provided	$ 1,339.15	$ 620.37	$ 806.78	$ 1,185.85	$ (565.48)	-91.2%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 739,249	$ 704,672	$ 734,709	$ 699,538	$ (5,134)	-0.7%
	TOTAL SOURCES	$ 739,249	$ 704,672	$ 734,709	$ 699,538	$ (5,134)	-0.7%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,112,833	$ 1,191,112	$ 1,177,892	$ 1,209,571	$ (18,459)	-1.5%
	TOTAL USES	$ 1,112,833	$ 1,191,112	$ 1,177,892	$ 1,209,571	$ (18,459)	-1.5%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand. The demand is expected to decrease in FY 2012 compared to FY 2011 due to the continued lack of significant change in construction and development in Maricopa County. The increase in expenditures is due to the increased cost of benefits. The FY 2012 increase in expenditures is due to reallocation of staff time and health/dental expenditures.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 3,790,840**	**$ 60,000**
FY 2011 Revised Budget			**$ 3,790,840**	**$ 60,000**
Adjustments:				
Restatements			**$ 63,069**	**$ -**
Equip Svcs Chgs from Non Dept			*63,069*	-
FY 2012 Budget Target			**$ 3,853,909**	**$ 60,000**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 18,434**	**$ -**
Emp Health Dental Prem Realloc			*2,640*	-
Retirement Contributions			*15,794*	-
Fees and Other Revenues			**$ -**	**$ (30,000)**
ProgRevenue Volume Inc/Dec			*-*	*(30,000)*
Supplemental Funding				
Mid Year Adjustments			**$ 240,000**	**$ -**
Environmental Services Zenivex Purchase	*C-88-11-004-2-00*		*240,000*	-
FY 2012 Adopted Budget			**$ 4,112,343**	**$ 30,000**
Percent Change from Target Amount			*6.7%*	*-50.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 88,000**	**$ -**
FY 2011 Revised Budget			**$ 88,000**	**$ -**
Adjustments:				
Non Recurring			**$ (88,000)**	**$ -**
Other Non-Recurring			*(88,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 213,906**	**$ -**
Non Recurring Carry Forward			*70,000*	-
GPS Systems for Vector Control Vehicles	*$*	*70,000*		
Other Non-Recurring			*143,906*	-
Fogger Replacements	*$*	*70,000*		
ACCELA/IVR Project		*20,000*		
RDSA IT Allocation		*53,906*		
FY 2012 Adopted Budget			**$ 213,906**	**$ -**

Environmental Services Grant Fund (505)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 765,000**	**$ 765,000**
FY 2011 Revised Budget		**$ 765,000**	**$ 765,000**
FY 2012 Budget Target		**$ 765,000**	**$ 765,000**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (75,900)**	**$ (75,900)**
Grant Reconciliation		*(75,900)*	*(75,900)*
FY 2012 Adopted Budget		**$ 689,100**	**$ 689,100**
Percent Change from Target Amount		*-9.9%*	*-9.9%*

Environmental Services Grant Fund (505) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 334,548	$ 334,548	$ (247)	$ (246)
Sources:					
Operating	$ 799,079	$ 765,000	$ 765,000	$ 689,127	$ 689,100
Total Sources:	$ 799,079	$ 765,000	$ 765,000	$ 689,127	$ 689,100
Uses:					
Operating	$ 763,069	$ 765,000	$ 765,000	$ 689,126	$ 689,100
Non-Recurring	2,500	-	-	-	-
Total Uses:	$ 765,569	$ 765,000	$ 765,000	$ 689,126	$ 689,100
Structural Balance	$ 36,010	$ -	$ -	$ 1	$ -
Accounting Adjustments	$ (33,757)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 334,548	$ 334,548	$ -	$ -
Unassigned	(247)	-	-	(246)	(246)
Total Ending Spendable Fund Balance	$ (247)	$ 334,548	$ 334,548	$ (246)	$ (246)

Environmental Services Environmental Health Fund (506)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 18,143,675**	**$ 18,192,209**
FY 2011 Revised Budget			**$ 18,143,675**	**$ 18,192,209**
FY 2012 Budget Target			**$ 18,143,675**	**$ 18,192,209**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 120,083**	**$ -**
Emp Health Dental Prem Realloc			*14,400*	-
Retirement Contributions			*105,683*	-
Base Adjustments			**$ 578,998**	**$ -**
Other Base Adjustments			*806,383*	-
11 Additional FTEs		*$ 806,383*		
Personnel Savings			*(227,385)*	-
Fees and Other Revenues			**$ -**	**$ 650,547**
ProgRevenue Volume Inc/Dec			*-*	*650,547*
FY 2012 Adopted Budget			**$ 18,842,756**	**$ 18,842,756**
Percent Change from Target Amount			*3.9%*	*3.6%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 4,117,687**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (509,663)**	**$ -**
Scottsdale Airpark Transfer Reduction	*C18-11-025-2-00*		*(540,000)*	-
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*7,660*	-
Vehicles from PD and Air Qual	*C-49-11-042-2-00*		*17,242*	-
Vehicle Air Qual to Env Svcs 3	*C-88-11-006-V-00*		*5,435*	-
FY 2011 Revised Budget			**$ 3,608,024**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (3,608,024)**	**$ -**
Scottsdale Airpark Transfer Reduction	*C18-11-025-2-00*		*540,000*	-
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*(7,660)*	-
Vehicles from PD and Air Qual	*C-49-11-042-2-00*		*(17,242)*	-
Vehicle Air Qual to Env Svcs 3	*C-88-11-006-V-00*		*(5,435)*	-
Other Non-Recurring			*(4,117,687)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 2,271,835**	**$ -**
Non Recurring Carry Forward			*1,767,039*	-
Northern Regional Office Tenant Improvements		*$ 1,500,000*		
Accela Implementation		*267,039*		
Other Non-Recurring			*504,796*	-
Vehicle Replacements		*$ 115,353*		
Capital Purchases of IT Equipment		*378,443*		
Food Handler Cameras & POS Cash Register Replacements		*11,000*		
FY 2012 Adopted Budget			**$ 2,271,835**	**$ -**

Environmental Services Environmental Health Fund (506) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 6,935,347	$ 7,193,705	$ 7,193,705	$ 7,872,395	$ 7,279,150
Sources:					
Operating	$ 18,470,418	$ 18,192,209	$ 18,192,209	$ 18,990,643	$ 18,842,756
Total Sources:	$ 18,470,418	$ 18,192,209	$ 18,192,209	$ 18,990,643	$ 18,842,756
Uses:					
Operating	$ 17,019,639	$ 18,143,675	$ 18,143,675	$ 17,923,319	$ 18,842,756
Non-Recurring	514,139	4,117,687	3,608,024	1,660,569	2,271,835
Total Uses:	$ 17,533,778	$ 22,261,362	$ 21,751,699	$ 19,583,888	$ 21,114,591
Structural Balance	$ 1,450,779	$ 48,534	$ 48,534	$ 1,067,324	$ -
Accounting Adjustments	$ 408	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 7,872,395	$ 3,124,552	$ 3,634,215	$ 7,279,150	$ 5,007,315
Total Ending Spendable Fund Balance	$ 7,872,395	$ 3,124,552	$ 3,634,215	$ 7,279,150	$ 5,007,315

Equipment Services

Analysis by Mark Mason, Senior Management and Budget Analyst

Summary

Mission

The mission of the Equipment Services Department is to provide fleet services to departments of Maricopa County so they can have transportation and equipment in support of the community.

Vision

To be the leader in providing unprecedented professional fleet services in an environmentally and fiscally responsible manner.

Strategic Goals

Sustainable Environment

By June 30, 2016, reduce the county's fleet carbon footprint from 18,566 metric tons to 17,834 metric tons.

Status: The department is considering increasing its on road alternate fueled vehicles from the current 765 vehicles with additional vehicles that emit less particulate matter. Considerations include: 1) Continue the use of Bio-diesel. 2) Retrofit heavy duty trucks with diesel oxidation catalysts to potentially reduce particulate matter by 25 percent. 3) Propose to retrofit specific light duty trucks which run on regular unleaded gasoline with propane. When replacing older vehicles in the fleet, the department is considering reducing the engine size whenever possible from eight and six cylinders to four cylinders, thereby increasing miles per gallon. The department will also be installing the Automotive Information Module System wireless fuel management systems on all County on-road vehicles and monitoring idling time to maximize vehicle efficiency.

Department Specific

By June 30, 2016, maintain a county fleet vehicle readiness rate of 96 percent or above.

Status: The department will identify more training opportunities for technicians in dealing with different types of vehicles that will become a part of the fleet. By increasing the rate of compliance with vehicle preventive maintenance schedules, the department will proactively identify issues that may affect vehicles at a later time adversely impacting readiness rates. Despite the current financial challenges and the diminished capacity to renew the fleet, the current readiness rate is 96 percent.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
FSUP - FLEET SUPPORT SERVICES	$ 14,223,349	$ 12,976,459	$ 12,976,459	$ 15,390,633	$ 12,976,459	$ -	0.0%
PMVR - PREVENTATIVE MAINTENANCE	920,820	873,984	873,984	900,388	873,984	-	0.0%
RENT - RENTAL POOL	33,587	33,372	33,372	38,479	33,372	-	0.0%
74FM - FLEET MANAGEMENT	$ 15,177,756	$ 13,883,815	$ 13,883,815	$ 16,329,500	$ 13,883,815	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 27,817	$ 25,424	$ 25,424	$ 27,394	$ 25,424	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 27,817	$ 25,424	$ 25,424	$ 27,394	$ 25,424	$ -	0.0%
TOTAL PROGRAMS	**$ 15,205,573**	**$ 13,909,239**	**$ 13,909,239**	**$ 16,356,894**	**$ 13,909,239**	**$ -**	**0.0%**
USES							
FSUP - FLEET SUPPORT SERVICES	$ 12,537,156	$ 12,167,232	$ 12,167,231	$ 14,708,463	$ 12,600,956	$ (433,725)	-3.6%
PMVR - PREVENTATIVE MAINTENANCE	327,136	304,523	304,520	301,888	219,257	85,263	28.0%
RENT - RENTAL POOL	35,632	16,108	16,108	15,870	116,279	(100,171)	-621.9%
74FM - FLEET MANAGEMENT	$ 12,899,924	$ 12,487,863	$ 12,487,859	$ 15,026,221	$ 12,936,492	$ (448,633)	-3.6%
FSAC - FINANCIAL SERVICES	$ 230,345	$ 274,924	$ 274,925	$ 285,027	$ 180,061	$ 94,864	34.5%
HRAC - HUMAN RESOURCES	55,727	53,334	53,334	25,036	-	53,334	100.0%
ODIR - EXECUTIVE MANAGEMENT	520,893	717,349	836,947	723,092	907,429	(70,482)	-8.4%
PROC - PROCUREMENT	(175)	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 806,790	$ 1,045,607	$ 1,165,206	$ 1,033,155	$ 1,087,490	$ 77,716	6.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 608,074	$ 532,241	$ 532,241	$ 532,241	$ 464,844	$ 67,397	12.7%
ISFC - INTERNAL SERVICE FUND CHARGES	92,196	100,872	100,872	100,877	102,517	(1,645)	-1.6%
99GV - GENERAL GOVERNMENT	$ 700,270	$ 633,113	$ 633,113	$ 633,118	$ 567,361	$ 65,752	10.4%
TOTAL PROGRAMS	**$ 14,406,984**	**$ 14,166,583**	**$ 14,286,178**	**$ 16,692,494**	**$ 14,591,343**	**$ (305,165)**	**-2.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,109,117	$ 2,774,520	$ 2,774,520	$ 3,083,291	$ 2,774,519	$ (1)	0.0%
0636 - INTERNAL SERVICE CHARGES	12,061,820	11,105,795	11,105,795	13,213,053	11,105,796	1	0.0%
SUBTOTAL	$ 15,170,937	$ 13,880,315	$ 13,880,315	$ 16,296,344	$ 13,880,315	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 27,817	$ 25,424	$ 25,424	$ 27,394	$ 25,424	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	6,819	3,500	3,500	33,156	3,500	-	0.0%
SUBTOTAL	$ 34,636	$ 28,924	$ 28,924	$ 60,550	$ 28,924	$ -	0.0%
ALL REVENUES	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%
TOTAL SOURCES	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,177,291	$ 2,242,295	$ 2,242,295	$ 2,258,592	$ 2,173,802	$ 68,493	3.1%
0710 - OVERTIME	166,408	103,142	103,142	146,269	103,142	-	0.0%
0750 - FRINGE BENEFITS	797,000	900,460	900,460	924,380	918,764	(18,304)	-2.0%
0790 - OTHER PERSONNEL SERVICES	6,759	9,275	9,275	19,267	9,275	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(914)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	98,542	132,868	132,868	104,150	197,346	(64,478)	-48.5%
SUBTOTAL	$ 3,246,000	$ 3,388,040	$ 3,388,040	$ 3,451,744	$ 3,402,329	$ (14,289)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,969,401	$ 2,958,138	$ 2,958,138	$ 3,343,948	$ 2,798,803	$ 159,335	5.4%
0803 - FUEL	6,825,490	5,646,712	5,646,712	8,390,570	5,646,712	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	7,353	21,823	21,823	27,196	244,840	(223,017)	-1021.9%
0806 - SUPPLIES-ALLOCATION IN	204	498	498	242	545	(47)	-9.4%
SUBTOTAL	$ 9,802,448	$ 8,627,171	$ 8,627,171	$ 11,761,956	$ 8,690,900	$ (63,729)	-0.7%
SERVICES							
0810 - LEGAL SERVICES	$ 11,432	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	68,484	114,264	114,264	62,524	54,073	60,191	52.7%
0820 - RENT & OPERATING LEASES	10,005	22,570	22,570	10,349	22,570	-	0.0%
0825 - REPAIRS AND MAINTENANCE	419,305	492,815	492,815	443,086	316,263	176,552	35.8%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	959	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	109,244	99,980	99,980	106,038	513,238	(413,258)	-413.3%
0841 - TRAVEL	1,388	6,256	6,256	1,719	6,256	-	0.0%
0842 - EDUCATION AND TRAINING	3,016	13,208	13,208	8,241	17,117	(3,909)	-29.6%
0843 - POSTAGE/FREIGHT/SHIPPING	15,234	9,841	9,841	13,298	9,841	-	0.0%
0850 - UTILITIES	70,542	132,996	132,996	88,833	90,000	42,996	32.3%
0873 - SERVICES-ALLOCATION IN	3,490	6,650	6,650	7,177	46,776	(40,126)	-603.4%
SUBTOTAL	$ 712,140	$ 898,580	$ 898,580	$ 742,224	$ 1,076,134	$ (177,554)	-19.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 62,557	$ 182,152	$ 24,976	$ 255,000	$ (72,848)	-40.0%
0920 - CAPITAL EQUIPMENT	5,267	502,130	502,130	28,544	532,338	(30,208)	-6.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	151,200	151,200	148,606	600,000	(448,800)	-296.8%
0950 - DEBT SERVICE	(3)	4,392	4,392	2,008	4,392	-	0.0%
0956 - CAPITAL-ALLOCATION IN	360	272	272	195	30,250	(29,978)	-11021.3%
SUBTOTAL	$ 5,624	$ 720,551	$ 840,146	$ 204,329	$ 1,421,980	$ (581,834)	-69.3%
ALL EXPENDITURES	$ 13,766,212	$ 13,634,342	$ 13,753,937	$ 16,160,253	$ 14,591,343	$ (837,406)	-6.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 640,772	$ 532,241	$ 532,241	$ 532,241	$ -	$ 532,241	100.0%
ALL OTHER FINANCING USES	$ 640,772	$ 532,241	$ 532,241	$ 532,241	$ -	$ 532,241	100.0%
TOTAL USES	$ 14,406,984	$ 14,166,583	$ 14,286,178	$ 16,692,494	$ 14,591,343	$ (305,165)	-2.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
654 EQUIPMENT SERVICES							
OPERATING	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%
FUND TOTAL SOURCES	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239	$ -	0.0%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
654 EQUIPMENT SERVICES							
OPERATING	$ 14,343,003	$ 13,165,326	$ 13,165,326	$ 15,836,840	$ 13,165,326	$ -	0.0%
NON-RECURRING	63,981	1,001,257	1,120,852	855,654	1,426,017	(305,165)	-27.2%
FUND TOTAL USES	$ 14,406,984	$ 14,166,583	$ 14,286,178	$ 16,692,494	$ 14,591,343	$ (305,165)	-2.1%
DEPARTMENT OPERATING TOTAL USES	$ 14,343,003	$ 13,165,326	$ 13,165,326	$ 15,836,840	$ 13,165,326	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 63,981	$ 1,001,257	$ 1,120,852	$ 855,654	$ 1,426,017	$ (305,165)	-27.2%
DEPARTMENT TOTAL USES	$ 14,406,984	$ 14,166,583	$ 14,286,178	$ 16,692,494	$ 14,591,343	$ (305,165)	-2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	2.20	2.20	2.20	3.20	4.20	2.00	90.9%
FINANCIAL SERVICES	3.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
HUMAN RESOURCES	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
PROGRAM TOTAL	6.20	7.20	7.20	7.20	7.20	-	0.0%
FLEET MANAGEMENT							
FLEET SUPPORT SERVICES	38.90	40.85	40.85	34.80	41.65	.80	2.0%
PREVENTATIVE MAINTENANCE	6.90	4.80	4.80	-	3.00	(1.80)	(37.5%)
RENTAL POOL	-	.15	.15	-	.15	-	0.0%
PROGRAM TOTAL	45.80	45.80	45.80	34.80	44.80	(1.00)	(2.2%)
DEPARTMENT TOTAL	52.00	53.00	53.00	42.00	52.00	(1.00)	(1.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accounting Specialist	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%
Administrator	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Svcs Administrator	-	-	-	1.00	1.00	1.00	N/A
Executive Assistant	-	-	-	1.00	1.00	1.00	N/A
Financial Support Supv - Dept	-	1.00	1.00	1.00	1.00	-	0.0%
Fleet Parts Specialist	-	-	-	3.00	3.00	3.00	N/A
Grant-Contract Administrator	1.00	-	-	-	-	-	N/A
Human Resources Specialist	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
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)	(100.0%)
Mechanic - Automotive	14.00	15.00	15.00	9.00	13.00	(2.00)	(13.3%)
Mechanic - Automotive Lead	-	-	-	2.00	2.00	2.00	N/A
Mechanic - Heavy Equip Lead	-	-	-	2.00	2.00	2.00	N/A
Mechanic - Heavy Equipment	13.00	14.00	14.00	11.00	12.00	(2.00)	(14.3%)
Mechanic Supervisor	2.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	7.00	5.00	5.00	-	5.00	-	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%
Trades Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**52.00**	**53.00**	**53.00**	**42.00**	**52.00**	**(1.00)**	**(1.9%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
654 EQUIPMENT SERVICES	52.00	53.00	53.00	42.00	52.00	(1.00)	(1.9%)
Department Total	**52.00**	**53.00**	**53.00**	**42.00**	**52.00**	**(1.00)**	**(1.9%)**

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $4,992 increase to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $20,571.

Technology: Increase Non Recurring/Non Project by $164,000 to complete the installation of the computerized fuel management system throughout the County fleet, $16,000 for security cameras at various departmental locations and $30,250 for departmental computer replacements.

Vehicle Replacements: Funding of $500,000 for the replacement of three heavy duty field trucks is included in the Non Recurring/Non Project budget along with $100,000 for the County's first acquisition of two fully electric vehicles for motor pool fleet use.

Capital Improvements: The Non Recurring/Non Project budget includes $150,000 for a car wash facility and $100,000 to complete the truck wash facility at the Durango site, $50,000 for above ground fuel tank refurbishment, $225,000 to refurbish the carwash recyclers at the Mesa, Surprise and downtown sites, $24,000 for new carwash card readers and $60,000 for fuel dispenser replacements.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of preventative maintenance services provided within the scheduled time frame.	83.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of fleet available for department use (fleet availability)	N/A	N/A	N/A	97.0%	N/A	N/A
Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Fleet Support Services
- Preventative Maintenance
- Rental Pool

Fleet Support Services Activity

The purpose of the Fleet Support Services Activity is to provide fleet support services to County departments so they can conduct County business in a safe and efficient manner.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fleet available for department use (fleet availability)	N/A	N/A	N/A	97.0%	N/A	N/A
Result	Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of repair/maintenance services provided	N/A	N/A	N/A	27,413	N/A	N/A
Output	Number of gallons of fuel provided	N/A	N/A	N/A	2,799,161	N/A	N/A
Demand	Number of repair/maintenance services requested	N/A	N/A	N/A	27,413	N/A	N/A
Efficiency	Expenditure per repair/maintenance service provided	N/A	N/A	N/A	$ 459.67	N/A	N/A
Revenue							
	654 - EQUIPMENT SERVICES	$ 14,223,349	$ 12,976,459	$ 15,390,633	$ 12,976,459	$ -	0.0%
	TOTAL SOURCES	$ 14,223,349	$ 12,976,459	$ 15,390,633	$ 12,976,459	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 12,537,156	$ 12,167,231	$ 14,708,463	$ 12,600,956	$ (433,725)	-3.6%
	TOTAL USES	$ 12,537,156	$ 12,167,231	$ 14,708,463	$ 12,600,956	$ (433,725)	-3.6%

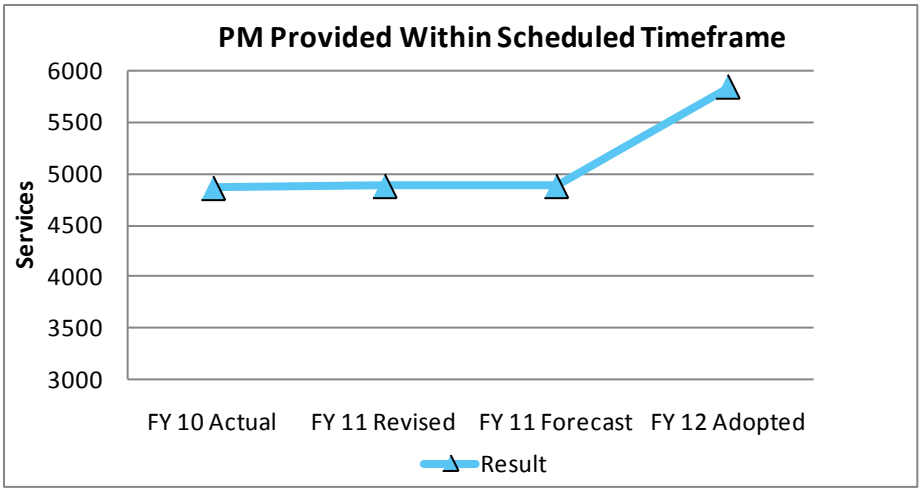
Activity Narrative: The FY 2012 budget consolidates light and heavy duty vehicle repair, fuel services and parts under a single activity, each of which was budgeted as a separate activity in prior years. This activity supports the acquisition and disposition of County fleet vehicles along with the mechanical repair of the fleet to maintain its road worthiness. Maintaining an appropriate parts inventory along with the procurement and sale of fuel at various locations across the County is also an important function within this activity. The measures above are new for FY 2012 and were developed as part of a Strategic Business Plan update in the summer of 2010.

Preventative Maintenance Activity

The purpose of the Preventative Maintenance Activity is to provide fleet preventative maintenance services to County departments so they can conduct County business in a safe and environmentally compliant manner.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of preventative maintenance services provided within the scheduled time frame.	83.3%	83.5%	100.0%	100.0%	16.5%	19.8%
Output	Number of preventative maintenance services completed within a scheduled time frame.	4,865	4,884	4,884	5,844	960	19.7%
Output	Number of preventative maintenance services provided	5,841	5,847	5,800	5,844	(3)	-0.1%
Demand	Number of vehicles due for preventative maintenance services	2,534	2,551	2,580	2,591	40	1.6%
Efficiency	Expenditure per preventative maintenance service provided	$ 56.01	$ 52.08	$ 52.05	$ 37.52	$ 14.56	28.0%
Revenue							
	654 - EQUIPMENT SERVICES	$ 920,820	$ 873,984	$ 900,388	$ 873,984	$ -	0.0%
	TOTAL SOURCES	$ 920,820	$ 873,984	$ 900,388	$ 873,984	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 327,136	$ 304,520	$ 301,888	$ 219,257	$ 85,263	28.0%
	TOTAL USES	$ 327,136	$ 304,520	$ 301,888	$ 219,257	$ 85,263	28.0%



Activity Narrative: The FY 2012 budget seeks to support the Department in meeting 100% of the demand. The deployment of the AIMS-II management system will provide critical vehicle performance and maintenance metrics which will allow the department to be proactive in an attempt to increase the percentage of vehicles serviced in a timely manner. Expenditures are going down due to a change to personnel costs allocated to this activity to more accurately reflect the actual work effort.

Rental Pool Activity

The purpose of the Rental Pool Activity is to provide rental vehicles to County departments so they can conduct County business.

Mandates: Activity is not mandated.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of vehicles rented	565	629	350	624	(5)	-0.8%
Output	Number of vehicle days rented	565	629	350	723	94	14.9%
Demand	Number of vehicle days requested	570	629	350	723	94	14.9%
Demand	Number of requests for vehicles	N/A	N/A	N/A	624	N/A	N/A
Efficiency	Expenditure per vehicle rented	$ 63.07	$ 25.61	$ 45.34	$ 186.34	$ (160.74)	-627.7%
Revenue							
	654 - EQUIPMENT SERVICES	$ 33,587	$ 33,372	$ 38,479	$ 33,372	$ -	0.0%
	TOTAL SOURCES	$ 33,587	$ 33,372	$ 38,479	$ 33,372	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 35,632	$ 16,108	$ 15,870	$ 116,279	$ (100,171)	-621.9%
	TOTAL USES	$ 35,632	$ 16,108	$ 15,870	$ 116,279	$ (100,171)	-621.9%

Activity Narrative: The FY 2012 budget supports the Department in continuing to provide rental vehicles to County Departments. The expenditures in this activity reflect the fuel and maintenance costs of the rental pool vehicles. Due to a reevaluation of costs assigned to various activities, the costs assigned to the rental pool activity are increasing to more accurately reflect the actual work effort.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 13,165,326**	**$ 13,909,239**
FY 2011 Revised Budget		**$ 13,165,326**	**$ 13,909,239**
FY 2012 Budget Target		**$ 13,165,326**	**$ 13,909,239**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 25,563**	**$ -**
Emp Health Dental Prem Realloc		*4,992*	-
Retirement Contributions		*20,571*	-
Base Adjustments		**$ (25,563)**	**$ -**
Other Base Adjustments		*(25,563)*	-
FY 2012 Adopted Budget		**$ 13,165,326**	**$ 13,909,239**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 938,700**	**$ -**
FY 2011 Revised Budget		**$ 938,700**	**$ -**
Adjustments:			
Non Recurring		**$ (938,700)**	**$ -**
Other Non-Recurring		*(938,700)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,426,017**	**$ -**
Non Recurring Carry Forward		*264,000*	-
AIMS II Fuel Management System	*$ 164,000*		
Durango Truck Wash Facility	*100,000*		
Other Non-Recurring		*1,162,017*	-
Replace Three Heavy Duty Field Vehicles	*$ 500,000*		
Purchase Two Electric Vehicles	*100,000*		
Durango Car Wash Facility	*150,000*		
Security Cameras	*16,000*		
Satellite Site Car Wash Recycling Equipment	*225,000*		
Car Wash Card Readers	*24,000*		
Fuel Tank Refurbishment	*50,000*		
Fuel Dispensers	*60,000*		
Computer Equipment Replacement	*37,017*		
FY 2012 Adopted Budget		**$ 1,426,017**	**$ -**

		Expenditures	Revenue
APS ES ESCO IMPROVEMENTS			
FY 2011 Adopted Budget		**$ 62,557**	**$ -**
Adjustments:	Agenda Item:		
Capital Improvement Program		**$ 119,595**	**$ -**
Energy Conservation Project	*C-91-11-139-2-00*	*119,595*	-
FY 2011 Revised Budget		**$ 182,152**	**$ -**
Adjustments:			
Capital Improvement Program		**$ (62,557)**	**$ -**
Capital Improvement Prog Adj		*(62,557)*	-
FY 2012 Budget Target		**$ 119,595**	**$ -**
Adjustments:			
Capital Improvement Program		**$ (119,595)**	**$ -**
Capital Improvement Prog Adj		*(119,595)*	-
FY 2012 Adopted Budget		**$ -**	**$ -**

Equipment Services Fund (654) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,891,030	$ 2,804,631	$ 2,804,631	$ 2,690,834	$ 2,355,234
Sources:					
Operating	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239
Total Sources:	$ 15,205,573	$ 13,909,239	$ 13,909,239	$ 16,356,894	$ 13,909,239
Uses:					
Operating	$ 14,343,003	$ 13,165,326	$ 13,165,326	$ 15,836,840	$ 13,165,326
Non-Recurring	63,981	1,001,257	1,120,852	855,654	1,426,017
Total Uses:	$ 14,406,984	$ 14,166,583	$ 14,286,178	$ 16,692,494	$ 14,591,343
Structural Balance	$ 862,570	$ 743,913	$ 743,913	$ 520,054	$ 743,913
Accounting Adjustments	$ 1,215	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	2,690,834	2,547,287	2,427,692	2,355,234	1,673,130
Total Ending Spendable Fund Balance	$ 2,690,834	$ 2,547,287	$ 2,427,692	$ 2,355,234	$ 1,673,130

Finance

Analysis by Mary Driessen, Senior Management and 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

Fiscal Strength

By June 30, 2015, the County will be in 100% compliance with new regulations as related to transparency.

Status: The Department plans to provide an overview of the transparency web page to Maricopa County and selected departments during this fiscal year. The Department plans to have a searchable database in compliance with House Bill 2282 (government transparency) by January 1, 2013. The Department anticipates reaching the goal by the target date.

Fiscal Strength

By June 30, 2015, 90% of users will be satisfied with the ease of use and speed of invoice payment processing as related to OnBase Accounts Payable Workflow.

Status: As of June 30, 2010, 60% of the County is satisfied with OnBase. This system is being rolled out on a continual basis to all departments with the aim of achieving 90% satisfaction. The Department anticipates reaching the goal by the target date.

Fiscal Strength

By June 30, 2015, 90% of users will be satisfied with the ease of use with Business Objects.

Status: The Department of Finance will continue to provide excellent customer service to user departments to ensure that day-to-day Business Objects operational support is provided. The Department will continue to offer formal classroom training on the use of Business Objects as needed. The Department anticipates reaching the goal by the target date.

Fiscal Strength

By June 30, 2015, 90% of user will be satisfied with the ease of use with OnBase Document Retrieval.

Status: The Department of Finance will continue to provide excellent customer service to user departments to ensure that day-to-day OnBase operational support is provided. Further, the Department of Finance will continue to offer formal classroom training on the use of OnBase as needed. The Department anticipates reaching the goal by the target date.

Fiscal Strength

By June 30, 2015, overall collections will be increased by 20% over previous four fiscal years to $9,331,200.

Status: The Department of Finance has expanded the Collections Unit. They are now staffed with three full-time collectors, an increase of two full-time collectors from fiscal year 2010. While Finance only receives a portion of the uncollected Superior Court assessed debt of $9,331,200, the majority of the revenue from debt collections are allocated by the Clerk of the Superior Court to the State, the County and private and public victims. It is anticipated that this expansion will ensure collections growth will exceed 20% in comparison to FY 2011.

Fiscal Strength

By June 30, 2015, Real Estate will obtain an average rental rate of $35 per square foot or less.

Status: The current market survey shows the average asking rent for the total market area to be $22 per square foot. Rental rates are expected to increase by June 30, 2015. The Department of Finance plans to achieve the strategic Real Estate goal through aggressive lease renewals and/or negotiations of new leases.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CLCT - COLLECTIONS	$ 84,093	$ 69,000	$ 69,000	$ 234,211	$ 256,000	$ 187,000	271.0%
18CL - COLLECTIONS	$ 84,093	$ 69,000	$ 69,000	$ 234,211	$ 256,000	$ 187,000	271.0%
RLST - REAL ESTATE MANAGEMENT	$ 958,174	$ 805,647	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
18RE - REAL ESTATE	$ 958,174	$ 805,647	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
FSAC - FINANCIAL SERVICES	$ 227,845	$ -	$ -	$ -	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ 227,845	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,270,112**	**$ 874,647**	**$ 874,647**	**$ 881,458**	**$ 539,864**	**$ (334,783)**	**-38.3%**
USES							
CLCT - COLLECTIONS	$ 154,368	$ 163,103	$ 363,101	$ 236,243	$ 373,583	$ (10,482)	-2.9%
18CL - COLLECTIONS	$ 154,368	$ 163,103	$ 363,101	$ 236,243	$ 373,583	$ (10,482)	-2.9%
BLSV - BILLING SERVICES	$ -	$ -	$ -	$ -	$ 80,109	$ (80,109)	N/A
FINR - FINANCIAL REPORTING	-	-	-	-	1,094,248	(1,094,248)	N/A
PYPR - PAYMENT PROCESSING	-	-	-	-	474,205	(474,205)	N/A
18FM - FINANCIAL MANAGEMENT	$ -	$ -	$ -	$ -	$ 1,648,562	$ (1,648,562)	N/A
RLST - REAL ESTATE MANAGEMENT	$ 317,414	$ 319,740	$ 319,741	$ 322,630	$ 317,264	$ 2,477	0.8%
18RE - REAL ESTATE	$ 317,414	$ 319,740	$ 319,741	$ 322,630	$ 317,264	$ 2,477	0.8%
FSAC - FINANCIAL SERVICES	$ 2,835,837	$ 2,759,137	$ 2,759,138	$ 2,531,482	$ 561,159	$ 2,197,979	79.7%
ODIR - EXECUTIVE MANAGEMENT	-	-	-	-	681,494	(681,494)	N/A
99AS - ADMINISTRATIVE SERVICES	$ 2,835,837	$ 2,759,137	$ 2,759,138	$ 2,531,482	$ 1,242,653	$ 1,516,485	55.0%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 180	$ (180)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	2,724	6,224	6,224	6,228	16,371	(10,147)	-163.0%
99GV - GENERAL GOVERNMENT	$ 2,724	$ 6,224	$ 6,224	$ 6,228	$ 16,551	$ (10,327)	-165.9%
TOTAL PROGRAMS	**$ 3,310,343**	**$ 3,248,204**	**$ 3,448,204**	**$ 3,096,583**	**$ 3,598,613**	**$ (150,409)**	**-4.4%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 227,792	$ -	$ -	$ -	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	84,093	69,000	69,000	234,211	256,000	187,000	271.0%
SUBTOTAL	$ 311,885	$ 69,000	$ 69,000	$ 234,211	$ 256,000	$ 187,000	271.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 958,227	$ 805,647	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
SUBTOTAL	$ 958,227	$ 805,647	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
ALL REVENUES	$ 1,270,112	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%
TOTAL SOURCES	$ 1,270,112	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,409,141	$ 2,622,102	$ 2,782,102	$ 2,451,075	$ 2,573,053	$ 209,049	7.5%
0750 - FRINGE BENEFITS	740,091	856,985	896,985	799,117	851,448	45,537	5.1%
0790 - OTHER PERSONNEL SERVICES	3,289	-	-	10,000	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(36,697)	(387,522)	(387,522)	(306,644)	(322,157)	(65,365)	-16.9%
SUBTOTAL	$ 3,115,824	$ 3,091,565	$ 3,291,565	$ 2,953,548	$ 3,102,344	$ 189,221	5.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 30,053	$ 29,248	$ 29,248	$ 21,847	$ 28,829	$ 419	1.4%
0803 - FUEL	293	600	600	446	900	(300)	-50.0%
0805 - SUPPLIES-ALLOCATION OUT	(594)	-	-	-	-	-	N/A
SUBTOTAL	$ 29,752	$ 29,848	$ 29,848	$ 22,293	$ 29,729	$ 119	0.4%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ 1,000	$ 1,000	$ 500	$ -	$ 1,000	100.0%
0812 - OTHER SERVICES	82,587	20,498	20,498	21,959	328,696	(308,198)	#######
0820 - RENT & OPERATING LEASES	6,685	9,000	9,000	7,278	7,500	1,500	16.7%
0825 - REPAIRS AND MAINTENANCE	6,748	13,500	13,500	4,207	9,800	3,700	27.4%
0830 - INTERGOVERNMENTAL PAYMENTS	3,600	4,500	4,500	4,500	6,750	(2,250)	-50.0%
0839 - INTERNAL SERVICE CHARGES	6,990	10,200	10,200	6,209	52,226	(42,026)	-412.0%
0841 - TRAVEL	6,258	5,000	5,000	14,275	14,951	(9,951)	-199.0%
0842 - EDUCATION AND TRAINING	5,827	4,400	4,400	7,264	6,142	(1,742)	-39.6%
0843 - POSTAGE/FREIGHT/SHIPPING	31,260	37,600	37,600	50,577	40,700	(3,100)	-8.2%
0850 - UTILITIES	2,598	1,920	1,920	769	2,425	(505)	-26.3%
0872 - SERVICES-ALLOCATION OUT	-	(4,110)	(4,110)	-	(2,650)	(1,460)	-35.5%
SUBTOTAL	$ 152,553	$ 103,508	$ 103,508	$ 117,538	$ 466,540	$ (363,032)	-350.7%
CAPITAL							
0950 - DEBT SERVICE	$ 12,303	$ 23,638	$ 23,638	$ 3,204	$ -	$ 23,638	100.0%
0955 - CAPITAL-ALLOCATION OUT	(89)	(355)	(355)	-	-	(355)	-100.0%
SUBTOTAL	$ 12,214	$ 23,283	$ 23,283	$ 3,204	$ -	$ 23,283	100.0%
ALL EXPENDITURES	$ 3,310,343	$ 3,248,204	$ 3,448,204	$ 3,096,583	$ 3,598,613	$ (150,409)	-4.4%
TOTAL USES	$ 3,310,343	$ 3,248,204	$ 3,448,204	$ 3,096,583	$ 3,598,613	$ (150,409)	-4.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,270,059	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%
NON-RECURRING	53	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 1,270,112	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,270,059	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 53	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 1,270,112	$ 874,647	$ 874,647	$ 881,458	$ 539,864	$ (334,783)	-38.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,231,911	$ 3,248,204	$ 3,248,204	$ 3,096,583	$ 3,290,113	$ (41,909)	-1.3%
NON-RECURRING	78,432	-	200,000	-	308,500	(108,500)	-54.3%
FUND TOTAL USES	$ 3,310,343	$ 3,248,204	$ 3,448,204	$ 3,096,583	$ 3,598,613	$ (150,409)	-4.4%
DEPARTMENT OPERATING TOTAL USES	$ 3,231,911	$ 3,248,204	$ 3,248,204	$ 3,096,583	$ 3,290,113	$ (41,909)	-1.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ 78,432	$ -	$ 200,000	$ -	$ 308,500	$ (108,500)	-54.3%
DEPARTMENT TOTAL USES	$ 3,310,343	$ 3,248,204	$ 3,448,204	$ 3,096,583	$ 3,598,613	$ (150,409)	-4.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
180 FINANCE							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	-	.00	-	3.00	3.00	N/A
FINANCIAL SERVICES	34.29	36.00	36.00	36.00	10.00	(26.00)	(72.2%)
PROGRAM TOTAL	34.29	36.00	36.00	36.00	13.00	(23.00)	(63.9%)
COLLECTIONS							
COLLECTIONS	2.50	2.00	2.00	4.00	5.00	3.00	150.0%
PROGRAM TOTAL	2.50	2.00	2.00	4.00	5.00	3.00	150.0%
FINANCIAL MANAGEMENT							
BILLING SERVICES	-	-	.00	-	1.00	1.00	N/A
FINANCIAL REPORTING	-	-	.00	-	13.00	13.00	N/A
PAYMENT PROCESSING	-	-	.00	-	8.00	8.00	N/A
PROGRAM TOTAL	-	-	-	-	22.00	22.00	N/A
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	39.79	41.00	41.00	43.00	43.00	2.00	4.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
FINANCE							
Accounting Specialist	6.00	6.00	6.00	6.00	6.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	1.50	1.00	1.00	3.00	3.00	2.00	200.0%
Consultant	.29	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Deputy Director - Finance	-	-	-	1.00	1.00	1.00	N/A
Director - Finance	-	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 Compliance Admin - Cnty	-	-	-	1.00	1.00	1.00	N/A
Finan/Business Analyst -County	13.00	13.00	13.00	13.00	13.00	-	0.0%
Financial Manager - County	2.00	1.00	1.00	1.00	2.00	1.00	100.0%
Financial Supervisor - County	5.00	6.00	6.00	5.00	3.00	(3.00)	(50.0%)
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
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	**39.79**	**41.00**	**41.00**	**43.00**	**43.00**	**2.00**	**4.9%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
180 FINANCE							
100 GENERAL	39.79	41.00	41.00	43.00	43.00	2.00	4.9%
Department Total	**39.79**	**41.00**	**41.00**	**43.00**	**43.00**	**2.00**	**4.9%**

Significant Variance Analysis

Two Collector positions have been added to the Department to increase collection rates 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.

General Adjustments

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by ($17,560) for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $23,917 for retirement contribution rate increase.

General Fund (100) Non Recurring Non Project

- Increase budget by $125,000 for Jail Per Diem consulting services.
- Increase budget by $125,000 for OnBase workflow consulting services.

Target Adjustments:

General Fund (100)

- Increase budget by $13,155 for restatement of risk management charges from Non Departmental.
- Increase budget by $73 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $22,324 for restatement of baseline telecommunications.

Programs and Activities

Collections Program

The purpose of the Collections Program is to provide collections services to 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of collectible accounts that are paying	100.0%	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 to the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

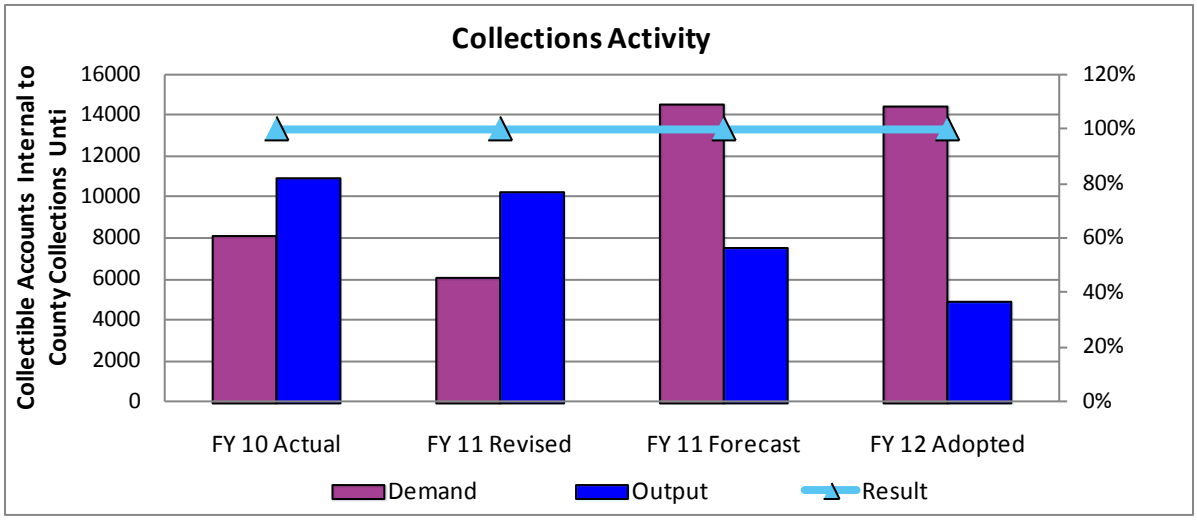
Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of collectible accounts internal to County Collections Unit (CCU)	10,920	10,241	4,794	4,800	(5,441)	-53.1%
Output	Number of accounts sent to Private Collections	50,646	11,480	30,693	16,800	5,320	46.3%
Output	Total number of accounts at County Collections Unit	104,953	78,631	394,676	120,000	41,369	52.6%
Demand	Number of accounts to County Collections Unit per Fiscal Year	8,069	6,000	14,478	14,400	8,400	140.0%
Efficiency	Expenditure per collectible accounts internal to County Collections Unit (CCU)	$ 3.53	$ 8.86	$ 11.72	$ 19.46	$ (10.59)	-119.5%
Revenue							
	100 - GENERAL	$ 84,093	$ 69,000	$ 234,211	$ 256,000	$ 187,000	271.0%
	TOTAL SOURCES	$ 84,093	$ 69,000	$ 234,211	$ 256,000	$ 187,000	271.0%
Expenditure							
	100 - GENERAL	$ 154,368	$ 363,101	$ 236,243	$ 373,583	$ (10,482)	-2.9%
	TOTAL USES	$ 154,368	$ 363,101	$ 236,243	$ 373,583	$ (10,482)	-2.9%

Activity Narrative: The numbers of accounts to the County Collections Unit (CCU) are increased in FY 2011 Forecast due to the hiring of temporary staff to enter collection cases into the tracking system. The efforts of the temporary staff led to an increase in the total number of accounts at the CCU and the total number of accounts sent to Private Collections in FY 2011. Fewer accounts will remain internal due to the poor economy and the inability of parties to pay financial restitution. This leads to an 85.1% decrease in efficiency. The Unit has also seen a higher internal collections rate with the addition of two full-time collectors; therefore, revenue has adjusted upward accordingly in FY 2012.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Increase budget by $58,500 for data entry services within the Collections Activity.



Financial Program

The purpose of the Financial Program is to provide timely financial reports and billing services to departments and County Management so they can manage projects and County resources..

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of monthly reports produced within 10 business days of month end close	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of payments that are related to Jail Bonds	N/A	N/A	N/A	10.2%	N/A	N/A

Activities that comprise this program include:

- Billing Services
- Financial
- Payment Processing

Billing Services Activity

The purpose of the Billing Services Activity is to provide billing services to the Sheriff's Office so they can receive payment for services.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail billings processed in 5 business days	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of MCSO related billings paid within 60 days.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of jail billing services processed	N/A	N/A	N/A	-	N/A	N/A
Demand	Number of jail billing services requested	N/A	N/A	N/A	120,000	N/A	N/A
Efficiency	Expenditure per jail billing service processed.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 80,109	$ (80,109)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 80,109	$ (80,109)	N/A

Activity Narrative: At the present time, there is no Jail Management System program in place to track this activity.

Financial Activity

The purpose of the Financial Activity is to provide timely financial reports and billing services to departments and County management so they can manage projects and County resources.

Mandates: A.R.S.§ 41-1279.07: Counties shall provide an annual expenditure limitation report, annual financial statements prepared in accordance with generally accepted accounting principles and a reconciliation of the total expenditures reported with the financial statements to the total expenditures stated within the expenditure limitation report. A.R.S. § 49-770: Solid Waste facilities must show financial responsibility for costs of closure, post closure care and corrective action as a result of known releases, if necessary. A.R.S. § 42-17151: The County shall fix. Levy and assess the amount to be raised from primary property taxation and secondary property taxation, designate the amounts to be levied for each purpose appearing in the adopted budget, and fix and determine a primary property tax rate and a secondary property tax rate, on each one hundred dollars of taxable property shown by finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of monthly reports produced within 10 business days of month end close	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of reports produced	N/A	N/A	N/A	56	N/A	N/A
Output	Number of monthly reports	N/A	N/A	N/A	48	N/A	N/A
Demand	Number of reports required/requested	N/A	N/A	N/A	6	N/A	N/A
Efficiency	Expenditure per report produced	N/A	N/A	N/A	$ 19,540.14	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,094,248	$ (1,094,248)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 1,094,248	$ (1,094,248)	N/A

Activity Narrative: This activity has new measurements for FY 2012.

Payment Processing Activity

The purpose of the Payment Processing Activity is to provide both final audit and payment approval to departments and the court system so they can pay their vendors or interested parties timely and accurately.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of payments that are related to Jail Bonds	N/A	N/A	N/A	10.2%	N/A	N/A
Result	Percent of payments processed within 5 business days	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of general payments processed	N/A	N/A	N/A	77,200	N/A	N/A
Output	Total number of payments processed	N/A	N/A	N/A	86,000	N/A	N/A
Demand	Number of payment requests	N/A	N/A	N/A	77,200	N/A	N/A
Efficiency	Expenditure per payment processed	N/A	N/A	N/A	$ 6.14	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 474,205	$ (474,205)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 474,205	$ (474,205)	N/A

Activity Narrative: This activity has new measurements for FY 2012. Presently, there is no system to track the percent of payments processed within 5 business days.

Real Estate Program

The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so they can manage County properties in a professional manner..

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers satisfied with real estate services received from Real Estate Services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Real Estate Management

Real Estate Activity

The purpose of the Real Estate Management Activity is to provide Real Estate transaction services for real property rights to the Board of Supervisors, Board of Directors, and County leadership so they can ensure efficient utilization of real estate assets.
Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with real estate services received from Real Estate Services staff	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of transactions provided by Real Estate Services staff to its customers	N/A	N/A	N/A	80	N/A	N/A
Demand	Total number of transactions requested of Real Estate Services staff by its customers	N/A	N/A	N/A	80	N/A	N/A
Efficiency	Expenditures per transactions provided by Real Estate Services staff to its customers	N/A	N/A	N/A	$ 3,965.80	N/A	N/A
Revenue							
	100 - GENERAL	$ 958,174	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
	TOTAL SOURCES	$ 958,174	$ 805,647	$ 647,247	$ 283,864	$ (521,783)	-64.8%
Expenditure							
	100 - GENERAL	$ 317,414	$ 319,741	$ 322,630	$ 317,264	$ 2,477	0.8%
	TOTAL USES	$ 317,414	$ 319,741	$ 322,630	$ 317,264	$ 2,477	0.8%

Activity Narrative: This activity has new measurements for FY 2012. Revenue has decreased by 64.8% due to the termination of the lease with AT&T.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,248,204**	**$ 874,647**
FY 2011 Revised Budget		**$ 3,248,204**	**$ 874,647**
Adjustments:			
Restatements		**$ 35,552**	**$ -**
Risk Mgt Chgs from Non Dept		*13,155*	*-*
Equip Svcs Chgs from Non Dept		*73*	*-*
Telecomm Chgs from Non Dept		*22,324*	*-*
FY 2012 Budget Target		**$ 3,283,756**	**$ 874,647**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 6,357**	**$ -**
Emp Health Dental Prem Realloc		*(17,560)*	*-*
Retirement Contributions		*23,917*	*-*
Banking Fees		*179*	*-*
Other Base Adjustments		*(179)*	*-*
Fees and Other Revenues		**$ -**	**$ (334,783)**
Lease Revenue Inc/Dec		*-*	*(521,783)*
Termination of AT&T Lease	*$ (521,793)*		
ProgRevenue Volume Inc/Dec		*-*	*187,000*
Increase in Collections	*$ 187,000*		
FY 2012 Adopted Budget		**$ 3,290,113**	**$ 539,864**
Percent Change from Target Amount		*0.2%*	*-38.3%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 200,000**	**$ -**
Co Coll Unit One Time Funding	*C-18-11-004-M-00*		*200,000*	-
FY 2011 Revised Budget			**$ 200,000**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (200,000)**	**$ -**
Co Coll Unit One Time Funding	*C-18-11-004-M-00*		*(200,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 308,500**	**$ -**
Other Non-Recurring			*308,500*	-
Jail Per Diem Consulting Services		*$ 125,000*		
OnBase Workflow Consulting Services		*125,000*		
Data Entry Services for Collections		*58,500*		
FY 2012 Adopted Budget			**$ 308,500**	**$ -**

Human Resources

Analysis by Mary Driessen, Senior Management and Budget Analyst

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

Quality Workforce

By December, 2012, at least 88% of classified new hires will successfully complete their initial probationary period.

Status: Since July 2010, 78.1% of those hired are still employed by the County. Human Resources is recruiting for the right caliber of employees by meeting with departments to find out what their recruiting needs are. Employment Services staff provide up-front support for departments and Employee Relations provides support on the back end by providing as-needed coaching and mentoring staffing advice.

Quality Workforce

By July, 2016, 15 new training programs will be provided.

Status: Since December 2010, 20 new training programs have been offered. Many of these classes include higher level Microsoft Software Trainings such as Microsoft Word, Excel, PowerPoint, Outlook and Access.

Quality Workforce

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 2010, where it was indicated that 81% of customers were satisfied with the division's services

Quality Workforce

By June 2013, 100% of Human Resources 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: Human Resources has recently revised HR2427 Alternative Work Schedules. The Department has also added HR 2412 Reimbursement of Relocation Expenses Policy and HR 2411 Independent Contractors. HR2430 will be revised before the end of FY 2011. The Department plans to review the following policies for possible revisions: HR 2401 Informal/Formal Discipline, HR 2402 Predisciplinary Action Hearing, HR2405 Employee Concerns Resolution Program, HR 2406 Workplace Professionalism: Avoiding Harassment & Discrimination, HR 2407 Drug Free Workplace, HR 2408 Violence in the Workplace, HR 2431 Performance Management Process and HR 2432 Work Climate Assessment.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
MERT - MERIT COMMISSION	$ -	$ 190	$ 190	$ 184	$ 200	$ 10	5.3%
31ED - WORKFORCE MANAGEMENT	$ -	$ 190	$ 190	$ 184	$ 200	$ 10	5.3%
PAYR - PAYROLL	$ 56,117	$ 50,700	$ 50,700	$ 55,637	$ 50,500	$ (200)	-0.4%
RECD - RECORDS MANAGEMENT	7,568	9,200	9,200	12,555	12,000	2,800	30.4%
31PR - PAYROLL AND RECORDS MGMT	$ 63,685	$ 59,900	$ 59,900	$ 68,192	$ 62,500	$ 2,600	4.3%
TOTAL PROGRAMS	**$ 63,685**	**$ 60,090**	**$ 60,090**	**$ 68,376**	**$ 62,700**	**$ 2,610**	**4.3%**
USES							
DEPT - WMD DEPARTMENT SERVICES	$ -	$ 42,275	$ 42,275	$ 42,275	$ -	$ 42,275	100.0%
EREL - EMPLOYEE RELATIONS	391,465	504,104	504,105	349,574	417,518	86,587	17.2%
MERT - MERIT COMMISSION	70,557	119,006	119,008	95,381	104,089	14,919	12.5%
STDV - STAFF DEVELOPMENT	304,563	235,749	235,748	245,594	393,549	(157,801)	-66.9%
31ED - WORKFORCE MANAGEMENT	$ 766,585	$ 901,134	$ 901,136	$ 732,824	$ 915,156	$ (14,020)	-1.6%
RECR - RECRUITING AND STAFFING	$ 576,465	$ 587,470	$ 587,471	$ 489,775	$ 474,459	$ 113,012	19.2%
WFPL - WORKFORCE PLANNING	-	43,835	43,835	43,835	-	43,835	100.0%
31ES - EMPLOYMENT SERVICES	$ 576,465	$ 631,305	$ 631,306	$ 533,610	$ 474,459	$ 156,847	24.8%
PAYR - PAYROLL	$ 542,765	$ 585,030	$ 585,031	$ 591,871	$ 595,896	$ (10,865)	-1.9%
RECD - RECORDS MANAGEMENT	354,757	396,209	396,210	327,203	411,655	(15,445)	-3.9%
31PR - PAYROLL AND RECORDS MGMT	$ 897,522	$ 981,239	$ 981,241	$ 919,074	$ 1,007,551	$ (26,310)	-2.7%
BDGT - BUDGETING	$ 39,667	$ 39,141	$ 39,141	$ 39,058	$ 38,102	$ 1,039	2.7%
FSAC - FINANCIAL SERVICES	36,648	41,931	41,932	37,592	34,532	7,400	17.6%
HRAC - HUMAN RESOURCES	50,681	40,259	40,259	29,998	26,290	13,969	34.7%
ODIR - EXECUTIVE MANAGEMENT	350,190	259,778	259,773	351,755	516,263	(256,490)	-98.7%
PROC - PROCUREMENT	19,561	19,521	19,520	16,824	12,692	6,828	35.0%
99AS - ADMINISTRATIVE SERVICES	$ 496,747	$ 400,630	$ 400,625	$ 475,227	$ 627,879	$ (227,254)	-56.7%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 3,417	$ (3,417)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,008	9,532	9,532	9,532	18,375	(8,843)	-92.8%
99GV - GENERAL GOVERNMENT	$ 4,008	$ 9,532	$ 9,532	$ 9,532	$ 21,792	$ (12,260)	-128.6%
TOTAL PROGRAMS	**$ 2,741,327**	**$ 2,923,840**	**$ 2,923,840**	**$ 2,670,267**	**$ 3,046,837**	**$ (122,997)**	**-4.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 55,535	$ 50,000	$ 50,000	$ 54,854	$ 50,000	$ -	0.0%
SUBTOTAL	$ 55,535	$ 50,000	$ 50,000	$ 54,854	$ 50,000	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 8,150	$ 10,090	$ 10,090	$ 13,522	$ 12,700	$ 2,610	25.9%
SUBTOTAL	$ 8,150	$ 10,090	$ 10,090	$ 13,522	$ 12,700	$ 2,610	25.9%
ALL REVENUES	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%
TOTAL SOURCES	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,032,835	$ 2,215,113	$ 2,215,113	$ 1,904,863	$ 2,046,565	$ 168,548	7.6%
0705 - TEMPORARY PAY	-	-	-	90,360	-	-	N/A
0710 - OVERTIME	208	-	-	(86)	-	-	N/A
0750 - FRINGE BENEFITS	640,415	787,133	787,133	679,118	749,185	37,948	4.8%
0790 - OTHER PERSONNEL SERVICES	12,554	-	-	6,881	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(97,834)	(455,317)	(455,317)	(321,789)	(32,872)	(422,445)	-92.8%
0796 - PERSONNEL SERVICES ALLOC-IN	4,000	92,110	92,110	92,110	6,000	86,110	93.5%
SUBTOTAL	$ 2,592,178	$ 2,639,039	$ 2,639,039	$ 2,451,457	$ 2,768,878	$ (129,839)	-4.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 40,504	$ 49,559	$ 49,559	$ 31,360	$ 31,675	$ 17,884	36.1%
0804 - NON-CAPITAL EQUIPMENT	313	-	-	1,552	-	-	N/A
SUBTOTAL	$ 40,817	$ 49,559	$ 49,559	$ 32,912	$ 31,675	$ 17,884	36.1%
SERVICES							
0810 - LEGAL SERVICES	$ 34,359	$ 77,000	$ 77,000	$ 48,349	$ 48,201	$ 28,799	37.4%
0811 - HEALTH CARE SERVICES	446	-	-	-	-	-	N/A
0812 - OTHER SERVICES	30,885	94,150	94,150	83,375	96,307	(2,157)	-2.3%
0820 - RENT & OPERATING LEASES	6,451	18,631	18,631	10,384	8,496	10,135	54.4%
0825 - REPAIRS AND MAINTENANCE	2,869	7,994	7,994	4,828	7,994	-	0.0%
0839 - INTERNAL SERVICE CHARGES	20,678	16,310	16,310	15,919	59,806	(43,496)	-266.7%
0841 - TRAVEL	610	500	500	1,727	500	-	0.0%
0842 - EDUCATION AND TRAINING	(1,465)	8,000	8,000	4,033	5,000	3,000	37.5%
0843 - POSTAGE/FREIGHT/SHIPPING	12,911	12,242	12,242	17,148	19,980	(7,738)	-63.2%
SUBTOTAL	$ 107,744	$ 234,827	$ 234,827	$ 185,763	$ 246,284	$ (11,457)	-4.9%
CAPITAL							
0950 - DEBT SERVICE	$ 588	$ 415	$ 415	$ 135	$ -	$ 415	100.0%
SUBTOTAL	$ 588	$ 415	$ 415	$ 135	$ -	$ 415	100.0%
ALL EXPENDITURES	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%
TOTAL USES	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%
FUND TOTAL SOURCES	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%
DEPARTMENT TOTAL SOURCES	$ 63,685	$ 60,090	$ 60,090	$ 68,376	$ 62,700	$ 2,610	4.3%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%
FUND TOTAL USES	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%
DEPARTMENT OPERATING TOTAL USES	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%
DEPARTMENT TOTAL USES	$ 2,741,327	$ 2,923,840	$ 2,923,840	$ 2,670,267	$ 3,046,837	$ (122,997)	-4.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
310 HUMAN RESOURCES							
ADMINISTRATIVE SERVICES							
BUDGETING	.55	.45	.45	.45	.45	-	0.0%
EXECUTIVE MANAGEMENT	5.05	5.10	5.10	2.50	4.95	(.15)	(2.9%)
FINANCIAL SERVICES	.65	.70	.70	.60	.60	(.10)	(14.3%)
HUMAN RESOURCES	.40	.50	.50	.30	.30	(.20)	(40.0%)
PROCUREMENT	.35	.25	.25	.15	.15	(.10)	(40.0%)
PROGRAM TOTAL	7.00	7.00	7.00	4.00	6.45	(.55)	(7.9%)
EMPLOYMENT SERVICES							
RECRUITING AND STAFFING	13.00	10.00	10.00	10.00	8.25	(1.75)	(17.5%)
PROGRAM TOTAL	13.00	10.00	10.00	10.00	8.25	(1.75)	(17.5%)
PAYROLL AND RECORDS MGMT							
PAYROLL	7.50	8.50	8.50	9.50	9.05	.55	6.5%
RECORDS MANAGEMENT	7.50	7.50	7.50	7.50	7.95	.45	6.0%
PROGRAM TOTAL	15.00	16.00	16.00	17.00	17.00	1.00	6.3%
WORKFORCE MANAGEMENT							
EMPLOYEE RELATIONS	7.30	7.30	7.30	6.30	5.30	(2.00)	(27.4%)
MERIT COMMISSION	.60	.60	.60	.60	.80	.20	33.3%
STAFF DEVELOPMENT	4.10	3.10	3.10	4.10	5.20	2.10	67.7%
PROGRAM TOTAL	12.00	11.00	11.00	11.00	11.30	.30	2.7%
DEPARTMENT TOTAL	47.00	44.00	44.00	42.00	43.00	(1.00)	(2.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
HUMAN RESOURCES							
Admin/Operations Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	1.00	-	-	-	-	-	N/A
Director - Human Resources	-	-	-	1.00	1.00	1.00	N/A
Director - Workforce Mgt Dev	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Employee Relations Analyst-Cty	6.00	6.00	6.00	4.00	4.00	(2.00)	(33.3%)
Executive Assistant	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%
Govt/Commun Affairs Ofcr	-	1.00	1.00	-	-	(1.00)	(100.0%)
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	8.00	7.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Payroll Specialist - County	5.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
Payroll/Time & Labor Spec	-	-	-	2.00	2.00	2.00	N/A
Records Specialist - County	4.00	4.00	4.00	4.00	4.00	-	0.0%
Recruiter	5.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Trainer	2.00	1.00	1.00	2.00	3.00	2.00	200.0%
Department Total	**47.00**	**44.00**	**44.00**	**42.00**	**43.00**	**(1.00)**	**(2.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
310 HUMAN RESOURCES							
100 GENERAL	47.00	44.00	44.00	42.00	43.00	(1.00)	(2.3%)
Department Total	**47.00**	**44.00**	**44.00**	**42.00**	**43.00**	**(1.00)**	**(2.3%)**

Significant Variance Analysis

A Trainer position has been added to the Department to assist in on-going enhancements of the training activities such as assessing gaps in current course offerings, reviewing and revising current materials and conducting classes.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by ($17,257) for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $20,721 for retirement contribution rate increase.

Target Adjustments:

General Fund (100)

- Increase budget by $7,699 for restatement of risk management charges from Non Departmental.
- Increase budget by $42,687 for restatement of baseline telecommunications.
- Decrease budget by ($81,074) for restatement of Communications Officer.
- Increase budget by $87,668 for restatement of Human Resources Director and Finance/Business Analyst.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who reported satisfied or higher rating	85.7%	98.0%	98.0%	N/A	N/A	N/A
Percent of Merit Commission members satisfied or very satisfied with organization and efficiency of the meetings.	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of participants that met objectives of key training programs.	100.0%	99.0%	95.1%	96.7%	-2.3%	-2.3%

Activities that comprise this program include:

- Employee Development
- Employee Relations
- Merit Commission

Employee Development Activity

The purpose of the Employment 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants that met objectives of key training programs.	100.0%	99.0%	95.1%	96.7%	(2.3%)	-2.3%
Output	Number of participants in key training programs.	N/A	338	350	425	87	25.7%
Output	Number of participants in a Employee Development sponsored training class	813	6,719	7,500	8,000	1,281	19.1%
Output	Number of employee development sponsored training classes.	N/A	1,265	1,265	1,350	85	6.7%
Demand	Anticipated number of participants in an Employee Development sponsored training class.	1,000	1,500	1,500	2,000	500	33.3%
Demand	Number of anticipated classes.	N/A	462	50	500	38	8.2%
Efficiency	Cost per participant in an Employee Development sponsored training class	$ 375.08	$ 157.17	$ 32.75	$ 926.00	$ (768.83)	-489.2%
Expenditure							
	100 - GENERAL	$ 304,563	$ 235,748	$ 245,594	$ 393,549	$ (157,801)	-66.9%
	TOTAL USES	$ 304,563	$ 235,748	$ 245,594	$ 393,549	$ (157,801)	-66.9%

Activity Narrative: In FY 2010, the Department offered less training due to budget reductions. The Department had new outputs for FY 2011 Revised which are reported as N/A in FY 2010. Since then, the Department added a Trainer position in FY 2011 and has increased Supplies and Other Services which has led to an increase in training classes and expenditures. The Department is also adding a trainer in FY 2012 to assist in the on-going enhancements of this activity.

The Department's efficiency is decreasing as a result of the increases in expenditures despite the increase in the number of participants in an Employee Development sponsored training class.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who reported satisfied or higher rating	85.7%	98.0%	98.0%	N/A	N/A	N/A
Output	Number of employee consultations provided	295	500	500	500	-	0.0%
Demand	Anticipated number of employee consultations requested	400	500	500	500	-	0.0%
Efficiency	Cost of Employee Relations consultations.	$ 1,327.00	$ 1,008.21	$ 699.15	$ 835.04	$ 173.17	17.2%
Expenditure							
	100 - GENERAL	$ 391,465	$ 504,105	$ 349,574	$ 417,518	$ 86,587	17.2%
	TOTAL USES	$ 391,465	$ 504,105	$ 349,574	$ 417,518	$ 86,587	17.2%

Activity Narrative: Employee consultations have increased from FY 2010 due to issues such as Reductions in Force (RIFs) and the decrease in the number of pay raises. Expenditures have decreased due to the inactivation of a Employee Relations Analyst; thus an increase in efficiency.

The result in FY 2012 will no longer be measured since employees will no longer be surveyed regarding the Employee Relations division. The department will revise this result during the strategic business plan update process in FY 2013.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Merit Commission members satisfied or very satisfied with organization and efficiency of the meetings.	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of agenda packets	13	38	38	40	2	5.3%
Demand	Number of proposed orders	22	38	38	40	2	5.3%
Efficiency	Cost per agenda packet	$ 5,427.46	$ 3,131.79	$ 2,510.03	$ 2,602.23	$ 529.56	16.9%
Revenue							
	100 - GENERAL	$ -	$ 190	$ 184	$ 200	$ 10	5.3%
	TOTAL SOURCES	$ -	$ 190	$ 184	$ 200	$ 10	5.3%
Expenditure							
	100 - GENERAL	$ 70,557	$ 119,008	$ 95,381	$ 104,089	$ 14,919	12.5%
	TOTAL USES	$ 70,557	$ 119,008	$ 95,381	$ 104,089	$ 14,919	12.5%

Activity Narrative: The demand and output for this activity increased from FY 2010 to FY 2011 and is expected to remain in high FY 2012 due to employees filing dismissal appeals.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers reporting satisfied or higher with the quality of candidates referred on certification lists issued by the Employment Services division	98.0%	92.5%	98.7%	94.7%	2.2%	2.3%
Percent of classified recruitments certified within 3 days of the recruitment closing date.	N/A	92.8%	93.0%	93.0%	0.2%	0.2%
Percent of customer reporting satisfied or higher with the timeliness of certification lists issued by the Employment Services division	N/A	92.9%	95.0%	95.2%	2.3%	2.5%

Activities that comprise this program include:

- Recruiting and Staffing

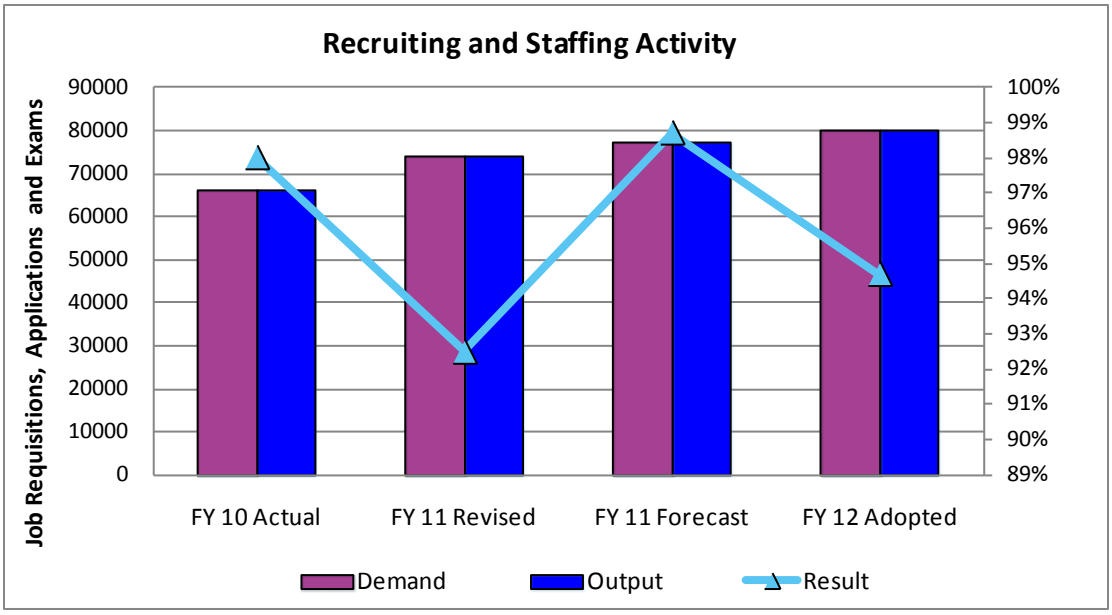
Recruiting and Staffing Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfied or higher with the quality of candidates referred on certification lists issued by the Employment Services division	98.0%	92.5%	98.7%	94.7%	2.2%	2.3%
Result	Percent of classified recruitments certified within 3 days of the recruitment closing date.	N/A	92.8%	93.0%	93.0%	0.2%	0.2%
Result	Percent of customer reporting satisfied or higher with the timeliness of certification lists issued by the Employment Services division	N/A	92.9%	95.0%	95.2%	2.3%	2.5%
Output	Number of job requisitions/applications/exams processed	65,960	73,976	77,360	80,000	6,024	8.1%
Demand	Number of job requisitions/applications/exams requested.	65,960	73,976	77,360	80,000	6,024	8.1%
Efficiency	Expenditure per job requisition/application/exam processed	$ 8.74	$ 17.27	$ 6.33	$ 5.93	$ 11.34	65.7%
Expenditure							
	100 - GENERAL	$ 576,465	$ 587,471	$ 489,775	$ 474,459	$ 113,012	19.2%
	TOTAL USES	$ 576,465	$ 587,471	$ 489,775	$ 474,459	$ 113,012	19.2%

Activity Narrative: Expenditures decrease due to the elimination of two Recruiting and Staffing positions in FY 2011. The number of job openings in the County has increased since FY 2010 which can be seen in the 8.1% increase in the number of job requisitions/applications/exams processed; thus the efficiency is improving due to the decrease in expenditures and the increase in the number of job requisitions/applications/exams processed.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of records accurately maintained	0.8%	95.3%	97.7%	98.1%	2.8%	3.0%
Percent of paychecks accurately processed	0.1%	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 Stale-dated payroll warrants; ARS § 23-284 and 23-286 Hours of Labor; ARS § 23-311 through 23-329 Minimum Wages for Minors; ARS § 23-350 through 23-362 Payment of Wages; ARS § 23, Chapter 5, Family Support Duties (child support enforcement); ARS § 38-621 Travel Expenses; ARS § 38-701 through 38-705 social Security for Public Officers and Employees; ARS Title 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs; ARS § 38-610

Leave of absence for military training; ARS § 38-615 Payment of accumulated sick leave; ARS § 43, Chapter 4 Withholding; ARS § 11-419 County Salaries; ARS § 11-422 Salary of clerk of the board; ARS § 11-424.01 Salaries of precinct officer other than justices of the peace; definition; ARS § 23-363 Minimum wages; ARS § 23-391 Overtime pay; work week; ARS § 23-392 Overtime compensation for certain law enforcement or probation officer activities; option; definitions; ARS § 38-643 Fire fighter and peace officer cancer insurance policy program account.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paychecks accurately processed	0.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of paychecks issued	333,090	330,966	330,966	330,966	-	0.0%
Demand	Number of paychecks required	333,090	330,966	330,966	330,964	(2)	-0.0%
Efficiency	Expenditure per paychecks issued	$ 1.63	$ 1.77	$ 1.79	$ 1.80	$ (0.03)	-1.9%
Revenue							
	100 - GENERAL	$ 56,117	$ 50,700	$ 55,637	$ 50,500	$ (200)	-0.4%
	TOTAL SOURCES	$ 56,117	$ 50,700	$ 55,637	$ 50,500	$ (200)	-0.4%
Expenditure							
	100 - GENERAL	$ 542,765	$ 585,031	$ 591,871	$ 595,896	$ (10,865)	-1.9%
	TOTAL USES	$ 542,765	$ 585,031	$ 591,871	$ 595,896	$ (10,865)	-1.9%

Base Adjustments:

General Fund (100)

- Increase Salary and Benefits by $62,553 for Payroll Specialists on ADP project.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of records accurately maintained	0.8%	95.3%	97.7%	98.1%	2.8%	3.0%
Output	Number of records maintained	12,923	13,300	13,749	14,000	700	5.3%
Demand	Number of maintained records required.	12,923	13,300	13,749	14,000	700	5.3%
Efficiency	Cost per record maintained	$ 6.86	$ 29.79	$ 23.80	$ 29.40	$ 0.39	1.3%
Revenue							
	100 - GENERAL	$ 7,568	$ 9,200	$ 12,555	$ 12,000	$ 2,800	30.4%
	TOTAL SOURCES	$ 7,568	$ 9,200	$ 12,555	$ 12,000	$ 2,800	30.4%
Expenditure							
	100 - GENERAL	$ 354,757	$ 396,210	$ 327,203	$ 411,655	$ (15,445)	-3.9%
	TOTAL USES	$ 354,757	$ 396,210	$ 327,203	$ 411,655	$ (15,445)	-3.9%

Base Adjustments:

General Fund (100)

- Increase revenue by $2,610 for Miscellaneous Revenue as a result of the increase in employee records requests from Maricopa County employees who are charged a nominal fee for this service.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,923,840**	**$ 60,090**
FY 2011 Revised Budget		**$ 2,923,840**	**$ 60,090**
Adjustments:			
Reallocations		**$ 69,147**	**$ -**
Reallocation Between Depts		*69,147*	*-*
Restatements		**$ 50,386**	**$ -**
Risk Mgt Chgs from Non Dept		*7,699*	*-*
Telecomm Chgs from Non Dept		*42,687*	*-*
FY 2012 Budget Target		**$ 3,043,373**	**$ 60,090**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,464**	**$ -**
Emp Health Dental Prem Realloc		*(17,257)*	*-*
Retirement Contributions		*20,721*	*-*
Base Adjustments		**$ -**	**$ 2,610**
Banking Fees		*3,417*	*-*
Other Base Adjustments		*(3,417)*	*2,610*
Increase in Employee Records Request	*$ 2,610*		
Deletion of 1 FTE - Employee Relations Analyst	*(67,160)*		
Creation of 1 FTE - Trainer	*67,160*		
FY 2012 Adopted Budget		**$ 3,046,837**	**$ 62,700**
Percent Change from Target Amount		*0.1%*	*4.3%*

Human Services

Analysis by Jacqueline M. Edwards, Management and Budget Analyst

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, attain a sustainable living environment and enjoy a high quality of life.

Strategic Goals

Individual Empowerment

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: In FY 2011, the Department will add a new question regarding self-sufficiency to their customer satisfaction survey.

Citizen Satisfaction

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 FY 2010, the Human Services Department met 87% 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:	33% of 3 indicators
Education:	87% of 15 indicators
Community Services:	86% of 22 indicators

Citizen Satisfaction

By January, 2014, 92% of customers will be satisfied as measured by the Customer Satisfaction Survey.

Status: In the 2010 Customer Satisfaction Survey, 94.7% of Human Services Department customers reported satisfied with Human Services Department services.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CDBG - CDBG ADMIN AND PROJECTS	$ 1,939,946	$ 4,566,575	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ (1,945,244)	-42.6%
17CD - COMMUNITY DEV BLOCK GRANT	$ 1,939,946	$ 4,566,575	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ (1,945,244)	-42.6%
HMAD - HOME ADMIN AND PROJECTS	$ 3,265,606	$ 6,555,453	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ (521,092)	-7.9%
17HM - HOME	$ 3,265,606	$ 6,555,453	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ (521,092)	-7.9%
COAA - COMMUNITY ACTION AGENCY	$ 2,002,791	$ 1,759,350	$ 1,680,906	$ 1,759,350	$ 1,344,003	$ (336,903)	-20.0%
FAST - FINANCIAL ASSISTANCE	6,554,399	2,048,997	4,004,461	4,293,205	4,004,461	-	0.0%
WTHR - WEATHERIZATION	-	7,713,323	8,941,000	8,282,779	4,989,004	(3,951,996)	-44.2%
22CS - COMMUNITY SERVICES	$ 8,557,190	$ 11,521,670	$ 14,626,367	$ 14,335,334	$ 10,337,468	$ (4,288,899)	-29.3%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 19,181,850	$ 21,001,616	$ 21,618,779	$ 21,695,184	$ 18,750,816	$ (2,867,963)	-13.3%
22ED - CHILD DEVELOPMENT EDUCATION	$ 19,181,850	$ 21,001,616	$ 21,618,779	$ 21,695,184	$ 18,750,816	$ (2,867,963)	-13.3%
NBHD - NEIGHBORHOOD STABILIZATION	$ 4,803,160	$ 5,802,566	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ (1,004,318)	-17.3%
22NS - NEIGHBORHOOD STABILIZATION	$ 4,803,160	$ 5,802,566	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ (1,004,318)	-17.3%
ERLT - EMPLOYMENT RELATED TRANSP	$ 864,472	$ -	$ -	$ -	$ -	$ -	N/A
SNTT - SPECIAL NEEDS TRANSP TRIPS	555,013	688,265	609,179	93,440	521,239	(87,940)	-14.4%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 1,419,485	$ 688,265	$ 609,179	$ 93,440	$ 521,239	$ (87,940)	-14.4%
SEEK - JOB SEEKER SERVICES	$ 9,288,231	$ 9,424,128	$ 10,809,107	$ 10,440,495	$ 9,449,997	$ (1,359,110)	-12.6%
YOUT - YOUTH SERVICES	3,560,877	2,894,704	3,296,955	3,381,214	2,190,062	(1,106,893)	-33.6%
22WD - WORKFORCE DEVELOPMENT	$ 12,849,108	$ 12,318,832	$ 14,106,062	$ 13,821,709	$ 11,640,059	$ (2,466,003)	-17.5%
SAIL - SR ADULT INDEPENDENT LIVING	$ 1,504,039	$ 1,104,459	$ 1,104,459	$ 1,104,459	$ 1,102,647	$ (1,812)	-0.2%
39SA - SR ADULT INDEPENDENT LIVING	$ 1,504,039	$ 1,104,459	$ 1,104,459	$ 1,104,459	$ 1,102,647	$ (1,812)	-0.2%
ODIR - EXECUTIVE MANAGEMENT	$ 1,981,165	$ 3,143,420	$ 3,786,580	$ 3,268,869	$ 3,004,374	$ (782,206)	-20.7%
99AS - ADMINISTRATIVE SERVICES	$ 1,981,165	$ 3,143,420	$ 3,786,580	$ 3,268,869	$ 3,004,374	$ (782,206)	-20.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 47,371	$ 47,371	$ 47,371	$ 25,954	$ (21,417)	-45.2%
GGOV - GENERAL GOVERNMENT	-	-	-	-	306,000	306,000	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	8,505	8,505	6,378	-	(8,505)	-100.0%
99GV - GENERAL GOVERNMENT	$ -	$ 55,876	$ 55,876	$ 53,749	$ 331,954	$ 276,078	494.1%
EHSN - EMERGENCY SHELTER NIGHTS	$ 157,642	$ 402,101	$ 712,941	$ 540,529	$ 236,062	$ (476,879)	-66.9%
HOME - HOMELESS ASSISTANCE	$ 157,642	$ 402,101	$ 712,941	$ 540,529	$ 236,062	$ (476,879)	-66.9%
TOTAL PROGRAMS	**$ 55,659,191**	**$ 67,160,833**	**$ 73,544,837**	**$ 67,989,651**	**$ 59,378,559**	**$ (14,166,278)**	**-19.3%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CDBG - CDBG ADMIN AND PROJECTS	$ 2,271,443	$ 4,566,575	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ 1,945,244	42.6%
17CD - COMMUNITY DEV BLOCK GRANT	$ 2,271,443	$ 4,566,575	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ 1,945,244	42.6%
HMAD - HOME ADMIN AND PROJECTS	$ 3,696,092	$ 6,555,453	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ 521,092	7.9%
17HM - HOME	$ 3,696,092	$ 6,555,453	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ 521,092	7.9%
CJSA - COMMUNITY JUSTICE SVC ADULT	$ -	$ -	$ -	$ -	$ 988,145	$ (988,145)	N/A
CJSJ - COMMUNITY JUSTICE SVC JUVENILE	-	-	-	-	988,144	(988,144)	N/A
22CJ - COMMUNITY JUSTICE COORDINATION	$ -	$ -	$ -	$ -	$ 1,976,289	$ (1,976,289)	N/A
COAA - COMMUNITY ACTION AGENCY	$ 2,551,453	$ 2,070,433	$ 1,991,989	$ 2,070,433	$ 1,656,171	$ 335,818	16.9%
FAST - FINANCIAL ASSISTANCE	6,754,157	2,048,997	4,004,461	4,293,205	4,004,461	-	0.0%
WTHR - WEATHERIZATION	-	7,713,323	8,941,001	8,282,779	4,989,004	3,951,997	44.2%
22CS - COMMUNITY SERVICES	$ 9,305,610	$ 11,832,753	$ 14,937,451	$ 14,646,417	$ 10,649,636	$ 4,287,815	28.7%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 20,459,725	$ 21,001,616	$ 21,618,780	$ 21,695,184	$ 18,750,816	$ 2,867,964	13.3%
22ED - CHILD DEVELOPMENT EDUCATION	$ 20,459,725	$ 21,001,616	$ 21,618,780	$ 21,695,184	$ 18,750,816	$ 2,867,964	13.3%
NBHD - NEIGHBORHOOD STABILIZATION	$ 5,242,387	$ 5,802,566	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ 1,004,318	17.3%
22NS - NEIGHBORHOOD STABILIZATION	$ 5,242,387	$ 5,802,566	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ 1,004,318	17.3%
ERLT - EMPLOYMENT RELATED TRANSP	$ (13,676)	$ -	$ -	$ -	$ -	$ -	N/A
SNTT - SPECIAL NEEDS TRANSP TRIPS	198,635	688,265	609,179	93,440	521,239	87,940	14.4%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 184,959	$ 688,265	$ 609,179	$ 93,440	$ 521,239	$ 87,940	14.4%
SEEK - JOB SEEKER SERVICES	$ 6,975,917	$ 9,424,128	$ 10,809,105	$ 10,440,495	$ 9,449,997	$ 1,359,108	12.6%
YOUT - YOUTH SERVICES	4,141,612	2,894,704	3,296,953	3,381,214	2,190,062	1,106,891	33.6%
22WD - WORKFORCE DEVELOPMENT	$ 11,117,529	$ 12,318,832	$ 14,106,058	$ 13,821,709	$ 11,640,059	$ 2,465,999	17.5%
SAIL - SR ADULT INDEPENDENT LIVING	$ 2,089,117	$ 2,303,203	$ 2,303,203	$ 2,303,203	$ 2,301,391	$ 1,812	0.1%
39SA - SR ADULT INDEPENDENT LIVING	$ 2,089,117	$ 2,303,203	$ 2,303,203	$ 2,303,203	$ 2,301,391	$ 1,812	0.1%
FSAC - FINANCIAL SERVICES	$ 349,410	$ -	$ -	$ (38,947)	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	279,771	-	-	(17,574)	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	344,617	3,144,505	3,787,665	3,815,462	3,004,374	783,291	20.7%
PROC - PROCUREMENT	42,570	-	1	(1,894)	-	1	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,016,368	$ 3,144,505	$ 3,787,666	$ 3,757,047	$ 3,004,374	$ 783,292	20.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,132,311	$ 47,371	$ 47,371	$ 47,371	$ 25,954	$ 21,417	45.2%
ISFC - INTERNAL SERVICE FUND CHARGES	109,950	8,505	8,505	(74,792)	-	8,505	100.0%
POOL - POOLED COSTS	-	-	-	(391,888)	-	-	N/A
99GV - GENERAL GOVERNMENT	$ 1,242,261	$ 55,876	$ 55,876	$ (419,309)	$ 25,954	$ 29,922	53.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 56,974	$ -	$ 1	$ 3,160	$ -	$ 1	100.0%
DACR - DATA CENTER	187,934	-	1	(3,741)	-	1	100.0%
DESK - DESKTOP SUPPORT	253,199	-	(1)	(13,454)	-	(1)	100.0%
99IT - INFORMATION TECHNOLOGY	$ 498,107	$ -	$ 1	$ (14,035)	$ -	$ 1	100.0%
EHSN - EMERGENCY SHELTER NIGHTS	$ 577,297	$ 591,562	$ 902,402	$ 729,990	$ 425,523	$ 476,879	52.8%
HLDS - HOMELESS LOW DEMAND SHELTER	419,698	363,237	363,237	363,237	560,539	(197,302)	-54.3%
HOME - HOMELESS ASSISTANCE	$ 996,995	$ 954,799	$ 1,265,639	$ 1,093,227	$ 986,062	$ 279,577	22.1%
TOTAL PROGRAMS	**$ 58,120,593**	**$ 69,224,443**	**$ 75,608,447**	**$ 70,053,261**	**$ 63,309,760**	**$ 12,298,687**	**16.3%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 55,630,738	$ 67,160,833	$ 73,544,837	$ 67,987,375	$ 59,072,559	$ (14,472,278)	-19.7%
SUBTOTAL	$ 55,630,738	$ 67,160,833	$ 73,544,837	$ 67,987,375	$ 59,072,559	$ (14,472,278)	-19.7%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 28,453	$ -	$ -	$ 2,276	$ -	$ -	N/A
SUBTOTAL	$ 28,453	$ -	$ -	$ 2,276	$ -	$ -	N/A
ALL REVENUES	$ 55,659,191	$ 67,160,833	$ 73,544,837	$ 67,989,651	$ 59,072,559	$ (14,472,278)	-19.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ -	$ -	$ 306,000	$ 306,000	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ -	$ 306,000	$ 306,000	N/A
TOTAL SOURCES	$ 55,659,191	$ 67,160,833	$ 73,544,837	$ 67,989,651	$ 59,378,559	$ (14,166,278)	-19.3%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,343,532	$ 14,212,155	$ 13,273,178	$ 13,133,203	$ 13,866,346	$ (593,168)	-4.5%
0705 - TEMPORARY PAY	18,919	-	-	-	-	-	N/A
0710 - OVERTIME	23,187	-	-	35,087	-	-	N/A
0750 - FRINGE BENEFITS	4,625,824	5,653,307	5,255,187	5,247,886	5,962,638	(707,451)	-13.5%
0790 - OTHER PERSONNEL SERVICES	133,613	156,037	138,636	209,014	91,956	46,680	33.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,758,891)	(4,935,893)	(4,935,893)	(5,703,501)	(4,239,955)	(695,938)	-14.1%
0796 - PERSONNEL SERVICES ALLOC-IN	3,771,266	4,944,560	4,930,492	5,870,127	4,348,529	581,963	11.8%
SUBTOTAL	$ 17,157,450	$ 20,030,166	$ 18,661,600	$ 18,791,816	$ 20,029,514	$ (1,367,914)	-7.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,190,639	$ 1,221,594	$ 1,404,044	$ 1,347,979	$ 909,175	$ 494,869	35.2%
0802 - MEDICAL SUPPLIES	15,889	-	-	29,436	7,000	(7,000)	N/A
0803 - FUEL	16,917	22,699	22,699	19,010	18,008	4,691	20.7%
0804 - NON-CAPITAL EQUIPMENT	403,550	47,500	158,183	84,292	414,290	(256,107)	-161.9%
0805 - SUPPLIES-ALLOCATION OUT	(169,671)	(149,400)	(397,744)	(184,580)	(241,520)	(156,224)	-39.3%
0806 - SUPPLIES-ALLOCATION IN	169,702	149,400	397,244	(36,850)	248,020	149,224	37.6%
SUBTOTAL	$ 1,627,026	$ 1,291,793	$ 1,584,426	$ 1,259,287	$ 1,354,973	$ 229,453	14.5%
SERVICES							
0810 - LEGAL SERVICES	$ 13,390	$ 10,000	$ 31,000	$ 22,453	$ 22,786	$ 8,214	26.5%
0811 - HEALTH CARE SERVICES	69,363	62,423	55,489	52,656	35,000	20,489	36.9%
0812 - OTHER SERVICES	23,404,992	24,465,292	31,705,813	30,830,320	23,757,186	7,948,627	25.1%
0820 - RENT & OPERATING LEASES	1,284,610	1,512,772	1,805,923	1,289,368	1,543,130	262,793	14.6%
0825 - REPAIRS AND MAINTENANCE	372,067	164,277	130,777	140,886	152,864	(22,087)	-16.9%
0830 - INTERGOVERNMENTAL PAYMENTS	11,483,753	18,572,279	18,412,010	14,583,636	13,852,582	4,559,428	24.8%
0839 - INTERNAL SERVICE CHARGES	663,632	694,138	690,844	849,977	1,625,139	(934,295)	-135.2%
0841 - TRAVEL	171,042	248,906	276,519	260,631	132,870	143,649	51.9%
0842 - EDUCATION AND TRAINING	137,245	127,624	135,266	92,978	185,093	(49,827)	-36.8%
0843 - POSTAGE/FREIGHT/SHIPPING	11,309	23,792	17,547	20,273	19,356	(1,809)	-10.3%
0845 - SUPPORT AND CARE OF PERSONS	45,347	-	100,000	41,294	54,000	46,000	46.0%
0850 - UTILITIES	125,120	129,000	159,000	164,336	139,964	19,036	12.0%
0872 - SERVICES-ALLOCATION OUT	(454,574)	(3,188,014)	(4,394,382)	(3,880,285)	(3,899,486)	(494,896)	-11.3%
0873 - SERVICES-ALLOCATION IN	454,577	3,188,014	4,391,134	3,757,563	3,875,927	515,207	11.7%
SUBTOTAL	$ 37,781,873	$ 46,010,503	$ 53,516,940	$ 48,226,086	$ 41,496,411	$ 12,020,529	22.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 8,000	$ 8,000	$ -	$ 250,000	$ (242,000)	-3025.0%
0920 - CAPITAL EQUIPMENT	154,357	-	-	43,854	120,000	(120,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	50,000	-	-	N/A
0950 - DEBT SERVICE	267,576	544,860	514,985	337,628	58,862	456,123	88.6%
0955 - CAPITAL-ALLOCATION OUT	-	(150,278)	(166,903)	(101,806)	(48,208)	(118,695)	-71.1%
0956 - CAPITAL-ALLOCATION IN	-	150,278	150,278	107,275	48,208	102,070	67.9%
SUBTOTAL	$ 421,933	$ 552,860	$ 506,360	$ 436,951	$ 428,862	$ 77,498	15.3%
ALL EXPENDITURES	$ 56,988,282	$ 67,885,322	$ 74,269,326	$ 68,714,140	$ 63,309,760	$ 10,959,566	14.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,132,311	$ 1,339,121	$ 1,339,121	$ 1,339,121	$ -	$ 1,339,121	100.0%
ALL OTHER FINANCING USES	$ 1,132,311	$ 1,339,121	$ 1,339,121	$ 1,339,121	$ -	$ 1,339,121	100.0%
TOTAL USES	$ 58,120,593	$ 69,224,443	$ 75,608,447	$ 70,053,261	$ 63,309,760	$ 12,298,687	16.3%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
217 CDBG HOUSING TRUST							
OPERATING	$ 10,008,712	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394	$ (3,494,076)	-20.6%
NON-RECURRING	-	-	-	-	306,000	306,000	N/A
FUND TOTAL SOURCES	$ 10,008,712	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,792,394	$ (3,188,076)	-18.8%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 45,650,479	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165	$ (10,978,202)	-19.4%
FUND TOTAL SOURCES	$ 45,650,479	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165	$ (10,978,202)	-19.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 55,659,191	$ 67,160,833	$ 73,544,837	$ 67,989,651	$ 59,072,559	$ (14,472,278)	-19.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 306,000	$ 306,000	N/A
DEPARTMENT TOTAL SOURCES	$ 55,659,191	$ 67,160,833	$ 73,544,837	$ 67,989,651	$ 59,378,559	$ (14,166,278)	-19.3%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,049,089	$ 2,063,610	$ 2,063,610	$ 2,063,610	$ 2,260,912	$ (197,302)	-9.6%
FUND TOTAL USES	$ 2,049,089	$ 2,063,610	$ 2,063,610	$ 2,063,610	$ 2,260,912	$ (197,302)	-9.6%
217 CDBG HOUSING TRUST							
OPERATING	$ 11,272,259	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394	$ 3,494,076	20.6%
FUND TOTAL USES	$ 11,272,259	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394	$ 3,494,076	20.6%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 44,799,245	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165	$ 10,978,202	19.4%
FUND TOTAL USES	$ 44,799,245	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165	$ 10,978,202	19.4%
255 DETENTION OPERATIONS							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 1,976,289	$ (1,976,289)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 1,976,289	$ (1,976,289)	N/A
DEPARTMENT OPERATING TOTAL USES	$ 58,120,593	$ 69,224,443	$ 75,608,447	$ 70,053,261	$ 61,333,471	$ 14,274,976	18.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 1,976,289	$ (1,976,289)	N/A
DEPARTMENT TOTAL USES	$ 58,120,593	$ 69,224,443	$ 75,608,447	$ 70,053,261	$ 63,309,760	$ 12,298,687	16.3%

Staffing by Program/Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.00	3.00	3.00	4.00	4.00	1.00	33.3%
FINANCIAL SERVICES	4.00	7.00	7.00	7.00	5.00	(2.00)	(28.6%)
HUMAN RESOURCES	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	14.00	14.00	14.00	12.00	(2.00)	(14.3%)
CHILD DEVELOPMENT EDUCATION							
CHILD DEVELOPMENT AND EDUC	192.00	240.00	240.00	228.00	227.00	(13.00)	(5.4%)
PROGRAM TOTAL	192.00	240.00	240.00	228.00	227.00	(13.00)	(5.4%)
COMMUNITY DEV BLOCK GRANT							
CDBG ADMIN AND PROJECTS	7.00	7.00	7.00	7.00	2.83	(4.17)	(59.6%)
PROGRAM TOTAL	7.00	7.00	7.00	7.00	2.83	(4.17)	(59.6%)
COMMUNITY JUSTICE COORDINATION							
COMMUNITY JUSTICE SVC ADULT	-	-	.00	-	3.50	3.50	N/A
COMMUNITY JUSTICE SVC JUVENILE	-	-	.00	-	3.50	3.50	N/A
PROGRAM TOTAL	-	-	-	-	7.00	7.00	N/A
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	9.00	9.00	9.00	9.00	9.00	-	0.0%
WEATHERIZATION	-	7.00	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	9.00	16.00	16.00	16.00	16.00	-	0.0%
HOME							
HOME ADMIN AND PROJECTS	-	-	.00	-	2.83	2.83	N/A
PROGRAM TOTAL	-	-	-	-	2.83	2.83	N/A
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.18	.85	.85	1.18	1.18	.33	38.8%
DATA CENTER	1.38	1.05	1.05	1.38	1.38	.33	31.4%
DESKTOP SUPPORT	4.44	4.10	4.10	4.44	4.44	.34	8.3%
PROGRAM TOTAL	7.00	6.00	6.00	7.00	7.00	1.00	16.7%
NEIGHBORHOOD STABILIZATION							
NEIGHBORHOOD STABILIZATION	-	-	.00	1.00	2.34	2.34	N/A
PROGRAM TOTAL	-	-	-	1.00	2.34	2.34	N/A
SPECIAL TRANSPORTATION SERVICE							
EMPLOYMENT RELATED TRANSP	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
SR ADULT INDEPENDENT LIVING							
SR ADULT INDEPENDENT LIVING	36.00	34.00	34.00	31.00	31.00	(3.00)	(8.8%)
PROGRAM TOTAL	36.00	34.00	34.00	31.00	31.00	(3.00)	(8.8%)
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	72.50	73.15	73.15	73.60	73.70	.55	0.8%
YOUTH SERVICES	5.50	6.85	6.85	3.40	3.30	(3.55)	(51.8%)
PROGRAM TOTAL	78.00	80.00	80.00	77.00	77.00	(3.00)	(3.8%)
DEPARTMENT TOTAL	342.00	397.00	397.00	381.00	385.00	(12.00)	(3.0%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	6.00	7.00	7.00	9.00	8.00	1.00	14.3%
Accounting Specialist	3.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Admin/Operations Specialist	13.00	13.00	13.00	13.00	13.00	-	0.0%
Administrative Manager	3.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	17.00	20.00	20.00	19.00	19.00	(1.00)	(5.0%)
Administrator	3.00	3.00	3.00	1.00	1.00	(2.00)	(66.7%)
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Community Devlpmnt Coordinator	-	-	-	3.00	3.00	3.00	N/A
Community Devlpmnt Supervisor	-	-	-	1.00	1.00	1.00	N/A
Deputy Director	-	1.00	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Community Dev	1.00	-	-	-	-	-	N/A
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator	42.00	48.00	48.00	41.00	42.00	(6.00)	(12.5%)
Educator Assistant	27.00	44.00	44.00	39.00	39.00	(5.00)	(11.4%)
Educator Bachelor's	29.00	37.00	37.00	39.00	38.00	1.00	2.7%
Educator Coordinator	32.00	35.00	35.00	36.00	36.00	1.00	2.9%
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)	(100.0%)
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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Admin Supv	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Grant-Contract Administrator	7.00	7.00	7.00	8.00	8.00	1.00	14.3%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Services Program Administrator	-	-	-	3.00	3.00	3.00	N/A
IT Operations Manager	1.00	-	-	-	-	-	N/A
IT Services Supv	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%
Nurse - Public Health	-	-	-	1.00	1.00	1.00	N/A
Office Assistant	19.00	19.00	19.00	16.00	17.00	(2.00)	(10.5%)
Office Assistant Specialized	27.00	37.00	37.00	37.00	37.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Operations/Program Supervisor	5.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	13.00	15.00	15.00	14.00	14.00	(1.00)	(6.7%)
Project Manager	4.00	4.00	4.00	-	-	(4.00)	(100.0%)
Social Worker	32.00	30.00	30.00	29.00	33.00	3.00	10.0%
Social Worker Supervisor	3.00	3.00	3.00	1.00	1.00	(2.00)	(66.7%)
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%
Technical Support Mgr	-	-	-	1.00	1.00	1.00	N/A
Trainer	5.00	5.00	5.00	5.00	5.00	-	0.0%
Workforce Development Spec	23.00	27.00	27.00	24.00	24.00	(3.00)	(11.1%)
Department Total	**342.00**	**397.00**	**397.00**	**381.00**	**385.00**	**(12.00)**	**(3.0%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
217	CDBG HOUSING TRUST	7.00	7.00	7.00	8.00	8.00	1.00	14.3%
222	HUMAN SERVICES GRANTS	335.00	390.00	390.00	373.00	370.00	(20.00)	(5.1%)
255	DETENTION OPERATIONS	-	-	-	-	7.00	7.00	N/A
Department Total		**342.00**	**397.00**	**397.00**	**381.00**	**385.00**	**(12.00)**	**(3.0%)**

Significant Variance Analysis

Staffing is slightly reduced as a result of available grant funds. Further staffing changes may be required based on actual grant awards received in FY 2012.

General Adjustments:

Base Adjustments:

General Fund (100)

- Increase Other Services by $197,302 for additional funding for homeless shelter services.

CDBG Housing Trust Fund (217)

- Increase Regular Benefits by $6,816 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $4,230 for retirement contribution rate increase.
- Reduce revenues by $3,494,076 and expenditures by $3,505,122 to reflect expected grant awards for FY 2012.

CDBG Housing Trust Fund (217)
Non Recurring/Non Project (0001)

- Non recurring fund Transfer In of $306,000 from the General Fund for the purchase of the East Valley Food Bank building.

Human Services Grant Fund (222)

- Increase Regular Benefits by $315,240 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $128,529 for retirement contribution rate increase.
- Reduce revenues by $10,978,202 and expenditures by $11,421,971 to reflect expected grant awards for FY 2012.

Detention Fund (255)
Non Recurring/Non Project (0001)

- New appropriation of $1,976,289 to establish the one year Community Justice Coordination Program pilot project.

Strategic Business Plan Update

The Human Services Department participated in a facilitated strategic business plan review and partial update, the results of which are included in the FY 2012 budget. Child Health Services Activity and Family and Community Partnerships Activity were consolidated into an existing Activity, Child Development and Education, which new measures were added. Measures were enhanced for several activities in the Department.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of eligible CDBG-funded projects completed	N/A	N/A	N/A	75.0%	N/A	N/A
Percentage of low-moderate income residents benefitting from completed projects	N/A	N/A	N/A	5.6%	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 provide community improvements and affordable housing opportunities to Urban County low and moderate income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible CDBG-funded projects completed	N/A	N/A	N/A	75.0%	N/A	N/A
Result	Percentage of low-moderate income residents benefitting from completed projects	N/A	N/A	N/A	5.6%	N/A	N/A
Output	Number of eligible projects completed with CDBG funds	N/A	N/A	N/A	8	N/A	N/A
Demand	Number of eligible projects funded with CDBG funds	2,233,729	24	12	26	2	8.3%
Efficiency	Cost per project completed with CDBG funds	N/A	N/A	N/A	$ 327,666.38	N/A	N/A
Revenue							
	217 - CDBG HOUSING TRUST	$ 1,939,946	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ (1,945,244)	-42.6%
	TOTAL SOURCES	$ 1,939,946	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ (1,945,244)	-42.6%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 2,271,443	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ 1,945,244	42.6%
	TOTAL USES	$ 2,271,443	$ 4,566,575	$ 3,191,880	$ 2,621,331	$ 1,945,244	42.6%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. Grant funding will be decreasing as the carry forward amount from prior year funding are spent down. Additionally, the availability of federal funding for this program may be further reduced in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible HOME-funded projects completed	94.2%	96.1%	96.1%	100.0%	3.9%	4.1%
Percent of low-moderate income residents benefitting from completed projects	N/A	N/A	N/A	50.0%	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, Urban County communities and Community Housing Development Organizations (CHDOs) so they can provide safe, decent, sanitary and affordable houses for low and moderate income residents.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible HOME-funded projects completed	94.2%	96.1%	96.1%	100.0%	3.9%	4.1%
Result	Percent of low-moderate income residents benefitting from completed projects	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of eligible projects completed with HOME funds	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of eligible projects funded with HOME funds	N/A	N/A	N/A	12	N/A	N/A
Efficiency	Cost per project completed with HOME funds	N/A	N/A	N/A	$ 502,863.42	N/A	N/A
Revenue							
	217 - CDBG HOUSING TRUST	$ 3,265,606	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ (521,092)	-7.9%
	TOTAL SOURCES	$ 3,265,606	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ (521,092)	-7.9%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 3,696,092	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ 521,092	7.9%
	TOTAL USES	$ 3,696,092	$ 6,555,453	$ 4,580,524	$ 6,034,361	$ 521,092	7.9%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. Grant funding will be decreasing as the carry forward amount from prior year funding are spent down.

Community Justice Coordination Program

The purpose of Community Justice Coordination Program is to provide reintegration support to adult and juvenile offenders who are being released from the Maricopa County Jail system, Maricopa County Adult Probation, or from the Maricopa County Juvenile Probation so they can improve their chances for successful reintegration into the community.

Activities that comprise this program include:

- Community Justice Service - Adult
- Community Justice Service – Juvenile

Community Justice Service Adult Activity

The purpose of the Community Justice Service Adult Activity is to provide coordinated reintegration support that complements existing criminal justice efforts to adult offenders, who are being released from the Maricopa County Jail system or from Maricopa County Adult Probation, and their families so they can improve their chances for successful reintegration into the community.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Expenditure							
	255 - DETENTION	$ -	$ -	$ -	$ 988,145	$ (988,145)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 988,145	$ (988,145)	N/A

Base Adjustment:

Detention Fund (255) Non Recurring Non Project

- Increase expenditures by $988,145 in order to fund a one year pilot project in FY 2012.

Activity Narrative: This is a new Activity created in FY 2012. The measures have not yet been approved by the Managing For Results team, and therefore are subject to change. The number of eligible adults and the number of those eligible adults enrolled will not be known until the new staff is hired and begins work on this Activity. This Activity is funded with one-time, non-operating Detention funds for a one year pilot project.

Community Justice Service Juvenile Activity

The purpose of the Community Justice Service Juvenile Activity is to provide coordinated reintegration support that complements existing criminal justice efforts to juvenile offenders, who are being released from Maricopa County Detention or Maricopa County Juvenile Probation, and their families so they can improve their chances for successful reintegration into the community.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Expenditure							
	255 - DETENTION	$ -	$ -	$ -	$ 988,144	$ (988,144)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 988,144	$ (988,144)	N/A

Base Adjustment:

Detention Fund (255) Non Recurring Non Project

- Increase expenditures by $988,144 in order to fund a one year pilot project in FY 2012.

Activity Narrative: This is a new Activity created in FY 2012. The measures have not yet been approved by the Managing For Results team, and therefore are subject to change. The number of eligible youth and the number of those eligible youth enrolled will not be known until the new staff is hired and begins work on this Activity. This Activity is funded with one-time, non-operating Detention funds for a one year pilot project.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of subcontractor agency participants who rate training as satisfactory or higher	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of satisfied customers	N/A	92.0%	100.0%	100.0%	8.0%	8.7%
Percent of homes that meet energy-efficient standards after being weatherized	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance
- Weatherizatio

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of subcontractor agency participants who rate training as satisfactory or higher	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of all contracts managed	N/A	30	29	24	(6)	-20.0%
Demand	Number of all contracts required	30	30	29	24	(6)	-20.0%
Efficiency	Cost per contract managed	$ 85,048.43	$ 66,399.63	$ 71,394.24	$ 69,007.13	$ (2,607.49)	-3.9%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 2,002,791	$ 1,680,906	$ 1,759,350	$ 1,344,003	$ (336,903)	-20.0%
	TOTAL SOURCES	$ 2,002,791	$ 1,680,906	$ 1,759,350	$ 1,344,003	$ (336,903)	-20.0%
Expenditure							
	100 - GENERAL	$ 312,053	$ 311,083	$ 311,083	$ 312,168	$ (1,085)	-0.3%
	222 - HUMAN SERVICES GRANTS	2,239,400	1,680,906	1,759,350	1,344,003	336,903	20.0%
	TOTAL USES	$ 2,551,453	$ 1,991,989	$ 2,070,433	$ 1,656,171	$ 335,818	16.9%

Activity Narrative: The decrease in funding in FY 2012 is due to the ending of the one-time funding from the American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in FY 2011. The number of all contracts managed and required will decrease in FY 2012 proportionate to the decrease in ARRA funding.

Financial Assistance Activity

The purpose of the Financial Assistance Activity is to provide economic assistance to low income individuals and families so they can meet their basic needs.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of satisfied customers	N/A	92.0%	100.0%	100.0%	8.0%	8.7%
Output	Number of households who receive services	15,481	15,000	9,879	7,300	(7,700)	-51.3%
Demand	Number of households eligible to request service based on U.S. Census Bureau statistics of persons at or below poverty level	N/A	287,220	287,220	287,220	-	0.0%
Efficiency	Average cost per household	$ 436.29	$ 266.96	$ 434.58	$ 548.56	$ (281.59)	-105.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 6,554,399	$ 4,004,461	$ 4,293,205	$ 4,004,461	$ -	0.0%
	TOTAL SOURCES	$ 6,554,399	$ 4,004,461	$ 4,293,205	$ 4,004,461	$ -	0.0%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 6,754,157	$ 4,004,461	$ 4,293,205	$ 4,004,461	$ -	0.0%
	TOTAL USES	$ 6,754,157	$ 4,004,461	$ 4,293,205	$ 4,004,461	$ -	0.0%

Activity Narrative: Based on the FY 2011 Actual, it is expected that the number of households that receive services will decrease in FY 2012. This decrease in the output will result in a decrease in efficiency in FY 2012.

Weatherization Activity

The purpose of the Weatherization Activity is to provide weatherization services to low income residents so they can have homes that will be more energy efficient.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of homes that meet energy-efficient standards after being weatherized	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of homes that receive weatherization service	N/A	950	906	540	(410)	-43.2%
Demand	Number of homes referred for weatherization services via application	N/A	950	906	600	(350)	-36.8%
Efficiency	Expenditure per home weatherized	N/A	$ 9,411.58	$ 9,142.14	$ 9,238.90	$ 172.68	1.8%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ -	$ 8,941,000	$ 8,282,779	$ 4,989,004	$ (3,951,996)	-44.2%
	TOTAL SOURCES	$ -	$ 8,941,000	$ 8,282,779	$ 4,989,004	$ (3,951,996)	-44.2%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ -	$ 8,941,001	$ 8,282,779	$ 4,989,004	$ 3,951,997	44.2%
	TOTAL USES	$ -	$ 8,941,001	$ 8,282,779	$ 4,989,004	$ 3,951,997	44.2%

Activity Narrative: The decrease in funding in FY 2012 is due to the ending of the one-time American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in FY 2011. Based on the FY 2011 Actual, the number of homes referred for weatherization services via application are expected to decrease in FY 2012. Due to the decline in funding in FY 2012, it is expected that the number of homes that receive weatherization services will decrease proportionately.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of 4-5 year old children who are considered school ready according to the	N/A	60.0%	60.0%	85.7%	25.7%	42.9%

Activities that comprise this program include:

- Child Development and Education

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of 4-5 year old children who are considered school ready according to the program's assessment system at the end of the school year	N/A	60.0%	60.0%	85.7%	25.7%	42.9%
Output	Number of 4-5 year old children enrolled in the program completing the assessment	11,499	3,030	3,132	1,680	(1,350)	-44.6%
Output	Total number of children enrolled in the program	N/A	N/A	N/A	3,095	N/A	N/A
Demand	Number of children who have applied for the program	28,722	28,722	28,722	5,036	(23,686)	-82.5%
Efficiency	Expenditure per child enrolled in the program completing the assessment	$ 1,625.22	$ 6,640.34	$ 6,514.81	$ 11,161.20	$ (4,520.86)	-68.1%
Efficiency	Expenditure per child enrolled in the program	N/A	N/A	N/A	$ 6,058.42	N/A	N/A
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 19,181,850	$ 21,618,779	$ 21,695,184	$ 18,750,816	$ (2,867,963)	-13.3%
	TOTAL SOURCES	$ 19,181,850	$ 21,618,779	$ 21,695,184	$ 18,750,816	$ (2,867,963)	-13.3%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 20,459,725	$ 21,618,780	$ 21,695,184	$ 18,750,816	$ 2,867,964	13.3%
	TOTAL USES	$ 20,459,725	$ 21,618,780	$ 21,695,184	$ 18,750,816	$ 2,867,964	13.3%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. The decrease in funding in FY 2012 is due to the ending of the one-time American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in FY 2011.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of eligible NSP-funded projects completed	97.2%	94.7%	94.7%	33.3%	(61.4%)	-64.8%
Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of low-moderate-middle income residents benefitting from completed projects	N/A	N/A	N/A	50.0%	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 directly and through non-profits so they can stabilize communities that have suffered from foreclosures and property abandonment and to provide safe, decent, sanitary and affordable housing to low, moderate and middle income households.

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Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible NSP-funded projects completed	97.2%	94.7%	94.7%	33.3%	(61.4%)	-64.8%
Result	Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percentage of low-moderate-middle income residents benefitting from completed projects	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of eligible projects completed with NSP funds	N/A	N/A	N/A	3	N/A	N/A
Output	Number of NSP assisted households in owner occupied housing after three years	N/A	N/A	N/A	-	N/A	N/A
Demand	Number of eligible projects funded with NSP funds.	N/A	N/A	N/A	3	N/A	N/A
Demand	Number of NSP assisted households in owner occupied housing	N/A	N/A	N/A	-	N/A	N/A
Efficiency	Cost per project completed with NSP	N/A	N/A	N/A	$ 1,599,416.00	N/A	N/A
Revenue							
	217 - CDBG HOUSING TRUST	$ 4,803,160	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ (1,004,318)	-17.3%
	TOTAL SOURCES	$ 4,803,160	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ (1,004,318)	-17.3%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 5,242,387	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ 1,004,318	17.3%
	TOTAL USES	$ 5,242,387	$ 5,802,566	$ 5,303,974	$ 4,798,248	$ 1,004,318	17.3%

Activity Narrative: The Activity measures are new in FY 2012 and therefore, no historical comparison is possible. 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 amount from prior year funding are 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of on time arrivals for completed trips	N/A	14.1%	29.4%	95.0%	80.8%	572.3%

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 to 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of on time arrivals for completed trips	N/A	14.1%	29.4%	95.0%	80.8%	572.3%
Output	Number of trips completed	3,929	22,942	13,577	14,028	(8,914)	-38.9%
Demand	Number of trips requested	4,232	14,747	9,928	9,277	(5,470)	-37.1%
Efficiency	Cost per trip provided	$ 50.56	$ 26.55	$ 6.88	$ 37.16	$ (10.60)	-39.9%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 555,013	$ 609,179	$ 93,440	$ 521,239	$ (87,940)	-14.4%
	TOTAL SOURCES	$ 555,013	$ 609,179	$ 93,440	$ 521,239	$ (87,940)	-14.4%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 198,635	$ 609,179	$ 93,440	$ 521,239	$ 87,940	14.4%
	TOTAL USES	$ 198,635	$ 609,179	$ 93,440	$ 521,239	$ 87,940	14.4%

Activity Narrative: Based on the FY 2011 Actual, the percent of on time arrivals for completed trips is expected to significantly increase in FY 2012. Based on the FY 2011 Forecast, the numbers of trips requested and completed are expected to decrease in FY 2012 due to a decline in customer demand and a decrease in available funding.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who entered employment.	N/A	62.3%	56.8%	53.6%	(8.7%)	-14.0%
Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	N/A	100.4%	42.8%	40.0%	(60.4%)	-60.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers who entered employment.	N/A	62.3%	56.8%	53.6%	(8.7%)	-14.0%
Output	Number of customers receiving services	N/A	3,500	6,638	5,600	2,100	60.0%
Demand	Number of customers who visit the One Stop Centers	2,060,155	150,000	153,244	120,000	(30,000)	-20.0%
Efficiency	Cost per customer served	$ 2,719.66	$ 4,958.31	$ 1,572.84	$ 3,150.00	$ 1,808.31	36.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 9,288,231	$ 10,809,107	$ 10,440,495	$ 9,449,997	$ (1,359,110)	-12.6%
	TOTAL SOURCES	$ 9,288,231	$ 10,809,107	$ 10,440,495	$ 9,449,997	$ (1,359,110)	-12.6%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 6,975,917	$ 10,809,105	$ 10,440,495	$ 9,449,997	$ 1,359,108	12.6%
	TOTAL USES	$ 6,975,917	$ 10,809,105	$ 10,440,495	$ 9,449,997	$ 1,359,108	12.6%

Activity Narrative: The decrease in funding in FY 2012 is due to the ending of the one-time American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in FY 2011. Based on the FY 2011 Actual, it is expect that the percent of customers who entered employment will decrease in FY 2012. Although the numbers of customers receiving services are expected to increase in FY 2012, the numbers of customers who visit the One Stop Centers are expected to decrease as the economy improves and there is a decline in the unemployment rate.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED 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	100.0%	42.8%	40.0%	(60.0%)	-60.0%
Output	Number of youth case managed	N/A	448	1,565	2,000	1,552	346.4%
Demand	Number of youth requesting services	N/A	3,500	5,924	4,800	1,300	37.1%
Efficiency	Cost per youth cases managed	$ 20,503.03	$ 7,359.27	$ 2,160.52	$ 1,095.03	$ 6,264.24	85.1%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 3,560,877	$ 3,296,955	$ 3,381,214	$ 2,190,062	$ (1,106,893)	-33.6%
	TOTAL SOURCES	$ 3,560,877	$ 3,296,955	$ 3,381,214	$ 2,190,062	$ (1,106,893)	-33.6%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 4,141,612	$ 3,296,953	$ 3,381,214	$ 2,190,062	$ 1,106,891	33.6%
	TOTAL USES	$ 4,141,612	$ 3,296,953	$ 3,381,214	$ 2,190,062	$ 1,106,891	33.6%

Activity Narrative: The decrease in funding in FY 2012 is due to the ending of the one-time American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in

FY 2011. Despite the decline in funding, the number of youth cases managed is expected to increase based the FY 2011 Forecast. Since the number of youth case managed is increasing in FY 2012, this will result in an increase in Activity efficiency.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible persons provided case management services	13.6%	5.8%	4.5%	3.1%	(2.7%)	-46.0%

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.) is to provide case management services to elderly and disabled individuals so they can live self0sufficiently at home.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible persons provided case management services	13.6%	5.8%	4.5%	3.1%	(2.7%)	-46.0%
Output	Number of people who receive services	11,668	5,000	3,850	2,700	(2,300)	-46.0%
Demand	Number of eligible persons in Maricopa County	85,865	85,865	85,865	85,865	-	0.0%
Efficiency	Cost per person receiving service	$ 179.05	$ 115.16	$ 598.23	$ 213.09	$ (97.93)	-85.0%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 1,504,039	$ 1,104,459	$ 1,104,459	$ 1,102,647	$ (1,812)	-0.2%
	TOTAL SOURCES	$ 1,504,039	$ 1,104,459	$ 1,104,459	$ 1,102,647	$ (1,812)	-0.2%
Expenditure							
	100 - GENERAL	$ 934,338	$ 1,198,744	$ 1,198,744	$ 1,198,744	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,154,779	1,104,459	1,104,459	1,102,647	1,812	0.2%
	TOTAL USES	$ 2,089,117	$ 2,303,203	$ 2,303,203	$ 2,301,391	$ 1,812	0.1%

Activity Narrative: Based on the FY 2011 Forecast, it is expected that the number of people who receive services will continue to decrease in FY 2012. Additionally the percent of eligible persons provided case management services are expected to decrease in FY 2012. As a result of the decline in output, the Activity's efficiency will decrease in FY 2012 in comparison to FY 2011 Revised.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of shelter nights provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of shelter nights provided to men only	N/A	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of shelter nights provided to men only	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of shelter nights provided	111,573	104,000	52,000	104,000	-	0.0%
Demand	Number of shelter nights requested	28,694	65,000	32,500	104,000	39,000	60.0%
Efficiency	Cost per shelter night provided	$ 3.76	$ 3.49	$ 6.99	$ 3.49	-	0.0%
Expenditure							
	100 - GENERAL	$ 419,698	$ 363,237	$ 363,237	$ 363,237	$ -	0.0%
	TOTAL USES	$ 419,698	$ 363,237	$ 363,237	$ 363,237	$ -	0.0%

Activity Narrative: The number of shelter nights requested cannot be compared to previous years as the Department was not receiving accurate information from their contract partner on this measure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of shelter nights provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of shelter nights provided	281,190	208,000	137,981	67,960	(140,040)	-67.3%
Demand	Number of shelter nights requested	68,743	208,000	137,981	67,960	(140,040)	-67.3%
Efficiency	Cost per emergency shelter night	$ 2.05	$ 4.34	$ 5.29	$ 6.26	$ (1.92)	-44.3%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 157,642	$ 712,941	$ 540,529	$ 236,062	$ (476,879)	-66.9%
	TOTAL SOURCES	$ 157,642	$ 712,941	$ 540,529	$ 236,062	$ (476,879)	-66.9%
Expenditure							
	100 - GENERAL	$ 383,000	$ 189,461	$ 189,461	$ 189,461	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	194,297	712,941	540,529	236,062	476,879	66.9%
	TOTAL USES	$ 577,297	$ 902,402	$ 729,990	$ 425,523	$ 476,879	52.8%

Activity Narrative: The decrease in funding in FY 2012 is due to the ending of the one-time American Recovery and Reinvestment Act (ARRA) grants received in FY 2010 and the carry forward amount in FY 2011. It is expected that the number of shelter nights provided will significantly decline in FY 2012 in proportion to the decrease in available funding.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,063,610**	**$ -**
FY 2011 Revised Budget		**$ 2,063,610**	**$ -**
FY 2012 Budget Target		**$ 2,063,610**	**$ -**
FY 2012 Recommended Budget		**$ 2,063,610**	**$ -**
Percent Change from Target Amount		*0.0%*	
FY 2012 Tentative Budget		**$ 2,063,610**	**$ -**
Percent Change from Target Amount		*0.0%*	
Adjustments:			
Base Adjustments		**$ 197,302**	**$ -**
Other Base Adjustments		*197,302*	*-*
Increase Other Services for Homeless Shelter Services	*$ 197,302*		
FY 2012 Adopted Budget		**$ 2,260,912**	**$ -**
Percent Change from Target Amount		*9.6%*	

CDBG Housing Trust Fund (217)

OPERATING			
FY 2011 Adopted Budget		**$ 16,980,470**	**$ 16,980,470**
FY 2011 Revised Budget		**$ 16,980,470**	**$ 16,980,470**
FY 2012 Budget Target		**$ 16,980,470**	**$ 16,980,470**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 11,046**	**$ -**
Emp Health Dental Prem Realloc		*6,816*	*-*
Retirement Contributions		*4,230*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (3,505,122)**	**$ (3,494,076)**
Grant Reconciliation		*(3,505,122)*	*(3,494,076)*
FY 2012 Adopted Budget		**$ 13,486,394**	**$ 13,486,394**
Percent Change from Target Amount		*-20.6%*	*-20.6%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ -**	**$ 306,000**
Non Recurring Fund Transfer		*-*	*306,000*
FY 2012 Adopted Budget		**$ -**	**$ 306,000**
Percent Change from Target Amount			

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ (280,955)	$ (280,955)
Sources:					
Operating	$ 10,008,712	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394
Non-Recurring	-	-	-	-	306,000
Total Sources:	$ 10,008,712	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,792,394
Uses:					
Operating	$ 11,272,259	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394
Total Uses:	$ 11,272,259	$ 16,980,470	$ 16,980,470	$ 13,130,127	$ 13,486,394
Structural Balance	$ (1,263,547)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 982,592	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ 25,045
Unassigned	(280,955)	-	-	(280,955)	-
Total Ending Spendable Fund Balance	$ (280,955)	$ -	$ -	$ (280,955)	$ 25,045

Human Services Grant Fund (222)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 50,180,363**	**$ 50,180,363**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 6,384,004**	**$ 6,384,004**
Human Svcs Grant Recon Dec 10	*C-22-11-042-2-00*	*6,384,004*	*6,384,004*
FY 2011 Revised Budget		**$ 56,564,367**	**$ 56,564,367**
FY 2012 Budget Target		**$ 56,564,367**	**$ 56,564,367**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 443,769**	**$ -**
Emp Health Dental Prem Realloc		*315,240*	*-*
Retirement Contributions		*128,529*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (11,421,971)**	**$ (10,978,202)**
Grant Reconciliation		*(11,421,971)*	*(10,978,202)*
FY 2012 Adopted Budget		**$ 45,586,165**	**$ 45,586,165**
Percent Change from Target Amount		*-19.4%*	*-19.4%*

Human Services Grant Fund (222) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (1,524,217)	$ (1,524,217)	$ (1,524,217)	$ (294,662)	$ (294,662)
Sources:					
Operating	$ 45,650,479	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165
Non-Recurring	-	-	-	-	-
Total Sources:	$ 45,650,479	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165
Uses:					
Operating	$ 44,799,245	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165
Non-Recurring	-	-	-	-	-
Total Uses:	$ 44,799,245	$ 50,180,363	$ 56,564,367	$ 54,859,524	$ 45,586,165
Structural Balance	$ 851,234	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 378,321	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ (294,662)	$ (1,524,217)	$ (1,524,217)	$ (294,662)	$ (294,662)

Detention Fund (255)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 1,976,289**	**$ -**
Other Non-Recurring			*1,976,289*	-
Community Justice Coordination Program One Year Pilot Project		*$ 1,976,289*		
FY 2012 Adopted Budget			**$ 1,976,289**	**$ -**
Percent Change from Target Amount				

Internal Audit

Analysis by Mary Driessen, Senior Management and Budget Analyst

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

Fiscal Strength

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: It is anticipated Internal Audit will achieve a 100% rating in FY 2012.

Fiscal Strength

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: It is anticipated Internal Audit will achieve a 100% rating in FY 2012.

Fiscal Strength

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 2012. The availability of resources in County Departments may affect timeliness in implementation.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
AUDT - AUDIT SERVICES	$ 1,313,868	$ 1,335,276	$ 1,335,276	$ 1,304,863	$ 1,337,462	$ (2,186)	-0.2%
23AS - INTERNAL AUDIT SERVICES	$ 1,313,868	$ 1,335,276	$ 1,335,276	$ 1,304,863	$ 1,337,462	$ (2,186)	-0.2%
BDGT - BUDGETING	$ 11,193	$ 12,256	$ 12,257	$ 10,099	$ 12,251	$ 6	0.0%
FSAC - FINANCIAL SERVICES	2,185	2,781	2,781	1,259	2,769	12	0.4%
HRAC - HUMAN RESOURCES	7,437	5,559	5,560	13,312	5,531	29	0.5%
ODIR - EXECUTIVE MANAGEMENT	208,459	213,222	213,220	217,755	225,793	(12,573)	-5.9%
PROC - PROCUREMENT	2,299	2,781	2,781	1,916	2,769	12	0.4%
99AS - ADMINISTRATIVE SERVICES	$ 231,573	$ 236,599	$ 236,599	$ 244,341	$ 249,113	$ (12,514)	-5.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 420	$ 479	$ 479	$ 479	$ 3,715	$ (3,236)	-675.6%
99GV - GENERAL GOVERNMENT	$ 420	$ 479	$ 479	$ 479	$ 3,715	$ (3,236)	-675.6%
TOTAL PROGRAMS	**$ 1,545,861**	**$ 1,572,354**	**$ 1,572,354**	**$ 1,549,683**	**$ 1,590,290**	**$ (17,936)**	**-1.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,169,092	$ 1,104,302	$ 1,104,302	$ 1,142,332	$ 1,108,896	$ (4,594)	-0.4%
0705 - TEMPORARY PAY	-	59,272	59,272	12,510	54,592	4,680	7.9%
0710 - OVERTIME	-	-	-	141	-	-	N/A
0750 - FRINGE BENEFITS	337,857	364,101	364,101	359,009	370,601	(6,500)	-1.8%
0790 - OTHER PERSONNEL SERVICES	-	-	-	36	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(16,710)	(16,500)	(16,500)	(16,500)	(17,000)	500	3.0%
SUBTOTAL	$ 1,490,239	$ 1,511,175	$ 1,511,175	$ 1,497,528	$ 1,517,089	$ (5,914)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 4,558	$ 5,500	$ 5,500	$ 4,919	$ 4,500	$ 1,000	18.2%
0804 - NON-CAPITAL EQUIPMENT	3,861	-	-	-	3,990	(3,990)	N/A
SUBTOTAL	$ 8,419	$ 5,500	$ 5,500	$ 4,919	$ 8,490	$ (2,990)	-54.4%
SERVICES							
0812 - OTHER SERVICES	$ 15,824	$ 22,739	$ 22,739	$ 21,695	$ 22,739	$ -	0.0%
0820 - RENT & OPERATING LEASES	1,080	2,000	2,000	1,351	1,600	400	20.0%
0825 - REPAIRS AND MAINTENANCE	55	200	200	-	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,894	2,700	2,700	1,840	16,122	(13,422)	-497.1%
0841 - TRAVEL	7,405	9,400	9,400	6,810	9,400	-	0.0%
0842 - EDUCATION AND TRAINING	17,452	14,550	14,550	15,487	14,550	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	83	100	100	53	100	-	0.0%
SUBTOTAL	$ 43,793	$ 51,689	$ 51,689	$ 47,236	$ 64,711	$ (13,022)	-25.2%
CAPITAL							
0950 - DEBT SERVICE	$ 3,410	$ 3,990	$ 3,990	$ -	$ -	$ 3,990	100.0%
SUBTOTAL	$ 3,410	$ 3,990	$ 3,990	$ -	$ -	$ 3,990	100.0%
ALL EXPENDITURES	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%
TOTAL USES	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%
FUND TOTAL USES	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%
DEPARTMENT OPERATING TOTAL USES	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%
DEPARTMENT TOTAL USES	$ 1,545,861	$ 1,572,354	$ 1,572,354	$ 1,549,683	$ 1,590,290	$ (17,936)	-1.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
230 INTERNAL AUDIT							
ADMINISTRATIVE SERVICES							
BUDGETING	.30	.15	.15	.15	.15	-	0.0%
EXECUTIVE MANAGEMENT	1.30	1.80	1.80	1.80	1.80	-	0.0%
FINANCIAL SERVICES	.20	.05	.05	.05	.05	-	0.0%
HUMAN RESOURCES	.25	.10	.10	.10	.10	-	0.0%
PROCUREMENT	.20	.05	.05	.05	.05	-	0.0%
PROGRAM TOTAL	2.25	2.15	2.15	2.15	2.15	-	0.0%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	14.75	14.85	14.85	14.85	14.85	-	0.0%
PROGRAM TOTAL	14.75	14.85	14.85	14.85	14.85	-	0.0%
DEPARTMENT TOTAL	17.00	17.00	17.00	17.00	17.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INTERNAL AUDIT							
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 Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Audit Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Internal Auditor	9.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total	**17.00**	**17.00**	**17.00**	**17.00**	**17.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
230 INTERNAL AUDIT							
100 GENERAL	17.00	17.00	17.00	17.00	17.00	-	0.0%
Department Total	**17.00**	**17.00**	**17.00**	**17.00**	**17.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $5,592 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $10,472 for retirement contribution rate increase.

Target Adjustments:

General Fund (100)

- Increase budget by $2,413 for restatement of risk management charges from Non Departmental.
- Increase budget by $10,643 for restatement of baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Board of Supervisors satisfied with the Internal Audit Services Program	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit reports completed within 90 days after fiscal year-end	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit recommendations implemented within three years	N/A	90.0%	90.0%	90.0%	0.0%	0.0%

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.

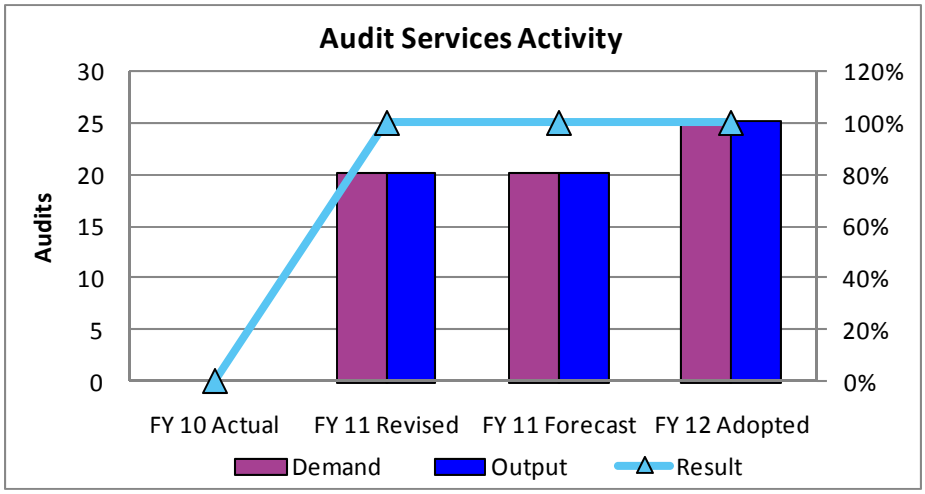
Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Board of Supervisors satisfied with the Internal Audit Services Program	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit reports completed within 90 days after fiscal year-end	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit recommendations implemented within three years	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of audit reports completed	N/A	20	20	25	5	25.0%
Output	Number of Board of Supervisors satisfaction surveys received (responses include BOS, Audit Committee, and Chief of Staff responses)	N/A	50	35	50	-	0.0%
Output	Number of audit recommendations implemented	N/A	200	200	200	-	0.0%
Demand	Number of audit reports demanded by the Board of Supervisors (annually survey BOS for audit coverage); expressed as a number	N/A	20	20	25	5	25.0%
Efficiency	Total Activity Expenditure per audit report	N/A	$ 66,763.80	$ 65,795.60	$ 53,498.48	$ 13,265.32	19.9%
Expenditure							
	100 - GENERAL	$ 1,313,868	$ 1,335,276	$ 1,304,863	$ 1,337,462	$ (2,186)	-0.2%
	TOTAL USES	$ 1,313,868	$ 1,335,276	$ 1,304,863	$ 1,337,462	$ (2,186)	-0.2%

Activity Narrative: Demand is driven by requests from the Board of Supervisors and the department anticipates meeting the demand for services within their FY 2012 budget. 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 2012, the output level is anticipated to increase by 5 due to carryover audits from previous years and special requests. The increase in the output results in an increase in efficiency by 19.9%.

Base Adjustments:

Non Departmental (470) Operating

In the consulting line for Non Departmental, $160,000 was included to assist Internal Audit in contracting experts when necessary to perform Internal Audit duties based on historical spending patterns.



Appropriated Budget Reconciliation

General Fund (100)

MARICOPA COUNTY BUDGETING FOR RESULTS FY 2012 BUDGET RECONCILIATION 230 - INTERNAL AUDIT GENERAL OPERATING		
	Expenditures	**Revenue**
OPERATING		
FY 2011 Adopted Budget	**$ 1,572,354**	**$ -**
FY 2011 Revised Budget	**$ 1,572,354**	**$ -**
Adjustments:		
Restatements	**$ 13,056**	**$ -**
Risk Mgt Chgs from Non Dept	*2,413*	-
Telecomm Chgs from Non Dept	*10,643*	-
FY 2012 Budget Target	**$ 1,585,410**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,880**	**$ -**
Emp Health Dental Prem Realloc	*(5,592)*	-
Retirement Contributions	*10,472*	-
FY 2012 Adopted Budget	**$ 1,590,290**	**$ -**
Percent Change from Target Amount	*0.3%*	

Justice Courts

Analysis by Lauren M. Cochran, Senior Management and Budget Analyst & Scott Rothe, Principal Management and 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

Effective Economy

By June, 2013, the case clearance rate for photo enforcement citations filed in the Justice Courts will increase to 50% from 35%.

Status: The Statewide Photo Enforcement Program ended in August 2011, when the State chose not to renew their contract with a private vendor, and no new citations will be issued.

Access to Justice

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 e-filing initiative, in partnership with the Arizona Administrative Office of the Courts, is on-going. In July 2011, the first Maricopa County Justice Court will implement full e-filing for Civil and Small Claims cases. By October 2011, three additional courts will adopt full e-filing, bringing the entire Northeast Regions into e-filing. All remaining courts will implement by June 2013.

Fiscal Strength

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: Through February 2011, FY 2011 revenue collections total 75.1% of new assessments. There has been $31.7M assessed versus $23.8M collected.

Effective Economy

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 current court standard for case processing in the Maricopa County

Justice Courts is case termination within 180 days of case filing. Through February 2011, results for the six case categories measured are:

- Civil Traffic: 91.0%
- Criminal Traffic: 78.4%
- Civil Small Claims: 68.2%
- Misdemeanors: 59.8%
- Misdemeanors DUI: 65.1%
- Small Civil Cases: 58.7%

Access to Justice

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 continues to make significant progress in establishing the administrative infrastructure that supports the 25 Maricopa County Justice Courts. During FY 2011, a Legislative Liaison/Public Information Officer was hired. In addition, staffing deficiencies at select other courts are being pursued through fee increases.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
SERV - SERVICE OF PROCESS	$ -	$ -	$ -	$ 4,754	$ -	$ -	N/A
25PS - SERVICE OF PROCESS	$ -	$ -	$ -	$ 4,754	$ -	$ -	N/A
MCAD - MISDEMEANOR CRIM ADJUDICATION	$ 13,027,132	$ 12,058,390	$ 12,058,390	$ 11,955,355	$ 12,741,867	$ 683,477	5.7%
80CJ - CRIMINAL JUSTICE	$ 13,027,132	$ 12,058,390	$ 12,058,390	$ 11,955,355	$ 12,741,867	$ 683,477	5.7%
CIVT - CIVIL TRAFFIC	$ 2,359,795	$ 3,647,790	$ 3,647,790	$ 2,924,131	$ 2,767,200	$ (880,590)	-24.1%
SMCV - SMALL CIVIL	7,119,044	6,125,537	6,125,537	7,515,566	8,881,850	2,756,313	45.0%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	1,900,289	2,251,936	2,251,936	1,177,727	75,000	(2,176,936)	-96.7%
80CV - CIVIL AND TAX JUSTICE	$ 11,379,128	$ 12,025,263	$ 12,025,263	$ 11,617,424	$ 11,724,050	$ (301,213)	-2.5%
GGOV - GENERAL GOVERNMENT	$ 40,389	$ -	$ -	$ 14,657	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 40,389	$ -	$ -	$ 14,657	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 24,446,649**	**$ 24,083,653**	**$ 24,083,653**	**$ 23,592,190**	**$ 24,465,917**	**$ 382,264**	**1.6%**
USES							
CTRF - CRIMINAL TRAFFIC	$ 1,258,295	$ 1,165,956	$ 1,165,953	$ 1,259,314	$ 1,808,609	$ (642,656)	-55.1%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,847,991	1,803,180	1,803,181	1,794,731	1,825,483	(22,302)	-1.2%
MDUI - MISDEMEANOR DUI	674,618	655,384	655,386	671,623	666,509	(11,123)	-1.7%
80CJ - CRIMINAL JUSTICE	$ 3,780,904	$ 3,624,520	$ 3,624,520	$ 3,725,668	$ 4,300,601	$ (676,081)	-18.7%
CIVT - CIVIL TRAFFIC	$ 5,140,470	$ 6,932,535	$ 6,932,538	$ 5,555,072	$ 7,711,896	$ (779,358)	-11.2%
CVSC - CIVIL SMALL CLAIMS	1,510,906	1,469,861	1,469,864	1,342,329	1,456,873	12,991	0.9%
FDET - FORCIBLE DETAINER	4,082,817	3,476,457	3,476,460	3,547,377	3,938,952	(462,492)	-13.3%
INJH - INJUNCTIONS AGAINST HARASS	709,445	660,025	660,024	683,461	677,882	(17,858)	-2.7%
ORDP - ORDERS OF PROTECTION	894,798	1,048,214	1,048,215	1,003,208	834,422	213,793	20.4%
SMCV - SMALL CIVIL	2,003,181	2,088,072	2,088,074	2,013,734	2,533,070	(444,996)	-21.3%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	1,013,070	2,251,936	2,251,936	963,473	921,000	1,330,936	59.1%
80CV - CIVIL AND TAX JUSTICE	$ 15,354,687	$ 17,927,100	$ 17,927,111	$ 15,108,654	$ 18,074,095	$ (146,984)	-0.8%
FSAC - FINANCIAL SERVICES	$ 450,227	$ 439,529	$ 439,528	$ 454,951	$ 512,473	$ (72,945)	-16.6%
HRAC - HUMAN RESOURCES	141,320	160,971	160,973	168,336	159,292	1,681	1.0%
ODIR - EXECUTIVE MANAGEMENT	1,629,953	1,122,357	1,122,345	1,005,925	1,033,251	89,094	7.9%
99AS - ADMINISTRATIVE SERVICES	$ 2,221,500	$ 1,722,857	$ 1,722,846	$ 1,629,212	$ 1,705,016	$ 17,830	1.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 50,916	$ 36,221	$ 36,221	$ 39,553	$ 48,736	$ (12,515)	-34.6%
99GV - GENERAL GOVERNMENT	$ 50,916	$ 36,221	$ 36,221	$ 39,553	$ 48,736	$ (12,515)	-34.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 803,547	$ 782,452	$ 782,452	$ 753,706	$ 817,218	$ (34,766)	-4.4%
DESK - DESKTOP SUPPORT	106,119	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 909,666	$ 782,452	$ 782,452	$ 753,706	$ 817,218	$ (34,766)	-4.4%
TOTAL PROGRAMS	**$ 22,317,673**	**$ 24,093,150**	**$ 24,093,150**	**$ 21,256,793**	**$ 24,945,666**	**$ (852,516)**	**-3.5%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ 4,474	$ 4,474	$ -	$ -	$ (4,474)	-100.0%
SUBTOTAL	$ -	$ 4,474	$ 4,474	$ -	$ -	$ (4,474)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,469,205	$ 10,760,009	$ 10,760,009	$ 11,187,256	$ 12,065,529	$ 1,305,520	12.1%
SUBTOTAL	$ 11,469,205	$ 10,760,009	$ 10,760,009	$ 11,187,256	$ 12,065,529	$ 1,305,520	12.1%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 11,762,889	$ 12,192,737	$ 12,192,737	$ 11,256,173	$ 11,256,173	$ (936,564)	-7.7%
SUBTOTAL	$ 11,762,889	$ 12,192,737	$ 12,192,737	$ 11,256,173	$ 11,256,173	$ (936,564)	-7.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 40,389	$ 52,910	$ 52,910	$ 22,265	$ 17,719	$ (35,191)	-66.5%
0650 - MISCELLANEOUS REVENUE	1,174,166	1,073,523	1,073,523	1,126,496	1,126,496	52,973	4.9%
SUBTOTAL	$ 1,214,555	$ 1,126,433	$ 1,126,433	$ 1,148,761	$ 1,144,215	$ 17,782	1.6%
ALL REVENUES	$ 24,446,649	$ 24,083,653	$ 24,083,653	$ 23,592,190	$ 24,465,917	$ 382,264	1.6%
TOTAL SOURCES	$ 24,446,649	$ 24,083,653	$ 24,083,653	$ 23,592,190	$ 24,465,917	$ 382,264	1.6%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 11,616,261	$ 11,624,451	$ 11,624,444	$ 11,740,738	$ 12,458,730	$ (834,286)	-7.2%
0705 - TEMPORARY PAY	449,145	507,594	507,595	477,099	507,596	(1)	0.0%
0710 - OVERTIME	154,113	214,510	214,510	147,063	214,508	2	0.0%
0750 - FRINGE BENEFITS	4,254,857	4,553,412	4,553,418	4,727,626	5,408,267	(854,849)	-18.8%
0790 - OTHER PERSONNEL SERVICES	84,027	147,493	147,493	99,506	147,493	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,638,993)	(3,644,406)	(3,644,406)	(3,908,216)	(4,515,089)	870,683	23.9%
0796 - PERSONNEL SERVICES ALLOC-IN	4,267,841	4,273,254	4,273,254	4,595,183	5,591,145	(1,317,891)	-30.8%
SUBTOTAL	$ 17,187,251	$ 17,676,308	$ 17,676,308	$ 17,878,999	$ 19,812,650	$ (2,136,342)	-12.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 542,684	$ 511,207	$ 511,207	$ 327,744	$ 344,400	$ 166,807	32.6%
0804 - NON-CAPITAL EQUIPMENT	153,980	-	-	1,395	80,000	(80,000)	N/A
SUBTOTAL	$ 696,664	$ 511,207	$ 511,207	$ 329,139	$ 424,400	$ 86,807	17.0%
SERVICES							
0810 - LEGAL SERVICES	$ 1,002	$ 3,000	$ 3,000	$ 726	$ 2,000	$ 1,000	33.3%
0812 - OTHER SERVICES	3,036,796	3,732,957	3,732,957	1,609,713	2,853,606	879,351	23.6%
0820 - RENT & OPERATING LEASES	976,239	1,091,146	1,091,146	1,080,087	1,091,146	-	0.0%
0825 - REPAIRS AND MAINTENANCE	95,978	92,674	92,674	118,874	121,268	(28,594)	-30.9%
0839 - INTERNAL SERVICE CHARGES	107,148	93,543	93,543	65,040	466,875	(373,332)	-399.1%
0841 - TRAVEL	17,138	28,241	28,241	26,135	28,241	-	0.0%
0842 - EDUCATION AND TRAINING	11,309	31,025	31,025	30,243	31,025	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	165,274	144,049	144,049	110,535	114,455	29,594	20.5%
SUBTOTAL	$ 4,410,884	$ 5,216,635	$ 5,216,635	$ 3,041,353	$ 4,708,616	$ 508,019	9.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 22,874	$ -	$ -	$ 7,302	$ -	$ -	N/A
0950 - DEBT SERVICE	-	689,000	689,000	-	-	689,000	100.0%
SUBTOTAL	$ 22,874	$ 689,000	$ 689,000	$ 7,302	$ -	$ 689,000	100.0%
ALL EXPENDITURES	$ 22,317,673	$ 24,093,150	$ 24,093,150	$ 21,256,793	$ 24,945,666	$ (852,516)	-3.5%
TOTAL USES	$ 22,317,673	$ 24,093,150	$ 24,093,150	$ 21,256,793	$ 24,945,666	$ (852,516)	-3.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 16,998,520	$ 16,235,000	$ 16,235,000	$ 16,981,532	$ 16,981,532	$ 746,532	4.6%
FUND TOTAL SOURCES	$ 16,998,520	$ 16,235,000	$ 16,235,000	$ 16,981,532	$ 16,981,532	$ 746,532	4.6%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 963,784	$ 924,686	$ 924,686	$ 936,813	$ 936,813	$ 12,127	1.3%
FUND TOTAL SOURCES	$ 963,784	$ 924,686	$ 924,686	$ 936,813	$ 936,813	$ 12,127	1.3%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 1,904,727	$ 2,251,936	$ 2,251,936	$ 1,183,297	$ 75,000	$ (2,176,936)	-96.7%
FUND TOTAL SOURCES	$ 1,904,727	$ 2,251,936	$ 2,251,936	$ 1,183,297	$ 75,000	$ (2,176,936)	-96.7%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 4,579,618	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572	$ 1,800,541	38.5%
FUND TOTAL SOURCES	$ 4,579,618	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572	$ 1,800,541	38.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 24,446,649	$ 24,083,653	$ 24,083,653	$ 23,592,190	$ 24,465,917	$ 382,264	1.6%
DEPARTMENT TOTAL SOURCES	$ 24,446,649	$ 24,083,653	$ 24,083,653	$ 23,592,190	$ 24,465,917	$ 382,264	1.6%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 13,966,472	$ 14,353,098	$ 14,353,098	$ 14,345,164	$ 15,615,281	$ (1,262,183)	-8.8%
FUND TOTAL USES	$ 13,966,472	$ 14,353,098	$ 14,353,098	$ 14,345,164	$ 15,615,281	$ (1,262,183)	-8.8%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 677,724	$ 924,686	$ 924,686	$ 575,422	$ 936,813	$ (12,127)	-1.3%
NON-RECURRING	112,892	856,815	856,815	265,379	1,000,000	(143,185)	-16.7%
FUND TOTAL USES	$ 790,616	$ 1,781,501	$ 1,781,501	$ 840,801	$ 1,936,813	$ (155,312)	-8.7%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 1,013,070	$ 2,251,936	$ 2,251,936	$ 963,473	$ 75,000	$ 2,176,936	96.7%
NON-RECURRING	-	-	-	-	846,000	(846,000)	N/A
FUND TOTAL USES	$ 1,013,070	$ 2,251,936	$ 2,251,936	$ 963,473	$ 921,000	$ 1,330,936	59.1%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 4,797,685	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572	$ (1,800,541)	-38.5%
NON-RECURRING	1,749,830	1,034,584	1,034,584	616,807	-	1,034,584	100.0%
FUND TOTAL USES	$ 6,547,515	$ 5,706,615	$ 5,706,615	$ 5,107,355	$ 6,472,572	$ (765,957)	-13.4%
DEPARTMENT OPERATING TOTAL USES	$ 20,454,951	$ 22,201,751	$ 22,201,751	$ 20,374,607	$ 23,099,666	$ (897,915)	-4.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,862,722	$ 1,891,399	$ 1,891,399	$ 882,186	$ 1,846,000	$ 45,399	2.4%
DEPARTMENT TOTAL USES	$ 22,317,673	$ 24,093,150	$ 24,093,150	$ 21,256,793	$ 24,945,666	$ (852,516)	-3.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	-	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	6.00	8.00	8.00	8.00	7.00	(1.00)	(12.5%)
FINANCIAL SERVICES	6.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	16.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	26.50	26.50	26.50	27.50	27.50	1.00	3.8%
CIVIL TRAFFIC	79.03	80.03	80.03	80.03	96.03	16.00	20.0%
FORCIBLE DETAINER	51.00	52.00	52.00	54.00	60.00	8.00	15.4%
INJUNCTIONS AGAINST HARASS	13.00	13.00	13.00	13.00	13.00	-	0.0%
ORDERS OF PROTECTION	14.00	14.00	14.00	13.00	13.00	(1.00)	(7.1%)
SMALL CIVIL	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	219.53	221.53	221.53	223.53	245.53	24.00	10.8%
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	21.50	22.50	22.50	21.50	25.50	3.00	13.3%
MISDEMEANOR CRIM ADJUDICATION	28.00	31.00	31.00	32.00	33.00	2.00	6.5%
MISDEMEANOR DUI	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	61.50	65.50	65.50	65.50	70.50	5.00	7.6%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	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%
DEPARTMENT TOTAL	298.03	305.03	305.03	307.03	333.03	28.00	9.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin & Operations Mgr	3.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Admin/Operations Specialist	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Administrative Specialist	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	-	-	-	1.00	-	-	N/A
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	1.00	1.00	1.00	1.00	-	0.0%
Court Reporter	1.00	-	-	-	-	-	N/A
Deputy Director	1.00	2.00	2.00	1.00	2.00	-	0.0%
Finan/Business Analyst - Dept	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice Of The Peace	25.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk	207.03	213.03	213.03	214.03	240.03	27.00	12.7%
Justice System Clerk Lead	24.00	24.00	24.00	24.00	24.00	-	0.0%
Justice System Clerk Supv	25.00	24.00	24.00	24.00	24.00	-	0.0%
Management Analyst	6.00	6.00	6.00	7.00	7.00	1.00	16.7%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**298.03**	**305.03**	**305.03**	**307.03**	**333.03**	**28.00**	**9.2%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	292.03	303.03	303.03	304.03	330.03	27.00	8.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
245 JUSTICE COURTS SPECIAL REVENUE	4.00	-	-	-	-	-	N/A
Department Total	**298.03**	**305.03**	**305.03**	**307.03**	**333.03**	**28.00**	**9.2%**

Significant Variance Analysis

Twenty-six (26.0) FTE new Justice System Clerks are established in the General Fund, the cost of which is allocated to the Justice Courts Special Revenue Fund (245). A $10 increase in a case management fee will increase Special Revenue Fund revenue of $1,636,000, enabling the Justice Courts to add staff to address increasing service demands in the Civil Traffic, Forcible Detainer and Criminal Traffic activities. Several intra-departmental shifts of positions between market titles and activities were made for FY 2012 based upon changing workloads and areas of need.

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Increase budget by $31,141 for restatement of risk management charges from Non-Departmental.
- Increase expenditures by $404,475 for Telecomm charges.

Base Adjustments:

General Fund (100) Operating

- Increase revenues by $746,532 due to the continued implementation of the Fines and Restitution Enforcement (FARE) program.
- Increase Regular Benefits by $256,351 for employee health and dental fixed benefit rate based on switching from an individual rate to a countywide rate.
- Increase Regular Benefits by $100,576 for retirement contribution rate increase.
- Increase expenditures by $79,244 for banking fees being charged to individual departments for the first time in FY 2012.

- Right-size General Supplies, Other Services and Personal Services for a net increase of $180,071.
- Increase expenditures by $124,866 to reduce Personnel Savings from 5% to 4%.
- Increase expenditures by $84,459 due to changes in Personnel Allocations:
  - Eliminate the Allocation Out to the Photo Enforcement Fund (237) for an increase to expenditures of $250,000;
  - Increase the Allocation In to the Justice Courts Special Revenue Fund for an expenditure decrease of $164,151.
- Increase the number of Justice System Clerks by 26.0 FTE positions, and allocate out their associated Personal Services expenditures ($1,094,571) to the Justice Courts Special Revenue Fund (245).

Justice Court Judicial Enhancement Fund (204) Operating

- Increase revenue by $12,127 due to increased fee collection.
- Increase Regular Benefits by $2,273 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $1,023 for retirement contribution rate increase.
- Increase Personal Services by $8,831.

Justice Court Judicial Enhancement Fund (204) Non-Recurring

- Appropriate $1,000,000 for the relocation of the Maryvale and Agua Fria Justice Courts.

Justice Court Special Revenue Fund (245)

- Increase revenue by $164,541 to be in line with forecasted and historical actuals and due to an increase in defensive driving fees.
- Increase expenditures by $164,541 due to an increase in the Allocation In for the General Fund (100).
- Increase revenue and expenditures by $1,636,000 associated with an increase in case management fees from $10 to $20 beginning June 1, 2011. The FY 2012 Adopted budget will fund 26.0 FTE new Justice System Clerks (established in the General Fund, while the Personal Services expense is allocated out to Fund 245 - $1,094,571) and related supplies and services of $232,650. The remaining amount of $308,779 is budgeted as an additional Personal Services allocation out from the General Fund to Fund 245.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Civil Traffic cases resolved within 180 days.	89.7%	98.0%	94.5%	98.0%	0.0%	0.0%
Percent of Small Claims cases resolved within 180 days.	70.1%	85.0%	73.8%	85.0%	0.0%	0.0%
Percent of Forcible Detainer Cases resolved within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Injunctions Against Harassment issued within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Orders of Protection issued within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Small Civil cases resolved within 180 days.	53.3%	75.0%	68.3%	75.0%	0.0%	0.0%
Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days.	N/A	35.0%	35.0%	34.8%	-0.2%	-0.6%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic cases resolved within 180 days.	89.7%	98.0%	94.5%	98.0%	0.0%	0.0%
Output	Number of Civil Traffic cases resolved.	143,625	150,000	139,750	150,000	-	0.0%
Demand	Number of Civil Traffic (CIVT) cases filed.	138,758	150,000	139,054	150,000	-	0.0%
Efficiency	Cost per Civil Traffic case resolved.	$ 35.79	$ 46.22	$ 39.75	$ 51.41	$ (5.20)	-11.2%
Revenue							
	100 - GENERAL	$ 1,042,594	$ 1,060,740	$ 1,291,190	$ 1,077,293	$ 16,553	1.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	-	55,375	-	55,375	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,317,201	2,531,675	1,632,941	1,634,532	(897,143)	-35.4%
	TOTAL SOURCES	$ 2,359,795	$ 3,647,790	$ 2,924,131	$ 2,767,200	$ (880,590)	-24.1%
Expenditure							
	100 - GENERAL	$ 3,500,705	$ 3,135,440	$ 3,299,602	$ 3,807,963	$ (672,523)	-21.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	446,908	1,445,491	591,972	597,230	848,261	58.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,192,857	2,351,607	1,663,498	3,306,703	(955,096)	-40.6%
	TOTAL USES	$ 5,140,470	$ 6,932,538	$ 5,555,072	$ 7,711,896	$ (779,358)	-11.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Claims cases resolved within 180 days.	70.1%	85.0%	73.8%	85.0%	0.0%	0.0%
Output	Number of Small Claims cases resolved.	17,505	15,476	15,638	15,476	-	0.0%
Demand	Number of Small Claims (CVSC) cases filed.	16,839	16,290	15,473	16,290	-	0.0%
Efficiency	Cost per Small Claims case resolved.	$ 86.31	$ 94.98	$ 85.84	$ 94.14	$ 0.84	0.9%
Expenditure							
	100 - GENERAL	$ 1,143,666	$ 1,030,714	$ 1,000,316	$ 1,161,846	$ (131,132)	-12.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	13,570	35,679	19,252	35,679	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	353,670	403,471	322,761	259,348	144,123	35.7%
	TOTAL USES	$ 1,510,906	$ 1,469,864	$ 1,342,329	$ 1,456,873	$ 12,991	0.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Forcible Detainer Cases resolved within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Forcible Detainer cases resolved.	62,821	70,890	68,710	70,890	-	0.0%
Demand	Number of Forcible Detainer (FDET) cases filed.	62,784	70,890	69,147	70,890	-	0.0%
Efficiency	Cost per Forcible Detainer case resolved.	$ 64.99	$ 49.04	$ 51.63	$ 55.56	$ (6.52)	-13.3%
Expenditure							
	100 - GENERAL	$ 2,482,554	$ 3,003,949	$ 3,014,810	$ 2,875,612	$ 128,337	4.3%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	38,945	50,039	25,833	550,039	(500,000)	-999.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,561,318	422,472	506,734	513,301	(90,829)	-21.5%
	TOTAL USES	$ 4,082,817	$ 3,476,460	$ 3,547,377	$ 3,938,952	$ (462,492)	-13.3%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Injunctions Against Harassment issued within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Injunctions Against Harassment issued.	3,273	4,050	3,529	4,050	-	0.0%
Demand	Number of Injunctions Against Harassment (INJH) requested.	3,273	4,050	3,529	4,050	-	0.0%
Efficiency	Cost per Injunction Against Harassment issued.	$ 216.76	$ 162.97	$ 193.67	$ 167.38	$ (4.41)	-2.7%
Expenditure							
	100 - GENERAL	$ 543,280	$ 543,243	$ 550,048	$ 569,580	$ (26,337)	-4.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	5,774	12,393	7,107	12,393	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	160,391	104,388	126,306	95,909	8,479	8.1%
	TOTAL USES	$ 709,445	$ 660,024	$ 683,461	$ 677,882	$ (17,858)	-2.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Orders of Protection issued within established court standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Orders of Protection issued.	3,851	3,950	4,030	3,950	-	0.0%
Demand	Number of Orders of Protection (ORDP) requested.	3,851	3,949	4,029	3,949	-	0.0%
Efficiency	Cost per Order of Protection issued.	$ 232.35	$ 265.37	$ 248.93	$ 211.25	$ 54.12	20.4%
Expenditure							
	100 - GENERAL	$ 727,670	$ 821,533	$ 749,504	$ 747,234	$ 74,299	9.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	6,881	15,116	7,781	15,116	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	160,247	211,566	245,923	72,072	139,494	65.9%
	TOTAL USES	$ 894,798	$ 1,048,215	$ 1,003,208	$ 834,422	$ 213,793	20.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Civil cases resolved within 180 days.	53.3%	75.0%	68.3%	75.0%	0.0%	0.0%
Output	Number of Small Civil cases resolved.	90,417	72,097	80,204	72,097	-	0.0%
Demand	Number of Small Civil (SMCV) cases filed.	87,290	84,820	90,020	84,820	-	0.0%
Efficiency	Cost per Small Civil case resolved.	$ 22.15	$ 28.96	$ 25.11	$ 35.13	$ (6.17)	-21.3%
Revenue							
	100 - GENERAL	$ 4,878,946	$ 4,633,750	$ 5,418,595	$ 4,945,659	$ 311,909	6.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	548,931	483,655	566,434	516,355	32,700	6.8%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,691,167	1,008,132	1,530,537	3,419,836	2,411,704	239.2%
	TOTAL SOURCES	$ 7,119,044	$ 6,125,537	$ 7,515,566	$ 8,881,850	$ 2,756,313	45.0%
Expenditure							
	100 - GENERAL	$ 1,528,784	$ 1,577,050	$ 1,562,313	$ 1,679,846	$ (102,796)	-6.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	13,356	29,009	20,333	529,009	(500,000)	-1723.6%
	245 - JUSTICE COURTS SPECIAL REVENUE	461,041	482,015	431,088	324,215	157,800	32.7%
	TOTAL USES	$ 2,003,181	$ 2,088,074	$ 2,013,734	$ 2,533,070	$ (444,996)	-21.3%

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 re 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days.	N/A	35.0%	35.0%	34.8%	(0.2%)	-0.6%
Output	Number of Civil Traffic (Photo Enforcement) cases resolved.	N/A	160,000	53,333	4,000	(156,000)	-97.5%
Demand	Number of Civil Traffic (Photo Enforcement) cases filed.	N/A	400,000	133,333	100,000	(300,000)	-75.0%
Efficiency	Cost per Civil Traffic (Photo Enforcement) case resolved.	N/A	$ 14.07	$ 18.07	$ 230.25	$ (216.18)	-1535.9%
Revenue							
	237 - JUST COURTS PHOTO ENFORCEMENT	$ 1,900,289	$ 2,251,936	$ 1,177,727	$ 75,000	$ (2,176,936)	-96.7%
	TOTAL SOURCES	$ 1,900,289	$ 2,251,936	$ 1,177,727	$ 75,000	$ (2,176,936)	-96.7%
Expenditure							
	237 - JUST COURTS PHOTO ENFORCEMENT	$ 1,013,070	$ 2,251,936	$ 963,473	$ 921,000	$ 1,330,936	59.1%
	TOTAL USES	$ 1,013,070	$ 2,251,936	$ 963,473	$ 921,000	$ 1,330,936	59.1%

Base Adjustments:

Justice Courts Photo Enforcement Fund (237) Operating

- Decrease revenue by $2,176,936 due to the termination of the photo enforcement program.
- Reduce expenditures by $250,000 for the elimination of the Allocation In from the General Fund (100).
- Reduce expenditures by $1,926,936 due to a decrease in revenues.

Justice Courts Photo Enforcement Fund (237) Non-Recurring

- (Non Recurring): Increase expenditure budget by $846,000 for the Electronic Document Management System, E-Filing project implementation programming and related costs.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Criminal Traffic cases resolved within 180 days.	71.5%	80.0%	75.2%	80.0%	0.0%	0.0%
Percent of Misdemenaor Criminal cases resolved within 180 days.	61.8%	70.0%	69.3%	70.0%	0.0%	0.0%
Percent of Misdemeanor DUI cases resolved within 180 days.	70.4%	85.0%	79.5%	85.0%	0.0%	0.0%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor DUI
- Misdemeanor Criminal Adjudication

Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Criminal Traffic cases resolved within 180 days.	71.5%	80.0%	75.2%	80.0%	0.0%	0.0%
Output	Number of Criminal Traffic cases resolved.	55,622	54,000	51,309	54,000	-	0.0%
Demand	Number of Criminal Traffic (CTRF) cases filed.	50,918	60,000	51,627	60,000	-	0.0%
Efficiency	Cost per Criminal Traffic case resolved.	$ 22.62	$ 21.59	$ 24.54	$ 33.49	$ (11.90)	-55.1%
Expenditure							
	100 - GENERAL	$ 897,315	$ 947,686	$ 950,454	$ 957,173	$ (9,487)	-1.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	19,944	24,786	20,392	24,786	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	341,036	193,481	288,468	826,650	(633,169)	-327.3%
	TOTAL USES	$ 1,258,295	$ 1,165,953	$ 1,259,314	$ 1,808,609	$ (642,656)	-55.1%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor Criminal cases resolved within 180 days.	61.8%	70.0%	69.3%	70.0%	0.0%	0.0%
Output	Number of Misdemeanor Criminal cases resolved.	17,788	19,500	18,567	19,500	-	0.0%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	20,319	25,000	22,235	25,000	-	0.0%
Efficiency	Cost per Misdemeanor Criminal case resolved.	$ 103.89	$ 92.47	$ 96.66	$ 93.61	$ (1.14)	-1.2%
Revenue							
	100 - GENERAL	$ 11,076,980	$ 10,540,510	$ 10,266,993	$ 10,958,580	$ 418,070	4.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	402,492	385,656	364,088	365,083	(20,573)	-5.3%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,547,660	1,132,224	1,324,274	1,418,204	285,980	25.3%
	TOTAL SOURCES	$ 13,027,132	$ 12,058,390	$ 11,955,355	$ 12,741,867	$ 683,477	5.7%
Expenditure							
	100 - GENERAL	$ 1,492,810	$ 1,406,718	$ 1,479,151	$ 1,573,648	$ (166,930)	-11.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	15,597	30,233	19,892	30,233	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	339,584	366,230	295,688	221,602	144,628	39.5%
	TOTAL USES	$ 1,847,991	$ 1,803,181	$ 1,794,731	$ 1,825,483	$ (22,302)	-1.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	70.4%	85.0%	79.5%	85.0%	0.0%	0.0%
Output	Number of Misdemeanor DUI cases resolved.	10,847	10,285	9,699	10,285	-	0.0%
Demand	Number of Misdemeanor DUI cases filed.	10,739	11,000	10,732	11,000	-	0.0%
Efficiency	Cost per Misdemeanor DUI case resolved.	$ 62.19	$ 63.72	$ 69.25	$ 64.80	$ (1.08)	-1.7%
Expenditure							
	100 - GENERAL	$ 525,542	$ 532,194	$ 537,826	$ 551,940	$ (19,746)	-3.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	2,713	17,840	9,889	17,840	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	146,363	105,352	123,908	96,729	8,623	8.2%
	TOTAL USES	$ 674,618	$ 655,386	$ 671,623	$ 666,509	$ (11,123)	-1.7%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 14,353,098**	**$ 16,235,000**
FY 2011 Revised Budget			**$ 14,353,098**	**$ 16,235,000**
Adjustments:				
Base Adjustments			**$ 404,475**	**$ -**
Internal Service Charges			*404,475*	*-*
Restatements			**$ 31,141**	**$ -**
Risk Mgt Chgs from Non Dept			*31,141*	*-*
FY 2012 Budget Target			**$ 14,788,714**	**$ 16,235,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 356,927**	**$ -**
Emp Health Dental Prem Realloc			*256,351*	*-*
Retirement Contributions			*100,576*	*-*
Base Adjustments			**$ 384,181**	**$ -**
Banking Fees			*79,244*	*-*
Other Base Adjustments			*180,071*	*-*
Increase General Supplies based on FY 2011 spending	*$*	*29,793*		
Increase Personal Services based on FY 2011 spending		*150,278*		
Personnel Savings			*124,866*	*-*
Reduce Personal Savings from 5% to 4%	*$*	*124,866*		
Fees and Other Revenues			**$ -**	**$ 746,532**
ProgRevenue Volume Inc/Dec			*-*	*746,532*
Reallocations			**$ 85,459**	**$ -**
Reallocation Between Funds			*85,459*	*-*
Eliminate Allocation Out to Photo Enforcement Fund	*$*	*250,000*		
Increase Allocation Out to Justice Courts Special Revenue Fund		*(164,151)*		
FY 2012 Adopted Budget			**$ 15,615,281**	**$ 16,981,532**
Percent Change from Target Amount			*5.6%*	*4.6%*

Justice Courts Judicial Enhancement Fund (204)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 924,686**	**$ 924,686**
FY 2011 Revised Budget	**$ 924,686**	**$ 924,686**
FY 2012 Budget Target	**$ 924,686**	**$ 924,686**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,296**	**$ -**
Emp Health Dental Prem Realloc	*2,273*	*-*
Retirement Contributions	*1,023*	*-*
Base Adjustments	**$ 8,831**	**$ -**
Other Base Adjustments	*8,831*	*-*
Fees and Other Revenues	**$ -**	**$ 12,127**
ProgRevenue Volume Inc/Dec	*-*	*12,127*
FY 2012 Adopted Budget	**$ 936,813**	**$ 936,813**
Percent Change from Target Amount	*1.3%*	*1.3%*

Justice Courts Judicial Enhancement Fund (204) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 856,815**	**$ -**
FY 2011 Revised Budget			**$ 856,815**	**$ -**
Adjustments:				
Non Recurring			**$ (856,815)**	**$ -**
Other Non-Recurring			*(856,815)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 1,000,000**	**$ -**
Other Base Adjustments			*1,000,000*	-
Relocate Agua Fria Justice Court	*$*	*500,000*		
Relocate Maryvale Justice Court		*500,000*		
FY 2012 Adopted Budget			**$ 1,000,000**	**$ -**
Percent Change from Target Amount				

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 823,722	$ 856,815	$ 856,815	$ 996,874	$ 1,092,886
Sources:					
Operating	$ 963,784	$ 924,686	$ 924,686	$ 936,813	$ 936,813
Total Sources:	$ 963,784	$ 924,686	$ 924,686	$ 936,813	$ 936,813
Uses:					
Operating	$ 677,724	$ 924,686	$ 924,686	$ 575,422	$ 936,813
Non-Recurring	112,892	856,815	856,815	265,379	1,000,000
Total Uses:	$ 790,616	$ 1,781,501	$ 1,781,501	$ 840,801	$ 1,936,813
Structural Balance	$ 286,060	$ -	$ -	$ 361,391	$ -
Accounting Adjustments	$ (16)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 996,874	$ -	$ -	$ 1,092,886	$ 92,886
Total Ending Spendable Fund Balance	$ 996,874	$ -	$ -	$ 1,092,886	$ 92,886

Justice Courts Photo Enforcement Fund (237)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,251,936**	**$ 2,251,936**
FY 2011 Revised Budget		**$ 2,251,936**	**$ 2,251,936**
FY 2012 Budget Target		**$ 2,251,936**	**$ 2,251,936**
Adjustments:			
Fees and Other Revenues		**$ (1,926,936)**	**$ (2,176,936)**
ProgRevenue Volume Inc/Dec		*(1,926,936)*	*(2,176,936)*
Reallocations		**$ (250,000)**	**$ -**
Reallocation Between Funds		*(250,000)*	-
Eliminate Allocation-In from General Fund	*$ (250,000)*		
FY 2012 Adopted Budget		**$ 75,000**	**$ 75,000**
Percent Change from Target Amount		*-96.7%*	*-96.7%*
		Expenditures	**Revenue**
Elec Document Mgmnt System			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ 846,000*	-
Electronic Document Management System, E-Filing Project Implementation	*$ 846,000*		
FY 2012 Adopted Budget		**$ 846,000**	**$ -**
Percent Change from Target Amount			

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ 891,654	$ 1,111,478
Sources:					
Operating	$ 1,904,727	$ 2,251,936	$ 2,251,936	$ 1,183,297	$ 75,000
Total Sources:	$ 1,904,727	$ 2,251,936	$ 2,251,936	$ 1,183,297	$ 75,000
Uses:					
Operating	$ 1,013,070	$ 2,251,936	$ 2,251,936	$ 963,473	$ 75,000
Non-Recurring	-	-	-	-	846,000
Total Uses:	$ 1,013,070	$ 2,251,936	$ 2,251,936	$ 963,473	$ 921,000
Structural Balance	$ 891,657	$ -	$ -	$ 219,824	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 891,654	$ -	$ -	$ 1,111,478	$ 265,478
Total Ending Spendable Fund Balance	$ 891,654	$ -	$ -	$ 1,111,478	$ 265,478

Justice Courts Special Revenue Fund (245)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 4,672,031**	**$ 4,672,031**
FY 2011 Revised Budget	**$ 4,672,031**	**$ 4,672,031**
FY 2012 Budget Target	**$ 4,672,031**	**$ 4,672,031**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ 164,541**
ProgRevenue Volume Inc/Dec	*-*	*164,541*
Reallocations	**$ 164,541**	**$ -**
Reallocation Between Funds	*164,541*	*-*
FY 2012 Tentative Budget	**$ 4,836,572**	**$ 4,836,572**
Percent Change from Target Amount	*3.5%*	*3.5%*
Adjustments:		
Fees and Other Revenues	**$ 1,636,000**	**$ 1,636,000**
ProgRevenue Volume Inc/Dec	*1,636,000*	*1,636,000*
FY 2012 Adopted Budget	**$ 6,472,572**	**$ 6,472,572**
Percent Change from Target Amount	*38.5%*	*38.5%*

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 2,741,337	$ 1,034,584	$ 1,034,584	$ 773,466	$ 156,659
Sources:					
Operating	$ 4,579,618	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572
Total Sources:	$ 4,579,618	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572
Uses:					
Operating	$ 4,797,685	$ 4,672,031	$ 4,672,031	$ 4,490,548	$ 6,472,572
Non-Recurring	1,749,830	1,034,584	1,034,584	616,807	-
Total Uses:	$ 6,547,515	$ 5,706,615	$ 5,706,615	$ 5,107,355	$ 6,472,572
Structural Balance	$ (218,067)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 26	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 773,466	$ -	$ -	$ 156,659	$ 156,659
Total Ending Spendable Fund Balance	$ 773,466	$ -	$ -	$ 156,659	$ 156,659

Juvenile Probation

Analysis by Scott Rothe, Principal Management and 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 to youth and families so they can 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

Safe Communities

By June 2014, the department will demonstrate the use of evidence-based strategies for 85% of youth.

Status: This is a new goal for FY 2012.

Citizen Satisfaction

By June 2015, the department will increase overall stakeholder satisfaction with services by 15%.

Status: This is a new goal for FY 2012.

Access to Justice

By June 2015, the department will reduce overrepresentation of minority youth in secure detention by 10%.

Status: This is a new goal for FY 2012.

Safe Communities

By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.

Status: This is a new goal for FY 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
DVRN - JUVENILE COURT DIVERSION	$ 3,448,353	$ 2,817,935	$ 2,914,954	$ 2,040,754	$ 2,936,168	$ 21,214	0.7%
27DV - JUVENILE COURT DIVERSION	$ 3,448,353	$ 2,817,935	$ 2,914,954	$ 2,040,754	$ 2,936,168	$ 21,214	0.7%
DALT - JUV DETENTION ALTERNATIVES	$ -	$ 414,043	$ 414,043	$ 138,012	$ 42,671	$ (371,372)	-89.7%
JCUS - JUV DETENTION CUSTODY AND CTRL	505,847	513,931	513,931	521,999	460,253	(53,678)	-10.4%
27JD - JUVENILE DETENTION	$ 505,847	$ 927,974	$ 927,974	$ 660,011	$ 502,924	$ (425,050)	-45.8%
JRPS - JUV RESTITUTION AND PUBLIC SVC	$ -	$ -	$ -	$ -	$ 10,000	$ 10,000	N/A
JSTD - JUVENILE STANDARD SUPERVISION	1,016,125	741,780	741,780	726,738	663,558	(78,222)	-10.5%
27JP - COMMUNITY SUPERVISION	$ 1,016,125	$ 741,780	$ 741,780	$ 726,738	$ 673,558	$ (68,222)	-9.2%
DRUG - JUVENILE DRUG COURT	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000	N/A
JTMS - JUVENILE TREATMENT MGMT SVCS	-	112,562	112,562	-	264,108	151,546	134.6%
JVOH - JUVENILE OUT OF HOME CASE MGMT	-	317,297	317,297	105,764	311,329	(5,968)	-1.9%
27JT - JUVENILE TREATMENT	$ -	$ 429,859	$ 429,859	$ 105,764	$ 675,437	$ 245,578	57.1%
JLED - JUVENILE LAW RELATED EDUCATION	$ 168,874	$ 1,358,495	$ 1,358,495	$ 289,715	$ 948,137	$ (410,358)	-30.2%
27PR - JUVENILE CRIME PREVENTION	$ 168,874	$ 1,358,495	$ 1,358,495	$ 289,715	$ 948,137	$ (410,358)	-30.2%
FSAC - FINANCIAL SERVICES	$ 27,116	$ 8,001	$ 8,001	$ 18,712	$ 8,001	$ -	0.0%
RMGT - RISK MANAGEMENT	2,011	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 29,127	$ 8,001	$ 8,001	$ 18,712	$ 8,001	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 3,884,478	$ 3,651,253	$ 3,651,253	$ 4,870,012	$ 3,712,000	$ 60,747	1.7%
99GV - GENERAL GOVERNMENT	$ 3,884,478	$ 3,651,253	$ 3,651,253	$ 4,870,012	$ 3,712,000	$ 60,747	1.7%
TOTAL PROGRAMS	**$ 9,052,804**	**$ 9,935,297**	**$ 10,032,316**	**$ 8,711,706**	**$ 9,456,225**	**$ (576,091)**	**-5.7%**
USES							
DVRN - JUVENILE COURT DIVERSION	$ 2,819,919	$ 3,297,500	$ 3,224,515	$ 2,804,453	$ 2,393,681	$ 830,834	25.8%
JVCT - JUVENILE CITATIONS	-	-	-	-	545,544	(545,544)	N/A
JVDD - JUVENILE DRUG DIVERSION	-	-	-	-	358,277	(358,277)	N/A
TEEN - JUVENILE TEEN COURT	355,428	438,671	438,670	352,639	523,284	(84,614)	-19.3%
27DV - JUVENILE COURT DIVERSION	$ 3,175,347	$ 3,736,171	$ 3,663,185	$ 3,157,092	$ 3,820,786	$ (157,601)	-4.3%
DALT - JUV DETENTION ALTERNATIVES	$ 3,349,091	$ 3,470,863	$ 3,370,863	$ 3,326,336	$ 3,223,286	$ 147,577	4.4%
JCUS - JUV DETENTION CUSTODY AND CTRL	22,637,920	25,181,288	25,181,289	22,674,549	24,454,515	726,774	2.9%
JMED - JUV DETENTION MEDICAL CLINIC	2,370,154	2,493,562	2,493,560	2,560,738	2,392,918	100,642	4.0%
JVMH - JUVENILE MENTAL HEALTH	692,232	836,274	836,274	768,173	704,508	131,766	15.8%
27JD - JUVENILE DETENTION	$ 29,049,397	$ 31,981,987	$ 31,881,986	$ 29,329,796	$ 30,775,227	$ 1,106,759	3.5%
JCMS - JUV COMP MONITORING SUPVN	$ -	$ -	$ -	$ -	$ 421,350	$ (421,350)	N/A
JIPS - JUVENILE INTENSIVE SUPERVISION	2,822,296	2,610,390	2,529,389	2,315,409	2,322,086	207,303	8.2%
JPDI - JUV PRE DISP INVESTIGATIONS	1,845,891	2,207,187	2,067,177	1,820,147	2,555,011	(487,834)	-23.6%
JRPS - JUV RESTITUTION AND PUBLIC SVC	262,792	312,153	312,152	324,014	226,691	85,461	27.4%
JSTD - JUVENILE STANDARD SUPERVISION	9,255,877	9,582,010	9,308,008	9,500,363	8,214,679	1,093,329	11.7%
OJPS - OTHER JURISDICTION PROB SUPVN	-	-	-	-	112,049	(112,049)	N/A
27JP - COMMUNITY SUPERVISION	$ 14,186,856	$ 14,711,740	$ 14,216,726	$ 13,959,933	$ 13,851,866	$ 364,860	2.6%
DRUG - JUVENILE DRUG COURT	$ 75,611	$ 99,357	$ 99,358	$ 112,136	$ 469,340	$ (369,982)	-372.4%
JSCM - JUV SEX OFFENDER CASE MGMT	63,857	65,825	65,826	69,041	673,329	(607,503)	-922.9%
JTMS - JUVENILE TREATMENT MGMT SVCS	312,932	424,223	424,225	293,653	877,230	(453,005)	-106.8%
JVOH - JUVENILE OUT OF HOME CASE MGMT	284,135	318,943	318,945	316,433	328,776	(9,831)	-3.1%
27JT - JUVENILE TREATMENT	$ 736,535	$ 908,348	$ 908,354	$ 791,263	$ 2,348,675	$ (1,440,321)	-158.6%
JLED - JUVENILE LAW RELATED EDUCATION	$ 1,291,957	$ 1,814,436	$ 1,814,435	$ 1,079,621	$ 846,598	$ 967,837	53.3%
JVTR - JUVENILE TRUANCY REDUCTION	-	-	-	-	261,582	(261,582)	N/A
27PR - JUVENILE CRIME PREVENTION	$ 1,291,957	$ 1,814,436	$ 1,814,435	$ 1,079,621	$ 1,108,180	$ 706,255	38.9%
JVRP - JUVENILE RESEARCH AND PLANNING	$ -	$ -	$ -	$ -	$ 429,279	$ (429,279)	N/A
JVSD - JUVENILE STAFF DEVELOPMENT	-	-	-	-	418,441	(418,441)	N/A
27RP - JUVENILE RESEARCH PLANING DEV	$ -	$ -	$ -	$ -	$ 847,720	$ (847,720)	N/A
BDGT - BUDGETING	$ 208,302	$ 482,270	$ 292,271	$ 235,697	$ 222,984	$ 69,287	23.7%
FSAC - FINANCIAL SERVICES	975,690	1,176,265	1,176,275	1,038,409	1,196,558	(20,283)	-1.7%
HRAC - HUMAN RESOURCES	801,818	1,028,500	983,501	832,205	379,098	604,403	61.5%
ODIR - EXECUTIVE MANAGEMENT	640,532	915,732	915,736	1,198,801	551,129	364,607	39.8%
PROC - PROCUREMENT	151,976	147,418	147,419	142,292	160,445	(13,026)	-8.8%
RMGT - RISK MANAGEMENT	21,396	378,012	378,014	383,855	354,471	23,543	6.2%
99AS - ADMINISTRATIVE SERVICES	$ 2,799,714	$ 4,128,197	$ 3,893,216	$ 3,831,259	$ 2,864,685	$ 1,028,531	26.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 414,369	$ 461,100	$ 461,100	$ 448,352	$ 862,289	$ (401,189)	-87.0%
99GV - GENERAL GOVERNMENT	$ 414,369	$ 461,100	$ 461,100	$ 448,352	$ 862,289	$ (401,189)	-87.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,057,004	$ 1,092,599	$ 1,092,597	$ 1,403,159	$ 2,450,582	$ (1,357,985)	-124.3%
DACR - DATA CENTER	(1,064)	46,816	46,814	78,864	-	46,814	100.0%
DESK - DESKTOP SUPPORT	298,816	318,631	318,631	284,732	287,348	31,283	9.8%
GISA - GIS APPLICATION DEV AND SUPP	41,073	43,365	43,365	41,480	-	43,365	100.0%
VANS - INFRASTRUCTURE NETWORK SVCS	(3,108)	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 1,392,721	$ 1,501,411	$ 1,501,407	$ 1,808,235	$ 2,737,930	$ (1,236,523)	-82.4%
TOTAL PROGRAMS	**$ 53,046,896**	**$ 59,243,390**	**$ 58,340,409**	**$ 54,405,551**	**$ 59,217,358**	**$ (876,949)**	**-1.5%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,238,610	$ 5,246,477	$ 5,343,496	$ 4,336,108	$ 4,971,658	$ (371,838)	-7.0%
0620 - OTHER INTERGOVERNMENTAL	3,039	14,999	14,999	-	14,999	-	0.0%
SUBTOTAL	$ 4,241,649	$ 5,261,476	$ 5,358,495	$ 4,336,108	$ 4,986,657	$ (371,838)	-6.9%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 900,430	$ 916,934	$ 916,934	$ 617,792	$ 716,934	$ (200,000)	-21.8%
SUBTOTAL	$ 900,430	$ 916,934	$ 916,934	$ 617,792	$ 716,934	$ (200,000)	-21.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,856,222	$ 3,651,253	$ 3,651,253	$ 3,700,000	$ 3,700,000	$ 48,747	1.3%
SUBTOTAL	$ 3,856,222	$ 3,651,253	$ 3,651,253	$ 3,700,000	$ 3,700,000	$ 48,747	1.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 32,963	$ 72,633	$ 72,633	$ 42,155	$ 34,633	$ (38,000)	-52.3%
0650 - MISCELLANEOUS REVENUE	21,540	33,001	33,001	15,651	18,001	(15,000)	-45.5%
SUBTOTAL	$ 54,503	$ 105,634	$ 105,634	$ 57,806	$ 52,634	$ (53,000)	-50.2%
ALL REVENUES	$ 9,052,804	$ 9,935,297	$ 10,032,316	$ 8,711,706	$ 9,456,225	$ (576,091)	-5.7%
TOTAL SOURCES	$ 9,052,804	$ 9,935,297	$ 10,032,316	$ 8,711,706	$ 9,456,225	$ (576,091)	-5.7%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 32,724,399	$ 34,417,205	$ 33,907,211	$ 31,236,032	$ 33,017,723	$ 889,488	2.6%
0705 - TEMPORARY PAY	178,628	473,757	473,755	98,791	137,854	335,901	70.9%
0710 - OVERTIME	313,329	312,012	312,012	442,133	391,115	(79,103)	-25.4%
0750 - FRINGE BENEFITS	10,407,333	13,233,795	13,054,791	11,881,360	13,434,081	(379,290)	-2.9%
0790 - OTHER PERSONNEL SERVICES	434,026	468,031	468,031	339,104	408,722	59,309	12.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,616,797)	(7,218,735)	(7,218,735)	(7,191,756)	(6,770,416)	(448,319)	-6.2%
0796 - PERSONNEL SERVICES ALLOC-IN	10,487,925	11,083,809	11,083,809	11,026,541	10,676,433	407,376	3.7%
SUBTOTAL	$ 47,928,843	$ 52,769,874	$ 52,080,874	$ 47,832,205	$ 51,295,512	$ 785,362	1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 662,568	$ 767,385	$ 864,404	$ 683,274	$ 750,461	$ 113,943	13.2%
0802 - MEDICAL SUPPLIES	103,502	212,350	212,350	101,343	137,340	75,010	35.3%
0803 - FUEL	42,893	109,523	109,523	49,684	41,500	68,023	62.1%
0804 - NON-CAPITAL EQUIPMENT	9,260	20,500	20,500	6,828	50,500	(30,000)	-146.3%
0805 - SUPPLIES-ALLOCATION OUT	(119,268)	(119,274)	(119,274)	(119,270)	(49,647)	(69,627)	-58.4%
0806 - SUPPLIES-ALLOCATION IN	691,192	811,466	811,466	662,742	662,849	148,617	18.3%
SUBTOTAL	$ 1,390,147	$ 1,801,950	$ 1,898,969	$ 1,384,601	$ 1,593,003	$ 305,966	16.1%
SERVICES							
0810 - LEGAL SERVICES	$ 8,461	$ 13,100	$ 13,100	$ 5,460	$ 13,100	$ -	0.0%
0811 - HEALTH CARE SERVICES	1,563,830	1,439,715	1,439,715	1,536,999	1,439,715	-	0.0%
0812 - OTHER SERVICES	324,517	793,213	793,213	1,203,622	2,107,679	(1,314,466)	-165.7%
0820 - RENT & OPERATING LEASES	532,211	514,180	414,180	450,846	415,193	(1,013)	-0.2%
0825 - REPAIRS AND MAINTENANCE	525,781	492,248	281,248	901,676	304,020	(22,772)	-8.1%
0830 - INTERGOVERNMENTAL PAYMENTS	20,793	150,183	150,183	19,392	22,000	128,183	85.4%
0839 - INTERNAL SERVICE CHARGES	229,076	287,731	287,731	232,657	1,018,328	(730,597)	-253.9%
0841 - TRAVEL	162,025	153,917	153,917	144,305	158,907	(4,990)	-3.2%
0842 - EDUCATION AND TRAINING	33,110	150,997	150,997	56,843	140,877	10,120	6.7%
0843 - POSTAGE/FREIGHT/SHIPPING	66,986	78,200	78,200	49,087	78,192	8	0.0%
0850 - UTILITIES	2,051	4,300	4,300	3,745	2,300	2,000	46.5%
0872 - SERVICES-ALLOCATION OUT	(382,764)	(362,010)	(362,010)	(362,001)	(297,474)	(64,536)	-17.8%
0873 - SERVICES-ALLOCATION IN	382,795	701,170	701,170	716,494	651,945	49,225	7.0%
SUBTOTAL	$ 3,468,872	$ 4,416,944	$ 4,105,944	$ 4,959,125	$ 6,054,782	$ (1,948,838)	-47.5%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ -	$ 50,522	$ (50,522)	N/A
0950 - DEBT SERVICE	259,034	254,622	254,622	229,620	223,539	31,083	12.2%
SUBTOTAL	$ 259,034	$ 254,622	$ 254,622	$ 229,620	$ 274,061	$ (19,439)	-7.6%
ALL EXPENDITURES	$ 53,046,896	$ 59,243,390	$ 58,340,409	$ 54,405,551	$ 59,217,358	$ (876,949)	-1.5%
TOTAL USES	$ 53,046,896	$ 59,243,390	$ 58,340,409	$ 54,405,551	$ 59,217,358	$ (876,949)	-1.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 30,155	$ 23,000	$ 23,000	$ 18,712	$ 23,000	$ -	0.0%
FUND TOTAL SOURCES	$ 30,155	$ 23,000	$ 23,000	$ 18,712	$ 23,000	$ -	0.0%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 3,905,972	$ 5,296,477	$ 5,393,496	$ 4,359,521	$ 4,983,658	$ (409,838)	-7.6%
NON-RECURRING	344,440	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 4,250,412	$ 5,296,477	$ 5,393,496	$ 4,359,521	$ 4,983,658	$ (409,838)	-7.6%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 4,425,308	$ 4,204,187	$ 4,204,187	$ 4,087,983	$ 4,132,934	$ (71,253)	-1.7%
FUND TOTAL SOURCES	$ 4,425,308	$ 4,204,187	$ 4,204,187	$ 4,087,983	$ 4,132,934	$ (71,253)	-1.7%
229 JUVENILE RESTITUTION							
OPERATING	$ 20,783	$ 25,000	$ 25,000	$ 12,477	$ 10,000	$ (15,000)	-60.0%
FUND TOTAL SOURCES	$ 20,783	$ 25,000	$ 25,000	$ 12,477	$ 10,000	$ (15,000)	-60.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 326,146	$ 386,633	$ 386,633	$ 233,013	$ 306,633	$ (80,000)	-20.7%
FUND TOTAL SOURCES	$ 326,146	$ 386,633	$ 386,633	$ 233,013	$ 306,633	$ (80,000)	-20.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,708,364	$ 9,935,297	$ 10,032,316	$ 8,711,706	$ 9,456,225	$ (576,091)	-5.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 344,440	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 9,052,804	$ 9,935,297	$ 10,032,316	$ 8,711,706	$ 9,456,225	$ (576,091)	-5.7%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 14,129,813	$ 16,124,198	$ 15,124,198	$ 15,247,870	$ 16,756,982	$ (1,632,784)	-10.8%
FUND TOTAL USES	$ 14,129,813	$ 16,124,198	$ 15,124,198	$ 15,247,870	$ 16,756,982	$ (1,632,784)	-10.8%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 4,163,012	$ 5,296,477	$ 5,393,496	$ 4,118,798	$ 4,983,658	$ 409,838	7.6%
FUND TOTAL USES	$ 4,163,012	$ 5,296,477	$ 5,393,496	$ 4,118,798	$ 4,983,658	$ 409,838	7.6%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 4,144,231	$ 4,204,187	$ 4,204,187	$ 4,203,190	$ 4,132,934	$ 71,253	1.7%
NON-RECURRING	125,269	-	-	-	-	-	N/A
FUND TOTAL USES	$ 4,269,500	$ 4,204,187	$ 4,204,187	$ 4,203,190	$ 4,132,934	$ 71,253	1.7%
229 JUVENILE RESTITUTION							
OPERATING	$ 22,861	$ 25,000	$ 25,000	$ 15,488	$ 10,000	$ 15,000	60.0%
FUND TOTAL USES	$ 22,861	$ 25,000	$ 25,000	$ 15,488	$ 10,000	$ 15,000	60.0%
255 DETENTION OPERATIONS							
OPERATING	$ 30,132,301	$ 33,206,895	$ 33,206,895	$ 30,461,724	$ 31,542,830	$ 1,664,065	5.0%
NON-RECURRING	-	-	-	-	1,484,321	(1,484,321)	N/A
FUND TOTAL USES	$ 30,132,301	$ 33,206,895	$ 33,206,895	$ 30,461,724	$ 33,027,151	$ 179,744	0.5%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 329,409	$ 386,633	$ 386,633	$ 358,481	$ 306,633	$ 80,000	20.7%
FUND TOTAL USES	$ 329,409	$ 386,633	$ 386,633	$ 358,481	$ 306,633	$ 80,000	20.7%
DEPARTMENT OPERATING TOTAL USES	$ 52,921,627	$ 59,243,390	$ 58,340,409	$ 54,405,551	$ 57,733,037	$ 607,372	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 125,269	$ -	$ -	$ -	$ 1,484,321	$ (1,484,321)	N/A
DEPARTMENT TOTAL USES	$ 53,046,896	$ 59,243,390	$ 58,340,409	$ 54,405,551	$ 59,217,358	$ (876,949)	-1.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	-	(.50)	(100.0%)
EXECUTIVE MANAGEMENT	10.50	11.50	11.50	16.50	8.00	(3.50)	(30.4%)
FINANCIAL SERVICES	1.50	1.50	1.50	1.50	-	(1.50)	(100.0%)
HUMAN RESOURCES	7.95	6.95	6.95	6.75	-	(6.95)	(100.0%)
PROCUREMENT	.30	.30	.30	-	-	(.30)	(100.0%)
RISK MANAGEMENT	.25	.25	.25	.25	-	(.25)	(100.0%)
PROGRAM TOTAL	21.00	21.00	21.00	25.50	8.00	(13.00)	(61.9%)
COMMUNITY SUPERVISION							
JUV COMP MONITORING SUPVN	-	-	.00	-	6.00	6.00	N/A
JUV PRE DISP INVESTIGATIONS	29.10	29.20	29.20	27.10	44.53	15.33	52.5%
JUV RESTITUTION AND PUBLIC SVC	6.00	6.00	6.00	6.00	5.60	(.40)	(6.7%)
JUVENILE INTENSIVE SUPERVISION	48.70	46.70	46.70	46.70	43.38	(3.32)	(7.1%)
JUVENILE STANDARD SUPERVISION	150.00	156.90	156.90	154.50	102.30	(54.60)	(34.8%)
OTHER JURISDICTION PROB SUPVN	-	-	.00	-	1.40	1.40	N/A
PROGRAM TOTAL	233.80	238.80	238.80	234.30	203.21	(35.59)	(14.9%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
DATA CENTER	2.00	2.00	2.00	3.00	-	(2.00)	(100.0%)
GIS APPLICATION DEV AND SUPP	.50	.50	.50	.50	-	(.50)	(100.0%)
PROGRAM TOTAL	3.50	3.50	3.50	4.50	-	(3.50)	(100.0%)
JUVENILE COURT DIVERSION							
JUVENILE CITATIONS	-	-	.00	-	8.55	8.55	N/A
JUVENILE COURT DIVERSION	50.20	45.35	45.35	51.35	38.27	(7.08)	(15.6%)
JUVENILE DRUG DIVERSION	-	-	.00	-	4.50	4.50	N/A
JUVENILE TEEN COURT	6.00	6.00	6.00	6.00	6.50	.50	8.3%
PROGRAM TOTAL	56.20	51.35	51.35	57.35	57.82	6.47	12.6%
JUVENILE CRIME PREVENTION							
JUVENILE LAW RELATED EDUCATION	22.50	24.35	24.35	18.35	8.70	(15.65)	(64.3%)
JUVENILE TRUANCY REDUCTION	-	-	.00	-	3.30	3.30	N/A
PROGRAM TOTAL	22.50	24.35	24.35	18.35	12.00	(12.35)	(50.7%)
JUVENILE DETENTION							
JUV DETENTION ALTERNATIVES	24.00	24.00	24.00	23.00	23.00	(1.00)	(4.2%)
JUV DETENTION CUSTODY AND CTRL	348.10	344.10	344.10	347.10	336.43	(7.67)	(2.2%)
JUV DETENTION MEDICAL CLINIC	23.00	23.00	23.00	24.00	23.00	-	0.0%
JUVENILE MENTAL HEALTH	9.00	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	404.10	399.10	399.10	402.10	390.43	(8.67)	(2.2%)
JUVENILE RESEARCH PLANING DEV							
JUVENILE RESEARCH AND PLANNING	-	-	.00	-	9.00	9.00	N/A
JUVENILE STAFF DEVELOPMENT	-	-	.00	-	7.25	7.25	N/A
PROGRAM TOTAL	-	-	-	-	16.25	16.25	N/A
JUVENILE TREATMENT							
JUV SEX OFFENDER CASE MGMT	2.10	1.30	1.30	1.30	14.45	13.15	1011.5%
JUVENILE DRUG COURT	1.60	1.10	1.10	2.10	8.85	7.75	704.5%
JUVENILE OUT OF HOME CASE MGMT	6.15	5.45	5.45	5.45	6.30	.85	15.6%
JUVENILE TREATMENT MGMT SVCS	6.65	6.15	6.15	6.15	15.79	9.64	156.7%
PROGRAM TOTAL	16.50	14.00	14.00	15.00	45.39	31.39	224.2%
DEPARTMENT TOTAL	757.60	752.10	752.10	757.10	733.10	(19.00)	(2.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	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%
Counseling Supervisor	1.00	-	-	-	-	-	N/A
Counselor	6.50	6.00	6.00	6.00	6.00	-	0.0%
Deputy Director	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Probation	-	-	-	1.00	1.00	1.00	N/A
Detention Ofcr Coord-Probation	12.00	-	-	-	-	-	N/A
Detention Ofcr Supv -Probation	13.00	25.00	25.00	25.00	25.00	-	0.0%
Detention Officer - Probation	266.10	265.10	265.10	267.10	259.10	(6.00)	(2.3%)
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	20.00	20.00	20.00	19.00	19.00	(1.00)	(5.0%)
Health Educator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Justice System Clerk	40.00	40.00	40.00	39.00	37.00	(3.00)	(7.5%)
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supv	6.00	5.00	5.00	5.00	5.00	-	0.0%
Licensed Practical Nurse	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	12.00	12.00	12.00	13.00	13.00	1.00	8.3%
Nurse Pract/Phys Asst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
Physician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Probation Manager	7.00	6.00	6.00	6.00	6.00	-	0.0%
Probation Officer	255.00	257.00	257.00	257.00	247.00	(10.00)	(3.9%)
Probation Officer Supervisor	35.00	33.00	33.00	35.00	34.00	1.00	3.0%
Program Coordinator	3.00	3.00	3.00	4.00	3.00	-	0.0%
Psychologist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Surveillance Officer	50.00	48.00	48.00	48.00	47.00	(1.00)	(2.1%)
Department Total	**757.60**	**752.10**	**752.10**	**757.10**	**733.10**	**(19.00)**	**(2.5%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	281.50	281.00	281.00	283.00	278.00	(3.00)	(1.1%)
227	JUVENILE PROBATION GRANTS	61.00	61.00	61.00	64.00	59.00	(2.00)	(3.3%)
255	DETENTION OPERATIONS	410.10	405.10	405.10	405.10	392.10	(13.00)	(3.2%)
275	JUVENILE PROBATION DIVERSION	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Department Total		**757.60**	**752.10**	**752.10**	**757.10**	**733.10**	**(19.00)**	**(2.5%)**

Significant Variance Analysis

Grant Fund (227) revenue allowed for the addition of three positions during FY 2011, but has required the deletion of five positions in the adopted FY 2012 budget. A net reduction of 13.0 FTE positions in the Detention Fund (255) resulted from the addition of a deputy director and the deletion of eight detention officers, a probation officer, a surveillance officer, a justice system clerk and a general laborer. The FY 2012 adopted budget also includes the shift of two Detention Fund probation officers to the General Fund and one Diversion Fund (275) probation officer to the General Fund (the latter due to reduced revenue). However, a deletion of six vacant positions (five probation officers and one justice system clerk) results in the net loss of 3.0 FTE General Fund positions. The number of youth detainees is expected to decline slightly, allowing the department to reduce positions without impacting services. The positions eliminated in the budget were vacant as a result of employee attrition.

General Adjustments

Target Adjustments:

General Fund (100)

- Increase budget by $12,079 for restatement of risk management charges from Non-Departmental.
- Increase budget by $22,769 for restatement of equipment service charges for vehicle maintenance and repair.
- Increase budget by $555,178 for restatement of baseline telecommunications.
- Increase budget by $115,324 for restatement of radio charges.

Operating Adjustments:

General Fund (100)

- Increase regular benefits by $40,896 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $211,823 for a retirement contribution rate increase.
- Reduce administrative indirect cost allocations-out expenditures by $562,401 to the Juvenile Probation Detention Fund (255) for personal services, supplies, and services.
- Reduce remaining expenditures by $562,401, including reductions to temporary and shift differential pay, allocations-in, regular pay and benefits, general supplies, fuel, equipment leases, equipment repair and software maintenance, intergovernmental payments, utilities, postage, travel, education and training, and debt service; and including increases to other base-level telecommunications and radio costs, and the replacement of two vehicles.
- Reduce Personal Services by $325,285 and inactivate 6.0 FTE vacant positions.

Juvenile Probation Grants Fund (227)

- Reduce Grant Fund revenue by $409,838, including a reduction of $371,838 in grant revenue and $38,000 in interest revenue.
- Increase regular benefits by $8,928 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $41,856 for a retirement contribution rate increase.
- Reduce salaries and benefits by a net of $108,714, accounting for the addition of two juvenile probation officers and one program coordinator during FY 2011, and the deletion of four juvenile probation officers and one program coordinator in the FY 2012 adopted budget.
- Reduce expenditures by $351,908, including reductions in intergovernmental services, shift differential costs and general supplies; and increases in personal services allocations-out to the General Fund, allocations-in for food services from the Sheriff (500) Detention Fund (255), and in salary and benefit savings.

Juvenile Probation Special Fee Fund (228)

- Reduce revenue by $71,253 due to a decline in fees from parents of juveniles on probation.
- Reduce supply and service allocations-in from the General Fund by $55,852.
- Reduce remaining expenditures by $15,401, including general supplies, travel, and education and training.

Juvenile Restitution Fund (229)

- Reduce revenue by $15,000 in FY 2012 due to declining restitution donations.
- Reduce corresponding work contract expenditures by $15,000.

Detention Fund (255)

- Increase regular benefits by $83,580 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $243,225 for a retirement contribution rate increase.
- Reduce operating expenditures by $1,042,861 and shift the savings to Detention Fund Non-Recurring/Non-Projects for various I.T. projects. The total includes a reduction in salaries and benefits by $189,346, accounting for the shift of 2.0 probation officers to the General Fund of $160,904, the deletion of 2.0 detention officers ($105,292), the deletion of a general laborer ($36,459), and the addition of 1.0 deputy director of $113,309. A net reduction in other operating expenditures of $853,515 includes increases for non-capital equipment, equipment leases, repairs and maintenance, and overtime pay; and reductions in temporary and shift differential pay, general and medical supplies, travel, education and training, debt service, other services, and salary and benefit savings.
- Further reduce salaries and benefits by $441,460 and inactivate 9.0 FTE positions (seven detention officers, one surveillance officer and one justice system clerk), and shift this savings to Detention Fund Non-Recurring/Non-Projects for various I.T. projects.
- Reduce administrative indirect cost allocations-in from the General Fund by $506,549, including personal services, supplies and services.

Detention Fund (255)
Non Recurring/Non Project (0001)

- Increase expenditure budget by $1,484,321 for project costs.

Juvenile Probation Diversion Fund (275)

- Reduce revenue by $80,000 in FY 2012 due to declining fee revenue from parents of juveniles diverted from the court.
- Reduce expenditures by $80,000 to maintain Diversion Fund structural balance, including:
    - Increase regular benefits by $576 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
    - Increase regular benefits by $3,309 for a retirement contribution rate increase;
    - Shift 1.0 FTE probation officer and salary/benefit expenditures of $81,134 to the General Fund (100);
    - Reduce remaining personal services, supplies and services by a net of $2,751.

Strategic Business Plan Update

The Juvenile Probation Department went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. All of the Department's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The Juvenile Detention Program brings together the alternative to juvenile secure care, juvenile detention assessment, juvenile detention medical health, juvenile pre-disposition secure care and juvenile detention behavioral health activities. The resulting four activities are consolidated from the previous five activities, without a change in substance.

The Juvenile Diversion Program brings together the juvenile court diversion and the juvenile teen court activities from the Juvenile Early Intervention Program. The resulting four activities also include two former services focusing on drug diversion and citations.

The Crime Prevention Program brings the juvenile crime and truancy prevention activity from the Juvenile Early Intervention Program and splits it into two new activities: Juvenile Law Related Education and Juvenile Truancy Reduction.

The Community Supervision Program brings three activities from the Juvenile Probation Supervision Program (juvenile intensive probation supervision, pre-disposition investigations and juvenile standard probation supervision) and the juvenile skills development activity from the Juvenile Treatment Program. The resulting six activities will also include a focus on compliance monitoring and other jurisdiction probation supervision.

The Treatment Program brings the residential dual ward supervision and the juvenile sex offender supervision activities from the Juvenile Probation Supervision Program, and four activities from the Juvenile Treatment Program (juvenile drug treatment, juvenile non-residential treatment, juvenile residential treatment, and juvenile sex offender treatment). The resulting six activities are consolidated from the previous six activities, without a change in substance.

The Juvenile Research Planning Development Program creates two new Activities (Juvenile Staff Development and Juvenile Research and Planning) that had previously been tracked through the Administrative Services Program.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	N/A	N/A	N/A	90.2%	N/A	N/A
Percent of detained youth who received medical health services without leaving the facility.	N/A	N/A	N/A	0.1%	N/A	N/A
Percent of Class 1 Incidents resulting in injury to detained youth or detention staff.	N/A	N/A	N/A	1.2%	N/A	N/A
Percent of detained youth who received mental health services without leaving the facility.	N/A	N/A	N/A	67.5%	N/A	N/A

Activities that comprise this program include:

- Juvenile Detention Alternatives
- Juvenile Detention Medical Clinic
- Juvenile Detention Custody & Control
- Juvenile Mental Health

Juvenile Detention Alternatives Activity

The purpose of the Juvenile Detention Alternatives Activity is to provide court-ordered alternatives to detention to youth so they can be crime free and law abiding without secure care detention, enhancing community safety.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	N/A	N/A	N/A	90.2%	N/A	N/A
Output	Number of youth placed on alternatives to detention.	N/A	N/A	N/A	2,448	N/A	N/A
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives).	N/A	N/A	N/A	2,448	N/A	N/A
Efficiency	Cost per youth placed on alternatives to detention.	N/A	N/A	N/A	$ 1,316.70	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 414,043	$ 138,012	$ 42,671	$ (371,372)	-89.7%
	TOTAL SOURCES	$ -	$ 414,043	$ 138,012	$ 42,671	$ (371,372)	-89.7%
Expenditure							
	100 - GENERAL	$ 131,055	$ 163,155	$ 137,958	$ 201,684	$ (38,529)	-23.6%
	227 - JUVENILE PROBATION GRANTS	2,054	111,146	66,416	4,000	107,146	96.4%
	255 - DETENTION OPERATIONS	3,215,982	3,096,562	3,121,962	3,017,602	78,960	2.5%
	TOTAL USES	$ 3,349,091	$ 3,370,863	$ 3,326,336	$ 3,223,286	$ 147,577	4.4%

Juvenile Detention Custody and Control Activity

The purpose of the Juvenile Detention Custody and Control Activity is to provide shelter, education and programming services to youth so they can maintain their health and well-being while detained.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Class 1 Incidents resulting in injury to detained youth or detention staff.	N/A	N/A	N/A	1.2%	N/A	N/A
Output	Number of screened youth detained during the reporting period.	N/A	N/A	N/A	6,240	N/A	N/A
Output	Average daily population of youth in secure care detention.	N/A	N/A	N/A	236	N/A	N/A
Output	Average length of stay.	N/A	N/A	N/A	13	N/A	N/A
Output	Number of detained youth (total detained youth population).	N/A	N/A	N/A	6,696	N/A	N/A
Demand	number of youth screened by the Juvenile Detention Assessment Center (JDAC).	N/A	N/A	N/A	8,472	N/A	N/A
Demand	Number of functional capacity for detained youth.	N/A	N/A	N/A	272	N/A	N/A
Efficiency	Cost per juvenile detainee.	N/A	N/A	N/A	$ 3,652.11	N/A	N/A
Revenue							
	100 - GENERAL	$ 3,039	$ 9,000	$ -	$ 9,000	$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	502,808	504,931	521,999	451,253	(53,678)	-10.6%
	TOTAL SOURCES	$ 505,847	$ 513,931	$ 521,999	$ 460,253	$ (53,678)	-10.4%
Expenditure							
	100 - GENERAL	$ (5,927)	$ -	$ -	$ 102,467	$ (102,467)	N/A
	227 - JUVENILE PROBATION GRANTS	605,761	421,155	481,134	625,855	(204,700)	-48.6%
	255 - DETENTION OPERATIONS	22,038,086	24,760,134	22,193,415	23,726,193	1,033,941	4.2%
	TOTAL USES	$ 22,637,920	$ 25,181,289	$ 22,674,549	$ 24,454,515	$ 726,774	2.9%

Juvenile Detention Medical Clinic Activity

The purpose of the Juvenile Detention Medical Clinic Activity is to provide health services to detained youth so they can maintain their medical health while detained.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of detained youth who received medical health services without leaving the facility.	N/A	N/A	N/A	0.1%	N/A	N/A
Output	Number of hours of medical health services delivered.	N/A	N/A	N/A	51,300	N/A	N/A
Demand	Number of hours of medical health services requested.	N/A	N/A	N/A	51,300	N/A	N/A
Efficiency	Cost per hour of medical service delivered.	N/A	N/A	N/A	$ 46.65	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,370,154	$ 2,493,560	$ 2,560,738	$ 2,392,918	$ 100,642	4.0%
	TOTAL USES	$ 2,370,154	$ 2,493,560	$ 2,560,738	$ 2,392,918	$ 100,642	4.0%

Juvenile Mental Health Activity

The purpose of the Juvenile Mental Health Activity is to provide mental health services to detained youth so they can maintain their mental stability while detained.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of detained youth who received mental health services without leaving the facility.	N/A	N/A	N/A	67.5%	N/A	N/A
Output	Number of hours of mental health services delivered.	N/A	N/A	N/A	3,204	N/A	N/A
Demand	Number of hours of mental health services requested.	N/A	N/A	N/A	4,740	N/A	N/A
Efficiency	Cost per hour of mental health service delivered.	N/A	N/A	N/A	$ 219.88	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ 692,232	$ 836,274	$ 768,173	$ 704,508	$ 131,766	15.8%
	TOTAL USES	$ 692,232	$ 836,274	$ 768,173	$ 704,508	$ 131,766	15.8%

Juvenile Court Diversion Program

The purpose of the Juvenile Court Diversion Program is to provide structured formal court diversion opportunities to justice involved youth with diversion eligible offenses so they can complete consequences without formal court involvement.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles that completed Diversion successfully.	N/A	N/A	N/A	62.0%	N/A	N/A
Percent of juveniles that completed Diversion successfully and were not referred to court for a referral.	N/A	N/A	N/A	87.9%	N/A	N/A
Percent of juveniles that completed Teen Court successfully.	N/A	N/A	N/A	78.2%	N/A	N/A
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral.	N/A	N/A	N/A	90.2%	N/A	N/A
Percent of juveniles that completed Citations Diversion programs successfully.	N/A	N/A	N/A	65.1%	N/A	N/A
Percent of juveniles that completed Citations successfully and were not referred to court for a referral.	N/A	N/A	N/A	85.4%	N/A	N/A
Percent of juveniles that completed Drug Diversion successfully.	N/A	N/A	N/A	64.9%	N/A	N/A
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	N/A	N/A	N/A	85.0%	N/A	N/A

Activities that comprise this program include:

- Juvenile Citations
- Juvenile Court Diversion
- Juvenile Drug Diversion
- Juvenile Teen Court

Juvenile Citations Activity

The purpose of the Juvenile Citations Activity is to provide case management to youth who receive citations so they can complete required consequences and services without formal court intervention.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Citations diversion programs successfully.	N/A	N/A	N/A	65.1%	N/A	N/A
Result	Percent of juveniles that completed Citations successfully and were not referred to court for a referral.	N/A	N/A	N/A	85.4%	N/A	N/A
Output	Number of juveniles receiving Citations Services during time period.	N/A	N/A	N/A	3,516	N/A	N/A
Demand	Number of juveniles requiring Citations Services during time period.	N/A	N/A	N/A	3,516	N/A	N/A
Efficiency	Cost per juvenile receiving Citations services during time period.	N/A	N/A	N/A	$ 155.16	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 143,974	$ (143,974)	N/A
	227 - JUVENILE PROBATION GRANTS	-	-	-	401,570	(401,570)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 545,544	$ (545,544)	N/A

Juvenile Court Diversion Activity

The purpose of the Juvenile Court Diversion Activity is to provide case management to youth who receive diversion-eligible referrals so they can complete referral consequences and services without formal court intervention.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Diversion successfully.	N/A	N/A	N/A	62.0%	N/A	N/A
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a referral.	N/A	N/A	N/A	87.9%	N/A	N/A
Output	Number of juveniles receiving Diversion Services during time period.	N/A	N/A	N/A	4,536	N/A	N/A
Demand	Number of juveniles referred by the County Attorney for Diversion Services during time period.	N/A	N/A	N/A	6,768	N/A	N/A
Efficiency	Cost per juvenile receiving Diversion Services during time period.	N/A	N/A	N/A	$ 527.71	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 3,114,238	$ 2,503,321	$ 1,800,811	$ 2,629,535	$ 126,214	5.0%
	229 - JUVENILE RESTITUTION	19,796	25,000	11,987	-	(25,000)	-100.0%
	275 - JUVENILE PROBATION DIVERSION	314,319	386,633	227,956	306,633	(80,000)	-20.7%
	TOTAL SOURCES	$ 3,448,353	$ 2,914,954	$ 2,040,754	$ 2,936,168	$ 21,214	0.7%
Expenditure							
	100 - GENERAL	$ 444,802	$ 552,276	$ 511,963	$ 860,605	$ (308,329)	-55.8%
	227 - JUVENILE PROBATION GRANTS	2,091,754	2,348,391	2,008,328	1,387,892	960,499	40.9%
	229 - JUVENILE RESTITUTION	22,861	25,000	15,488	-	25,000	100.0%
	255 - DETENTION OPERATIONS	190,148	207,161	193,898	-	207,161	100.0%
	275 - JUVENILE PROBATION DIVERSION	70,354	91,687	74,776	145,184	(53,497)	-58.3%
	TOTAL USES	$ 2,819,919	$ 3,224,515	$ 2,804,453	$ 2,393,681	$ 830,834	25.8%

Juvenile Drug Diversion Activity

The purpose of the Juvenile Drug Diversion Activity is to provide case management to youth with drug related referrals so they can complete required consequences and services without formal court intervention.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Drug Diversion successfully.	N/A	N/A	N/A	64.9%	N/A	N/A
Result	Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of juveniles receiving Drug Diversion Services during time period.	N/A	N/A	N/A	2,256	N/A	N/A
Demand	Number of eligible juveniles required to participate in Drug Diversion Services during time period.	N/A	N/A	N/A	2,256	N/A	N/A
Efficiency	Cost (per participant) to provide Drug Diversion services during time period.	N/A	N/A	N/A	$ 158.81	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 36,911	$ (36,911)	N/A
	227 - JUVENILE PROBATION GRANTS	-	-	-	244,518	(244,518)	N/A
	275 - JUVENILE PROBATION DIVERSION	-	-	-	76,848	(76,848)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 358,277	$ (358,277)	N/A

Juvenile Teen Court Activity

The purpose of the Juvenile Teen Court is to provide case management to youth participating in Teen Court so they can complete consequences and services without formal court intervention.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Teen Court successfully.	N/A	N/A	N/A	78.2%	N/A	N/A
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral.	N/A	N/A	N/A	90.2%	N/A	N/A
Output	Number of Juveniles Receiving Teen Court Services during time period.	N/A	N/A	N/A	972	N/A	N/A
Demand	Number of Juveniles sent to Teen Court Services during time period.	N/A	N/A	N/A	1,332	N/A	N/A
Efficiency	Cost (per juvenile) to provide Teen Court Services during time period.	N/A	N/A	N/A	$ 538.36	N/A	N/A
Expenditure							
	100 - GENERAL	$ 198,094	$ 256,658	$ 223,918	$ 241,899	$ 14,759	5.8%
	227 - JUVENILE PROBATION GRANTS	70,049	106,975	78,000	196,784	(89,809)	-84.0%
	275 - JUVENILE PROBATION DIVERSION	87,285	75,037	50,721	84,601	(9,564)	-12.7%
	TOTAL USES	$ 355,428	$ 438,670	$ 352,639	$ 523,284	$ (84,614)	-19.3%

Juvenile Crime Prevention Program

The purpose of the Juvenile Crime Prevention Program is to provide crime prevention programs and educational opportunities to youth in Maricopa County so they can increase knowledge about the law and reduce their risk of formal court involvement.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	N/A	N/A	N/A	80.0%	N/A	N/A
Percent of youth who attended law related education that report a feeling of safety while on school campus.	N/A	N/A	N/A	90.0%	N/A	N/A
Percent of participants in CUTS-lite conferences and JABG truancy reduction activities that do not receive subsequent truancy referrals.	N/A	N/A	N/A	92.1%	N/A	N/A

- Juvenile Law Related Education
- Juvenile Truancy Reduction

Juvenile Law Related Education Activity

The purpose of the Juvenile Law Related Education Activity is to provide law related education and educational opportunities to youth attending schools with Safe Schools and/or Teen Court Programs so they can learn about the legal system.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	N/A	N/A	N/A	80.0%	N/A	N/A
Result	Percent of youth who attended law related education that report a feeling of safety while on school campus.	N/A	N/A	N/A	90.0%	N/A	N/A
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts.	N/A	N/A	N/A	9,252	N/A	N/A
Output	Number of Law Related Education Hours delivered.	N/A	N/A	N/A	2,292	N/A	N/A
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population.	N/A	N/A	N/A	11,388	N/A	N/A
Demand	Number of Law Related Education Hours requested.	N/A	N/A	N/A	1,620	N/A	N/A
Efficiency	Cost per youth who receives LRE, attends Teen Court Volunteer Training, volunteer in Teen Court.	N/A	N/A	N/A	$ 91.50	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 168,874	$ 1,358,495	$ 289,715	$ 948,137	$ (410,358)	-30.2%
	TOTAL SOURCES	$ 168,874	$ 1,358,495	$ 289,715	$ 948,137	$ (410,358)	-30.2%
Expenditure							
	100 - GENERAL	$ 165,641	$ 132,739	$ 71,056	$ 147,716	$ (14,977)	-11.3%
	227 - JUVENILE PROBATION GRANTS	874,089	1,419,050	717,966	616,315	802,735	56.6%
	255 - DETENTION OPERATIONS	148,329	132,175	130,683	82,567	49,608	37.5%
	275 - JUVENILE PROBATION DIVERSION	103,898	130,471	159,916	-	130,471	100.0%
	TOTAL USES	$ 1,291,957	$ 1,814,435	$ 1,079,621	$ 846,598	$ 967,837	53.3%

Juvenile Truancy Reduction Activity

The purpose of the Juvenile Truancy Reduction Activity is to provide information and intervention to youth, families and schools so they can decrease truancy.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants in CUTS-lite conferences and JABG truancy reduction activities that do not receive subsequent truancy referrals.	N/A	N/A	N/A	92.1%	N/A	N/A
Output	Number of participants in JPD Truancy Reduction programs.	N/A	N/A	N/A	624	N/A	N/A
Demand	Number of students (school population) at schools with JPD Truancy Reduction programs.	N/A	N/A	N/A	54,782	N/A	N/A
Efficiency	Cost (per juvenile) to provide Truancy Reduction activities during time period.	N/A	N/A	N/A	$ 419.20	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 44,037	$ (44,037)	N/A
	227 - JUVENILE PROBATION GRANTS	-	-	-	217,545	(217,545)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 261,582	$ (261,582)	N/A

Community Supervision Program

The purpose of the Community Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so they can become law abiding members of the community.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under JIPS.	N/A	N/A	N/A	71.7%	N/A	N/A
Percent of court reports completed "on time".	N/A	N/A	N/A	97.9%	N/A	N/A
Percent of judicial officers satisfied with the quality of Pre-Disposition reports submitted to the court.	N/A	N/A	N/A	90.9%	N/A	N/A
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under Standard Supervision.	N/A	N/A	N/A	80.5%	N/A	N/A
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under CMC Supervision.	N/A	N/A	N/A	79.7%	N/A	N/A
Percent of youth accepted to JCORPS.	N/A	N/A	N/A	86.0%	N/A	N/A
Percent of JCORPS participants who earned restitution or community service hours.	N/A	N/A	N/A	47.6%	N/A	N/A
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter where the offense occurred while supervised on Transfers Supervision.	N/A	N/A	N/A	85.0%	N/A	N/A

Activities that comprise this program include:

- Juvenile Compliance Monitoring Supervision
- Juvenile Pre-Disposition Investigations
- Juvenile Standard Supervision
- Juvenile Intensive Supervision
- Juvenile Restitution & Public Service
- Other Jurisdiction Probation Supervision

Juvenile Compliance Monitoring Supervision Activity

The purpose of the Juvenile Compliance Monitoring Supervision Activity is to provide the minimum appropriate supervision, monitoring and community referrals to youth and families so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under CMC Supervision.	N/A	N/A	N/A	79.7%	N/A	N/A
Output	Number of juveniles supervised on a Compliance Monitoring Caseload (CMC).	N/A	N/A	N/A	1,128	N/A	N/A
Demand	Number of juveniles added/placed on a Compliance Monitoring Caseload (CMC) status or as ordered by the Court.	N/A	N/A	N/A	1,128	N/A	N/A
Efficiency	Cost per juvenile supervised on a Compliance Monitoring Caseload (CMC).	N/A	N/A	N/A	$ 373.54	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 421,350	$ (421,350)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 421,350	$ (421,350)	N/A

Juvenile Intensive Supervision Activity

The purpose of the Juvenile Intensive Supervision Activity is to provide intensive supervision, monitoring and community referrals to youth who would otherwise be committed to juvenile corrections and their families so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under JIPS.	N/A	N/A	N/A	71.7%	N/A	N/A
Output	Total number of juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court.	N/A	N/A	N/A	804	N/A	N/A
Demand	Total number of juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court.	N/A	N/A	N/A	804	N/A	N/A
Efficiency	Cost per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status.	N/A	N/A	N/A	$ 2,888.17	N/A	N/A
Expenditure							
	100 - GENERAL	$ 2,814,677	$ 2,369,662	$ 2,281,146	$ 2,122,738	$ 246,924	10.4%
	227 - JUVENILE PROBATION GRANTS	7,619	159,727	34,263	199,348	(39,621)	-24.8%
	TOTAL USES	$ 2,822,296	$ 2,529,389	$ 2,315,409	$ 2,322,086	$ 207,303	8.2%

Juvenile Pre-Disposition Investigations Activity

The purpose of the Juvenile Pre-Disposition Investigations Activity is to provide case investigation and recommendations to the court while providing community supervision to youth so they can achieve case resolution.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of court reports completed "on time".	N/A	N/A	N/A	97.9%	N/A	N/A
Result	Percent of judicial officers satisfied with the quality of Pre-Disposition reports submitted to the court.	N/A	N/A	N/A	90.9%	N/A	N/A
Output	Total number of youth on investigative case status supervised.	N/A	N/A	N/A	5,556	N/A	N/A
Demand	Total number of youth on investigative case status.	N/A	N/A	N/A	5,556	N/A	N/A
Efficiency	Cost per youth on investigative case status.	N/A	N/A	N/A	$ 459.87	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,207,601	$ 1,428,178	$ 1,181,405	$ 1,886,245	$ (458,067)	-32.1%
	227 - JUVENILE PROBATION GRANTS	7,619	8,327	8,071	93,946	(85,619)	-1028.2%
	228 - JUVENILE PROBATION SPECIAL FEE	630,671	630,672	630,671	574,820	55,852	8.9%
	TOTAL USES	$ 1,845,891	$ 2,067,177	$ 1,820,147	$ 2,555,011	$ (487,834)	-23.6%

Juvenile Restitution and Public Service Activity

The purpose of the Juvenile Restitution and Public Service Activity is to provide appropriate supervision and opportunities to perform community service to juveniles so they can make amends to their victim(s) and the community.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth accepted to JCORPS.	N/A	N/A	N/A	86.0%	N/A	N/A
Result	Percent of JCORPS participants who earned restitution or community service hours.	N/A	N/A	N/A	47.6%	N/A	N/A
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS).	N/A	N/A	N/A	4,308	N/A	N/A
Output	Number of youth who participate in Juvenile Restitution & Public Safety (JCORPS).	N/A	N/A	N/A	2,052	N/A	N/A
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS).	N/A	N/A	N/A	5,004	N/A	N/A
Efficiency	Cost per juvenile that participates in Juvenile Restitution & Public Service opportunities.	N/A	N/A	N/A	$ 110.47	N/A	N/A
Revenue							
	229 - JUVENILE RESTITUTION	$ -	$ -	$ -	$ 10,000	$ 10,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 10,000	$ 10,000	N/A
Expenditure							
	100 - GENERAL	$ 262,792	$ 310,252	$ 323,390	$ 214,791	$ 95,461	30.8%
	227 - JUVENILE PROBATION GRANTS	-	1,900	624	1,900	-	0.0%
	229 - JUVENILE RESTITUTION	-	-	-	10,000	(10,000)	N/A
	TOTAL USES	$ 262,792	$ 312,152	$ 324,014	$ 226,691	$ 85,461	27.4%

Juvenile Standard Supervision Activity

The purpose of the Juvenile Standard Supervision Activity is to provide appropriate supervision, monitoring and community referrals to youth (placed on Standard Probation) and families so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under Standard Supervision.	N/A	N/A	N/A	80.5%	N/A	N/A
Output	Total number of juveniles supervised on Juvenile Standard Supervision status as ordered by the Court.	N/A	N/A	N/A	6,384	N/A	N/A
Demand	Total number of juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court.	N/A	N/A	N/A	6,384	N/A	N/A
Efficiency	Cost per juvenile placed on Juvenile Standard Supervision status.	N/A	N/A	N/A	$ 1,286.76	N/A	N/A
Revenue							
	100 - GENERAL	$ -	$ 5,999	$ -	$ 5,999	$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	455,386	182,847	344,406	224,625	41,778	22.8%
	228 - JUVENILE PROBATION SPECIAL FEE	560,739	552,934	382,332	432,934	(120,000)	-21.7%
	TOTAL SOURCES	$ 1,016,125	$ 741,780	$ 726,738	$ 663,558	$ (78,222)	-10.5%
Expenditure							
	100 - GENERAL	$ 5,302,309	$ 5,368,600	$ 5,531,347	$ 4,472,513	$ 896,087	16.7%
	227 - JUVENILE PROBATION GRANTS	314,739	383,473	396,497	184,052	199,421	52.0%
	228 - JUVENILE PROBATION SPECIAL FEE	3,638,829	3,555,935	3,572,519	3,558,114	(2,179)	-0.1%
	TOTAL USES	$ 9,255,877	$ 9,308,008	$ 9,500,363	$ 8,214,679	$ 1,093,329	11.7%

Other Jurisdiction Probation Supervision Activity

The purpose of the Other Jurisdiction Probation Supervision Activity is to provide supervision, monitoring, and appropriate referrals to out of county youth who are pending charges in Maricopa County and/or youth pending transfer to Adult Court so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter where the offense occurred while supervised on Transfers Supervision.	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Total number of juveniles supervised on Transfers Supervision status.	N/A	N/A	N/A	792	N/A	N/A
Demand	Total number of juveniles added/placed on Transfers status.	N/A	N/A	N/A	792	N/A	N/A
Efficiency	Cost per juvenile placed on Transfers Supervision status.	N/A	N/A	N/A	$ 141.48	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 112,049	$ (112,049)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 112,049	$ (112,049)	N/A

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of youth who successfully complete Drug Court.	N/A	N/A	N/A	82.4%	N/A	N/A
Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court.	N/A	N/A	N/A	81.0%	N/A	N/A
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare).	N/A	N/A	N/A	74.7%	N/A	N/A
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit.	N/A	N/A	N/A	85.0%	N/A	N/A
Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above.	N/A	N/A	N/A	98.0%	N/A	N/A

Activities that comprise this program include:

- Juvenile Drug Court
- Juvenile Out of Home Case Mngt.
- Juvenile Sex Offender Case Mgnt.
- Juvenile Treatment Mgnt. Service

Juvenile Drug Court Activity

The purpose of the Juvenile Drug Court Activity is to provide substance abuse treatment and supervision services to youth participating in Juvenile Drug Court so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This activity supports the overall mandate of the Juvenile Probation Treatment Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who successfully complete Drug Court.	N/A	N/A	N/A	82.4%	N/A	N/A
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court.	N/A	N/A	N/A	81.0%	N/A	N/A
Output	Number of youth participants in Drug Court.	N/A	N/A	N/A	228	N/A	N/A
Demand	Number of youth who are screened to participate in Drug Court.	N/A	N/A	N/A	168	N/A	N/A
Efficiency	Cost per youth participant in Drug Court.	N/A	N/A	N/A	$ 2,058.51	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ -	$ -	$ 100,000	$ 100,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 100,000	$ 100,000	N/A
Expenditure							
	100 - GENERAL	$ 75,611	$ 96,158	$ 85,132	$ 400,266	$ (304,108)	-316.3%
	227 - JUVENILE PROBATION GRANTS	-	3,200	27,004	69,074	(65,874)	-2058.6%
	TOTAL USES	$ 75,611	$ 99,358	$ 112,136	$ 469,340	$ (369,982)	-372.4%

Juvenile Out of Home Case Management Activity

The purpose of the Juvenile Out-of-Home Case Management Activity is to provide therapeutic treatment services and supervision to youth placed in out of home therapeutic treatment so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare).	N/A	N/A	N/A	74.7%	N/A	N/A
Output	Number of youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	N/A	N/A	N/A	552	N/A	N/A
Demand	Number of youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	N/A	N/A	N/A	552	N/A	N/A
Efficiency	Cost per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	N/A	N/A	N/A	$ 595.61	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 317,297	$ 105,764	$ 311,329	$ (5,968)	-1.9%
	TOTAL SOURCES	$ -	$ 317,297	$ 105,764	$ 311,329	$ (5,968)	-1.9%
Expenditure							
	100 - GENERAL	$ 233,905	$ 251,077	$ 259,299	$ 324,676	$ (73,599)	-29.3%
	227 - JUVENILE PROBATION GRANTS	50,230	67,868	57,134	4,100	63,768	94.0%
	TOTAL USES	$ 284,135	$ 318,945	$ 316,433	$ 328,776	$ (9,831)	-3.1%

Juvenile Sex Offender Case Management Activity

The purpose of the Juvenile Sex Offender Case Management Activity is to provide sex offender treatment services and supervision to youth supervised by the Special Supervision Unit (adjudicated of a sex offense) so they can obtain the tools and knowledge necessary to achieve a law abiding lifestyle.

Mandates: This activity supports the overall mandate of the Juvenile Probation Treatment Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit.	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU).	N/A	N/A	N/A	306	N/A	N/A
Demand	Number of youth adjudicated of a sexual offense.	N/A	N/A	N/A	312	N/A	N/A
Efficiency	cost per youth supervised by the Special Supervision Unit (SSU).	N/A	N/A	N/A	$ 2,200.42	N/A	N/A
Expenditure							
	100 - GENERAL	$ 63,857	$ 65,826	$ 69,041	$ 509,223	$ (443,397)	-673.6%
	227 - JUVENILE PROBATION GRANTS	-	-	-	164,106	(164,106)	N/A
	TOTAL USES	$ 63,857	$ 65,826	$ 69,041	$ 673,329	$ (607,503)	-922.9%

Juvenile Treatment Management Services Activity

The purpose of the Juvenile Treatment Management Services Activity is to provide information, recommendations and problem resolution to the Juvenile Court so they can place youth into appropriate treatment services.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above.	N/A	N/A	N/A	98.0%	N/A	N/A
Output	Number of requests for Juvenile Treatment Management Services fulfilled.	N/A	N/A	N/A	1,992	N/A	N/A
Demand	Number of requests for Treatment Management.	N/A	N/A	N/A	2,028	N/A	N/A
Efficiency	Cost per request for Treatment Management Services fulfilled.	N/A	N/A	N/A	$ 440.38	N/A	N/A
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 112,562	$ -	$ 264,108	$ 151,546	134.6%
	TOTAL SOURCES	$ -	$ 112,562	$ -	$ 264,108	$ 151,546	134.6%
Expenditure							
	100 - GENERAL	$ 187,138	$ 310,450	$ 176,619	$ 391,156	$ (80,706)	-26.0%
	227 - JUVENILE PROBATION GRANTS	125,794	113,775	117,034	414,253	(300,478)	-264.1%
	255 - DETENTION OPERATIONS	-	-	-	71,821	(71,821)	N/A
	TOTAL USES	$ 312,932	$ 424,225	$ 293,653	$ 877,230	$ (453,005)	-106.8%

Juvenile Research Planning Development Program

The purpose of the Juvenile Research, Planning and Development Program is to provide information and educational opportunities to juvenile justice professionals and employees so they can have information necessary for sound decision-making and comply with mandated education requirements.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who report satisfaction with Research & Planning services.	N/A	N/A	N/A	93.8%	N/A	N/A
Percent of employees compliant with mandated skill development/training.	N/A	N/A	N/A	98.8%	N/A	N/A
Percent of employees who receive a rating of "meets" or above on annual performance evaluation.	N/A	N/A	N/A	99.3%	N/A	N/A

Activities that comprise this program include:

- Juvenile Research & Planning
- Juvenile Staff Development

Juvenile Research and Planning Activity

The purpose of the Juvenile Research and Planning Activity is to provide information, analysis, policy updates and planning assistance to Juvenile Justice partners so they can be more informed with regard to Juvenile Justice issues in Maricopa County.

Mandates: State of Arizona Juvenile Detention Standards, Section IA4; State of Arizona Juvenile Detention Standards, Section IA3.1; Administrative Mandate by the Board of Supervisors; and, Arizona Code of Judicial Administration 6-311.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who report satisfaction with Research & Planning services.	N/A	N/A	N/A	93.8%	N/A	N/A
Output	Number of requests fulfilled.	N/A	N/A	N/A	804	N/A	N/A
Demand	Number of requests for service.	N/A	N/A	N/A	864	N/A	N/A
Efficiency	Cost per fulfilled request for Research and Planning services.	N/A	N/A	N/A	$ 533.93	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 337,639	$ (337,639)	N/A
	255 - DETENTION OPERATIONS	-	-	-	91,640	(91,640)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 429,279	$ (429,279)	N/A

Juvenile Staff Development Activity

The purpose of the Juvenile Staff Development Activity is to provide safety, competency based, and leadership skill development to employees so they can comply with mandated (COJET) requirements and internal/external standards of employee performance.

Mandates: Administrative Order 99-08: Committee on Judicial Education and Training (COJET).

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees compliant with mandated skill development/training.	N/A	N/A	N/A	98.8%	N/A	N/A
Result	Percent of employees who receive a rating of "meets" or above on annual performance evaluation.	N/A	N/A	N/A	99.3%	N/A	N/A
Output	Number of mandated COJET Training Hours delivered.	N/A	N/A	N/A	15,156	N/A	N/A
Demand	Number of mandated COJET Training Hours required.	N/A	N/A	N/A	15,348	N/A	N/A
Efficiency	Cost per mandated Training Hour delivered.	N/A	N/A	N/A	$ 27.61	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 165,118	$ (165,118)	N/A
	255 - DETENTION OPERATIONS	-	-	-	253,323	(253,323)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 418,441	$ (418,441)	N/A

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 16,124,198**	**$ 23,000**
Adjustments:	Agenda Item:			
Reallocations			**$ (1,000,000)**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*(1,000,000)*	-
FY 2011 Revised Budget			**$ 15,124,198**	**$ 23,000**
Adjustments:				
Reallocations			**$ 1,000,000**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*1,000,000*	-
Restatements			**$ 705,350**	**$ -**
Risk Mgt Chgs from Non Dept			*12,079*	-
Equip Svcs Chgs from Non Dept			*22,769*	-
Telecomm Chgs from Non Dept			*555,178*	-
Radio Chgs from Non Dept			*115,324*	-
FY 2012 Budget Target			**$ 16,829,548**	**$ 23,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 252,719**	**$ -**
Emp Health Dental Prem Realloc			*40,896*	-
Retirement Contributions			*211,823*	-
Base Adjustments			**$ (887,686)**	**$ -**
Other Base Adjustments			*(562,401)*	-
Reduce Supplies and Services Per FY11 Forecast and FY12 Request	*$*	*(562,401)*		
Vacant Position Elimination			*(325,285)*	-
Delete 6.0 FTE Vacant Positions	*$*	*(325,285)*		
Reallocations			**$ 562,401**	**$ -**
Reallocation Between Funds			*562,401*	-
Reduce Indirect Cost Allocations-Out to Juvenile Probation Detention Fund (255)	*$*	*506,549*		
Reduce Allocations-Out to Juvenile Probation Special Fee Fund (228)		*55,852*		
FY 2012 Adopted Budget			**$ 16,756,982**	**$ 23,000**
Percent Change from Target Amount			*-0.4%*	*0.0%*

Juvenile Probation Grants Fund (227)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 5,296,477**	**$ 5,296,477**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 97,019**	**$ 97,019**
Juv Prob FY 11 Grant Recon	*C-27-11-002-2-00*	*97,019*	*97,019*
FY 2011 Revised Budget		**$ 5,393,496**	**$ 5,393,496**
FY 2012 Budget Target		**$ 5,393,496**	**$ 5,393,496**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 50,784**	**$ -**
Emp Health Dental Prem Realloc		*8,928*	*-*
Retirement Contributions		*41,856*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (460,622)**	**$ (409,838)**
Grant Reconciliation		*(460,622)*	*(409,838)*
FY 2012 Adopted Budget		**$ 4,983,658**	**$ 4,983,658**
Percent Change from Target Amount		*-7.6%*	*-7.6%*

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (23,795)	$ 320,645	$ 320,645	$ (126,375)	$ 114,348
Sources:					
Operating	$ 3,905,972	$ 5,296,477	$ 5,393,496	$ 4,359,521	$ 4,983,658
Non-Recurring	344,440	-	-	-	-
Total Sources:	$ 4,250,412	$ 5,296,477	$ 5,393,496	$ 4,359,521	$ 4,983,658
Uses:					
Operating	$ 4,163,012	$ 5,296,477	$ 5,393,496	$ 4,118,798	$ 4,983,658
Total Uses:	$ 4,163,012	$ 5,296,477	$ 5,393,496	$ 4,118,798	$ 4,983,658
Structural Balance	$ (257,040)	$ -	$ -	$ 240,723	$ -
Accounting Adjustments	$ (189,980)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 320,645	$ 320,645	$ 114,348	$ 114,348
Unassigned	(126,375)	-	-	-	-
Total Ending Spendable Fund Balance	$ (126,375)	$ 320,645	$ 320,645	$ 114,348	$ 114,348

Juvenile Probation Special Fees Fund (228)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,204,187**	**$ 4,204,187**
FY 2011 Revised Budget		**$ 4,204,187**	**$ 4,204,187**
FY 2012 Budget Target		**$ 4,204,187**	**$ 4,204,187**
Adjustments:			
Base Adjustments		**$ (15,401)**	**$ -**
Other Base Adjustments		*(15,401)*	*-*
Fees and Other Revenues		**$ -**	**$ (71,253)**
ProgRevenue Volume Inc/Dec		*-*	*(71,253)*
Reallocations		**$ (55,852)**	**$ -**
Reallocation Between Funds		*(55,852)*	*-*
Reduce Allocations-In from Juvenile Probation General Fund (100)	*$ (55,852)*		
FY 2012 Adopted Budget		**$ 4,132,934**	**$ 4,132,934**
Percent Change from Target Amount		*-1.7%*	*-1.7%*

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 683,420	$ 446,595	$ 446,595	$ 839,234	$ 724,027
Sources:					
Operating	$ 4,425,308	$ 4,204,187	$ 4,204,187	$ 4,087,983	$ 4,132,934
Total Sources:	$ 4,425,308	$ 4,204,187	$ 4,204,187	$ 4,087,983	$ 4,132,934
Uses:					
Operating	$ 4,144,231	$ 4,204,187	$ 4,204,187	$ 4,203,190	$ 4,132,934
Non-Recurring	125,269	-	-	-	-
Total Uses:	$ 4,269,500	$ 4,204,187	$ 4,204,187	$ 4,203,190	$ 4,132,934
Structural Balance	$ 281,077	$ -	$ -	$ (115,207)	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 839,234	$ 446,595	$ 446,595	$ 724,027	$ 724,027
Total Ending Spendable Fund Balance	$ 839,234	$ 446,595	$ 446,595	$ 724,027	$ 724,027

Juvenile Probation Restitution Fund (229)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 25,000**	**$ 25,000**
FY 2011 Revised Budget		**$ 25,000**	**$ 25,000**
FY 2012 Budget Target		**$ 25,000**	**$ 25,000**
Adjustments:			
Fees and Other Revenues		**$ (15,000)**	**$ (15,000)**
ProgRevenue Volume Inc/Dec		*(15,000)*	*(15,000)*
FY 2012 Adopted Budget		**$ 10,000**	**$ 10,000**
Percent Change from Target Amount		*-60.0%*	*-60.0%*

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 85,777	$ 78,675	$ 78,675	$ 83,699	$ 80,688
Sources:					
Operating	$ 20,783	$ 25,000	$ 25,000	$ 12,477	$ 10,000
Total Sources:	$ 20,783	$ 25,000	$ 25,000	$ 12,477	$ 10,000
Uses:					
Operating	$ 22,861	$ 25,000	$ 25,000	$ 15,488	$ 10,000
Total Uses:	$ 22,861	$ 25,000	$ 25,000	$ 15,488	$ 10,000
Structural Balance	$ (2,078)	$ -	$ -	$ (3,011)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 83,699	$ 78,675	$ 78,675	$ 80,688	$ 80,688
Total Ending Spendable Fund Balance	$ 83,699	$ 78,675	$ 78,675	$ 80,688	$ 80,688

Juvenile Detention Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 33,206,895**	**$ -**
FY 2011 Revised Budget		**$ 33,206,895**	**$ -**
FY 2012 Budget Target		**$ 33,206,895**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 326,805**	**$ -**
Emp Health Dental Prem Realloc		*83,580*	-
Retirement Contributions		*243,225*	-
Base Adjustments		**$ (1,484,321)**	**$ -**
Other Base Adjustments		*(1,042,861)*	-
Shift Operating Savings to Non-Recurring for Projects	*$ (1,042,861)*		
Vacant Position Elimination		*(441,460)*	-
Delete 9.0 FTE Vacant Positions / Shift to Non-Recurring for Projects	*$ (441,460)*		
Reallocations		**$ (506,549)**	**$ -**
Reduce Indirect Cost Allocations-In from Juvenile Probation General Fund (100)	*$ (506,549)*		
FY 2012 Adopted Budget		**$ 31,542,830**	**$ -**
Percent Change from Target Amount		*-5.0%*	

Juvenile Detention Fund (255) (continued)

		Expenditures	Revenue
Juv Detention Tech Projects			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ 1,484,321*	*$ -*
Shift Operating Savings to Non-Recurring for Technology Projects	*$ 1,484,321*		
FY 2012 Adopted Budget		**$ 1,484,321**	**$ -**
Percent Change from Target Amount			

Juvenile Probation Diversion Fund (275)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 386,633**	**$ 386,633**
FY 2011 Revised Budget		**$ 386,633**	**$ 386,633**
FY 2012 Budget Target		**$ 386,633**	**$ 386,633**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,885**	**$ -**
Emp Health Dental Prem Realloc		*576*	*-*
Retirement Contributions		*3,309*	*-*
Base Adjustments		**$ (83,885)**	**$ -**
Other Base Adjustments		*(83,885)*	*-*
Shift 1.0 FTE Probation Officer to General Fund (100)	*$ (81,134)*		
Reduce Supplies, Travel, Education/Training & Other Personnel Services	*(2,751)*		
Fees and Other Revenues		**$ -**	**$ (80,000)**
ProgRevenue Volume Inc/Dec		*-*	*(80,000)*
FY 2012 Adopted Budget		**$ 306,633**	**$ 306,633**
Percent Change from Target Amount		*-20.7%*	*-20.7%*

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 905,938	$ 911,457	$ 911,457	$ 902,681	$ 777,213
Sources:					
Operating	$ 326,146	$ 386,633	$ 386,633	$ 233,013	$ 306,633
Total Sources:	$ 326,146	$ 386,633	$ 386,633	$ 233,013	$ 306,633
Uses:					
Operating	$ 329,409	$ 386,633	$ 386,633	$ 358,481	$ 306,633
Total Uses:	$ 329,409	$ 386,633	$ 386,633	$ 358,481	$ 306,633
Structural Balance	$ (3,263)	$ -	$ -	$ (125,468)	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 902,681	$ 911,457	$ 911,457	$ 777,213	$ 777,213
Total Ending Spendable Fund Balance	$ 902,681	$ 911,457	$ 911,457	$ 777,213	$ 777,213

Management and Budget

Analysis by Jack L. Patton, Principal 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

Fiscal Strength

By 2015, 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 FY 2010 level.

Status: This is a new goal for FY 12. The Office of Management and Budget has begun to work towards achieving this goal..

Fiscal Strength

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.

Status: This is a new goal for FY 12. The Office of Management and Budget has begun to work towards achieving this goal.

Fiscal Strength

By 2015, 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 FY 2010 level.

Status: This is a new goal for FY 12. The Office of Management and Budget has begun to work towards achieving this goal.

Quality Workforce

By 2015, the voluntary turnover rate for full-time employees will be maintained at or below 10%.

Status: This is a new goal for FY 12. The Office of Management and Budget has begun to work towards achieving this goal.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ECOM - EMPLOYEE COMPENSATION	$ 445,082	$ 350,324	$ 350,323	$ 358,642	$ 492,555	$ (142,232)	-40.6%
49EC - EMPLOYEE COMPENSATION	$ 445,082	$ 350,324	$ 350,323	$ 358,642	$ 492,555	$ (142,232)	-40.6%
BDMF - BUDGET DEV MON FORECASTING	$ 1,789,255	$ 2,190,588	$ 2,190,589	$ 1,881,453	$ 1,986,087	$ 204,502	9.3%
49PB - PLANNING AND BUDGETING	$ 1,789,255	$ 2,190,588	$ 2,190,589	$ 1,881,453	$ 1,986,087	$ 204,502	9.3%
ODIR - EXECUTIVE MANAGEMENT	307,569	424,181	424,182	365,526	739,595	(315,413)	-74.4%
99AS - ADMINISTRATIVE SERVICES	$ 307,569	$ 424,181	$ 424,182	$ 365,526	$ 739,595	$ (315,413)	-74.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 684	$ 687	$ 687	$ 973	$ 6,058	$ (5,371)	-781.8%
99GV - GENERAL GOVERNMENT	$ 684	$ 687	$ 687	$ 973	$ 6,058	$ (5,371)	-781.8%
TOTAL PROGRAMS	**$ 2,542,590**	**$ 2,965,780**	**$ 2,965,781**	**$ 2,606,594**	**$ 3,224,295**	**$ (258,514)**	**-8.7%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,941,995	$ 2,055,429	$ 2,055,428	$ 1,876,288	$ 2,111,695	$ (56,267)	-2.7%
0750 - FRINGE BENEFITS	517,848	612,527	612,529	552,506	632,811	(20,282)	-3.3%
0790 - OTHER PERSONNEL SERVICES	75	-	-	295	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(286,140)	(148,169)	(148,169)	(250,889)	(45,972)	(102,197)	-69.0%
0796 - PERSONNEL SERVICES ALLOC-IN	315,895	345,552	345,552	349,254	348,428	(2,876)	-0.8%
SUBTOTAL	$ 2,489,673	$ 2,865,339	$ 2,865,340	$ 2,527,454	$ 3,046,962	$ (181,622)	-6.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,266	$ 13,357	$ 13,357	$ 12,464	$ 24,386	$ (11,029)	-82.6%
SUBTOTAL	$ 8,266	$ 13,357	$ 13,357	$ 12,464	$ 24,386	$ (11,029)	-82.6%
SERVICES							
0812 - OTHER SERVICES	$ 26,122	$ 53,011	$ 53,011	$ 40,129	$ 92,010	$ (38,999)	-73.6%
0820 - RENT & OPERATING LEASES	8,667	9,888	9,888	11,470	11,208	(1,320)	-13.3%
0825 - REPAIRS AND MAINTENANCE	55	700	700	370	3,000	(2,300)	-328.6%
0839 - INTERNAL SERVICE CHARGES	5,578	18,338	18,338	12,004	42,329	(23,991)	-130.8%
0841 - TRAVEL	982	1,500	1,500	99	2,000	(500)	-33.3%
0842 - EDUCATION AND TRAINING	835	1,000	1,000	1,226	2,000	(1,000)	-100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	248	400	400	178	400	-	0.0%
SUBTOTAL	$ 42,487	$ 84,837	$ 84,837	$ 65,476	$ 152,947	$ (68,110)	-80.3%
CAPITAL							
0950 - DEBT SERVICE	$ 2,164	$ 2,247	$ 2,247	$ 1,200	$ -	$ 2,247	100.0%
SUBTOTAL	$ 2,164	$ 2,247	$ 2,247	$ 1,200	$ -	$ 2,247	100.0%
ALL EXPENDITURES	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%
TOTAL USES	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%
FUND TOTAL USES	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%
DEPARTMENT OPERATING TOTAL USES	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%
DEPARTMENT TOTAL USES	$ 2,542,590	$ 2,965,780	$ 2,965,781	$ 2,606,594	$ 3,224,295	$ (258,514)	-8.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.69	5.10	5.10	7.10	5.00	(.10)	(2.0%)
PROGRAM TOTAL	4.69	5.10	5.10	7.10	5.00	(.10)	(2.0%)
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	7.18	4.80	4.80	4.80	5.20	.40	8.3%
PROGRAM TOTAL	7.18	4.80	4.80	4.80	5.20	.40	8.3%
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	15.90	16.90	16.90	15.90	18.60	1.70	10.1%
PROGRAM TOTAL	15.90	16.90	16.90	15.90	18.60	1.70	10.1%
DEPARTMENT TOTAL	27.77	26.80	26.80	27.80	28.80	2.00	7.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	-	-	-	1.00	1.00	1.00	N/A
Budget Analyst	10.00	10.00	10.00	11.00	11.00	1.00	10.0%
Budget Pol/Compl Cnsltnt-Cnty	-	1.00	1.00	-	-	(1.00)	(100.0%)
Budget Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	-	-	1.00	1.00	1.00	N/A
Compensation Analyst	5.18	2.80	2.80	2.80	2.80	-	0.0%
Compensation Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	.59	-	-	-	-	-	N/A
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	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%
Policy and Compliance Consultant	-	-	-	-	1.00	1.00	N/A
Department Total	**27.77**	**26.80**	**26.80**	**27.80**	**28.80**	**2.00**	**7.2%**

Staffing by Fund

FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL	27.77	26.80	26.80	27.80	28.80	2.00	7.5%
Department Total		**26.80**	**26.80**	**27.80**	**28.80**	**2.00**	**7.5%**

Significant Variance Analysis

Four FTE's were restated to the Business Strategies and Health Care Programs Department, a Communications Officer was reallocated from Human Resources and a Policy and Compliance Consultant was reallocated from Non Departmental..

General Adjustments

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $29,578 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $18,509.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $4,998 is restated for FY 2012 consolidated risk management charges.
- $14,682 is a restatement of FY 2011 baseline telecommunications.

Restatements and Reallocations:

- Restated 4 positions to Business Strategies and Health Care Programs, decreasing the budget by $308,052.
- Reallocated the Communications Officer position from Human Resources, increasing the department budget by $81,074.
- Reallocated the Policy Compliance Consultant position from Non Departmental increasing the department budget by $150,000.

Strategic Business Plan Update

The Office of Management and Budget underwent a facilitated review of their strategic plan. The activity and program structures of the department were reviewed and the program, measures and activities now accurately reflect the work performed in the department.

Programs and Activities

Planning and Budgeting Program

The purpose of the Planning and Budgeting Program is to provide planning, performance management, and budgeting services to the Board of Supervisors, Departments, and Districts so they can plan the provision of services to the residents of Maricopa County, provide those services in a financially effective manner, and be accountable for transparently measuring and reporting progress in meeting measurable goals and in meeting their Board approved budget.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of appropriated budgets with expenditures within budget at the end of the	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	N/A	N/A	N/A	80.0%	N/A	N/A

Activities that comprise this program include:

- Budget Development, Monitoring and Forecasting

Budget Development, Monitoring and Forecasting Activity

The purpose of the Budget Development, Monitoring and Forecasting Activity is to provide budget services to the Board of Supervisors, Maricopa County Departments, and Districts so they can provide their services to their constituents in a financially effective manner and meet their Board approved budget**.**

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	N/A	N/A	N/A	80.0%	N/A	N/A
Output	Number of appropriated budgets monitored and forecasted	N/A	N/A	N/A	269	N/A	N/A
Output	Number of budgeted activities monitored and forecasted	N/A	N/A	N/A	983	N/A	N/A
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors	N/A	N/A	N/A	269	N/A	N/A
Demand	Number of activities to be budgeted	N/A	N/A	N/A	983	N/A	N/A
Efficiency	Expenditure per appropriated budget monitored and forecasted	N/A	N/A	N/A	$ 7,383.22	N/A	N/A
Efficiency	Expenditure per budgeted activity monitored and forecasted	N/A	N/A	N/A	$ 2,020.43	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,789,255	$ 2,190,589	$ 1,881,453	$ 1,986,087	$ 204,502	9.3%
	TOTAL USES	$ 1,789,255	$ 2,190,589	$ 1,881,453	$ 1,986,087	$ 204,502	9.3%

Activity Narrative: The savings in the Budget Development, Monitoring and Forecast Activity are due to the reorganization of staff in the Office of Management and Budget as well as a revision of personnel allocations to more accurately reflect time spent on activities. The activity in this program is new for FY 2012 and accordingly, a historical performance comparison is not possible.

Employee Compensation Program

The purpose of the Employee Compensation Program is to provide strategic compensation services to the Board of Supervisors and Maricopa County departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of surveyed employees voluntarily terminating employment with Maricopa County	N/A	N/A	N/A	25.0%	N/A	N/A
Percent of surveyed employees indicating their pay is fair in relation to job requirements	N/A	N/A	N/A	50.0%	N/A	N/A

Activities that comprise this program include:

- Employee Compensation

Employee Compensation Activity

The purpose of the Employee Compensation Activity is to provide strategic compensation services to the Board of Supervisors and Maricopa County Departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay	N/A	N/A	N/A	25.0%	N/A	N/A
Result	Percent of surveyed employees indicating their pay is fair in relation to job requirements	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of Market Range Reviews provided	N/A	N/A	N/A	35	N/A	N/A
Demand	Number of Market Ranges to be reviewed	N/A	N/A	N/A	35	N/A	N/A
Efficiency	Expenditure per market range reviewed	N/A	N/A	N/A	$ 14,073.00	N/A	N/A
Expenditure							
	100 - GENERAL	$ 445,082	$ 350,323	$ 358,642	$ 492,555	$ (142,232)	-40.6%
	TOTAL USES	$ 445,082	$ 350,323	$ 358,642	$ 492,555	$ (142,232)	-40.6%

Activity Narrative: The increase in the Compensation Activity is a result of absorbing the costs of a position previously allocated to the ADP project as well as a revision of personnel allocations to more accurately reflect time spent on activities. The activity in this program is new in FY 2012 and accordingly, a historical performance comparison is not possible.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,311,167**	**$ -**
FY 2011 Revised Budget		**$ 3,311,167**	**$ -**
Adjustments:	Agenda Item:		
Reallocations		**$ 81,074**	**$ -**
Reallocation Between Depts		*81,074*	-
Restatements		**$ (288,372)**	**$ -**
Risk Mgt Chgs from Non Dept		*4,998*	-
Telecomm Chgs from Non Dept		*14,682*	-
WMD and OMB to BSHCP		*(308,052)*	-
FY 2012 Budget Target		**$ 3,103,869**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (11,069)**	**$ -**
Emp Health Dental Prem Realloc		*(29,578)*	-
Retirement Contributions		*18,509*	-
Base Adjustments		**$ (18,505)**	**$ -**
Other Base Adjustments		*(18,505)*	-
FY 2012 Recommended Budget		**$ 3,074,295**	**$ -**
Percent Change from Target Amount		*-1.0%*	
FY 2012 Tentative Budget		**$ 3,074,295**	**$ -**
Percent Change from Target Amount		*-1.0%*	
Adjustments:	Agenda Item:		
Reallocations		**$ 150,000**	**$ -**
Reallocation Between Depts		*150,000*	-
FY 2012 Adopted Budget		**$ 3,224,295**	**$ -**
Percent Change from Target Amount		*3.9%*	

Materials Management

Analysis by Mary Driessen, Senior Management and 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

Sustainable Environment

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: Materials Management received funding for e-procurement technology in FY 2010 and is on track to have full implementation by June 30, 2011.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
GCCT - CONTRACT PRINTING SERVICES	$ 26,081	$ 18,000	$ 18,000	$ 28,671	$ 22,000	$ 4,000	22.2%
GCMP - PRINTING SERVICES	672,020	788,795	788,795	767,287	784,795	(4,000)	-0.5%
PCPT - PROCUREMENT SERVICES	842,393	457,849	457,849	712,707	457,849	-	0.0%
73BS - BUSINESS SERVICES	$ 1,540,494	$ 1,264,644	$ 1,264,644	$ 1,508,665	$ 1,264,644	$ -	0.0%
TOTAL PROGRAMS	**$ 1,540,494**	**$ 1,264,644**	**$ 1,264,644**	**$ 1,508,665**	**$ 1,264,644**	**$ -**	**0.0%**
USES							
BENT - SMALL BUSINESS ENTERPRISE	$ 14,512	$ 49,282	$ 49,280	$ 9,352	$ 44,093	$ 5,187	10.5%
GCCT - CONTRACT PRINTING SERVICES	55,460	53,423	53,422	54,137	55,166	(1,744)	-3.3%
GCMP - PRINTING SERVICES	774,633	644,112	644,113	631,078	661,986	(17,873)	-2.8%
PCPT - PROCUREMENT SERVICES	1,452,097	1,783,941	1,783,941	1,672,772	1,855,323	(71,382)	-4.0%
RMPT - RECORDS MANAGEMENT SERVICES	14,100	15,676	15,675	16,284	19,942	(4,267)	-27.2%
73BS - BUSINESS SERVICES	$ 2,310,802	$ 2,546,434	$ 2,546,431	$ 2,383,623	$ 2,636,510	$ (90,079)	-3.5%
FSAC - FINANCIAL SERVICES	$ 22,615	$ -	$ -	$ -	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	33,790	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	352,284	207,746	207,749	208,015	215,182	(7,433)	-3.6%
99AS - ADMINISTRATIVE SERVICES	$ 408,689	$ 207,746	$ 207,749	$ 208,015	$ 215,182	$ (7,433)	-3.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ 31,230	$ 67,416	$ 67,416	$ 67,416	$ 42,977	$ 24,439	36.3%
GGOV - GENERAL GOVERNMENT	-	-	51,440	51,440	-	51,440	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	7,098	6,660	6,660	6,956	9,567	(2,907)	-43.6%
99GV - GENERAL GOVERNMENT	$ 38,328	$ 74,076	$ 125,516	$ 125,812	$ 52,544	$ 72,972	58.1%
TOTAL PROGRAMS	**$ 2,757,819**	**$ 2,828,256**	**$ 2,879,696**	**$ 2,717,450**	**$ 2,904,236**	**$ (24,540)**	**-0.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 698,101	$ 806,795	$ 806,795	$ 790,982	$ 806,795	$ -	0.0%
SUBTOTAL	$ 698,101	$ 806,795	$ 806,795	$ 790,982	$ 806,795	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 842,393	$ 457,849	$ 457,849	$ 717,683	$ 457,849	$ -	0.0%
SUBTOTAL	$ 842,393	$ 457,849	$ 457,849	$ 717,683	$ 457,849	$ -	0.0%
ALL REVENUES	$ 1,540,494	$ 1,264,644	$ 1,264,644	$ 1,508,665	$ 1,264,644	$ -	0.0%
TOTAL SOURCES	$ 1,540,494	$ 1,264,644	$ 1,264,644	$ 1,508,665	$ 1,264,644	$ -	0.0%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,698,786	$ 1,835,616	$ 1,835,616	$ 1,638,012	$ 1,760,649	$ 74,967	4.1%
0710 - OVERTIME	392	-	-	1,375	-	-	N/A
0750 - FRINGE BENEFITS	503,097	580,496	580,496	505,998	633,042	(52,546)	-9.1%
0790 - OTHER PERSONNEL SERVICES	70,457	-	51,440	53,939	-	51,440	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(35,506)	(60,401)	(60,401)	(46,440)	(65,026)	4,625	7.7%
0796 - PERSONNEL SERVICES ALLOC-IN	35,507	37,476	37,476	38,796	39,836	(2,360)	-6.3%
SUBTOTAL	$ 2,272,733	$ 2,393,187	$ 2,444,627	$ 2,191,680	$ 2,368,501	$ 76,126	3.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 222,364	$ 127,952	$ 127,952	$ 167,732	$ 165,833	$ (37,881)	-29.6%
0803 - FUEL	376	870	870	626	1,020	(150)	-17.2%
0804 - NON-CAPITAL EQUIPMENT	21,872	-	-	-	-	-	N/A
SUBTOTAL	$ 244,612	$ 128,822	$ 128,822	$ 168,358	$ 166,853	$ (38,031)	-29.5%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ -	$ -	$ -	$ 3,000	$ (3,000)	N/A
0812 - OTHER SERVICES	143,886	123,910	123,910	197,524	71,910	52,000	42.0%
0820 - RENT & OPERATING LEASES	5,273	9,018	9,018	6,863	9,900	(882)	-9.8%
0825 - REPAIRS AND MAINTENANCE	12,767	70,500	70,500	51,451	148,060	(77,560)	-110.0%
0839 - INTERNAL SERVICE CHARGES	7,225	15,396	15,396	14,290	106,625	(91,229)	-592.6%
0841 - TRAVEL	2,014	7,575	7,575	8,812	11,183	(3,608)	-47.6%
0842 - EDUCATION AND TRAINING	3,705	7,778	7,778	6,324	13,550	(5,772)	-74.2%
0843 - POSTAGE/FREIGHT/SHIPPING	2,000	1,702	1,702	1,780	1,702	-	0.0%
SUBTOTAL	$ 176,870	$ 235,879	$ 235,879	$ 287,044	$ 365,930	$ (130,051)	-55.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 32,372	$ -	$ -	$ -	$ -	$ -	N/A
0950 - DEBT SERVICE	2	2,952	2,952	2,952	2,952	-	0.0%
SUBTOTAL	$ 32,374	$ 2,952	$ 2,952	$ 2,952	$ 2,952	$ -	0.0%
ALL EXPENDITURES	$ 2,726,589	$ 2,760,840	$ 2,812,280	$ 2,650,034	$ 2,904,236	$ (91,956)	-3.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 31,230	$ 67,416	$ 67,416	$ 67,416	$ -	$ 67,416	100.0%
ALL OTHER FINANCING USES	$ 31,230	$ 67,416	$ 67,416	$ 67,416	$ -	$ 67,416	100.0%
TOTAL USES	$ 2,757,819	$ 2,828,256	$ 2,879,696	$ 2,717,450	$ 2,904,236	$ (24,540)	-0.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 842,393	$ 457,849	$ 457,849	$ 712,707	$ 457,849	$ -	0.0%
FUND TOTAL SOURCES	$ 842,393	$ 457,849	$ 457,849	$ 712,707	$ 457,849	$ -	0.0%
673 REPROGRAPHICS							
OPERATING	$ 698,101	$ 806,795	$ 806,795	$ 795,958	$ 806,795	$ -	0.0%
FUND TOTAL SOURCES	$ 698,101	$ 806,795	$ 806,795	$ 795,958	$ 806,795	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,540,494	$ 1,264,644	$ 1,264,644	$ 1,508,665	$ 1,264,644	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 1,540,494	$ 1,264,644	$ 1,264,644	$ 1,508,665	$ 1,264,644	$ -	0.0%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,771,588	$ 1,952,701	$ 1,952,701	$ 1,802,683	$ 1,997,969	$ (45,268)	-2.3%
NON-RECURRING	84,005	68,760	68,760	66,588	101,934	(33,174)	-48.2%
FUND TOTAL USES	$ 1,855,593	$ 2,021,461	$ 2,021,461	$ 1,869,271	$ 2,099,903	$ (78,442)	-3.9%
673 REPROGRAPHICS							
OPERATING	$ 869,854	$ 806,795	$ 806,795	$ 796,739	$ 804,333	$ 2,462	0.3%
NON-RECURRING	32,372	-	51,440	51,440	-	51,440	100.0%
FUND TOTAL USES	$ 902,226	$ 806,795	$ 858,235	$ 848,179	$ 804,333	$ 53,902	6.3%
DEPARTMENT OPERATING TOTAL USES	$ 2,641,442	$ 2,759,496	$ 2,759,496	$ 2,599,422	$ 2,802,302	$ (42,806)	-1.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 116,377	$ 68,760	$ 120,200	$ 118,028	$ 101,934	$ 18,266	15.2%
DEPARTMENT TOTAL USES	$ 2,757,819	$ 2,828,256	$ 2,879,696	$ 2,717,450	$ 2,904,236	$ (24,540)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
730 MATERIALS MANAGEMENT							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.00	1.65	1.65	1.65	1.65	-	0.0%
FINANCIAL SERVICES	.35	-	.00	-	-	-	N/A
HUMAN RESOURCES	.55	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.90	1.65	1.65	1.65	1.65	-	0.0%
BUSINESS SERVICES							
CONTRACT PRINTING SERVICES	.85	.85	.85	.85	.85	-	0.0%
PRINTING SERVICES	10.15	8.15	8.15	8.15	8.15	-	0.0%
PROCUREMENT SERVICES	19.90	22.65	22.65	22.65	22.80	.15	0.7%
RECORDS MANAGEMENT SERVICES	.20	.20	.20	.20	.20	-	0.0%
SMALL BUSINESS ENTERPRISE	1.00	.50	.50	1.00	.35	(.15)	(30.0%)
PROGRAM TOTAL	32.10	32.35	32.35	32.85	32.35	-	0.0%
DEPARTMENT TOTAL	34.00	34.00	34.00	34.50	34.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
MATERIALS MANAGEMENT							
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operations Supv	1.00	-	-	-	-	-	N/A
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	2.00	2.00	2.00	2.00	-	0.0%
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	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Supervisor	2.00	1.50	1.50	1.00	-	(1.50)	(100.0%)
Procurement Officer - County	8.00	9.00	9.00	9.00	9.50	.50	5.6%
Procurement Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Procurement Supervisor -County	2.00	2.50	2.50	2.00	2.00	(.50)	(20.0%)
Program Coordinator	1.00	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 Supervisor	-	-	-	1.00	1.00	1.00	N/A
Reprographic Technician	7.00	6.00	6.00	6.00	6.00	-	0.0%
Strategic Procurement Consultant - County	-	-	-	.50	.50	.50	N/A
Department Total	**34.00**	**34.00**	**34.00**	**34.50**	**34.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
730	**MATERIALS MANAGEMENT**							
100	GENERAL	23.00	25.00	25.00	25.50	25.00	-	0.0%
673	REPROGRAPHICS	11.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total		**34.00**	**34.00**	**34.00**	**34.50**	**34.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $43,459 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $12,497 for retirement contribution rate increase.

Reprographics (673)

- Increase Regular Benefits by $12,955 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $3,208 for retirement contribution rate increase.

Target Adjustments:

General Fund (100)

- Increase budget by $2,981 for restatement of risk management charges from Non Departmental.
- Increase budget by $42,187 for restatement of baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises	18.0%	20.3%	18.1%	19.0%	-1.3%	-6.5%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey	88.0%	95.7%	95.7%	95.7%	0.0%	0.0%
Percent of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey	81.4%	89.1%	76.1%	80.4%	-8.7%	-9.8%

Activities that comprise this program include:

- Small Business Enterprise
- Contract Printing Services
- Printing Services
- Procurement Services
- Records Management Services

Small Business Enterprise Services Activity

The purpose of the Small Business Enterprise Services Activity is to provide awareness, training, and opportunities to County departments and small businesses so they can participate in all Maricopa County procurements less than or equal to $50,000.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	18.0%	20.3%	18.1%	19.0%	(1.3%)	-6.5%
Result	Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	100.0%	13.3%	100.0%	100.0%	86.7%	650.0%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	18.0%	20.3%	18.1%	19.0%	(1.3%)	-6.5%
Output	Dollars spent with small business enterprises on non-contract procurements less than or equal to $50,000.	69,856,820	2,000,000	115,950,500	116,000,000	114,000,000	5700.0%
Output	Number of procurement transactions less than $50,000 awarded to Small Business Enterprises.	5,550	1,500	7,376	7,400	5,900	393.3%
Output	Number of total procurement transactions less than $50,000	30,775	7,380	40,233	42,000	34,620	469.1%
Demand	Number of procurement transactions less than $50,000 available to Small Business Enterprises.	30,755	7,380	40,233	42,000	34,620	469.1%
Efficiency	Cost per dollar of small business procurement transactions less than $50,000.	$ 2.61	$ 32.85	$ 0.96	$ 5.96	$ 26.89	81.9%
Expenditure							
	100 - GENERAL	$ 14,512	$ 49,280	$ 9,352	$ 44,093	$ 5,187	10.5%
	TOTAL USES	$ 14,512	$ 49,280	$ 9,352	$ 44,093	$ 5,187	10.5%

Activity Narrative: The Small Business Enterprise program continues to support the small business community by identifying opportunities to participate in County procurement activities. Increased awareness by department's purchasing staff and education provided to the vendor community combined with the implementation of e-procurement technologies have contributed to increases in the number and value of transactions awarded to Small Businesses Enterprises when comparing FY 2010 Actual to FY 2011 Forecast. Please note the measurements for FY 2011 Revised were inadvertently stated incorrectly so comparisons to other years are invalid.

Contract Printing Services Activity

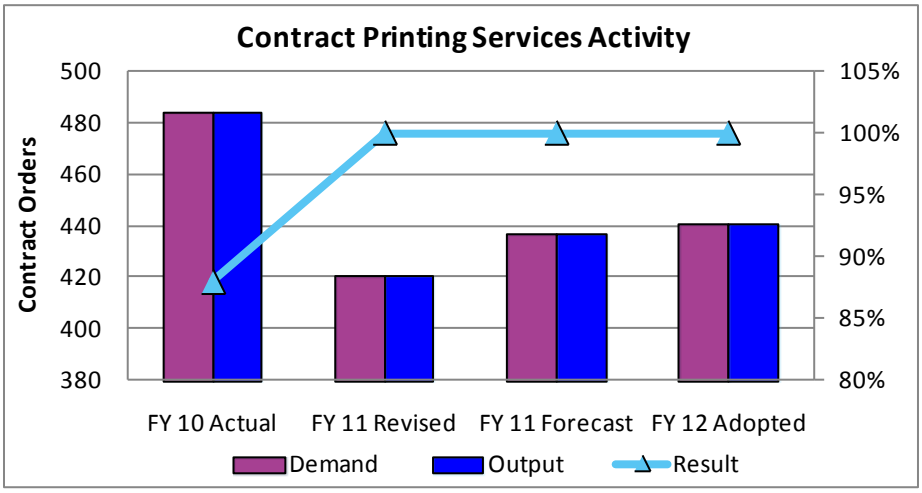
The purpose of the Contract Printing Services Activity is to provide graphics contracts and contract administration services to County departments so that they can have access to professional and competitive private sector sources of printed materials.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of contract orders completed.	483	420	436	440	20	4.8%
Demand	Number of contract print orders requested.	483	420	436	440	20	4.8%
Efficiency	Cost per contract order.	$ 114.82	$ 127.20	$ 127.71	$ 125.38	$ 1.82	1.4%
Revenue							
	673 - REPROGRAPHICS	$ 26,081	$ 18,000	$ 28,671	$ 22,000	$ 4,000	22.2%
	TOTAL SOURCES	$ 26,081	$ 18,000	$ 28,671	$ 22,000	$ 4,000	22.2%
Expenditure							
	673 - REPROGRAPHICS	$ 55,460	$ 53,422	$ 54,137	$ 55,166	$ (1,744)	-3.3%
	TOTAL USES	$ 55,460	$ 53,422	$ 54,137	$ 55,166	$ (1,744)	-3.3%

Activity Narrative: Demand for Contract Printing Services is increasing from FY 2011 Revised to FY 2012 Recommended due to County departments using print materials to reach wider audiences, results

in an increase in revenue. Figures were high in FY 2010 because it was an election year and demand for contract printing services increases every election year.



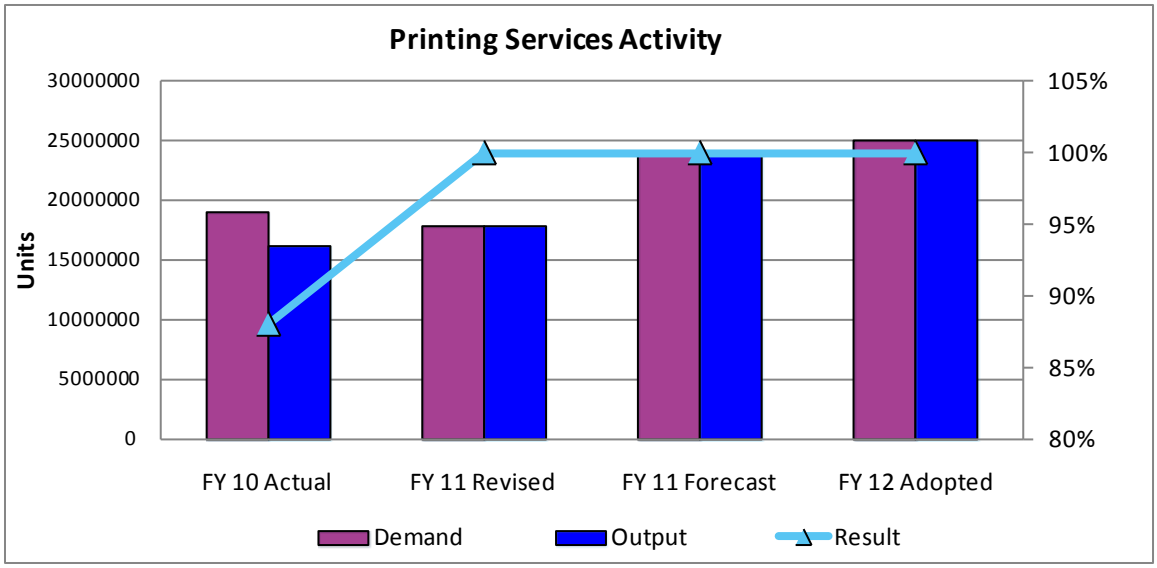
Printing Services Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	88.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of units completed.	16,277,585	17,900,000	23,998,707	25,000,000	7,100,000	39.7%
Output	Total dollars of printing service requests completed.	673,077	788,500	788,500	788,500	-	0.0%
Demand	Number of units requested.	19,033,973	17,900,000	23,998,707	25,000,000	7,100,000	39.7%
Efficiency	Cost per dollar of printing service requests completed.	$ 1.15	$ 0.82	$ 0.83	$ 0.84	$ (0.02)	-2.8%
Efficiency	Cost per unit completed.	$ 0.05	$ 0.04	$ 0.03	$ 0.03	$ 0.01	26.4%
Revenue							
	673 - REPROGRAPHICS	$ 672,020	$ 788,795	$ 767,287	$ 784,795	$ (4,000)	-0.5%
	TOTAL SOURCES	$ 672,020	$ 788,795	$ 767,287	$ 784,795	$ (4,000)	-0.5%
Expenditure							
	673 - REPROGRAPHICS	$ 774,633	$ 644,113	$ 631,078	$ 661,986	$ (17,873)	-2.8%
	TOTAL USES	$ 774,633	$ 644,113	$ 631,078	$ 661,986	$ (17,873)	-2.8%

Activity Narrative: Reprographics staff is working with agency staff to offer alternatives to costly contract printing services. This leads to an increase in the number of printing services requested and an increase in efficiency. Expenditures increased due to the increase in employee benefits.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating very satisfied or satisfied on the Procurement Customer Satisfaction survey	88.0%	95.7%	95.7%	95.7%	0.0%	0.0%
Output	Number of procurement transactions	133,092	120,000	89,702	85,000	(35,000)	-29.2%
Output	Actual dollar value of procurement transactions.	414,203,530	530,000,000	468,119,180	475,000,000	(55,000,000)	-10.4%
Demand	Anticipated dollar value of procurement transactions.	30,000,000	530,000,000	468,119,180	475,000,000	(55,000,000)	-10.4%
Efficiency	Cost per procurement transaction.	$ 10.91	$ 14.87	$ 17.52	$ 21.83	$ (6.96)	-46.8%
Efficiency	Cost per dollar of procurement transactions.	$ 0.004	$ 0.003	$ 0.003	$ 0.004	$ (0.001)	-16.0%
Revenue							
	100 - GENERAL	$ 842,393	$ 457,849	$ 712,707	$ 457,849	$ -	0.0%
	TOTAL SOURCES	$ 842,393	$ 457,849	$ 712,707	$ 457,849	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,452,097	$ 1,783,941	$ 1,672,772	$ 1,855,323	$ (71,382)	-4.0%
	TOTAL USES	$ 1,452,097	$ 1,783,941	$ 1,672,772	$ 1,855,323	$ (71,382)	-4.0%

Activity Narrative: The FY 2010 Actual dollar value of procurement transactions are low due to budget reductions and conservative spending by departments. The FY 2011 Revised figure for the actual dollar value of procurement transactions was overestimated by the Department. Therefore, this figure appears high in FY11 Revised but is better reflected in the FY 2011 Forecast.

The Forecast in FY 2011 includes department expenditures on a number of Countywide infrastructure related upgrades such as telephone and radio which leads to an increase in FY 2011 Forecast dollar value of procurement transactions. This trend is expected to continue in FY 2012. The number of procurement transactions will decrease as agencies are able to manage their spending better through aggregation of requirements for goods and services. The number of procurement transactions will decrease in FY 2011 and FY 2012 due to an increase in departmental nominal value authority levels.

In FY 2012, transaction counts will decrease as a result of the implementation of E-Procurement Technologies.

FY 2012 Recommended expenditures are increasing from FY 2011 Revised due to increases in employee benefits, travel, education and training.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Increase Regular Benefits by $1,435 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $387 for retirement contribution rate increase.
- Increase in Salary and Regular Benefits by $55,112 for Contract Monitor position. This position identified $725,000 in collections in FY 2011 which are presently in resolution. The Department expects additional identifications of collections in FY 2012.
- Increase in Other Services by $45,000 for Procurement Consulting being provided by the National Institute of Governmental Purchasing, Inc. (NIGP). Consultants will provide training to help educate purchasing staff throughout the County to reduce procurement policy violations and increase contract compliance.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey	81.4%	89.1%	76.1%	80.4%	(8.7%)	-9.8%
Output	Number of Records Management services provided.	162	200	160	200	-	0.0%
Output	Number of customers provided Records Management Services.	170	100	110	110	10	10.0%
Demand	Number of customers requesting Records Management Services.	170	475	460	475	-	0.0%
Efficiency	Cost per Records Management service provided.	$ 87.04	$ 78.38	$ 92.53	$ 99.71	$ (21.34)	-27.2%
Expenditure							
	100 - GENERAL	$ 14,100	$ 15,675	$ 16,284	$ 19,942	$ (4,267)	-27.2%
	TOTAL USES	$ 14,100	$ 15,675	$ 16,284	$ 19,942	$ (4,267)	-27.2%

Activity Narrative: The number of Records Management services provided and the percent of respondents indicating satisfied or very satisfied on the Records Management Customer Satisfaction survey is decreasing from FY 2010 Actual to FY 2011 Forecast due to the department's inability to keep pace with the demand for service. The department plans on shifting responsibilities within other activities to focus on improving the outputs and result in FY 2012.

The increase in demand from FY 2010 to FY 2011 is due to the increase in the County's use of social media such as Twitter, Facebook, MySpace and YouTube to provide information such as real time weather condition reports and emergency response information. Specific departments and elected officials utilize this type of internet communication to provide citizens with timely and relevant access to information, while still complying with statutorily defined retention schedules. In addition, increase in

demand results from the new solicitation for off-site Records Management Services which increases capacity.

The decrease in efficiency is due to the increase in employee benefits and travel and training for staff to become qualified as Certified Records Managers.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,952,701**	**$ 457,849**
FY 2011 Revised Budget	**$ 1,952,701**	**$ 457,849**
Adjustments:		
Restatements	**$ 45,268**	**$ -**
Risk Mgt Chgs from Non Dept	*2,981*	-
Telecomm Chgs from Non Dept	*42,287*	-
FY 2012 Budget Target	**$ 1,997,969**	**$ 457,849**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 55,956**	**$ -**
Emp Health Dental Prem Realloc	*43,459*	-
Retirement Contributions	*12,497*	-
Base Adjustments	**$ (55,956)**	**$ -**
Other Base Adjustments	*(55,956)*	-
FY 2012 Adopted Budget	**$ 1,997,969**	**$ 457,849**
Percent Change from Target Amount	*0.0%*	*0.0%*

General Fund (100) continued

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 68,760**	**$ -**
FY 2011 Revised Budget			**$ 68,760**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ (10,000)**	**$ -**
E-Procurement and Vendor Mgmt	*C-73-10-063-2-00*		*(10,000)*	-
Non Recurring			**$ (58,760)**	**$ -**
Contract Monitor Funding FY 10	*C-73-10-021-2-00*		*(58,760)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 1,822**	**$ -**
Emp Health Dental Prem Realloc			*1,435*	-
Retirement Contributions			*387*	-
Non Recurring			**$ 100,112**	**$ -**
Other Non-Recurring			*100,112*	-
Contract Monitor Funding		*$ 55,112*		
Procurement Consulting		*45,000*		
FY 2012 Adopted Budget			**$ 101,934**	**$ -**

Reprographics Fund (673)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 806,795**	**$ 806,795**
FY 2011 Revised Budget			**$ 806,795**	**$ 806,795**
Adjustments:				
Restatements			**$ (2,462)**	**$ -**
Risk Mgt Chgs from Non Dept			*(2,462)*	-
FY 2012 Budget Target			**$ 804,333**	**$ 806,795**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 16,163**	**$ -**
Emp Health Dental Prem Realloc			*12,955*	-
Retirement Contributions			*3,208*	-
Base Adjustments			**$ (16,163)**	**$ -**
Other Base Adjustments			*(16,163)*	-
FY 2012 Adopted Budget			**$ 804,333**	**$ 806,795**
Percent Change from Target Amount			*0.0%*	*0.0%*

Reprographics Fund (673) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 318,342	$ 143,642	$ 143,642	$ 114,215	$ 61,994
Sources:					
Operating	$ 698,101	$ 806,795	$ 806,795	$ 795,958	$ 806,795
Non-Recurring	-	-	-	-	-
Total Sources:	$ 698,101	$ 806,795	$ 806,795	$ 795,958	$ 806,795
Uses:					
Operating	$ 869,854	$ 806,795	$ 806,795	$ 796,739	$ 804,333
Non-Recurring	32,372	-	51,440	51,440	-
Total Uses:	$ 902,226	$ 806,795	$ 858,235	$ 848,179	$ 804,333
Structural Balance	$ (171,753)	$ -	$ -	$ (781)	$ 2,462
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ 114,215	$ 143,642	$ 92,202	$ 61,994	$ 64,456

Medical Examiner

Analysis by Mary Driessen, Senior Management and Budget Analyst

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

Citizen Satisfaction

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: The Department is currently at 51.5% which is a decrease from FY 2010 due to the new Identification Policy, higher caseloads and less staffing. The Medical Examiner is also upgrading to a new metric system which will better able the department to accurately calculate this measurement. The Department anticipates reaching the goal by the target date.

Citizen Satisfaction

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 19.8% which is a decrease from FY 2010 due to the wide variety of cases. A high percentage of cases are out of state visitors with no Arizona physician to sign the death certificate. The Medical Examiner is also in the process of evaluating the expansion of categories within this program to accept additional classes of accepted cases. The Department anticipates reaching the goal by the target date.

Citizen Satisfaction

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 35.0% of cases in 45 days and 68.8% of cases in 90 days due to higher caseloads per doctor. Both percentages have declined from FY 2010. To increase the percentage of cases closed within the 45 and 90 day time frame, the Department is initiating a "pending

case" review program to expedite the closure of all cases. The Department anticipates reaching the goal by the target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CREM - CREMATION AUTHORIZATIONS	$ 262,990	$ 262,380	$ 262,380	$ 262,390	$ 262,380	$ -	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	69,719	91,950	217,024	190,596	188,313	(28,711)	-13.2%
INVG - DECEDENT MEDICAL INVESTIGATION	-	2,086	8,467	8,633	10,015	1,548	18.3%
MELB - MEDICAL EXAMINER LAB SERVICES	116,459	-	197,117	202,400	2,200	(194,917)	-98.9%
29ME - MEDICAL EXAMINERS	$ 449,168	$ 356,416	$ 684,988	$ 664,019	$ 462,908	$ (222,080)	-32.4%
GGOV - GENERAL GOVERNMENT	$ 1	$ -	$ -	$ (4,520)	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 1	$ -	$ -	$ (4,520)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 449,169**	**$ 356,416**	**$ 684,988**	**$ 659,499**	**$ 462,908**	**$ (222,080)**	**-32.4%**
USES							
CREM - CREMATION AUTHORIZATIONS	$ 216,548	$ 216,375	$ 216,377	$ 220,689	$ 217,517	$ (1,140)	-0.5%
EXAM - DECEDENT MEDICAL EXAMINATION	2,833,790	2,748,897	2,873,974	2,916,253	2,988,227	(114,253)	-4.0%
INVG - DECEDENT MEDICAL INVESTIGATION	1,209,291	1,375,434	1,381,815	1,378,410	1,365,274	16,541	1.2%
MELB - MEDICAL EXAMINER LAB SERVICES	1,260,423	1,173,254	1,370,372	1,333,462	1,127,589	242,783	17.7%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	71,429	70,099	70,095	74,801	69,936	159	0.2%
MEOS - MEDICAL EXAMINER OFFICE SUPP	682,365	740,174	740,174	720,427	722,051	18,123	2.4%
29ME - MEDICAL EXAMINERS	$ 6,273,846	$ 6,324,233	$ 6,652,807	$ 6,644,042	$ 6,490,594	$ 162,213	2.4%
HRAC - HUMAN RESOURCES	$ 14,541	$ 88,304	$ 88,303	$ 86,242	$ 88,537	$ (234)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	395,047	309,134	309,133	298,439	360,998	(51,865)	-16.8%
PROC - PROCUREMENT	11,590	65,232	65,232	60,413	57,706	7,526	11.5%
99AS - ADMINISTRATIVE SERVICES	$ 421,178	$ 462,670	$ 462,668	$ 445,094	$ 507,241	$ (44,573)	-9.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 22,128	$ 24,535	$ 24,535	$ 24,540	$ 73,818	$ (49,283)	-200.9%
99GV - GENERAL GOVERNMENT	$ 22,128	$ 24,535	$ 24,535	$ 24,540	$ 73,818	$ (49,283)	-200.9%
TOTAL PROGRAMS	**$ 6,717,152**	**$ 6,811,438**	**$ 7,140,010**	**$ 7,113,676**	**$ 7,071,653**	**$ 68,357**	**1.0%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 147,159	$ 53,648	$ 382,220	$ 358,505	$ 160,140	$ (222,080)	-58.1%
SUBTOTAL	$ 147,159	$ 53,648	$ 382,220	$ 358,505	$ 160,140	$ (222,080)	-58.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 302,009	$ 302,768	$ 302,768	$ 300,997	$ 302,768	$ -	0.0%
SUBTOTAL	$ 302,009	$ 302,768	$ 302,768	$ 300,997	$ 302,768	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1	$ -	$ -	$ (3)	$ -	$ -	N/A
SUBTOTAL	$ 1	$ -	$ -	$ (3)	$ -	$ -	N/A
ALL REVENUES	$ 449,169	$ 356,416	$ 684,988	$ 659,499	$ 462,908	$ (222,080)	-32.4%
TOTAL SOURCES	$ 449,169	$ 356,416	$ 684,988	$ 659,499	$ 462,908	$ (222,080)	-32.4%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,378,123	$ 4,429,240	$ 4,429,240	$ 4,516,487	$ 4,509,005	$ (79,765)	-1.8%
0705 - TEMPORARY PAY	557	-	-	-	-	-	N/A
0710 - OVERTIME	85,292	88,464	93,220	102,997	93,597	(377)	-0.4%
0750 - FRINGE BENEFITS	1,341,913	1,451,214	1,451,593	1,468,394	1,538,478	(86,885)	-6.0%
0790 - OTHER PERSONNEL SERVICES	18,286	17,400	17,400	16,241	15,150	2,250	12.9%
0796 - PERSONNEL SERVICES ALLOC-IN	39,828	39,826	39,826	39,828	39,826	-	0.0%
SUBTOTAL	$ 5,863,999	$ 6,026,144	$ 6,031,279	$ 6,143,947	$ 6,196,056	$ (164,777)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 94,735	$ 82,335	$ 86,464	$ 77,863	$ 87,634	$ (1,170)	-1.4%
0802 - MEDICAL SUPPLIES	223,590	238,000	238,835	192,752	180,966	57,869	24.2%
0803 - FUEL	23,879	30,000	30,000	28,044	30,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	1,466	18,500	18,500	(1,475)	11,190	7,310	39.5%
SUBTOTAL	$ 343,670	$ 368,835	$ 373,799	$ 297,184	$ 309,790	$ 64,009	17.1%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 125,088	$ 139,644	$ 191,207	$ 183,431	$ 159,826	$ 31,381	16.4%
0812 - OTHER SERVICES	56,294	82,500	134,756	109,349	88,105	46,651	34.6%
0820 - RENT & OPERATING LEASES	10,875	10,500	10,500	10,971	11,100	(600)	-5.7%
0825 - REPAIRS AND MAINTENANCE	108,937	105,000	105,000	87,087	103,500	1,500	1.4%
0839 - INTERNAL SERVICE CHARGES	13,046	15,101	15,101	14,075	134,078	(118,977)	-787.9%
0841 - TRAVEL	25,195	25,000	40,891	44,721	25,138	15,753	38.5%
0842 - EDUCATION AND TRAINING	21,577	10,722	17,359	16,222	11,000	6,359	36.6%
0843 - POSTAGE/FREIGHT/SHIPPING	10,074	8,200	8,200	8,560	9,200	(1,000)	-12.2%
0850 - UTILITIES	5,836	7,500	7,500	6,583	7,500	-	0.0%
SUBTOTAL	$ 376,922	$ 404,167	$ 530,514	$ 480,999	$ 549,447	$ (18,933)	-3.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (890)	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	126,198	-	192,126	190,934	16,360	175,766	91.5%
0950 - DEBT SERVICE	7,253	12,292	12,292	612	-	12,292	100.0%
SUBTOTAL	$ 132,561	$ 12,292	$ 204,418	$ 191,546	$ 16,360	$ 188,058	92.0%
ALL EXPENDITURES	$ 6,717,152	$ 6,811,438	$ 7,140,010	$ 7,113,676	$ 7,071,653	$ 68,357	1.0%
TOTAL USES	$ 6,717,152	$ 6,811,438	$ 7,140,010	$ 7,113,676	$ 7,071,653	$ 68,357	1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 302,009	$ 302,768	$ 302,768	$ 300,997	$ 302,768	$ -	0.0%
FUND TOTAL SOURCES	$ 302,009	$ 302,768	$ 302,768	$ 300,997	$ 302,768	$ -	0.0%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 147,160	$ 53,648	$ 382,220	$ 358,502	$ 160,140	$ (222,080)	-58.1%
FUND TOTAL SOURCES	$ 147,160	$ 53,648	$ 382,220	$ 358,502	$ 160,140	$ (222,080)	-58.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 449,169	$ 356,416	$ 684,988	$ 659,499	$ 462,908	$ (222,080)	-32.4%
DEPARTMENT TOTAL SOURCES	$ 449,169	$ 356,416	$ 684,988	$ 659,499	$ 462,908	$ (222,080)	-32.4%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 6,565,478	$ 6,757,790	$ 6,757,790	$ 6,755,174	$ 6,911,513	$ (153,723)	-2.3%
FUND TOTAL USES	$ 6,565,478	$ 6,757,790	$ 6,757,790	$ 6,755,174	$ 6,911,513	$ (153,723)	-2.3%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 151,674	$ 53,648	$ 382,220	$ 358,502	$ 160,140	$ 222,080	58.1%
FUND TOTAL USES	$ 151,674	$ 53,648	$ 382,220	$ 358,502	$ 160,140	$ 222,080	58.1%
DEPARTMENT OPERATING TOTAL USES	$ 6,717,152	$ 6,811,438	$ 7,140,010	$ 7,113,676	$ 7,071,653	$ 68,357	1.0%
DEPARTMENT TOTAL USES	$ 6,717,152	$ 6,811,438	$ 7,140,010	$ 7,113,676	$ 7,071,653	$ 68,357	1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
290 MEDICAL EXAMINER							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	.50	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	5.50	4.00	4.00	4.00	4.00	-	0.0%
MEDICAL EXAMINERS							
CREMATION AUTHORIZATIONS	3.00	3.05	3.05	3.05	3.05	-	0.0%
DECEDENT MEDICAL EXAMINATION	19.36	21.40	21.40	22.40	22.80	1.40	6.5%
DECEDENT MEDICAL INVESTIGATION	20.90	21.85	21.85	22.85	21.85	-	0.0%
MEDICAL EXAMINER LAB SERVICES	12.95	11.95	11.95	11.95	11.95	-	0.0%
MEDICAL EXAMINER LEGAL SUPPORT	.79	.75	.75	.75	.75	-	0.0%
MEDICAL EXAMINER OFFICE SUPP	13.00	14.00	14.00	14.00	14.00	-	0.0%
PROGRAM TOTAL	70.00	73.00	73.00	75.00	74.40	1.40	1.9%
DEPARTMENT TOTAL	75.50	77.00	77.00	79.00	78.40	1.40	1.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
MEDICAL EXAMINER							
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Manager	-	-	-	1.00	1.00	1.00	N/A
Administrative Staff Supv	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Administrative Supervisor	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Chemist	7.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	2.00	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%
Crime Scene Specialist	19.00	19.00	19.00	20.00	19.00	-	0.0%
Crime Scene Supervisor	-	-	-	3.00	3.00	3.00	N/A
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)	(100.0%)
Forensic Anthropologist	-	-	-	.50	.60	.60	N/A
Forensic Odontologist	-	-	-	.50	.80	.80	N/A
Forensic Services Supervisor	-	-	-	1.00	1.00	1.00	N/A
Forensic Technician	7.00	9.00	9.00	9.00	9.00	-	0.0%
Human Resources Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Support Supv	1.00	-	-	-	-	-	N/A
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Management Analyst	1.00	-	-	-	-	-	N/A
Medical Death Investigations Manager	-	-	-	1.00	1.00	1.00	N/A
Medical Examiner	9.00	9.00	9.00	9.00	9.00	-	0.0%
Office Assistant	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Office Assistant Specialized	12.00	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
Operations/Program Manager	-	1.00	1.00	-	-	(1.00)	(100.0%)
Operations/Program Supervisor	4.00	4.00	4.00	-	-	(4.00)	(100.0%)
Photographer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	.50	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**75.50**	**77.00**	**77.00**	**79.00**	**78.40**	**1.40**	**1.8%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
290 MEDICAL EXAMINER							
100 GENERAL	75.50	77.00	77.00	79.00	78.40	1.40	1.8%
Department Total	**75.50**	**77.00**	**77.00**	**79.00**	**78.40**	**1.40**	**1.8%**

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by ($18,773) for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $41,536 for retirement contribution rate increase.
- Increase budget by $18,221 to rightsize benefit savings.

Medical Examiner Grants Fund (224)

- Right-size grant revenue and expenditure budget to reflect anticipated grants for FY 2012 for a net decrease of ($222,080).

Target Adjustments:

General Fund (100)

- Increase budget by $51,822 for restatement of risk management charges from Non Departmental.
- Increase budget by $21,437 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $39,480 for restatement of baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cases completed (available for public release) within 45 days	47.0%	43.4%	35.4%	35.1%	(8.3%)	-19.2%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	77.2%	70.2%	62.1%	61.0%	(9.2%)	-13.1%
Percent of cases completed (available for public release) within 90 days	78.1%	83.1%	66.9%	63.8%	(19.2%)	-23.2%
Percent of autopsies performed	61.6%	60.3%	63.3%	64.3%	3.9%	6.5%
Percent of cases not admitted (CNA's)	21.7%	20.8%	20.9%	19.7%	(1.1%)	-5.2%
Percent of cases where organ/tissue-donations were authorized	100.0%	7.0%	8.5%	7.9%	0.9%	13.0%
Percent of investigative summaries completed by day of exam	100.0%	100.0%	73.6%	81.7%	(18.3%)	-18.3%
Percent of declined cases	40.9%	39.8%	37.7%	36.4%	(3.4%)	-8.5%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	60.1%	60.6%	61.7%	62.5%	1.8%	3.0%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	91.0%	97.5%	98.3%	98.2%	0.7%	0.8%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	59.0%	63.2%	50.9%	51.7%	(11.5%)	-18.2%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	97.7%	97.4%	97.4%	97.6%	0.2%	0.2%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	62.8%	48.3%	43.4%	41.6%	(6.7%)	-13.9%
Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of examined cases requiring microscopic slides to be produced	72.3%	71.6%	76.9%	76.2%	4.6%	6.4%
Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	N/A	28.1%	22.9%	19.9%	(8.2%)	-29.2%
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	N/A	60.0%	0.0%	0.0%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	N/A	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%	N/A	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%	N/A	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

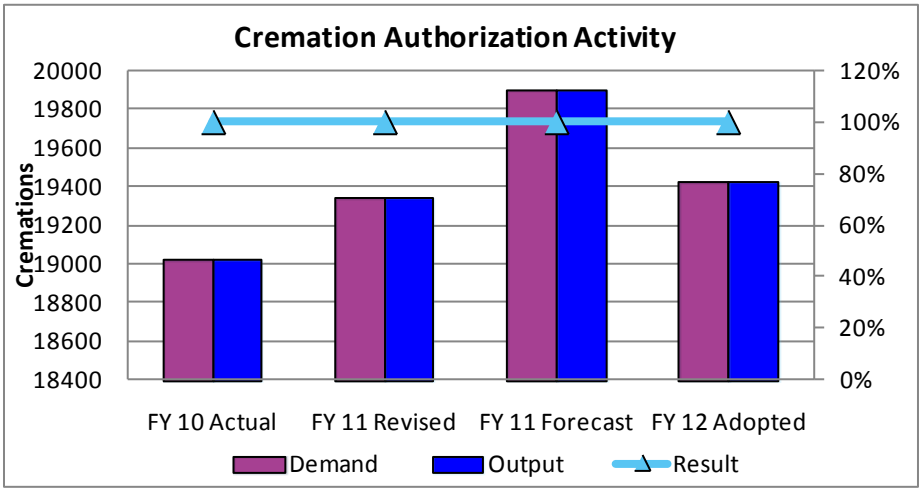
Cremation Authorizations Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of cremation authorizations completed	19,015	19,332	19,893	19,416	84	0.4%
Demand	Number of cremation authorizations requested	19,015	19,332	19,893	19,416	84	0.4%
Efficiency	Total cost per cremation authorization	$ 11.39	$ 11.19	$ 11.09	$ 11.20	$ (0.01)	-0.1%
Revenue							
	100 - GENERAL	$ 262,990	$ 262,380	$ 262,390	$ 262,380	$ -	0.0%
	TOTAL SOURCES	$ 262,990	$ 262,380	$ 262,390	$ 262,380	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 216,548	$ 216,377	$ 220,689	$ 217,517	$ (1,140)	-0.5%
	TOTAL USES	$ 216,548	$ 216,377	$ 220,689	$ 217,517	$ (1,140)	-0.5%

Activity Narrative: Expenditures are increasing slightly due to the increase in benefits. The number of cremation authorizations completed will keep pace with the increase demand for public use of cremation.



Decedent Medical Examination Activity

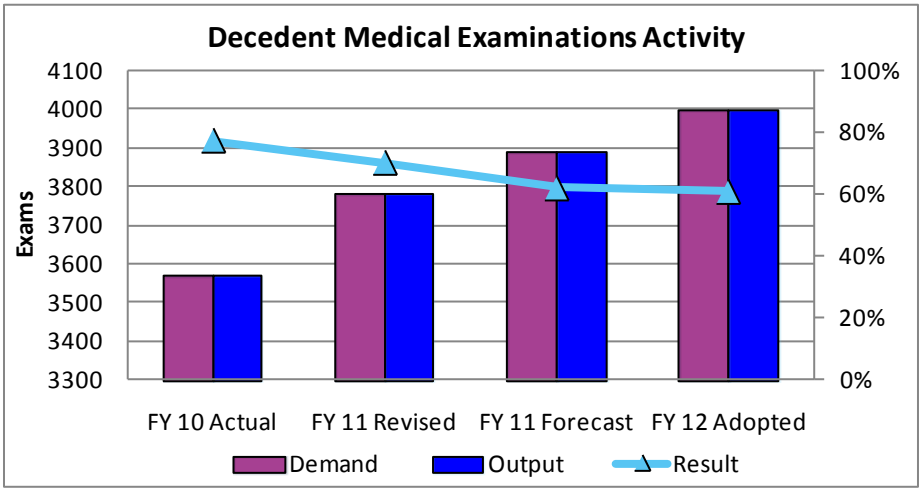
The purpose of the Decedent Medical Examination Activity is to provide autopsies, and timely autopsy reports, certifications and expert testimony in legal proceedings to families of decedents and the legal and medical community so they can conduct financial transactions and have closure, investigate 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases completed (available for public release) within 45 days	47.0%	43.4%	36.7%	35.1%	(8.3%)	-19.2%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	77.2%	70.2%	64.0%	61.0%	(9.2%)	-13.1%
Result	Percent of cases completed (available for public release) within 90 days	78.1%	83.1%	67.6%	63.8%	(19.2%)	-23.2%
Result	Percent of autopsies performed	61.6%	60.3%	62.8%	64.3%	3.9%	6.5%
Result	Percent of cases not admitted (CNA's)	21.7%	20.8%	21.8%	19.7%	(1.1%)	-5.2%
Result	Percent of cases where organ/tissue-donations were authorized	100.0%	7.0%	8.8%	7.9%	0.9%	13.0%
Output	Number of examinations completed	3,568	3,780	3,842	3,996	216	5.7%
Output	Number of organ/tissue donation authorizations	350	336	435	396	60	17.9%
Demand	Number of examinations required	3,568	3,780	3,842	3,996	216	5.7%
Efficiency	Total cost per exam	$ 794.22	$ 760.31	$ 742.10	$ 747.80	$ 12.51	1.6%
Revenue							
	100 - GENERAL	$ 39,019	$ 40,388	$ 38,607	$ 40,388	$ -	0.0%
	224 - MEDICAL EXAMINER GRANT	30,700	176,636	151,989	147,925	(28,711)	-16.3%
	TOTAL SOURCES	$ 69,719	$ 217,024	$ 190,596	$ 188,313	$ (28,711)	-13.2%
Expenditure							
	100 - GENERAL	$ 2,803,857	$ 2,697,338	$ 2,767,397	$ 2,840,302	$ (142,964)	-5.3%
	224 - MEDICAL EXAMINER GRANT	29,933	176,636	148,856	147,925	28,711	16.3%
	TOTAL USES	$ 2,833,790	$ 2,873,974	$ 2,916,253	$ 2,988,227	$ (114,253)	-4.0%

Activity Narrative: It is anticipated that the number of examinations completed in FY 2012 will increase due to the present trend in examinations required in FY 2011. With this increase in demand, this negatively affects the percent of cases completed within 45 and 90 days and percent of exams completed within 48 hours. The resources available in the General Fund will be increasing due to the increase in cost for benefits. The resources for the Medical Examiner Grants will be decreasing due to the decrease in grant funding.



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

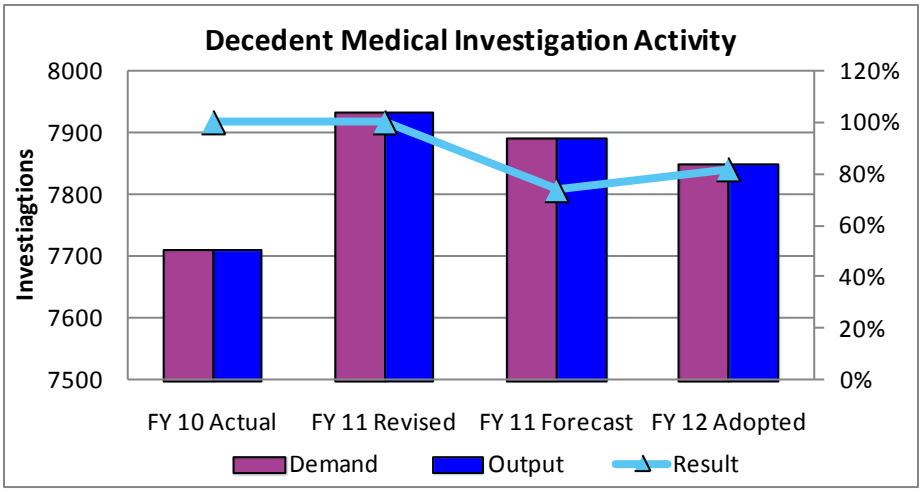
agency investigating the death obtains a search warrant for private property other than in the immediate location where the body was found.
B. The county medical examiner or alternate medical examiner, with the permission of the law enforcement agency investigating the death may take into possession 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of investigative summaries completed by day of exam	100.0%	100.0%	73.6%	81.7%	(18.3%)	-18.3%
Result	Percent of declined cases	40.9%	39.8%	37.7%	36.4%	(3.4%)	-8.5%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	60.1%	60.6%	61.7%	62.5%	1.8%	3.0%
Output	Number of investigations completed	7,708	7,932	7,890	7,848	(84)	-1.1%
Demand	Number of investigations required	7,708	7,932	7,890	7,848	(84)	-1.1%
Efficiency	Total cost per investigation	$ 156.89	$ 174.21	$ 174.70	$ 173.96	$ 0.24	0.1%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ -	$ 8,467	$ 8,633	$ 10,015	$ 1,548	18.3%
	TOTAL SOURCES	$ -	$ 8,467	$ 8,633	$ 10,015	$ 1,548	18.3%
Expenditure							
	100 - GENERAL	$ 1,209,291	$ 1,373,348	$ 1,369,943	$ 1,355,259	$ 18,089	1.3%
	224 - MEDICAL EXAMINER GRANT	-	8,467	8,467	10,015	(1,548)	-18.3%
	TOTAL USES	$ 1,209,291	$ 1,381,815	$ 1,378,410	$ 1,365,274	$ 16,541	1.2%

Activity Narrative: Expenditures will increase due to the increase in cost for benefit. A newly implemented operational procedure to review pending cases has led to a decrease in the percent of investigative summaries completed on the day of the exam by 18.3%. The department plans on revising this result measure in FY 2013 to incorporate the change in the operational procedure.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	91.0%	97.5%	98.3%	98.2%	0.7%	0.8%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	59.0%	63.2%	50.9%	51.7%	(11.5%)	-18.2%
Output	Number of exam, toxicology and investigative summary reports transcribed	8,794	8,976	9,549	9,348	372	4.1%
Output	Number of decedents admitted	3,568	3,780	3,887	3,996	216	5.7%
Demand	Number of reports requested to be transcribed.	8,794	8,976	9,549	9,348	372	4.1%
Efficiency	Total cost per report transcribed.	$ 77.59	$ 82.46	$ 75.45	$ 77.24	$ 5.22	6.3%
Expenditure							
	100 - GENERAL	$ 682,365	$ 740,174	$ 720,427	$ 722,051	$ 18,123	2.4%
	TOTAL USES	$ 682,365	$ 740,174	$ 720,427	$ 722,051	$ 18,123	2.4%

Activity Narrative: The FY 2012 percent of decedents released within one day of an exam is declining by 11.5% due to the increasing caseload of decedents admitted in combination with the reduction of office staff.

Lab Services Activity

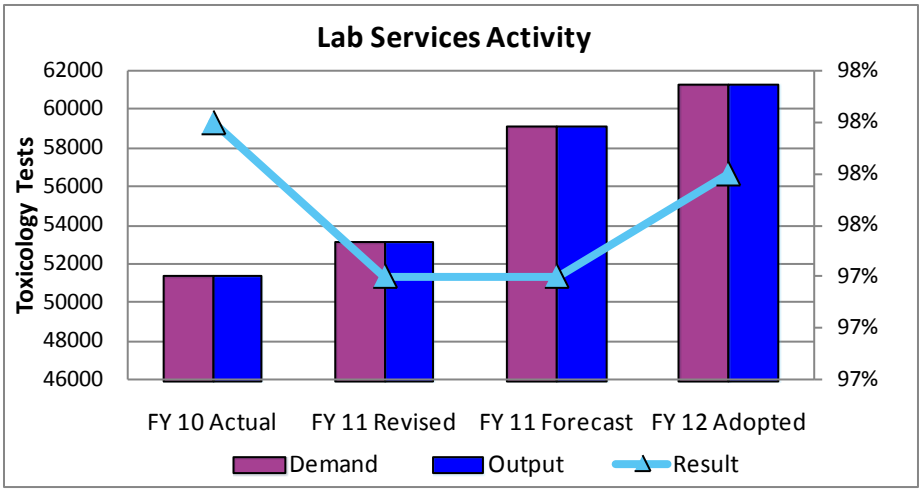
The purpose of the Lab Services Activity is to provide professionally administered drug analyses reports, test results and microscopic slide results (according to established standards) to family/next of kin and/or law enforcement so they can be advised of whether or not drugs or chemicals contributed 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	97.7%	97.4%	97.4%	97.6%	0.2%	0.2%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	62.8%	48.3%	43.4%	41.6%	(6.7%)	-13.9%
Result	Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of examined cases requiring microscopic slides to be produced	72.3%	71.6%	76.9%	76.2%	4.6%	6.4%
Result	Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	N/A	28.1%	22.9%	19.9%	(8.2%)	-29.2%
Output	Number of toxicology tests produced	51,317	53,112	59,036	61,176	8,064	15.2%
Output	Number of total toxicology reports produced	3,120	3,204	3,181	3,260	56	1.7%
Output	Number of microscopic slides produced	9,169	9,300	12,068	12,120	2,820	30.3%
Demand	Number of microscopic slides requested	9,169	9,300	12,068	12,120	2,820	30.3%
Demand	Number of toxicology tests requested.	51,317	53,112	59,036	61,176	8,064	15.2%
Efficiency	Total cost per test produced	$ 24.56	$ 25.80	$ 22.59	$ 18.43	$ 7.37	28.6%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ 116,459	$ 197,117	$ 202,400	$ 2,200	$ (194,917)	-98.9%
	TOTAL SOURCES	$ 116,459	$ 197,117	$ 202,400	$ 2,200	$ (194,917)	-98.9%
Expenditure							
	100 - GENERAL	$ 1,138,682	$ 1,173,255	$ 1,132,283	$ 1,125,389	$ 47,866	4.1%
	224 - MEDICAL EXAMINER GRANT	121,741	197,117	201,179	2,200	194,917	98.9%
	TOTAL USES	$ 1,260,423	$ 1,370,372	$ 1,333,462	$ 1,127,589	$ 242,783	17.7%

Activity Narrative: Grant funding is reduced by 98.9% in FY 2012. The demand for autopsies is increasing which leads to an increase in the demand for toxicology tests and microscopic slides. The percent to toxicology reports produced within 35 and 45 days of an exam is decreasing due to the increase is volume and a changes in key personnel.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	N/A	60.0%	0.0%	0.0%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	N/A	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%	N/A	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%	N/A	18.4%	0.0%	0.0%
Output	Number of subpoenas supported (date and time stamped)	N/A	612	N/A	612	-	0.0%
Output	Number of hours spent testifying in court	N/A	144	N/A	144	-	0.0%
Demand	Number of subpoenas received (date and time stamped)	N/A	612	N/A	612	-	0.0%
Efficiency	Total cost per subpoenas supported	N/A	$ 114.53	N/A	$ 114.27	$ 0.26	0.2%
Expenditure							
	100 - GENERAL	$ 71,429	$ 70,095	$ 74,801	$ 69,936	$ 159	0.2%
	TOTAL USES	$ 71,429	$ 70,095	$ 74,801	$ 69,936	$ 159	0.2%

Activity Narrative: The department currently does not have the ability to measure this data; however there is a plan to record this information in FY 2012.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 6,757,790**	**$ 302,768**
FY 2011 Revised Budget		**$ 6,757,790**	**$ 302,768**
Adjustments:			
Restatements		**$ 112,739**	**$ -**
Risk Mgt Chgs from Non Dept		*51,822*	*-*
Equip Svcs Chgs from Non Dept		*21,437*	*-*
Telecomm Chgs from Non Dept		*37,432*	*-*
Radio Chgs from Non Dept		*2,048*	*-*
FY 2012 Budget Target		**$ 6,870,529**	**$ 302,768**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 22,763**	**$ -**
Emp Health Dental Prem Realloc		*(18,773)*	*-*
Retirement Contributions		*41,536*	*-*
Base Adjustments		**$ 18,221**	**$ -**
Other Base Adjustments		*18,221*	*-*
Rightsize Benefit Savings	*$ 18,221*		
FY 2012 Adopted Budget		**$ 6,911,513**	**$ 302,768**
Percent Change from Target Amount		*0.6%*	*0.0%*

Medical Examiner Grant Fund (224)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 53,648**	**$ 53,648**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 328,572**	**$ 328,572**
ME Grant Carryover and Recon	*C-29-11-004-M-00*	*328,572*	*328,572*
FY 2011 Revised Budget		**$ 382,220**	**$ 382,220**
FY 2012 Budget Target		**$ 382,220**	**$ 382,220**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (222,080)**	**$ (222,080)**
ME Grant Carryover and Recon	*C-29-11-004-M-00*	*(222,080)*	*(222,080)*
FY 2012 Adopted Budget		**$ 160,140**	**$ 160,140**
Percent Change from Target Amount		*-58.1%*	*-58.1%*

Medical Examiner Grant Fund (224) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ -
Sources:					
Operating	$ 147,160	$ 53,648	$ 382,220	$ 358,502	$ 160,140
Non-Recurring	-	-	-	-	-
Total Sources:	$ 147,160	$ 53,648	$ 382,220	$ 358,502	$ 160,140
Uses:					
Operating	$ 151,674	$ 53,648	$ 382,220	$ 358,502	$ 160,140
Non-Recurring	-	-	-	-	-
Total Uses:	$ 151,674	$ 53,648	$ 382,220	$ 358,502	$ 160,140
Structural Balance	$ (4,514)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 4,514	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ -	$ -

Parks and Recreation

Analysis by Mark Mason, Senior Management and Budget Analyst

Summary

Mission

The Mission of the Parks and Recreation Department is to provide the highest quality parks, trails, programs, services, and experiences to energize visitors so they can become life-long users and advocates.

Vision

Our vision is to connect people with nature through regional parks, trails and programs, inspire an appreciation for the Sonoran Desert and natural open spaces, and create lifelong positive memories.

Strategic Goals

Safe Communities

By the end of FY 2013, 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 has completed a Maintenance Standards Manual to establish maintenance expectations, schedules and identify preventive maintenance procedures for all facilities. The Department has also contracted with ASI/Camava to provide a computerized maintenance tracking system which automatically notifies the parks when repairs are necessary and the proper steps to follow. To ensure public safety throughout the park system, a Signage Standard Manual was developed to create consistent messaging from park to park. The Department is currently working to implement standardized directional, trail and informational signage throughout the park system.

Safe Communities

By the end of FY 2014, 75% of all existing facilities from FY 2010 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 begun an inventory of existing facilities to identify those amenities that do not meet the current Departmental standard. In addition, Parks has begun negotiations with Bureau of Reclamation to obtain funding for renovations to the Lake Pleasant Visitor Center, upgrading the facility to include enhanced opportunities for education and recreation opportunities.

Sustainable Environment

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.

Status: The Department has been refining interpretive programming standards

and developing a junior ranger program which are expected to increase park use and enhance the park visitor's experience. As of February 1, 2011, the Department has completed approximately 90% of the interpretive programming standards and outlined activities and guidelines for the junior ranger program. In addition to expanded services, the Department is working to secure two additional concessionaires (zip lines and cable lake) to provide fresh recreational opportunities to visitors.

Sustainable Environment

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.

Status: As of February 14, 2011, the Department continues to complete the studies required by 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 Regional Trail.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
AREC - RECREATION	$ 5,903,766	$ 5,406,955	$ 5,451,472	$ 5,767,898	$ 5,890,176	$ 438,704	8.0%
INTP - INTERPRETIVE SERVICES	221,783	203,368	203,368	209,620	203,368	-	0.0%
30ER - PARK EDUCATION AND RECREATION	$ 6,125,549	$ 5,610,323	$ 5,654,840	$ 5,977,518	$ 6,093,544	$ 438,704	7.8%
MDEV - MAINTENANCE AND DEVELOPMENT	$ 45,286	$ 63,300	$ 109,942	$ 51,287	$ 18,090	$ (91,852)	-83.5%
30SP - PARK SUPPORT	$ 45,286	$ 63,300	$ 109,942	$ 51,287	$ 18,090	$ (91,852)	-83.5%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ 3	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ 3	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	$ 52,258	$ 99,409	$ 99,409	$ 138,313	$ 99,409	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 52,258	$ 99,409	$ 99,409	$ 138,313	$ 99,409	$ -	0.0%
TOTAL PROGRAMS	**$ 6,223,093**	**$ 5,773,032**	**$ 5,864,191**	**$ 6,167,121**	**$ 6,211,043**	**$ 346,852**	**5.9%**
USES							
AREC - RECREATION	$ 2,024,092	$ 2,584,817	$ 2,628,999	$ 2,423,483	$ 2,346,982	$ 282,017	10.7%
INTP - INTERPRETIVE SERVICES	680,271	806,720	806,649	747,333	842,506	(35,857)	-4.4%
30ER - PARK EDUCATION AND RECREATION	$ 2,704,363	$ 3,391,537	$ 3,435,648	$ 3,170,816	$ 3,189,488	$ 246,160	7.2%
MDEV - MAINTENANCE AND DEVELOPMENT	$ 3,109,047	$ 3,493,211	$ 3,805,038	$ 3,270,788	$ 3,572,350	$ 232,688	6.1%
30SP - PARK SUPPORT	$ 3,109,047	$ 3,493,211	$ 3,805,038	$ 3,270,788	$ 3,572,350	$ 232,688	6.1%
BDGT - BUDGETING	$ 91,887	$ 102,530	$ 102,530	$ 106,901	$ 104,925	$ (2,395)	-2.3%
FSAC - FINANCIAL SERVICES	252,987	537,965	537,965	355,570	423,209	114,756	21.3%
HRAC - HUMAN RESOURCES	50,812	55,371	55,371	55,539	55,948	(577)	-1.0%
ODIR - EXECUTIVE MANAGEMENT	436,678	520,791	521,200	450,650	765,527	(244,327)	-46.9%
99AS - ADMINISTRATIVE SERVICES	$ 832,364	$ 1,216,657	$ 1,217,066	$ 968,660	$ 1,349,609	$ (132,543)	-10.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ -	$ -	$ -	$ 311,522	$ (311,522)	N/A
GGOV - GENERAL GOVERNMENT	720	-	-	-	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	63,779	79,042	79,042	79,028	483,617	(404,575)	-511.8%
99GV - GENERAL GOVERNMENT	$ 64,499	$ 79,042	$ 79,042	$ 79,028	$ 795,139	$ (716,097)	-906.0%
DESK - DESKTOP SUPPORT	$ 5,330	$ 48,660	$ 48,660	$ 9,518	$ 91,714	$ (43,054)	-88.5%
99IT - INFORMATION TECHNOLOGY	$ 5,330	$ 48,660	$ 48,660	$ 9,518	$ 91,714	$ (43,054)	-88.5%
TOTAL PROGRAMS	**$ 6,715,603**	**$ 8,229,107**	**$ 8,585,454**	**$ 7,498,810**	**$ 8,998,300**	**$ (412,846)**	**-4.8%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 26,130	$ 4,820	$ 95,979	$ 74,594	$ -	$ (95,979)	-100.0%
SUBTOTAL	$ 26,130	$ 4,820	$ 95,979	$ 74,594	$ -	$ (95,979)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 201,002	$ 201,648	$ 201,648	$ 210,557	$ 201,648	$ -	0.0%
0635 - OTHER CHARGES FOR SERVICES	4,220,528	3,826,549	3,826,549	4,216,344	4,266,141	439,592	11.5%
SUBTOTAL	$ 4,421,530	$ 4,028,197	$ 4,028,197	$ 4,426,901	$ 4,467,789	$ 439,592	10.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 781	$ 50	$ 50	$ 595	$ 50	$ -	0.0%
SUBTOTAL	$ 781	$ 50	$ 50	$ 595	$ 50	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 58,465	$ 123,909	$ 123,909	$ 109,817	$ 119,909	$ (4,000)	-3.2%
0650 - MISCELLANEOUS REVENUE	1,619,380	1,616,056	1,616,056	1,555,214	1,623,295	7,239	0.4%
SUBTOTAL	$ 1,677,845	$ 1,739,965	$ 1,739,965	$ 1,665,031	$ 1,743,204	$ 3,239	0.2%
ALL REVENUES	$ 6,126,286	$ 5,773,032	$ 5,864,191	$ 6,167,121	$ 6,211,043	$ 346,852	5.9%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 96,807	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 96,807	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 6,223,093	$ 5,773,032	$ 5,864,191	$ 6,167,121	$ 6,211,043	$ 346,852	5.9%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,384,200	$ 3,461,518	$ 3,461,518	$ 3,448,890	$ 3,432,235	$ 29,283	0.8%
0705 - TEMPORARY PAY	48,637	87,123	87,123	39,393	39,606	47,517	54.5%
0710 - OVERTIME	819	1,500	1,500	1,448	1,500	-	0.0%
0750 - FRINGE BENEFITS	1,252,388	1,371,580	1,371,580	1,379,394	1,453,140	(81,560)	-5.9%
0790 - OTHER PERSONNEL SERVICES	10,164	14,300	14,300	6,607	12,551	1,749	12.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(581,791)	(649,601)	(649,601)	(612,113)	(613,262)	(36,339)	-5.6%
0796 - PERSONNEL SERVICES ALLOC-IN	536,007	577,597	577,597	557,322	542,768	34,829	6.0%
SUBTOTAL	$ 4,650,424	$ 4,864,017	$ 4,864,017	$ 4,820,941	$ 4,868,538	$ (4,521)	-0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 369,714	$ 381,521	$ 414,521	$ 347,262	$ 443,483	$ (28,962)	-7.0%
0803 - FUEL	123,803	157,266	157,266	146,691	159,766	(2,500)	-1.6%
0804 - NON-CAPITAL EQUIPMENT	23,052	51,500	51,500	48,555	19,500	32,000	62.1%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	2,044	(2,044)	N/A
SUBTOTAL	$ 516,569	$ 590,287	$ 623,287	$ 542,508	$ 624,793	$ (1,506)	-0.2%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 726	$ -	$ -	N/A
0812 - OTHER SERVICES	103,076	831,339	889,498	413,219	700,367	189,131	21.3%
0820 - RENT & OPERATING LEASES	16,685	17,320	17,320	15,610	30,226	(12,906)	-74.5%
0825 - REPAIRS AND MAINTENANCE	529,155	299,068	299,068	406,884	347,470	(48,402)	-16.2%
0830 - INTERGOVERNMENTAL PAYMENTS	88,856	89,140	89,140	88,664	89,140	-	0.0%
0839 - INTERNAL SERVICE CHARGES	75,436	135,991	135,991	130,204	829,114	(693,123)	-509.7%
0841 - TRAVEL	1,617	3,167	3,167	2,069	4,167	(1,000)	-31.6%
0842 - EDUCATION AND TRAINING	6,370	15,050	15,050	8,861	24,810	(9,760)	-64.9%
0843 - POSTAGE/FREIGHT/SHIPPING	7,397	7,255	7,255	6,474	7,254	1	0.0%
0850 - UTILITIES	580,962	601,794	601,794	532,392	593,751	8,043	1.3%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	71,670	(71,670)	N/A
SUBTOTAL	$ 1,409,554	$ 2,000,124	$ 2,058,283	$ 1,605,103	$ 2,697,969	$ (639,686)	-31.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 21,899	$ 144,019	$ 344,019	$ 29,105	$ 500,000	$ (155,981)	-45.3%
0920 - CAPITAL EQUIPMENT	-	-	-	10,305	22,000	(22,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	375,000	375,000	210,000	160,000	215,000	57.3%
0940 - INFRASTRUCTURE	-	40,000	40,000	-	-	40,000	100.0%
0950 - DEBT SERVICE	2,360	660	660	660	-	660	100.0%
SUBTOTAL	$ 24,259	$ 559,679	$ 759,679	$ 250,070	$ 682,000	$ 77,679	10.2%
ALL EXPENDITURES	$ 6,600,806	$ 8,014,107	$ 8,305,266	$ 7,218,622	$ 8,873,300	$ (568,034)	-6.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 114,797	$ 215,000	$ 280,188	$ 280,188	$ 125,000	$ 155,188	55.4%
ALL OTHER FINANCING USES	$ 114,797	$ 215,000	$ 280,188	$ 280,188	$ 125,000	$ 155,188	55.4%
TOTAL USES	$ 6,715,603	$ 8,229,107	$ 8,585,454	$ 7,498,810	$ 8,998,300	$ (412,846)	-4.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 630	$ 4,820	$ 4,820	$ 44,488	$ -	$ (4,820)	-100.0%
NON-RECURRING	25,500	-	91,159	30,278	-	(91,159)	-100.0%
FUND TOTAL SOURCES	$ 26,130	$ 4,820	$ 95,979	$ 74,766	$ -	$ (95,979)	-100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 171,172	$ 172,050	$ 172,050	$ 181,511	$ 172,050	$ -	0.0%
FUND TOTAL SOURCES	$ 171,172	$ 172,050	$ 172,050	$ 181,511	$ 172,050	$ -	0.0%
239 PARKS SOUVENIR							
OPERATING	$ 243,743	$ 220,000	$ 220,000	$ 228,293	$ 220,000	$ -	0.0%
FUND TOTAL SOURCES	$ 243,743	$ 220,000	$ 220,000	$ 228,293	$ 220,000	$ -	0.0%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,937,196	$ 1,847,278	$ 1,847,278	$ 1,999,803	$ 2,013,948	$ 166,670	9.0%
FUND TOTAL SOURCES	$ 1,937,196	$ 1,847,278	$ 1,847,278	$ 1,999,803	$ 2,013,948	$ 166,670	9.0%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,795,752	$ 3,503,744	$ 3,543,744	$ 3,732,333	$ 3,777,305	$ 233,561	6.6%
FUND TOTAL SOURCES	$ 3,795,752	$ 3,503,744	$ 3,543,744	$ 3,732,333	$ 3,777,305	$ 233,561	6.6%
243 PARKS DONATIONS							
OPERATING	$ 49,100	$ 108,000	$ 108,000	$ 33,275	$ 62,790	$ (45,210)	-41.9%
FUND TOTAL SOURCES	$ 49,100	$ 108,000	$ 108,000	$ 33,275	$ 62,790	$ (45,210)	-41.9%
900 ELIMINATIONS							
OPERATING	$ -	$ (82,860)	$ (122,860)	$ (82,860)	$ (35,050)	$ 87,810	-71.5%
FUND TOTAL SOURCES	$ -	$ (82,860)	$ (122,860)	$ (82,860)	$ (35,050)	$ 87,810	-71.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,197,593	$ 5,773,032	$ 5,773,032	$ 6,136,843	$ 6,211,043	$ 438,011	7.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 25,500	$ -	$ 91,159	$ 30,278	$ -	$ (91,159)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 6,223,093	$ 5,773,032	$ 5,864,191	$ 6,167,121	$ 6,211,043	$ 346,852	5.9%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 694,574	$ 693,436	$ 693,436	$ 616,006	$ 1,098,011	$ (404,575)	-58.3%
FUND TOTAL USES	$ 694,574	$ 693,436	$ 693,436	$ 616,006	$ 1,098,011	$ (404,575)	-58.3%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 1	$ 4,820	$ 4,820	$ 4,616	$ -	$ 4,820	100.0%
NON-RECURRING	30,811	-	91,159	62,877	-	91,159	100.0%
FUND TOTAL USES	$ 30,812	$ 4,820	$ 95,979	$ 67,493	$ -	$ 95,979	100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 266,624	$ 305,000	$ 305,000	$ 260,730	$ 295,591	$ 9,409	3.1%
NON-RECURRING	-	35,000	35,000	17,897	35,000	-	0.0%
FUND TOTAL USES	$ 266,624	$ 340,000	$ 340,000	$ 278,627	$ 330,591	$ 9,409	2.8%
239 PARKS SOUVENIR							
OPERATING	$ 240,003	$ 220,000	$ 260,000	$ 237,194	$ 220,000	$ 40,000	15.4%
FUND TOTAL USES	$ 240,003	$ 220,000	$ 260,000	$ 237,194	$ 220,000	$ 40,000	15.4%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,645,145	$ 1,847,278	$ 1,847,278	$ 1,788,638	$ 2,013,948	$ (166,670)	-9.0%
NON-RECURRING	15,930	510,000	739,753	374,810	725,000	14,753	2.0%
FUND TOTAL USES	$ 1,661,075	$ 2,357,278	$ 2,587,031	$ 2,163,448	$ 2,738,948	$ (151,917)	-5.9%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,266,901	$ 3,503,744	$ 3,503,744	$ 3,431,691	$ 3,777,305	$ (273,561)	-7.8%
NON-RECURRING	526,241	943,300	978,735	657,342	755,521	223,214	22.8%
FUND TOTAL USES	$ 3,793,142	$ 4,447,044	$ 4,482,479	$ 4,089,033	$ 4,532,826	$ (50,347)	-1.1%
243 PARKS DONATIONS							
OPERATING	$ 21,282	$ 108,000	$ 108,000	$ 21,810	$ 62,790	$ 45,210	41.9%
NON-RECURRING	8,091	141,389	141,389	108,059	50,184	91,205	64.5%
FUND TOTAL USES	$ 29,373	$ 249,389	$ 249,389	$ 129,869	$ 112,974	$ 136,415	54.7%
900 ELIMINATIONS							
OPERATING	$ -	$ (82,860)	$ (122,860)	$ (82,860)	$ (35,050)	$ (87,810)	71.5%
FUND TOTAL USES	$ -	$ (82,860)	$ (122,860)	$ (82,860)	$ (35,050)	$ (87,810)	71.5%
DEPARTMENT OPERATING TOTAL USES	$ 6,134,530	$ 6,599,418	$ 6,599,418	$ 6,277,825	$ 7,432,595	$ (833,177)	-12.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 581,073	$ 1,629,689	$ 1,986,036	$ 1,220,985	$ 1,565,705	$ 420,331	21.2%
DEPARTMENT TOTAL USES	$ 6,715,603	$ 8,229,107	$ 8,585,454	$ 7,498,810	$ 8,998,300	$ (412,846)	-4.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	6.00	6.00	6.00	4.00	(2.00)	(33.3%)
FINANCIAL SERVICES	4.00	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	12.00	12.00	12.00	12.00	10.00	(2.00)	(16.7%)
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	12.00	13.00	13.00	13.00	13.00	-	0.0%
RECREATION	29.00	29.00	29.00	30.00	32.00	3.00	10.3%
PROGRAM TOTAL	41.00	42.00	42.00	43.00	45.00	3.00	7.1%
PARK SUPPORT							
MAINTENANCE AND DEVELOPMENT	32.00	31.00	31.00	30.00	31.00	-	0.0%
PROGRAM TOTAL	32.00	31.00	31.00	30.00	31.00	-	0.0%
DEPARTMENT TOTAL	85.00	85.00	85.00	85.00	86.00	1.00	1.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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	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	9.00	9.00	(1.00)	(10.0%)
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	1.00	-	0.0%
Engineering Supervisor	1.00	-	-	-	-	-	N/A
Executive Assistant	-	-	-	1.00	1.00	1.00	N/A
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	24.00	24.00	23.00	24.00	-	0.0%
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	11.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant	9.00	9.00	9.00	9.00	9.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Parks Specialist	2.00	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	-	-	-	-	-	N/A
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	**85.00**	**85.00**	**85.00**	**85.00**	**86.00**	**1.00**	**1.2%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
225	SPUR CROSS RANCH CONSERVATION	3.00	3.00	3.00	2.00	3.00	-	0.0%
240	LAKE PLEASANT RECREATION SVCS	17.00	17.00	17.00	17.00	18.00	1.00	5.9%
241	PARKS ENHANCEMENT FUND	62.00	62.00	62.00	63.00	62.00	-	0.0%
Department Total		**85.00**	**85.00**	**85.00**	**85.00**	**86.00**	**1.00**	**1.2%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $1,044 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $2,158 for retirement contribution rate increase.
- Increases offset by a decrease in the utilities budget resulting in no increase to the overall budget.

Spur Cross Fund (225)

- Increase Regular Benefits by $667 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $686 for retirement contribution rate increase.
- Decrease expense budget by $10,762 for the net effect of planned salary and benefit savings along with the increased allocations to general supplies and other services.

Lake Pleasant Fund (240)

- Increase Regular Benefits by $6,264 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $5,714 for retirement contribution rate increase.
- Increase revenue budget by $166,670 for increased park entrance and other fees.
- Increase expense budget by $154,692 for added cost to convert two temporary positions to one full time position, additional general supplies, other services and central service cost allocation charges.

Park Enhancement Fund (241)

- Increase Regular Benefits by $21,576 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $23,396 for retirement contribution rate increase.
- Increase revenue budget by $273,561 for additional charges for service due to increased park visitation.
- Increase expense budget by $228,589 for central service cost allocation charges.

Target Adjustments:

General Fund (100)

- Increase budget by $58,617 for restatement of risk management charges from Non Departmental.
- Increase budget by $165,053 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $119,489 for restatement of baseline telecommunications.
- Increase budget by $61,416 for restatement of radio charges.

Vehicles: Fund balance usage is budgeted at $70,000 in the Lake Fund (240) to replace two pickup trucks and $90,000 in the Enhancement Fund (241) for the replacement of three vehicles and the purchase of two new All Terrain Vehicles (ATV's) during FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in park visitation numbers compared to prior year same period	(4.0%)	1.0%	1.0%	3.9%	2.9%	294.1%
Rate of park visitation per 100,000 households in Maricopa County	N/A	10.1%	9.9%	9.3%	(0.8%)	-8.1%
Percent increase in regional park acreage over previous year	N/A	0.1%	0.1%	0.1%	0.0%	0.0%
Percent of park visitors who attend an interpretive program	8.9%	7.8%	8.7%	9.7%	1.9%	24.4%
Percent of interpretive program participants who are satisfied with interpretive program	88.0%	N/A	N/A	95.0%	N/A	N/A
Percent increase in interpretive programs provided over previous year	N/A	5.0%	6.0%	9.0%	4.0%	80.8%

Activities that comprise this program include:

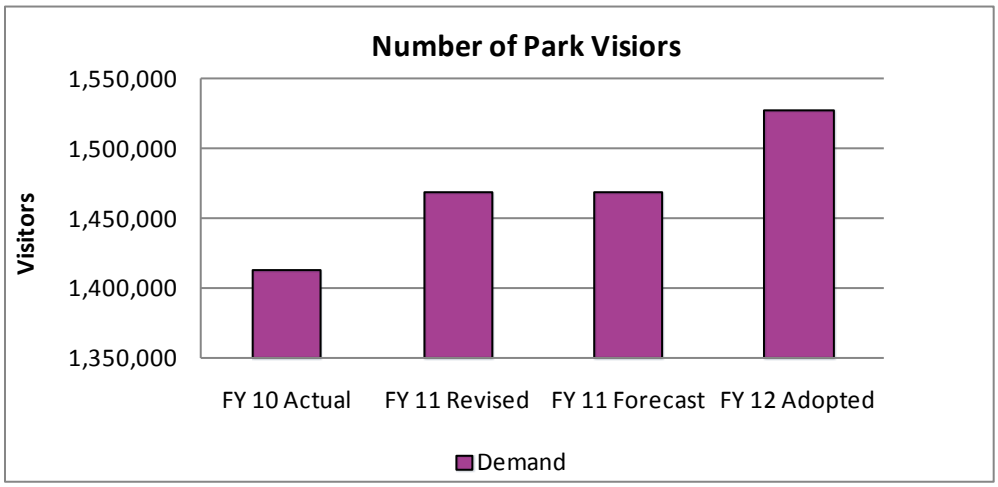
- Recreation
- Interpretive Services

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in park visitation numbers compared to prior year same period	(4.0%)	(0.0%)	(1.4%)	3.9%	4.0%	-9567.4%
Result	Rate of park visitation per 100,000 households in Maricopa County	N/A	10.1%	9.9%	9.3%	(0.8%)	-8.1%
Result	Percent increase in regional park acreage over previous year	N/A	0.1%	0.1%	50.2%	50.1%	50139.7%
Output	Number of acres of land added to park system	N/A	120	120	60,000	59,880	49900.0%
Demand	Number of individuals expected to visit the parks	1,412,816	1,469,595	1,469,595	1,527,139	57,544	3.9%
Efficiency	Cost per regional park visitor for recreation activity	$ 1.19	$ 1.79	$ 1.72	$ 1.54	$ 0.25	14.1%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 1,130	$ 49,337	$ 16,436	$ -	$ (49,337)	-100.0%
	225 - SPUR CROSS RANCH CONSERVATION	166,029	167,050	175,431	167,050	-	0.0%
	239 - PARKS SOUVENIR	243,091	220,000	225,957	220,000	-	0.0%
	240 - LAKE PLEASANT RECREATION SVCS	1,914,569	1,821,278	1,983,729	1,987,948	166,670	9.2%
	241 - PARKS ENHANCEMENT FUND	3,578,237	3,247,667	3,416,621	3,521,228	273,561	8.4%
	243 - PARKS DONATIONS	710	29,000	(37,258)	29,000	-	0.0%
	900 - ELIMINATIONS	-	(82,860)	(82,860)	(35,050)	47,810	-57.7%
	TOTAL SOURCES	$ 5,903,766	$ 5,451,472	$ 5,698,056	$ 5,890,176	$ 438,704	8.0%
Expenditure							
	100 - GENERAL	$ 83,641	$ 142,120	$ 174,511	$ 117,599	$ 24,521	17.3%
	230 - PARKS AND RECREATION GRANTS	13,791	49,337	40,852	-	49,337	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	182,719	195,389	185,323	192,068	3,321	1.7%
	239 - PARKS SOUVENIR	240,003	220,000	207,310	220,000	-	0.0%
	240 - LAKE PLEASANT RECREATION SVCS	511,265	952,868	935,996	684,328	268,540	28.2%
	241 - PARKS ENHANCEMENT FUND	984,897	1,121,045	1,127,208	1,137,737	(16,692)	-1.5%
	243 - PARKS DONATIONS	7,776	31,100	(56,664)	30,300	800	2.6%
	900 - ELIMINATIONS	-	(82,860)	(82,860)	(35,050)	(47,810)	57.7%
	TOTAL USES	$ 2,024,092	$ 2,628,999	$ 2,531,676	$ 2,346,982	$ 282,017	10.7%



Activity Narrative: Revenue in the Spur Cross Fund is decreased significantly compared to the actual FY 2009 level of $316,175 due to a reduction in funding from the Town of Cave Creek. The Department expects revenue to improve in the months after January 2012 with the completion of new revenue generating sources in Cave Creek that are currently under construction.

The Department increased some fees in all parks and increased all fees in the Lake Pleasant Park in FY 2010. Revenue is budgeted at a higher level as the Department has shown strong revenue growth since the new fees went into place and is currently forecasting revenue to be above budget in FY 2011. Attendance in parks is beginning to return to FY 2009 levels and the upward trend will have a positive impact on revenues.

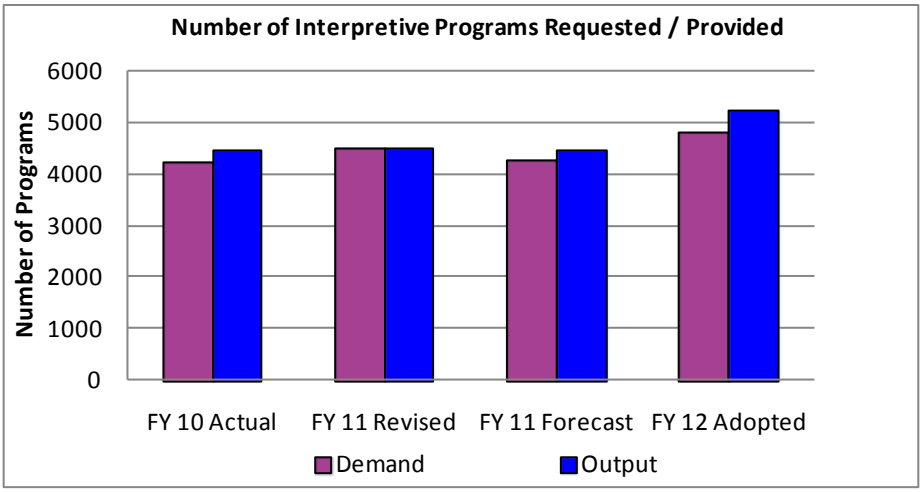
Expenditure increases in the Lake Pleasant and Enhancement Funds include central service cost allocation charges assessed for the first time in FY 2012. Additionally, two temporary positions in the Lake Pleasant Fund will be eliminated and replaced by one full time position. In prior years, the Department made staffing reductions to balance the budget and is now able to add one new position, a Contact Station Assistant, in the Lake Fund to improve customer service. One-time expenditures are also planned for FY 2012 including the upgrade and replacement of signs, completion of the Point of Sale/Campground Reservation system, and vehicle replacement. Additionally, two studies are funded in one-time expenses: a $40,000 Bureau of Land Management study at Lake Pleasant in the Lake Fund (240) and a system-wide Visitor Survey in the Enhancement Fund (241).

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Number of park visitors who attend an interpretive program	8.9%	7.8%	8.4%	9.7%	1.9%	24.4%
Result	Number of interpretive program participants who are satisfied with interpretive program	88.0%	N/A	N/A	95.0%	N/A	N/A
Result	Percent increase in interpretive programs provided over previous year	N/A	5.0%	(3.2%)	9.0%	4.0%	80.8%
Output	Number of interpretive programs provided	4,424	4,487	4,450	5,225	738	16.4%
Output	Number of interpretive program participants	125,299	115,141	110,768	132,181	17,040	14.8%
Demand	Number of interpretive programs requested	4,195	4,487	4,230	4,794	307	6.8%
Efficiency	Cost per interpretive program provided	$ 153.77	$ 179.77	$ 167.94	$ 161.25	$ 18.53	10.3%
Efficiency	Cost per program participant	N/A	$ 7.01	$ 9.10	$ 6.37	$ 0.63	9.0%
Revenue							
	241 - PARKS ENHANCEMENT FUND	$ 193,926	$ 187,668	$ 194,728	$ 187,668	$ -	0.0%
	243 - PARKS DONATIONS	27,857	15,700	14,892	15,700	-	0.0%
	TOTAL SOURCES	$ 221,783	$ 203,368	$ 209,620	$ 203,368	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,030	$ 500	$ -	$ -	$ 500	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	50,576	57,465	51,507	55,603	1,862	3.2%
	240 - LAKE PLEASANT RECREATION SVCS	170,447	179,680	173,564	274,012	(94,332)	-52.5%
	241 - PARKS ENHANCEMENT FUND	451,787	507,354	488,047	450,151	57,203	11.3%
	243 - PARKS DONATIONS	6,431	61,650	34,215	62,740	(1,090)	-1.8%
	TOTAL USES	$ 680,271	$ 806,649	$ 747,333	$ 842,506	$ (35,857)	-4.4%



Activity Narrative: The FY 2012 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 during FY 2011, which will include interpretive programming. In addition, as park attendance continues to climb toward FY 2009 levels, the demand for interpretive programming will increase. It should be noted that the number of interpretive programs provided exceeds the number requested because the Department schedules a number of interpretive programs proactively that are not specifically requested by the public.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of routine maintenance and repair assignments completed	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Percent of trail miles receiving required semi-annual maintenance	N/A	100.0%	100.0%	74.8%	(25.2%)	-25.2%
Percent of park capital/amenity improvement and major maintenance projects completed on-time	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Percent of capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%

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 satisfying outdoor experience.

Mandates: Not Mandated

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of routine maintenance and repair assignments completed	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Result	Percent of trail miles receiving required semi-annual maintenance	N/A	100.0%	100.0%	74.8%	(25.2%)	-25.2%
Result	Percent of park capital/amenity improvement and major maintenance projects completed on-time	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Result	Percent of capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Output	Number of trail miles receiving required maintenance or repair work	N/A	696	696	964	268	38.5%
Output	Number of planned maintenance and repair assignments completed	N/A	18,300	18,300	19,200	900	4.9%
Output	Number of park capital/amenity improvement and major maintenance projects delivered on-time	N/A	295	295	320	25	8.5%
Output	Capital improvement and major maintenance projects delivered within 10% of original cost estimate	N/A	20	20	20	-	0.0%
Demand	Number of routine maintenance and repair assignments requested	N/A	840	840	875	35	4.2%
Demand	Total number of capital improvement and major maintenance projects requested	N/A	20	154	400	380	1900.0%
Efficiency	Cost per routine maintenance assignment completed	N/A	$ 207.93	$ 178.73	$ 186.06	$ 21.87	10.5%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 25,000	$ 46,642	$ 18,662	$ -	$ (46,642)	-100.0%
	243 - PARKS DONATIONS	20,286	63,300	32,625	18,090	(45,210)	-71.4%
	TOTAL SOURCES	$ 45,286	$ 109,942	$ 51,287	$ 18,090	$ (91,852)	-83.5%
Expenditure							
	100 - GENERAL	$ 448,626	$ 392,516	$ 245,830	$ 388,893	$ 3,623	0.9%
	230 - PARKS AND RECREATION GRANTS	17,021	46,642	26,641	-	46,642	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	1,427	51,073	10,009	43,390	7,683	15.0%
	240 - LAKE PLEASANT RECREATION SVCS	747,743	1,156,053	844,184	1,379,711	(223,658)	-19.3%
	241 - PARKS ENHANCEMENT FUND	1,879,064	2,002,115	1,990,671	1,740,422	261,693	13.1%
	243 - PARKS DONATIONS	15,166	156,639	153,453	19,934	136,705	87.3%
	TOTAL USES	$ 3,109,047	$ 3,805,038	$ 3,270,788	$ 3,572,350	$ 232,688	6.1%

Activity Narrative: The FY 2012 budget supports the Department in maintaining the parks and trails as required. The Department is implementing a maintenance work order system with a scheduled implementation date of July 1, 2011. The system will allow the Department to better manage and track planned and unexpected maintenance issues in the parks. The Department anticipates a slight increase in major maintenance projects as well as increased routine maintenance. The output of completed planned maintenance and repair is decreasing as a number of these items will be addressed in the major and routine projects which are larger in scope.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 693,436**	**$ -**
FY 2011 Revised Budget	**$ 693,436**	**$ -**
Adjustments:		
Restatements	**$ 404,575**	**$ -**
Risk Mgt Chgs from Non Dept	*58,617*	-
Equip Svcs Chgs from Non Dept	*165,053*	-
Telecomm Chgs from Non Dept	*119,489*	-
Radio Chgs from Non Dept	*61,416*	-
FY 2012 Budget Target	**$ 1,098,011**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,202**	**$ -**
Emp Health Dental Prem Realloc	*1,044*	-
Retirement Contributions	*2,158*	-
Base Adjustments	**$ (3,202)**	**$ -**
Other Base Adjustments	*(3,202)*	-
FY 2012 Adopted Budget	**$ 1,098,011**	**$ -**
Percent Change from Target Amount	*0.0%*	

Spur Cross Ranch Conservation Fund (225)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 305,000**	**$ 172,050**
FY 2011 Revised Budget	**$ 305,000**	**$ 172,050**
Adjustments:		
Structural Balance	**$ -**	**$ 132,950**
Structural Balance	*-*	*132,950*
FY 2012 Budget Target	**$ 305,000**	**$ 305,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,353**	**$ -**
Emp Health Dental Prem Realloc	*667*	-
Retirement Contributions	*686*	-
Fees and Other Revenues	**$ (10,762)**	**$ (132,950)**
ProgRevenue Volume Inc/Dec	*(10,762)*	*(132,950)*
FY 2012 Adopted Budget	**$ 295,591**	**$ 172,050**
Percent Change from Target Amount	*-3.1%*	*-43.6%*

Spur Cross Ranch Conservation Fund (225) (continued)

		Expenditures	Revenue
NON-RECURRING			
FY 2011 Adopted Budget		**$ 35,000**	**$ -**
FY 2011 Revised Budget		**$ 35,000**	**$ -**
Adjustments:			
Non Recurring		**$ (35,000)**	**$ -**
Other Non-Recurring		*(35,000)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 35,000**	**$ -**
Other Non-Recurring		*35,000*	-
Maintenance Reserve	*$ 35,000*		
FY 2012 Adopted Budget		**$ 35,000**	**$ -**

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 484,897	$ 375,446	$ 375,446	$ 389,447	$ 292,331
Sources:					
Operating	$ 171,172	$ 172,050	$ 172,050	$ 181,511	$ 172,050
Total Sources:	$ 171,172	$ 172,050	$ 172,050	$ 181,511	$ 172,050
Uses:					
Operating	$ 266,624	$ 305,000	$ 305,000	$ 260,730	$ 295,591
Non-Recurring	-	35,000	35,000	17,897	35,000
Total Uses:	$ 266,624	$ 340,000	$ 340,000	$ 278,627	$ 330,591
Structural Balance	$ (95,452)	$ (132,950)	$ (132,950)	$ (79,219)	$ (123,541)
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 389,447	$ 207,496	$ 207,496	$ 292,331	$ 133,790
Total Ending Spendable Fund Balance	$ 389,447	$ 207,496	$ 207,496	$ 292,331	$ 133,790

Parks and Recreation Grant Fund (230)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,820**	**$ 4,820**
FY 2011 Revised Budget		**$ 4,820**	**$ 4,820**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (4,820)**	**$ (4,820)**
Grant Reconciliation		*(4,820)*	*(4,820)*
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Adopted Budget		**$ -**	**$ -**
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 91,159**	**$ 91,159**
Lake Pleasant Boating Fac	*C-30-10-033-G-00*	*20,000*	*20,000*
Parks Grant Carryover FY 11	*C-30-11-015-2-00*	*71,159*	*71,159*
FY 2011 Revised Budget		**$ 91,159**	**$ 91,159**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (91,159)**	**$ (91,159)**
Lake Pleasant Boating Fac	*C-30-10-033-G-00*	*(20,000)*	*(20,000)*
Parks Grant Carryover FY 11	*C-30-11-015-2-00*	*(71,159)*	*(71,159)*
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Adopted Budget		**$ -**	**$ -**

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ (47,366)	$ (47,366)	$ -	$ 7,273
Sources:					
Operating	$ 630	$ 4,820	$ 4,820	$ 44,488	$ -
Non-Recurring	25,500	-	91,159	30,278	-
Total Sources:	$ 26,130	$ 4,820	$ 95,979	$ 74,766	$ -
Uses:					
Operating	$ 1	$ 4,820	$ 4,820	$ 4,616	$ -
Non-Recurring	30,811	-	91,159	62,877	-
Total Uses:	$ 30,812	$ 4,820	$ 95,979	$ 67,493	$ -
Structural Balance	$ 629	$ -	$ -	$ 39,872	$ -
Accounting Adjustments	$ 4,682	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 7,273	$ 7,273
Unassigned	-	(47,366)	(47,366)	-	-
Total Ending Spendable Fund Balance	$ -	$ (47,366)	$ (47,366)	$ 7,273	$ 7,273

Grant revenue is received as a reimbursement which results in a deficit balance at fiscal year end.

Parks Souvenir Fund (239)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 220,000**	**$ 220,000**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ 40,000**	**$ -**
Parks Souvenir Fund Increase June 2011	*C-30-11-042-2-00*	*40,000*	-
FY 2011 Revised Budget		**$ 260,000**	**$ 220,000**
Adjustments:			
Fees and Other Revenues		**$ (40,000)**	**$ -**
Parks Souvenir Fund Increase June 2011	*C-30-11-042-2-00*	*(40,000)*	-
FY 2012 Budget Target		**$ 220,000**	**$ 220,000**
FY 2012 Adopted Budget		**$ 220,000**	**$ 220,000**

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 25,011	$ 29,177	$ 29,177	$ 28,748	$ 19,847
Sources:					
Operating	$ 243,743	$ 220,000	$ 220,000	$ 228,293	$ 220,000
Total Sources:	$ 243,743	$ 220,000	$ 220,000	$ 228,293	$ 220,000
Uses:					
Operating	$ 240,003	$ 220,000	$ 260,000	$ 237,194	$ 220,000
Total Uses:	$ 240,003	$ 220,000	$ 260,000	$ 237,194	$ 220,000
Structural Balance	$ 3,740	$ -	$ (40,000)	$ (8,901)	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 28,748	$ 29,177	$ -	$ 19,847	$ 19,847
Unassigned	-	-	(10,823)	-	-
Total Ending Spendable Fund Balance	$ 28,748	$ 29,177	$ (10,823)	$ 19,847	$ 19,847

Lake Pleasant Recreation Services Fund (240)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 1,847,278**	**$ 1,847,278**
FY 2011 Revised Budget			**$ 1,847,278**	**$ 1,847,278**
FY 2012 Budget Target			**$ 1,847,278**	**$ 1,847,278**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 11,978**	**$ -**
Emp Health Dental Prem Realloc			*6,264*	-
Retirement Contributions			*5,714*	-
Fees and Other Revenues			**$ 154,692**	**$ 166,670**
ProgRevenue Volume Inc/Dec			*154,692*	*166,670*
Central Service Cost Allocation		*$ 69,717*		
Convert Two Temp Positions to One Permanent Position		*17,433*		
Inc. General Supplies, Other Services, Education and Training, Services Allocation In		*67,542*		
FY 2012 Adopted Budget			**$ 2,013,948**	**$ 2,013,948**
Percent Change from Target Amount			*9.0%*	*9.0%*
			Expenditures	**Revenue**
NON-RECURRING				
FY 2011 Adopted Budget			**$ 510,000**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 229,753**	**$ -**
L Pleasant Vis Ctr Remodal	*C-30-11-020-2-00*		*200,000*	-
Vehicle Air Quality to Parks	*C-30-11-035-V-00*		*29,753*	-
FY 2011 Revised Budget			**$ 739,753**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (739,753)**	**$ -**
L Pleasant Vis Ctr Remodal	*C-30-11-020-2-00*		*(200,000)*	-
Vehicle Air Quality to Parks	*C-30-11-035-V-00*		*(29,753)*	-
Other Non-Recurring			*(510,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 725,000**	**$ -**
Other Non-Recurring			*725,000*	-
Major Equipment Repair/Maintenance/Replacement		*$ 100,000*		
Bureau of Reclamation Management Study		*40,000*		
Aqua Fria Host Site and Entry Station Development		*100,000*		
Visitor Center Upgrades		*400,000*		
Vehicle Replacement		*70,000*		
Signage Upgrades and Repair		*15,000*		
FY 2012 Adopted Budget			**$ 725,000**	**$ -**

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,617,046	$ 1,762,473	$ 1,762,473	$ 1,893,168	$ 1,729,523
Sources:					
Operating	$ 1,937,196	$ 1,847,278	$ 1,847,278	$ 1,999,803	$ 2,013,948
Total Sources:	$ 1,937,196	$ 1,847,278	$ 1,847,278	$ 1,999,803	$ 2,013,948
Uses:					
Operating	$ 1,645,145	$ 1,847,278	$ 1,847,278	$ 1,788,638	$ 2,013,948
Non-Recurring	15,930	510,000	739,753	374,810	725,000
Total Uses:	$ 1,661,075	$ 2,357,278	$ 2,587,031	$ 2,163,448	$ 2,738,948
Structural Balance	$ 292,051	$ -	$ -	$ 211,165	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,893,168	$ 1,252,473	$ 1,022,720	$ 1,729,523	$ 1,004,523
Total Ending Spendable Fund Balance	$ 1,893,168	$ 1,252,473	$ 1,022,720	$ 1,729,523	$ 1,004,523

Parks Enhancement Fund (241)

				Expenditures	Revenue
OPERATING					
FY 2011 Adopted Budget				**$ 3,503,744**	**$ 3,503,744**
Adjustments:	Agenda Item:				
Fees and Other Revenues				**$ -**	**$ 40,000**
Parks Souvenir Fund Increase June 2011	*C-30-11-042-2-00*			*-*	*40,000*
FY 2011 Revised Budget				**$ 3,503,744**	**$ 3,543,744**
Adjustments:	Agenda Item:				
Fees and Other Revenues				**$ -**	**$ (40,000)**
Parks Souvenir Fund Increase June 2011	*C-30-11-042-2-00*			*-*	*(40,000)*
FY 2012 Budget Target				**$ 3,503,744**	**$ 3,503,744**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ 44,972**	**$ -**
Emp Health Dental Prem Realloc				*21,576*	*-*
Retirement Contributions				*23,396*	*-*
Fees and Other Revenues				**$ 228,589**	**$ 273,561**
ProgRevenue Volume Inc/Dec				*228,589*	*273,561*
Central Service Cost Allocation		*$*	*228,589*		
FY 2012 Adopted Budget				**$ 3,777,305**	**$ 3,777,305**
Percent Change from Target Amount				*7.8%*	*7.8%*

Parks Enhancement Fund (241) (continued)

			Expenditures	Revenue
NON-RECURRING				
FY 2011 Adopted Budget			**$ 943,300**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 35,435**	**$ -**
Vehicle Air Quality to Parks	*C-30-11-035-V-00*		*35,435*	-
FY 2011 Revised Budget			**$ 978,735**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (978,735)**	**$ -**
Vehicle Air Quality to Parks	*C-30-11-035-V-00*		*(35,435)*	-
Other Non-Recurring			*(943,300)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 755,521**	**$ -**
Other Non-Recurring			*755,521*	-
Purchase Reservation and Point of Sale System		*$ 185,521*		
Major Maintenance Contingency		*100,000*		
Vulture Mountain Land - ADOT Purchase		*125,000*		
Vehicle Purchase and Replacement		*90,000*		
Sign Upgrade and Repair		*45,000*		
Server Replacement		*10,000*		
ASU Visitor Survey		*200,000*		
FY 2012 Adopted Budget			**$ 755,521**	**$ -**

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,949,645	$ 1,268,759	$ 1,268,759	$ 1,952,257	$ 1,595,557
Sources:					
Operating	$ 3,795,752	$ 3,503,744	$ 3,543,744	$ 3,732,333	$ 3,777,305
Total Sources:	$ 3,795,752	$ 3,503,744	$ 3,543,744	$ 3,732,333	$ 3,777,305
Uses:					
Operating	$ 3,266,901	$ 3,503,744	$ 3,503,744	$ 3,431,691	$ 3,777,305
Non-Recurring	526,241	943,300	978,735	657,342	755,521
Total Uses:	$ 3,793,142	$ 4,447,044	$ 4,482,479	$ 4,089,033	$ 4,532,826
Structural Balance	$ 528,851	$ -	$ 40,000	$ 300,642	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,952,257	$ 325,459	$ 330,024	$ 1,595,557	$ 840,036
Total Ending Spendable Fund Balance	$ 1,952,257	$ 325,459	$ 330,024	$ 1,595,557	$ 840,036

Parks Donations Fund (243)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 108,000**	**$ 108,000**
FY 2011 Revised Budget		**$ 108,000**	**$ 108,000**
FY 2012 Budget Target		**$ 108,000**	**$ 108,000**
Adjustments:			
Fees and Other Revenues		**$ (45,210)**	**$ (45,210)**
ProgRevenue Volume Inc/Dec		*(45,210)*	*(45,210)*
FY 2012 Adopted Budget		**$ 62,790**	**$ 62,790**
Percent Change from Target Amount		*-41.9%*	*-41.9%*
		Expenditures	**Revenue**
NON-RECURRING			
FY 2011 Adopted Budget		**$ 141,389**	**$ -**
FY 2011 Revised Budget		**$ 141,389**	**$ -**
Adjustments:			
Non Recurring		**$ (141,389)**	**$ -**
Other Non-Recurring		*(141,389)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 50,184**	**$ -**
Other Non-Recurring		*50,184*	-
Visitor Center Interpretive Displays	*$ 40,000*		
McDowell Mitigation Funds	*3,001*		
Usery Mitigation Funds	*7,183*		
FY 2012 Adopted Budget		**$ 50,184**	**$ -**

Parks Donations Fund (243) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 685,862	$ 653,314	$ 653,314	$ 705,593	$ 608,999
Sources:					
Operating	$ 49,100	$ 108,000	$ 108,000	$ 33,275	$ 62,790
Total Sources:	$ 49,100	$ 108,000	$ 108,000	$ 33,275	$ 62,790
Uses:					
Operating	$ 21,282	$ 108,000	$ 108,000	$ 21,810	$ 62,790
Non-Recurring	8,091	141,389	141,389	108,059	50,184
Total Uses:	$ 29,373	$ 249,389	$ 249,389	$ 129,869	$ 112,974
Structural Balance	$ 27,818	$ -	$ -	$ 11,465	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 705,593	$ 511,925	$ 511,925	$ 608,999	$ 558,815
Total Ending Spendable Fund Balance	$ 705,593	$ 511,925	$ 511,925	$ 608,999	$ 558,815

Planning and Development

Analysis by Mark Mason, Senior Management and Budget Analyst

Summary

Mission

The mission of the Planning and Development Department is to provide planning and development services in a safe and timely fashion to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents so they can responsibly develop and enjoy real property.

Strategic Goals

Citizen Satisfaction

By July 1, 2016, 75% of applications will have a turnaround time at 2010 turnaround levels.

Status: Continued use and analysis of turnaround time data to assist with ensuring proper resource levels at all stages of the permitting process to meet this goal.

Citizen Satisfaction

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: The mandatory update to the Comprehensive Plan is in progress, and drafts of the statutorily-required elements will be complete by June 30, 2011. Reduced staffing and budget limitations have impacted the originally anticipated timeline for draft element completion in a manner consistent with state statutory requirements for content and citizen participation. Recognizing the fiscal constraints facing all counties with respect to completing updates to comprehensive plans in a manner consistent with these statutory requirements, in April, 2010 the state approved HB2145 which amends ARS §11-824(b) to state that counties are not required to readopt an existing comprehensive plan, or adopt a new comprehensive plan, until July 1, 2015. Regardless, Maricopa County is on track to complete its required comprehensive plan update well in advance of this statutory deadline. After a rough draft is prepared for each of the planning elements, the citizen participation will begin.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CODE - CODE ENFORCEMENT	$ 218,071	$ 78,000	$ 78,000	$ 168,066	$ 88,000	$ 10,000	12.8%
CPLG - COMPREHENSIVE PLANNING	239,510	80,000	80,000	107,978	94,130	14,130	17.7%
CSVC - CUSTOMER SERVICES	40,280	35,890	35,890	38,750	35,890	-	0.0%
DREN - DRAINAGE ENFORCEMENT	10,750	12,000	12,000	17,215	22,000	10,000	83.3%
DRIN - DRAINAGE INSPECTION	281,670	391,232	391,232	413,745	391,232	-	0.0%
DRRE - DRAINAGE REVIEW	814,527	801,602	801,602	1,197,468	781,602	(20,000)	-2.5%
PINS - PERMIT INSPECTIONS	2,575,447	3,515,309	3,592,528	2,751,301	4,014,451	421,923	11.7%
PLCS - PLANNING AND ZONING	404,519	380,000	380,000	324,513	380,000	-	0.0%
PREV - PLAN REVIEW	1,592,723	2,205,646	2,257,125	1,797,151	2,175,947	(81,178)	-3.6%
ZONA - ZONING ADJUDICATION	34,565	44,130	44,130	30,952	30,000	(14,130)	-32.0%
44SH - ONE STOP SHOP	$ 6,212,062	$ 7,543,809	$ 7,672,507	$ 6,847,139	$ 8,013,252	$ 340,745	4.4%
ODIR - EXECUTIVE MANAGEMENT	$ 95,135	$ -	$ 36,495	$ 36,495	$ -	$ (36,495)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 95,135	$ -	$ 36,495	$ 36,495	$ -	$ (36,495)	-100.0%
GGOV - GENERAL GOVERNMENT	$ 57,000	$ 65,197	$ 65,197	$ 51,197	$ -	$ (65,197)	-100.0%
99GV - GENERAL GOVERNMENT	$ 57,000	$ 65,197	$ 65,197	$ 51,197	$ -	$ (65,197)	-100.0%
GISA - GIS APPLICATION DEV AND SUPP	$ 4,788	$ -	$ -	$ 6,228	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 4,788	$ -	$ -	$ 6,228	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 6,368,985**	**$ 7,609,006**	**$ 7,774,199**	**$ 6,941,059**	**$ 8,013,252**	**$ 239,053**	**3.1%**
USES							
GGDM - GREEN GOVT DATA MANAGEMENT	$ -	$ -	$ -	$ -	$ 51,208	$ (51,208)	N/A
GGIE - INTERNAL GREEN GOVT ECO EDUC	-	-	-	-	18,016	(18,016)	N/A
GGPE - PUBLIC GREEN GOVT ECO EDUC	-	-	-	-	18,516	(18,516)	N/A
44GG - GREEN GOVERNMENT	$ -	$ -	$ -	$ -	$ 87,740	$ (87,740)	N/A
CODE - CODE ENFORCEMENT	$ 443,810	$ 413,522	$ 413,520	$ 387,827	$ 443,968	$ (30,448)	-7.4%
CPLG - COMPREHENSIVE PLANNING	269,823	291,625	291,626	286,031	292,333	(707)	-0.2%
CSVC - CUSTOMER SERVICES	550,510	680,456	680,456	562,235	593,818	86,638	12.7%
DREN - DRAINAGE ENFORCEMENT	98,015	106,020	106,022	93,783	90,613	15,409	14.5%
DRIN - DRAINAGE INSPECTION	601,128	616,829	616,830	609,667	600,694	16,136	2.6%
DRRE - DRAINAGE REVIEW	379,846	540,088	557,780	498,599	1,127,677	(569,897)	-102.2%
PINS - PERMIT INSPECTIONS	834,626	942,743	982,425	931,926	971,594	10,831	1.1%
PLCS - PLANNING AND ZONING	494,313	509,528	557,320	516,506	652,279	(94,959)	-17.0%
PREV - PLAN REVIEW	1,312,655	1,430,174	1,453,705	1,198,242	1,605,544	(151,839)	-10.4%
ZONA - ZONING ADJUDICATION	197,223	204,405	204,406	205,668	204,101	305	0.1%
44SH - ONE STOP SHOP	$ 5,181,949	$ 5,735,390	$ 5,864,090	$ 5,290,484	$ 6,582,621	$ (718,531)	-12.3%
FSAC - FINANCIAL SERVICES	$ 183,646	$ 191,567	$ 191,568	$ 195,326	$ 166,023	$ 25,545	13.3%
HRAC - HUMAN RESOURCES	57,229	160,589	160,591	258,992	117,900	42,691	26.6%
ODIR - EXECUTIVE MANAGEMENT	1,372,387	1,332,057	1,432,051	1,063,688	1,083,962	348,089	24.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,613,262	$ 1,684,213	$ 1,784,210	$ 1,518,006	$ 1,367,885	$ 416,325	23.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 493,841	$ 398,002	$ 398,002	$ 398,002	$ 468,009	$ (70,007)	-17.6%
GGOV - GENERAL GOVERNMENT	-	-	80,889	80,889	-	80,889	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	110,208	65,741	65,741	100,872	55,216	10,525	16.0%
99GV - GENERAL GOVERNMENT	$ 604,049	$ 463,743	$ 544,632	$ 579,763	$ 523,225	$ 21,407	3.9%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 197,736	$ 153,421	$ 153,421	$ 174,793	$ 175,800	$ (22,379)	-14.6%
DACR - DATA CENTER	140,034	40,244	40,244	68,836	110,540	(70,296)	-174.7%
DESK - DESKTOP SUPPORT	198,764	50,900	50,901	44,746	337,132	(286,231)	-562.3%
GISA - GIS APPLICATION DEV AND SUPP	68,550	83,655	83,655	79,837	127,029	(43,374)	-51.8%
HDSP - HELP DESK SUPPORT	12,079	20,844	20,844	19,133	16,870	3,974	19.1%
99IT - INFORMATION TECHNOLOGY	$ 617,163	$ 349,064	$ 349,065	$ 387,345	$ 767,371	$ (418,306)	-119.8%
TOTAL PROGRAMS	**$ 8,016,423**	**$ 8,232,410**	**$ 8,541,997**	**$ 7,775,598**	**$ 9,328,842**	**$ (786,845)**	**-9.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,735,575	$ 3,669,831	$ 3,798,529	$ 2,872,145	$ 3,946,084	$ 147,555	3.9%
SUBTOTAL	$ 2,735,575	$ 3,669,831	$ 3,798,529	$ 2,872,145	$ 3,946,084	$ 147,555	3.9%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 4,788	$ -	$ -	$ 6,228	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	3,291,695	3,806,558	3,806,558	3,832,527	3,946,551	139,993	3.7%
SUBTOTAL	$ 3,296,483	$ 3,806,558	$ 3,806,558	$ 3,838,755	$ 3,946,551	$ 139,993	3.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 132,114	$ 35,000	$ 35,000	$ 114,888	$ 53,000	$ 18,000	51.4%
SUBTOTAL	$ 132,114	$ 35,000	$ 35,000	$ 114,888	$ 53,000	$ 18,000	51.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 57,000	$ 65,197	$ 65,197	$ 51,197	$ 65,197	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	52,678	32,420	32,420	27,579	2,420	(30,000)	-92.5%
SUBTOTAL	$ 109,678	$ 97,617	$ 97,617	$ 78,776	$ 67,617	$ (30,000)	-30.7%
ALL REVENUES	$ 6,273,850	$ 7,609,006	$ 7,737,704	$ 6,904,564	$ 8,013,252	$ 275,548	3.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 95,135	$ -	$ 36,495	$ 36,495	$ -	$ (36,495)	-100.0%
ALL OTHER FINANCING SOURCES	$ 95,135	$ -	$ 36,495	$ 36,495	$ -	$ (36,495)	-100.0%
TOTAL SOURCES	$ 6,368,985	$ 7,609,006	$ 7,774,199	$ 6,941,059	$ 8,013,252	$ 239,053	3.1%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,619,927	$ 5,879,291	$ 5,927,944	$ 5,735,388	$ 6,153,899	$ (225,955)	-3.8%
0710 - OVERTIME	2,674	-	-	2,088	-	-	N/A
0750 - FRINGE BENEFITS	1,829,537	2,108,157	2,124,969	2,033,417	2,147,363	(22,394)	-1.1%
0790 - OTHER PERSONNEL SERVICES	75,452	14,121	95,010	90,799	3,276	91,734	96.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,209,292)	(2,145,595)	(2,145,595)	(2,147,044)	(3,127,525)	981,930	45.8%
0796 - PERSONNEL SERVICES ALLOC-IN	(81)	-	-	10,150	957,433	(957,433)	N/A
SUBTOTAL	$ 5,318,217	$ 5,855,974	$ 6,002,328	$ 5,724,798	$ 6,134,446	$ (132,118)	-2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 56,717	$ 47,178	$ 47,178	$ 39,924	$ 30,100	$ 17,078	36.2%
0803 - FUEL	57,744	58,660	63,660	59,087	84,028	(20,368)	-32.0%
0804 - NON-CAPITAL EQUIPMENT	23,971	5,000	19,233	1,664	10,295	8,938	46.5%
0805 - SUPPLIES-ALLOCATION OUT	(6,072)	(13,622)	(13,622)	(7,092)	(13,414)	(208)	-1.5%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	18,245	69,722	(69,722)	N/A
SUBTOTAL	$ 132,360	$ 97,216	$ 116,449	$ 111,828	$ 180,731	$ (64,282)	-55.2%
SERVICES							
0810 - LEGAL SERVICES	$ 31,033	$ 50,200	$ 50,200	$ 31,696	$ 51,000	$ (800)	-1.6%
0812 - OTHER SERVICES	577,379	616,550	616,550	438,905	1,130,367	(513,817)	-83.3%
0820 - RENT & OPERATING LEASES	948,893	601,412	601,412	593,497	650,019	(48,607)	-8.1%
0825 - REPAIRS AND MAINTENANCE	117,434	218,250	218,250	190,833	476,952	(258,702)	-118.5%
0830 - INTERGOVERNMENTAL PAYMENTS	403	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	288,606	543,779	543,779	363,583	712,687	(168,908)	-31.1%
0841 - TRAVEL	2,106	10,850	10,850	5,480	12,000	(1,150)	-10.6%
0842 - EDUCATION AND TRAINING	3,883	29,800	129,800	15,569	101,133	28,667	22.1%
0843 - POSTAGE/FREIGHT/SHIPPING	10,497	11,200	11,200	9,197	10,479	721	6.4%
0872 - SERVICES-ALLOCATION OUT	(113,977)	(250,695)	(250,695)	(163,693)	(456,306)	205,611	82.0%
0873 - SERVICES-ALLOCATION IN	-	48,271	48,271	51,798	56,476	(8,205)	-17.0%
SUBTOTAL	$ 1,866,257	$ 1,879,617	$ 1,979,617	$ 1,536,865	$ 2,744,807	$ (765,190)	-38.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 1,053,660	$ (1,053,660)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	44,000	-	-	44,000	100.0%
0950 - DEBT SERVICE	219,774	8,250	8,250	8,496	3,703	4,547	55.1%
0955 - CAPITAL-ALLOCATION OUT	(14,115)	(7,004)	(7,004)	(4,507)	(788,505)	781,501	11157.9%
0956 - CAPITAL-ALLOCATION IN	89	355	355	116	-	355	100.0%
SUBTOTAL	$ 205,748	$ 1,601	$ 45,601	$ 4,105	$ 268,858	$ (223,257)	-489.6%
ALL EXPENDITURES	$ 7,522,582	$ 7,834,408	$ 8,143,995	$ 7,377,596	$ 9,328,842	$ (1,184,847)	-14.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 493,841	$ 398,002	$ 398,002	$ 398,002	$ -	$ 398,002	100.0%
ALL OTHER FINANCING USES	$ 493,841	$ 398,002	$ 398,002	$ 398,002	$ -	$ 398,002	100.0%
TOTAL USES	$ 8,016,423	$ 8,232,410	$ 8,541,997	$ 7,775,598	$ 9,328,842	$ (786,845)	-9.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 6,271,109	$ 6,925,912	$ 7,054,610	$ 6,763,097	$ 7,874,883	$ 820,273	11.6%
NON-RECURRING	91,135	673,986	710,481	170,899	129,261	(581,220)	-81.8%
FUND TOTAL SOURCES	$ 6,362,244	$ 7,599,898	$ 7,765,091	$ 6,933,996	$ 8,004,144	$ 239,053	3.1%
235 DEL WEBB							
OPERATING	$ 6,741	$ 9,108	$ 9,108	$ 7,063	$ 9,108	$ -	0.0%
FUND TOTAL SOURCES	$ 6,741	$ 9,108	$ 9,108	$ 7,063	$ 9,108	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,277,850	$ 6,935,020	$ 7,063,718	$ 6,770,160	$ 7,883,991	$ 820,273	11.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 91,135	$ 673,986	$ 710,481	$ 170,899	$ 129,261	$ (581,220)	-81.8%
DEPARTMENT TOTAL SOURCES	$ 6,368,985	$ 7,609,006	$ 7,774,199	$ 6,941,059	$ 8,013,252	$ 239,053	3.1%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 1,015,855	$ (1,015,855)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 1,015,855	$ (1,015,855)	N/A
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 7,677,085	$ 7,799,774	$ 7,928,472	$ 7,487,454	$ 7,844,791	$ 83,681	1.1%
NON-RECURRING	336,774	431,000	611,889	286,515	467,961	143,928	23.5%
FUND TOTAL USES	$ 8,013,859	$ 8,230,774	$ 8,540,361	$ 7,773,969	$ 8,312,752	$ 227,609	2.7%
235 DEL WEBB							
OPERATING	$ 2,564	$ 1,636	$ 1,636	$ 1,629	$ 235	$ 1,401	85.6%
FUND TOTAL USES	$ 2,564	$ 1,636	$ 1,636	$ 1,629	$ 235	$ 1,401	85.6%
DEPARTMENT OPERATING TOTAL USES	$ 7,679,649	$ 7,801,410	$ 7,930,108	$ 7,489,083	$ 8,860,881	$ (930,773)	-11.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 336,774	$ 431,000	$ 611,889	$ 286,515	$ 467,961	$ 143,928	23.5%
DEPARTMENT TOTAL USES	$ 8,016,423	$ 8,232,410	$ 8,541,997	$ 7,775,598	$ 9,328,842	$ (786,845)	-9.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	7.00	7.00	7.00	7.00	6.00	(1.00)	(14.3%)
FINANCIAL SERVICES	4.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	2.00	3.00	3.00	6.49	8.00	5.00	166.7%
PROGRAM TOTAL	13.00	13.00	13.00	16.49	17.00	4.00	30.8%
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	-	.60	.60	.60	.60	-	0.0%
INTERNAL GREEN GOVT ECO EDUC	-	.20	.20	.20	.20	-	0.0%
PUBLIC GREEN GOVT ECO EDUC	-	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	10.00	9.00	9.00	9.00	9.00	-	0.0%
DATA CENTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
DESKTOP SUPPORT	4.00	4.00	4.00	4.00	4.00	-	0.0%
GIS APPLICATION DEV AND SUPP	4.00	4.00	4.00	4.00	4.00	-	0.0%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
PROGRAM TOTAL	22.00	21.00	21.00	21.00	20.00	(1.00)	(4.8%)
ONE STOP SHOP							
CODE ENFORCEMENT	6.60	6.37	6.37	5.57	5.57	(.80)	(12.6%)
COMPREHENSIVE PLANNING	3.00	3.25	3.25	3.25	3.25	-	0.0%
CUSTOMER SERVICES	10.00	10.00	10.00	9.00	10.00	-	0.0%
DRAINAGE ENFORCEMENT	1.40	1.58	1.58	1.38	1.38	(.20)	(12.7%)
DRAINAGE INSPECTION	8.00	8.00	8.00	8.00	8.00	-	0.0%
DRAINAGE REVIEW	7.00	6.00	6.00	6.00	7.00	1.00	16.7%
PERMIT INSPECTIONS	10.00	13.00	13.00	12.00	14.00	1.00	7.7%
PLAN REVIEW	11.00	12.00	12.00	11.00	14.00	2.00	16.7%
PLANNING AND ZONING	5.00	6.00	6.00	6.00	7.00	1.00	16.7%
ZONING ADJUDICATION	5.00	2.80	2.80	2.80	2.80	-	0.0%
PROGRAM TOTAL	67.00	69.00	69.00	65.00	73.00	4.00	5.8%
DEPARTMENT TOTAL	102.00	104.00	104.00	103.49	111.00	7.00	6.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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	3.00	1.00	50.0%
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)	(100.0%)
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	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Code Enforcement Officer	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Community Justice Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	12.00	11.00	11.00	9.00	13.00	2.00	18.2%
Engineer	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Engineering Associate	2.00	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	3.00	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	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Help Desk Coordinator - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	-	-	1.00	1.00	1.00	N/A
Human Resources Specialist	-	-	-	2.00	2.00	2.00	N/A
Human Resources Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Inspector	12.00	15.00	15.00	13.00	15.00	-	0.0%
IS Project Manager - Sr/Ld	1.00	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 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	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	5.00	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%
Planner	4.00	7.00	7.00	7.00	7.00	-	0.0%
Planner - Senior	3.00	-	-	-	-	-	N/A
Planning Supervisor	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Plans Examiner	5.00	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	3.00	3.00	1.00	50.0%
Programmer/Analyst - Sr/Ld	3.00	2.00	2.00	2.00	2.00	-	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	-	-	-	.49	1.00	1.00	N/A
Department Total	**102.00**	**104.00**	**104.00**	**103.49**	**111.00**	**7.00**	**6.7%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	-	-	-	1.00	1.00	N/A
226 PLANNING AND DEVELOPMENT FEES	102.00	104.00	104.00	103.49	110.00	6.00	5.8%
Department Total	**102.00**	**104.00**	**104.00**	**103.49**	**111.00**	**7.00**	**6.7%**

Significant Variance Analysis

The Regional Development Services Administration (RDSA) has consolidated the human resources function into a centralized unit budgeted within the Planning and Development Department. As a result, the staffing level at the Department has increased by three HR positions which moved from other RDSA departments to the new centralized unit. There has been no net increase in total staffing across the affected departments.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase the budget by $87,740 for the cost of the Green Government Program which was budgeted in the Non-Departmental budget in FY 2011.
- Increase the budget by $928,115 to support the Code Enforcement (CODE), Drainage Enforcement (DREN), Zoning Adjudication (ZONA), Comprehensive Planning (CPLG) and Planning and Zoning (PLCS) activities. These activities are no longer self supporting via revenue generation in the Planning and Development Fees Fund (226).

Planning and Development Fees Fund (226)

- Decrease Regular Benefits by $100,152 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $54,332 for retirement contribution rate increase.
- Increase revenues and expenses by $948,971 for the new solar power facility team.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of code enforcement violation cases that receive a complete initial investigation	66.2%	89.0%	83.7%	78.8%	-10.2%	-11.4%
Percent of code enforcement cases that receive a complete initial investigation of violation complaint	141.2%	100.0%	79.3%	100.0%	0.0%	0.0%
Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	100.0%	67.0%	83.1%	100.0%	33.0%	49.3%
Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	100.0%	100.0%	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	62.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customer service actions performed	95.8%	95.0%	96.7%	97.3%	2.3%	2.4%
Percent of all customers served within 30 minutes	95.6%	96.0%	96.3%	95.9%	-0.1%	-0.1%
Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	78.1%	83.8%	70.7%	72.0%	-11.8%	-14.1%
Percent of Drainage Enforcement violation complaints investigated	100.6%	100.0%	90.8%	104.2%	4.2%	4.2%
Percent of drainage inspections completed	77.2%	86.0%	93.9%	100.0%	14.0%	16.3%
Percent of finished floor elevation drainage inspections completed within 24 hours of request	92.9%	92.2%	101.3%	99.4%	7.2%	7.8%
Percent of in-progress drainage inspections completed within 24 hours of request	83.3%	80.0%	80.0%	84.8%	4.8%	6.0%
Percent of final drainage inspections completed within three business days of request	90.9%	89.9%	89.8%	95.7%	5.9%	6.5%

Program Results (continued)

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of pre-permit issuance drainage site inspections completed within seven business days of request	95.3%	96.0%	96.2%	100.0%	4.0%	4.1%
Percent of drainage reviews completed	220.1%	100.0%	86.8%	128.1%	28.1%	28.1%
Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	80.1%	76.9%	115.3%	63.9%	-13.1%	-17.0%
Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	96.8%	95.6%	98.6%	96.1%	0.4%	0.5%
Percent of building plan inspection requests where service was rendered within one business day	98.9%	98.0%	99.0%	97.0%	-1.0%	-1.0%
Percent of plans inspections completed	97.0%	97.0%	98.6%	100.0%	3.0%	3.1%
Percent of Entitlement and Subdivision cases completed	60.5%	94.0%	95.9%	104.3%	10.3%	10.9%
Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	100.0%	100.0%	96.8%	100.0%	0.0%	0.0%
Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	100.0%	94.0%	95.9%	92.3%	-1.7%	-1.8%
Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	67.8%	72.0%	92.6%	2.7%	-69.3%	-96.2%
Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	91.4%	92.0%	113.1%	71.0%	-20.9%	-22.8%
Percent of building and zoning plan reviews completed	170.2%	150.8%	103.3%	227.1%	76.3%	50.6%
Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	100.0%	100.0%	102.3%	90.2%	-9.8%	-9.8%
Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	118.8%	66.7%	85.9%	100.0%	33.3%	50.0%
Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	118.8%	100.0%	100.0%	140.3%	40.3%	40.3%

Activities that comprise this program include:

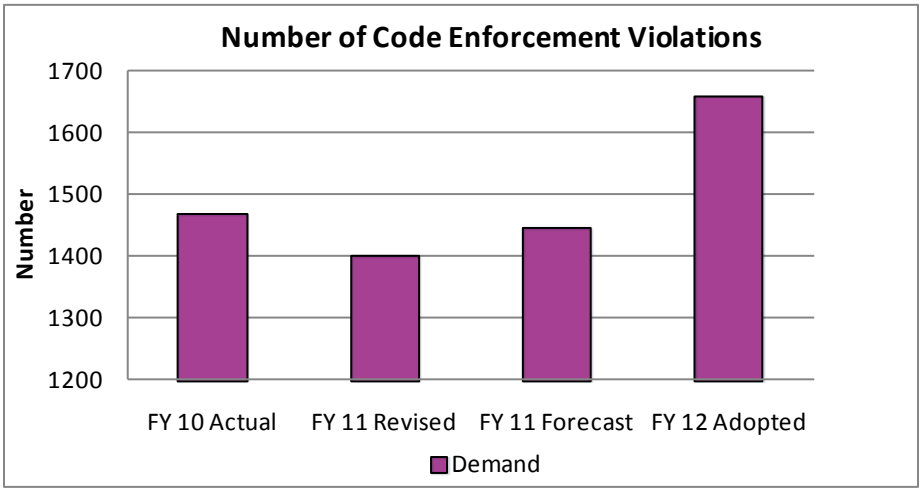
- Code Enforcement
- Comprehensive Planning
- Customer Services
- Drainage Enforcement
- Drainage Inspection
- Drainage Review
- Permit Inspections
- Plan Review
- Planning and Zoning
- Zoning and Adjudication

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	66.2%	89.0%	83.7%	78.8%	(10.2%)	-11.4%
Result	Percent of code enforcement cases that receive a complete initial investigation of violation	141.2%	100.0%	79.3%	100.0%	0.0%	0.0%
Output	Number of code enforcement cases that receive a complete initial investigation	995	1,674	1,599	1,848	174	10.4%
Output	Number of Code Enforcement violation complaints completed	1,628	1,674	1,599	1,848	174	10.4%
Demand	Number of Code Enforcement violation	1,465	1,398	1,445	1,657	259	18.5%
Efficiency	Expenditure per Code Enforcement complaint completed	$ 272.61	$ 247.03	$ 242.54	$ 240.24	$ 6.78	2.7%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 218,071	$ 78,000	$ 168,066	$ 88,000	$ 10,000	12.8%
	TOTAL SOURCES	$ 218,071	$ 78,000	$ 168,066	$ 88,000	$ 10,000	12.8%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 355,968	$ (355,968)	N/A
	226 - PLANNING AND DEVELOPMENT FEES	443,810	413,520	387,827	88,000	325,520	78.7%
	TOTAL USES	$ 443,810	$ 413,520	$ 387,827	$ 443,968	$ (30,448)	-7.4%



Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand for violation complaint investigations, including completion of backlogged violation complaints. Revenue is expected to increase slightly due to a greater number of violation complaints being resolved with payment of fines. The increase in demand results from additional complaints being received about properties that have gone into foreclosure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	100.0%	67.0%	83.1%	100.0%	33.0%	49.3%
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	100.0%	100.0%	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	62.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Development Master Plans, Comprehensive Plan Admendments, and Statutorily Driven Elements Withdrawn/Completed	37	16	16	11	(5)	-31.3%
Demand	Number of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements Requested	37	24	20	13	(11)	-45.8%
Efficiency	Expenditure per Development Master Plan, Comprehensive Plan Amendment, and Statutorily Driven Element Withdrawn/Completed	$ 7,292.51	$ 18,226.63	$ 17,526.41	$ 26,575.73	$ (8,349.10)	-45.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 239,510	$ 80,000	$ 107,978	$ 94,130	$ 14,130	17.7%
	TOTAL SOURCES	$ 239,510	$ 80,000	$ 107,978	$ 94,130	$ 14,130	17.7%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 198,203	$ (198,203)	N/A
	226 - PLANNING AND DEVELOPMENT FEES	269,823	291,626	286,031	94,130	197,496	67.7%
	TOTAL USES	$ 269,823	$ 291,626	$ 286,031	$ 292,333	$ (707)	-0.2%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of demand for initial application reviews. Large-scale commercial and residential development in the County remains weak, however, there are large tracts of land being committed to solar energy plant projects. This new type of development is driving expenditures up as it involves a more complex review process.

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 requirements for issuance and distribution of copies of permits as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customer service actions performed	95.8%	95.0%	96.7%	97.3%	2.3%	2.4%
Result	Percent of all customers served within 30 minutes	95.6%	96.0%	96.3%	95.9%	(0.1%)	-0.1%
Output	Number of customer service actions performed	95,381	89,814	86,399	111,552	21,738	24.2%
Demand	Number of customer service actions requested/required	99,913	94,344	89,327	114,479	20,135	21.3%
Efficiency	Expenditure per customer service action performed	$ 5.77	$ 7.58	$ 6.51	$ 5.32	$ 2.25	29.7%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 40,280	$ 35,890	$ 38,750	$ 35,890	$ -	0.0%
	TOTAL SOURCES	$ 40,280	$ 35,890	$ 38,750	$ 35,890	$ -	0.0%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 550,510	$ 680,456	$ 562,235	$ 593,818	$ 86,638	12.7%
	TOTAL USES	$ 550,510	$ 680,456	$ 562,235	$ 593,818	$ 86,638	12.7%

Activity Narrative: The FY 2012 budget supports the Department in meeting 97% of the demand. The Department continues to experience low demand for planning and development services. In October 2010, the Customer Service Call Center was restructured to incorporate additional extensions, thus fully centralizing customer contacts within the Department. In turn, this has increased call volume/customer service actions. The FY 2012 budget numbers represent the best estimate of workload expectations.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	78.1%	83.8%	70.7%	72.0%	(11.8%)	-14.1%
Result	Percent of Drainage Enforcement violation complaints investigated	100.6%	100.0%	90.8%	104.2%	4.2%	4.2%
Output	Number of Drainage Enforcement violation complaints investigated	324	266	859	336	70	26.3%
Demand	Number of Drainage Enforcement violation complaints	324	258	775	346	88	34.1%
Efficiency	Expenditure per Drainage Enforcement complaint investigated	$ 302.52	$ 398.58	$ 109.18	$ 269.68	$ 128.90	32.3%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 10,750	$ 12,000	$ 17,215	$ 22,000	$ 10,000	83.3%
	TOTAL SOURCES	$ 10,750	$ 12,000	$ 17,215	$ 22,000	$ 10,000	83.3%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 68,613	$ (68,613)	N/A
	226 - PLANNING AND DEVELOPMENT FEES	98,015	106,022	93,783	22,000	84,022	79.2%
	TOTAL USES	$ 98,015	$ 106,022	$ 93,783	$ 90,613	$ 15,409	14.5%

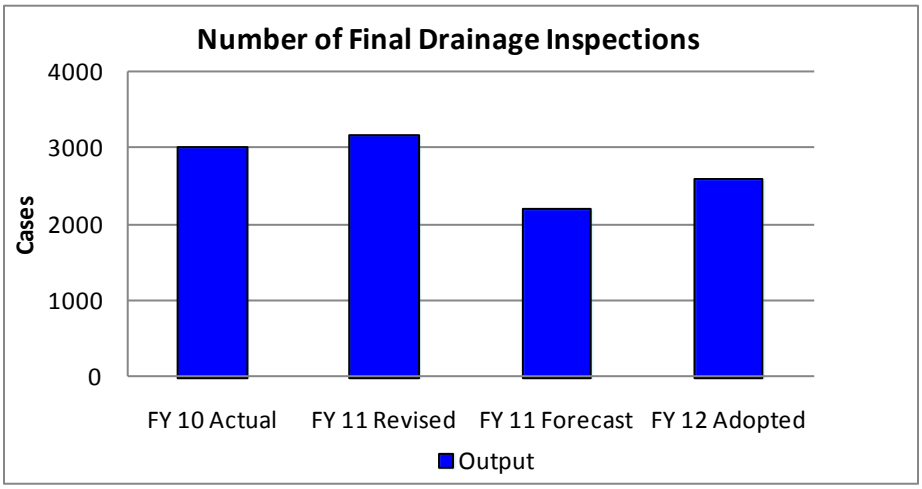
Activity Narrative: The FY 2012 budget supports the Department in meeting 97% of the demand for drainage violation complaint investigations, including completion of backlogged violation complaints. As with the Code Enforcement activity, the increase in demand results from additional complaints being received about properties that have gone into foreclosure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of drainage inspections completed	77.2%	86.0%	93.9%	100.0%	14.0%	16.3%
Result	Percent of finished floor elevation drainage inspections completed within 24 hours of request	92.9%	92.2%	101.3%	99.4%	7.2%	7.8%
Result	Percent of in-progress drainage inspections completed within 24 hours of request	83.3%	80.0%	80.0%	84.8%	4.8%	6.0%
Result	Percent of final drainage inspections completed within three business days of	90.9%	89.9%	89.8%	95.7%	5.9%	6.5%
Result	Percent of pre-permit issuance drainage site inspections completed within seven business days of request	95.3%	96.0%	96.2%	100.0%	4.0%	4.1%
Output	Number of drainage inspections completed	5,246	4,701	3,584	4,838	137	2.9%
Output	Number of finished floor elevation drainage inspections completed	553	537	2,268	505	(32)	-6.0%
Output	Number of in-progress drainage inspections completed	222	204	159	145	(59)	-28.9%
Output	Number of final drainage inspections	3,031	3,188	2,225	2,607	(581)	-18.2%
Output	Number of pre-permit issuance drainage site inspections completed	1,503	1,564	5,460	1,402	(162)	-10.4%
Demand	Number of drainage inspections scheduled/requested	5,246	5,491	3,847	4,846	(645)	-11.7%
Efficiency	Expenditure per drainage inspection	$ 114.59	$ 131.21	$ 170.11	$ 124.16	$ 7.05	5.4%
Revenue							
	226 - PLANNING AND DEVELOPMENT	$ 281,670	$ 391,232	$ 413,745	$ 391,232	$ -	0.0%
	TOTAL SOURCES	$ 281,670	$ 391,232	$ 413,745	$ 391,232	$ -	0.0%
Expenditure							
	226 - PLANNING AND DEVELOPMENT	$ 601,128	$ 616,830	$ 609,667	$ 600,694	$ 16,136	2.6%
	TOTAL USES	$ 601,128	$ 616,830	$ 609,667	$ 600,694	$ 16,136	2.6%



Activity Narrative: The FY 2012 budget supports the Department in meeting 99% of the demand for drainage inspections, including re-inspections. The FY 2012 reduction in expenditures, compared to FY 2011, is proportionate to the decrease in demand over the same time period; the FY 2011 budget was based on the Department's best estimate of workload expectations. The FY 2012 budget reflects the continued downturn in the local economy and consequent low level of construction activity.

Drainage Review Activity

The purpose of the Drainage Review Activity is to provide drainage 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of drainage reviews completed	220.1%	100.0%	86.8%	128.1%	28.1%	28.1%
Result	Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	80.1%	76.9%	115.3%	63.9%	(13.1%)	-17.0%
Result	Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	96.8%	95.6%	98.6%	96.1%	0.4%	0.5%
Output	Number of drainage reviews completed	3,535	3,400	3,171	4,895	1,495	44.0%
Output	Number of drainage reviews processed through first plan review	3,595	3,400	2,078	2,269	(1,131)	-33.3%
Output	Number of expedited drainage reviews processed through first plan review	354	364	216	228	(136)	-37.4%
Demand	Number of drainage reviews requested	3,535	3,442	2,766	3,888	446	13.0%
Efficiency	Expenditure per drainage review completed	$ 107.45	$ 164.05	$ 157.24	$ 230.37	$ (66.32)	-40.4%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 814,527	$ 801,602	$ 1,197,468	$ 781,602	$ (20,000)	-2.5%
	TOTAL SOURCES	$ 814,527	$ 801,602	$ 1,197,468	$ 781,602	$ (20,000)	-2.5%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 379,846	$ 557,780	$ 498,599	$ 1,127,677	$ (569,897)	-102.2%
	TOTAL USES	$ 379,846	$ 557,780	$ 498,599	$ 1,127,677	$ (569,897)	-102.2%

Activity Narrative: The FY 2012 budget supports the Department in meeting 64% of initial application reviews within 14 days of receipt of application. Revised drainage plans are typically submitted in response to initial review comments. The increase in demand for FY 2012 is associated with the solar energy plant projects that have submitted permit applications or are expected to submit during the fiscal year.

Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide building inspection services to builders so they can complete construction in compliance with approved building 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 requirements for issuance and distribution of permit copies as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of building plan inspection requests where service was rendered within one business day	98.9%	98.0%	99.0%	97.0%	(1.0%)	-1.0%
Result	Percent of plans inspections completed	97.0%	97.0%	98.6%	100.0%	3.0%	3.1%
Output	Number of plans inspections completed	20,742	22,190	15,820	20,219	(1,971)	-8.9%
Demand	Number of plans inspections requested	20,742	22,936	16,066	20,209	(2,727)	-11.9%
Efficiency	Expenditure per plans inspection completed	$ 40.24	$ 44.27	$ 58.91	$ 48.05	$ (3.78)	-8.5%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,575,447	$ 3,592,528	$ 2,751,301	$ 4,005,343	$ 412,815	11.5%
	235 - DEL WEBB	-	-	-	9,108	9,108	N/A
	TOTAL SOURCES	$ 2,575,447	$ 3,592,528	$ 2,751,301	$ 4,014,451	$ 421,923	11.7%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 834,626	$ 982,425	$ 931,926	$ 971,594	$ 10,831	1.1%
	TOTAL USES	$ 834,626	$ 982,425	$ 931,926	$ 971,594	$ 10,831	1.1%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand, including building re-inspections. The Department is experiencing decreased demand for inspections and as a result has reduced its workforce to align with the reduced demand. The Department has one large construction project, the Court Tower, which is impacting the inspections workload. Contract inspection services are meeting the demand from this project in a cost-effective manner.

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 requirements for issuance and distribution of copies of the permit as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	91.4%	92.0%	113.1%	71.0%	(20.9%)	-22.8%
Result	Percent of building and zoning plan reviews completed	170.2%	150.8%	103.3%	227.1%	76.3%	50.6%
Result	Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	100.0%	100.0%	102.3%	90.2%	(9.8%)	-9.8%
Output	Number of building and zoning plan reviews completed	8,482	14,928	10,501	9,725	(5,203)	-34.9%
Output	Number of building and zoning plan reviews processed through first plan review	8,482	9,156	5,361	5,543	(3,613)	-39.5%
Output	Number of expedited building and zoning plan reviews processed through first plan review	781	912	392	214	(698)	-76.5%
Demand	Number of building and zoning plan reviews requested	8,482	9,900	6,652	8,042	(1,858)	-18.8%
Efficiency	Expenditure per building and zoning plan review completed	$ 154.76	$ 97.38	$ 114.11	$ 165.09	$ (67.71)	-69.5%
Revenue							
	226 - PLANNING AND DEVELOPMENT	$ 1,592,723	$ 2,254,625	$ 1,796,319	$ 2,175,947	$ (78,678)	-3.5%
	235 - DEL WEBB	-	2,500	832	-	(2,500)	-100.0%
	TOTAL SOURCES	$ 1,592,723	$ 2,257,125	$ 1,797,151	$ 2,175,947	$ (81,178)	-3.6%
Expenditure							
	226 - PLANNING AND DEVELOPMENT	$ 1,312,647	$ 1,453,705	$ 1,198,242	$ 1,605,542	$ (151,837)	-10.4%
	235 - DEL WEBB	8	-	-	2	(2)	N/A
	TOTAL USES	$ 1,312,655	$ 1,453,705	$ 1,198,242	$ 1,605,544	$ (151,839)	-10.4%

Activity Narrative: The FY 2012 budget supports the Department in meeting 90% of initial plan reviews processed within 20 calendar days of application. Revised building plans are typically submitted in response to initial review comments. The Department has a few large projects, including the Court Tower and various solar energy plants, which impact the plan review workload. Contract plan review services in the non-recurring budget assist in meeting the demand from these projects in a cost-effective manner.

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 of the planning and zoning commission, including preparing the comprehensive plan; A.R.S. §11-829 describes amendment of the zoning ordinance or change of zoning district boundaries. 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Entitlement and Subdivision cases completed	60.5%	94.0%	95.9%	104.3%	10.3%	10.9%
Result	Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	100.0%	100.0%	96.8%	100.0%	0.0%	0.0%
Result	Percent of Entitlement/Subdivision cases where a Technical Advisory Committee (TAC) meeting is held within 60 calendar days of application	100.0%	94.0%	95.9%	92.3%	(1.7%)	-1.8%
Result	Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee (TAC) review is completed within 21 business days of resubmittal	67.8%	72.0%	92.6%	2.7%	(69.3%)	-96.2%
Output	Number of Entitlement and Subdivision cases completed	190	98	218	444	346	353.1%
Demand	Number of Entitlement and Subdivision cases requested	190	104	213	430	326	313.5%
Efficiency	Expenditure per Entitlement and Subdivision case completed	$ 2,601.65	$ 5,686.94	$ 2,373.21	$ 1,469.10	$ 4,217.84	74.2%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 404,519	$ 380,000	$ 324,513	$ 380,000	$ -	0.0%
	TOTAL SOURCES	$ 404,519	$ 380,000	$ 324,513	$ 380,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 131,230	$ (131,230)	N/A
	226 - PLANNING AND DEVELOPMENT FEES	494,313	557,320	516,506	521,049	36,271	6.5%
	TOTAL USES	$ 494,313	$ 557,320	$ 516,506	$ 652,279	$ (94,959)	-17.0%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand for entitlement, subdivision, and pre-app reviews. The increase in demand results from the addition of pre-apps to the types of cases being tracked by this measure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	118.8%	66.7%	85.9%	100.0%	33.3%	50.0%
Result	Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	118.8%	100.0%	100.0%	140.3%	40.3%	40.3%
Output	Number of Variance, Temporary Use, or Text Amendments Completed	96	114	85	119	5	4.4%
Demand	Number of Variance, Temporary Use or Text Amendments Applied/Requested	96	106	76	96	(10)	-9.4%
Efficiency	Expenditure per Variance and Other Board of Adjustment cases processed to public hearingapproved administratively	$ 2,054.41	$ 1,793.04	$ 2,419.62	$ 1,715.13	$ 77.90	4.3%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 34,565	$ 44,130	$ 30,952	$ 30,000	$ (14,130)	-32.0%
	TOTAL SOURCES	$ 34,565	$ 44,130	$ 30,952	$ 30,000	$ (14,130)	-32.0%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 174,101	$ (174,101)	N/A
	226 - PLANNING AND DEVELOPMENT FEES	197,223	204,406	205,668	30,000	174,406	85.3%
	TOTAL USES	$ 197,223	$ 204,406	$ 205,668	$ 204,101	$ 305	0.1%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand for review of variance, temporary use, and text amendment applications, as well as reducing backlogged review requests. Demand is expected to decrease slightly due to the reduced amount of construction and remodeling activity, where variances are required, associated with the current depressed local housing economy.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of County departments who indicate that Green Government Program management	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of employees responding to survey who indicate they have increased sustainability awareness	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of county residents responding to survey who have indicated an increase in sustainability awareness	N/A	50.0%	50.0%	50.0%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County departments who indicate that Green Government Program management is helpful in implementing their Green Government Program measures	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of Green Government Council meetings held	N/A	11	6	11	-	0.0%
Output	Number of Green Government measures tracked	N/A	33	35	36	4	10.8%
Output	Number of Green Government site users	N/A	16	16	21	5	30.8%
Output	Number of Green Government industry expert presentations provided	N/A	9	5	11	2	22.2%
Demand	Number of Green Government measures required to be tracked	N/A	30	30	36	6	20.0%
Efficiency	Expenditure per Green Government measure tracked	N/A	$ -	$ 11.91	$ 355.61	$ (355.61)	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 51,208	$ (51,208)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 51,208	$ (51,208)	N/A

Activity Narrative: The funding for this activity was moved from the Non-Departmental budget to the Planning & Development Department budget for FY 2012. The FY 2012 budget supports the Department in meeting all of the demand.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees responding to survey who indicate they have increased sustainability awareness	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of Green Government hard copy awareness messages distributed	N/A	1,000	500	1,500	500	50.0%
Output	Total number of Green Government Program awareness messages distributed	N/A	1,510	754	1,510	-	0.0%
Output	Number of Green Government Program digital awareness messages distributed	N/A	500	250	500	-	0.0%
Output	Number of Green Government Program videos produced	N/A	10	5	15	5	50.0%
Demand	Number of internal Green Government digital awareness messages required	N/A	1,510	754	1,510	-	0.0%
Efficiency	Expenditure per Green Government awareness message distributed	N/A	$ -	$ (0.09)	$ 11.93	$ (11.93)	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 18,016	$ (18,016)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 18,016	$ (18,016)	N/A

Activity Narrative: The funding for this activity was moved from the Non-Departmental budget to the Planning & Development Department budget for FY 2012. The FY 2012 budget supports the Department in meeting all of the demand.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of county residents responding to survey who have indicated an increase in sustainability awareness	N/A	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eco-messaging signs and/or kiosks placed	N/A	5	2	10	5	100.0%
Output	Number of Green Government presentations given	N/A	10	5	10	-	0.0%
Output	Number of Green Government awareness videos available	N/A	3	3	3	-	0.0%
Output	Number of Green Government hard copy awareness messaging information distributed	N/A	500	250	600	100	20.0%
Demand	Number of Green Government Program awareness messages required	N/A	520	260	520	-	0.0%
Efficiency	Expenditures per hard copy awareness message distributed	N/A	$ -	$ (2.18)	$ 30.86	$ (30.86)	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 18,516	$ (18,516)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 18,516	$ (18,516)	N/A

Activity Narrative: The funding for this activity was moved from the Non-Departmental budget to the Planning & Development Department budget for FY 2012. The FY 2012 budget supports the Department in meeting all of the demand. This was a new activity for FY 2011 and the activity leader is establishing the benchmark for performance measures for future fiscal years.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 928,115**	**$ -**
Other Base Adjustments			*928,115*	-
General Fund Support to Maintain Service Levels	*$*	*928,115*		
Reallocations			**$ 87,740**	**$ -**
Reallocation Between Depts			*87,740*	-
Green Government Program from Non-Departmental	*$*	*87,740*		
FY 2012 Adopted Budget			**$ 1,015,855**	**$ -**

Planning and Development Fees Fund (226)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 7,799,774**	**$ 6,925,912**
Adjustments:	Agenda Item:			
Fees and Other Revenues			**$ 128,698**	**$ 128,698**
Solar Permitting Staff	*C-44-11-082-M-00*		*128,698*	*128,698*
FY 2011 Revised Budget			**$ 7,928,472**	**$ 7,054,610**
Adjustments:	Agenda Item:			
Fees and Other Revenues			**$ (128,698)**	**$ (128,698)**
Solar Permitting Staff	*C-44-11-082-M-00*		*(128,698)*	*(128,698)*
Structural Balance			**$ (873,862)**	**$ -**
Structural Balance			*(873,862)*	-
FY 2012 Budget Target			**$ 6,925,912**	**$ 6,925,912**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (44,207)**	**$ -**
Emp Health Dental Prem Realloc			*(97,334)*	-
Retirement Contributions			*53,127*	-
Base Adjustments			**$ 14,115**	**$ -**
Other Base Adjustments			*14,115*	-
Adjustments:				
Fees and Other Revenues			**$ 948,971**	**$ 948,971**
ProgRevenue Volume Inc/Dec			*948,971*	*948,971*
Solar Power Generating Facility Team	*$*	*948,971*		
FY 2012 Adopted Budget			**$ 7,844,791**	**$ 7,874,883**
Percent Change from Target Amount			*13.3%*	*13.7%*

Planning and Development Fees Fund (226) (continued)

			Expenditures	Revenue
NON-RECURRING				
FY 2011 Adopted Budget			**$ 431,000**	**$ 673,986**
Adjustments:	Agenda Item:			
Non Recurring			**$ 180,889**	**$ 36,495**
Planning Training and Tuition	*C-44-11-006-M-00*		*100,000*	*-*
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*80,889*	*-*
Vehicles from PD and Air Qual	*C-49-11-042-2-00*		*-*	*36,495*
FY 2011 Revised Budget			**$ 611,889**	**$ 710,481**
Adjustments:	Agenda Item:			
Non Recurring			**$ (611,889)**	**$ (710,481)**
Planning Training and Tuition	*C-44-11-006-M-00*		*(100,000)*	*-*
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*(80,889)*	*-*
Vehicles from PD and Air Qual	*C-49-11-042-2-00*		*-*	*(36,495)*
Other Non-Recurring			*(431,000)*	*(673,986)*
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (1,603)**	**$ -**
Emp Health Dental Prem Realloc			*(2,808)*	*-*
Retirement Contributions			*1,205*	*-*
Non Recurring			**$ 469,564**	**$ 129,261**
Court Tower Plan Reviews May	*C-44-10-115-M-00*		*114,665*	*129,261*
Other Non-Recurring			*354,899*	*-*
RDSA Information Technology Initiatives		*$ 354,899*		
FY 2012 Adopted Budget			**$ 467,961**	**$ 129,261**

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 4,462,699	$ 3,327,832	$ 3,327,832	$ 2,811,095	$ 1,971,122
Sources:					
Operating	$ 6,271,109	$ 6,925,912	$ 7,054,610	$ 6,763,097	$ 7,874,883
Non-Recurring	91,135	673,986	710,481	170,899	129,261
Total Sources:	$ 6,362,244	$ 7,599,898	$ 7,765,091	$ 6,933,996	$ 8,004,144
Uses:					
Operating	$ 7,677,085	$ 7,799,774	$ 7,928,472	$ 7,487,454	$ 7,844,791
Non-Recurring	336,774	431,000	611,889	286,515	467,961
Total Uses:	$ 8,013,859	$ 8,230,774	$ 8,540,361	$ 7,773,969	$ 8,312,752
Structural Balance	$ (1,405,976)	$ (873,862)	$ (873,862)	$ (724,357)	$ 30,092
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	2,811,095	2,696,956	2,552,562	1,971,122	1,662,514
Total Ending Spendable Fund Balance	$ 2,811,095	$ 2,696,956	$ 2,552,562	$ 1,971,122	$ 1,662,514

Del Webb Fund (235)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,636**	**$ 9,108**
FY 2011 Revised Budget	**$ 1,636**	**$ 9,108**
FY 2012 Budget Target	**$ 1,636**	**$ 9,108**
Adjustments:		
Base Adjustments	**$ (1,401)**	**$ -**
Other Base Adjustments	*(1,401)*	*-*
FY 2012 Adopted Budget	**$ 235**	**$ 9,108**
Percent Change from Target Amount	*-85.6%*	*0.0%*

Del Webb Special Fund (235) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 502,977	$ 519,592	$ 519,592	$ 507,152	$ 512,586
Sources:					
Operating	$ 6,741	$ 9,108	$ 9,108	$ 7,063	$ 9,108
Non-Recurring	-	-	-	-	-
Total Sources:	$ 6,741	$ 9,108	$ 9,108	$ 7,063	$ 9,108
Uses:					
Operating	$ 2,564	$ 1,636	$ 1,636	$ 1,629	$ 235
Non-Recurring	-	-	-	-	-
Total Uses:	$ 2,564	$ 1,636	$ 1,636	$ 1,629	$ 235
Structural Balance	$ 4,177	$ 7,472	$ 7,472	$ 5,434	$ 8,873
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 507,152	$ 527,064	$ 527,064	$ 512,586	$ 521,459

Public Defense System

Analysis by Lauren M. Cochran, Senior Management and 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

Fiscal Strength

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 (PDS) projects that 63.1% of all non-capital cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2012. Next year will show the fully annualized impact of the addition of parental dependency attorneys to the Juvenile Public Defender.

Fiscal Strength

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: Two cases were assigned to OCC early in FY 2011 due to capacity limitations in the staffed offices. Since that time, no cases have had to go to the OCC for capacity reasons. As of now, it appears the total number of capital cases is diminishing. PDS is holding two capital attorney positions vacant in Legal Defender, pending a determination of whether or not demand is sufficient to require them. There have been significant changes in administration in both the Court and Office of the County Attorney. Because of the uncertainty involved with the changes in the system, PDS has opted to hold off on filling the last positions. It is hoped that PDS will not need to send any capital cases to OCC for capacity limitations in FY 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
NCFR - NON CAPITAL FELONY REP	$ 1,750,192	$ 1,460,127	$ 1,460,127	$ 2,071,141	$ 1,585,419	$ 125,292	8.6%
52CR - ADULT CRIMINAL REPRESENTATION	$ 1,750,192	$ 1,460,127	$ 1,460,127	$ 2,071,141	$ 1,585,419	$ 125,292	8.6%
JDIR - JUV DEL INCORR REPRESENTATION	$ -	$ -	$ 60,210	$ 32,276	$ 52,938	$ (7,272)	-12.1%
52JR - JUVENILE REPRESENTATION	$ -	$ -	$ 60,210	$ 32,276	$ 52,938	$ (7,272)	-12.1%
HRAC - HUMAN RESOURCES	$ 481,341	$ 432,845	$ 432,845	$ 460,184	$ 432,845	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	4,193	61,000	61,000	51,928	53,693	(7,307)	-12.0%
99AS - ADMINISTRATIVE SERVICES	$ 485,534	$ 493,845	$ 493,845	$ 512,112	$ 486,538	$ (7,307)	-1.5%
GGOV - GENERAL GOVERNMENT	$ 7,465	$ -	$ -	$ 4,419	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 7,465	$ -	$ -	$ 4,419	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ -	$ -	$ -	$ 260,679	$ 260,679	N/A
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ -	$ -	$ 260,679	$ 260,679	N/A
TOTAL PROGRAMS	**$ 2,243,191**	**$ 1,953,972**	**$ 2,014,182**	**$ 2,619,948**	**$ 2,385,574**	**$ 371,392**	**18.4%**
USES							
AGLR - ADULT GUARDIAN AD LITEM REP	$ 670,486	$ 672,569	$ 672,569	$ 550,875	$ 495,154	$ 177,415	26.4%
MENR - MENTAL HEALTH REPRESENTATION	1,202,739	1,193,858	1,193,860	1,285,593	1,278,795	(84,935)	-7.1%
PROB - PROBATE REPRESENTATION	432,695	461,310	461,310	293,272	322,597	138,713	30.1%
SEVP - SEXUALLY VIOLENT PERSON REP	173,339	157,340	157,340	153,392	103,487	53,853	34.2%
52AC - ADULT CIVIL REPRESENTATION	$ 2,479,259	$ 2,485,077	$ 2,485,079	$ 2,283,132	$ 2,200,033	$ 285,046	11.5%
ADAP - APPEAL PCR REPRESENTATION	$ 4,895,411	$ 4,866,990	$ 4,897,366	$ 6,153,251	$ 5,675,869	$ (778,503)	-15.9%
CAPP - CAPITAL REPRESENTATION	16,744,112	16,636,174	16,622,388	15,917,012	15,829,590	792,798	4.8%
MISS - MISDEMEANOR REPRESENTATION	437,408	411,305	411,305	463,917	478,584	(67,279)	-16.4%
NCFR - NON CAPITAL FELONY REP	35,503,526	36,392,091	36,455,370	35,242,738	36,053,750	401,620	1.1%
VPPR - PROBATION REPRESENTATION	1,656,690	1,612,898	1,612,898	1,552,831	1,552,128	60,770	3.8%
WITR - WITNESS REPRESENTATION	31,692	31,022	31,022	38,462	29,587	1,435	4.6%
52CR - ADULT CRIMINAL REPRESENTATION	$ 59,268,839	$ 59,950,480	$ 60,030,349	$ 59,368,211	$ 59,619,508	$ 410,841	0.7%
CDRE - CHILD DEPENDENCY REP	$ 579,323	$ 636,248	$ 636,248	$ 673,898	$ 781,669	$ (145,421)	-22.9%
JDIR - JUV DEL INCORR REPRESENTATION	3,709,280	3,885,090	3,945,301	3,763,698	3,865,278	80,023	2.0%
JEMR - JUVENILE EMANCIPATION REP	8,812	12,408	12,408	3,062	4,286	8,122	65.5%
JGAL - JUVENILE GAL REPRESENTATION	5,217,969	5,512,346	5,462,562	5,367,267	6,405,712	(943,150)	-17.3%
JUAP - JUVENILE APPEAL REPRESENTATION	400,602	345,517	345,516	476,678	502,597	(157,081)	-45.5%
JUNR - JUVENILE NOTIFICATION REP	32,944	24,930	24,930	25,380	21,996	2,934	11.8%
JUPR - JUVENILE PROBATION REP	628,644	512,349	512,349	515,123	512,921	(572)	-0.1%
PADR - PARENTAL DEPENDENCY REP	5,305,399	5,596,111	5,596,111	5,741,280	6,112,841	(516,730)	-9.2%
52JR - JUVENILE REPRESENTATION	$ 15,882,973	$ 16,524,999	$ 16,535,425	$ 16,566,386	$ 18,207,300	$ (1,671,875)	-10.1%
IRSS - INDIGENT REP SUPPORT SVCS	$ 838,220	$ 494,831	$ 494,831	$ 594,832	$ 921,168	$ (426,337)	-86.2%
52SS - INDIGENT REP SUPPORT SVCS	$ 838,220	$ 494,831	$ 494,831	$ 594,832	$ 921,168	$ (426,337)	-86.2%
BDGT - BUDGETING	$ 126,048	$ 137,104	$ 144,228	$ 140,286	$ 125,377	$ 18,851	13.1%
FSAC - FINANCIAL SERVICES	396,392	483,984	440,140	388,403	402,286	37,854	8.6%
HRAC - HUMAN RESOURCES	1,137,699	1,318,446	1,282,814	1,166,059	1,371,425	(88,611)	-6.9%
ODIR - EXECUTIVE MANAGEMENT	3,297,694	3,247,933	3,284,648	2,928,245	3,060,988	223,660	6.8%
PROC - PROCUREMENT	113,828	133,344	138,889	110,251	95,444	43,445	31.3%
RMGT - RISK MANAGEMENT	25,992	35,003	35,005	29,229	13,726	21,279	60.8%
99AS - ADMINISTRATIVE SERVICES	$ 5,097,653	$ 5,355,814	$ 5,325,724	$ 4,762,473	$ 5,069,246	$ 256,478	4.8%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 79,140	$ 71,414	$ 71,414	$ 71,817	$ 144,685	$ (73,271)	-102.6%
99GV - GENERAL GOVERNMENT	$ 79,140	$ 71,414	$ 71,414	$ 71,817	$ 144,685	$ (73,271)	-102.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 378,713	$ 970,533	$ 970,534	$ 409,648	$ 2,004,762	$ (1,034,228)	-106.6%
DACR - DATA CENTER	174,766	249,010	249,009	204,939	85,781	163,228	65.6%
DESK - DESKTOP SUPPORT	136,290	194,657	194,659	133,191	-	194,659	100.0%
HDSP - HELP DESK SUPPORT	191,106	269,160	269,161	301,199	-	269,161	100.0%
99IT - INFORMATION TECHNOLOGY	$ 880,875	$ 1,683,360	$ 1,683,363	$ 1,048,977	$ 2,090,543	$ (407,180)	-24.2%
TOTAL PROGRAMS	**$ 84,526,959**	**$ 86,565,975**	**$ 86,626,185**	**$ 84,695,828**	**$ 88,252,483**	**$ (1,626,298)**	**-1.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 898,204	$ 865,496	$ 925,706	$ 932,601	$ 930,527	$ 4,821	0.5%
0620 - OTHER INTERGOVERNMENTAL	-	-	-	20,300	-	-	N/A
SUBTOTAL	$ 898,204	$ 865,496	$ 925,706	$ 952,901	$ 930,527	$ 4,821	0.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 59,009	$ -	$ -	$ 462,235	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	1,272,883	1,075,476	1,075,476	1,194,525	1,450,059	374,583	34.8%
SUBTOTAL	$ 1,331,892	$ 1,075,476	$ 1,075,476	$ 1,656,760	$ 1,450,059	$ 374,583	34.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 7,465	$ -	$ -	$ 4,775	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	5,630	13,000	13,000	5,512	4,988	(8,012)	-61.6%
SUBTOTAL	$ 13,095	$ 13,000	$ 13,000	$ 10,287	$ 4,988	$ (8,012)	-61.6%
ALL REVENUES	$ 2,243,191	$ 1,953,972	$ 2,014,182	$ 2,619,948	$ 2,385,574	$ 371,392	18.4%
TOTAL SOURCES	$ 2,243,191	$ 1,953,972	$ 2,014,182	$ 2,619,948	$ 2,385,574	$ 371,392	18.4%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 41,652,633	$ 42,588,304	$ 42,806,760	$ 41,695,585	$ 41,996,240	$ 810,520	1.9%
0705 - TEMPORARY PAY	209,692	255,070	304,365	206,956	304,399	(34)	0.0%
0710 - OVERTIME	1,907	8,390	8,390	2,699	8,376	14	0.2%
0750 - FRINGE BENEFITS	12,438,005	13,677,316	13,759,399	13,402,432	14,020,681	(261,282)	-1.9%
0790 - OTHER PERSONNEL SERVICES	621,031	735,484	740,150	727,244	770,055	(29,905)	-4.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(393,475)	(412,561)	(417,227)	(348,319)	(338,347)	(78,880)	-18.9%
0796 - PERSONNEL SERVICES ALLOC-IN	387,961	407,451	412,117	711,639	332,322	79,795	19.4%
SUBTOTAL	$ 54,917,754	$ 57,259,454	$ 57,613,954	$ 56,398,236	$ 57,093,726	$ 520,228	0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 447,950	$ 457,107	$ 457,107	$ 625,636	$ 582,755	$ (125,648)	-27.5%
0803 - FUEL	25,054	29,500	29,500	26,685	28,568	932	3.2%
0804 - NON-CAPITAL EQUIPMENT	2,719	-	4,190	3,381	46,000	(41,810)	-997.9%
SUBTOTAL	$ 475,723	$ 486,607	$ 490,797	$ 655,702	$ 657,323	$ (166,526)	-33.9%
SERVICES							
0810 - LEGAL SERVICES	$ 26,978,557	$ 26,356,423	$ 26,052,186	$ 26,184,388	$ 26,394,291	$ (342,105)	-1.3%
0811 - HEALTH CARE SERVICES	1,350	-	-	-	-	-	N/A
0812 - OTHER SERVICES	300,492	707,548	708,848	197,619	1,834,942	(1,126,094)	-158.9%
0820 - RENT & OPERATING LEASES	1,109,801	828,899	828,899	703,011	851,842	(22,943)	-2.8%
0825 - REPAIRS AND MAINTENANCE	9,558	14,400	14,400	74,642	29,800	(15,400)	-106.9%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	92	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	72,743	87,145	87,435	54,961	801,829	(714,394)	-817.1%
0841 - TRAVEL	308,069	266,395	270,562	149,013	162,890	107,672	39.8%
0842 - EDUCATION AND TRAINING	185,939	264,809	264,809	189,950	360,040	(95,231)	-36.0%
0843 - POSTAGE/FREIGHT/SHIPPING	62,506	66,254	66,254	61,969	65,800	454	0.7%
SUBTOTAL	$ 29,029,015	$ 28,591,873	$ 28,293,393	$ 27,615,645	$ 30,501,434	$ (2,208,041)	-7.8%
CAPITAL							
0950 - DEBT SERVICE	$ 104,467	$ 228,041	$ 228,041	$ 26,245	$ -	$ 228,041	100.0%
SUBTOTAL	$ 104,467	$ 228,041	$ 228,041	$ 26,245	$ -	$ 228,041	100.0%
ALL EXPENDITURES	$ 84,526,959	$ 86,565,975	$ 86,626,185	$ 84,695,828	$ 88,252,483	$ (1,626,298)	-1.9%
TOTAL USES	$ 84,526,959	$ 86,565,975	$ 86,626,185	$ 84,695,828	$ 88,252,483	$ (1,626,298)	-1.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 65,265	$ 61,000	$ 61,000	$ 86,753	$ 53,693	$ (7,307)	-12.0%
FUND TOTAL SOURCES	$ 65,265	$ 61,000	$ 61,000	$ 86,753	$ 53,693	$ (7,307)	-12.0%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 422,493	$ 445,651	$ 505,861	$ 477,927	$ 502,670	$ (3,191)	-0.6%
FUND TOTAL SOURCES	$ 422,493	$ 445,651	$ 505,861	$ 477,927	$ 502,670	$ (3,191)	-0.6%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 481,341	$ 432,845	$ 432,845	$ 461,031	$ 432,845	$ -	0.0%
FUND TOTAL SOURCES	$ 481,341	$ 432,845	$ 432,845	$ 461,031	$ 432,845	$ -	0.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,214,902	$ 955,476	$ 955,476	$ 1,183,260	$ 1,076,687	$ 121,211	12.7%
NON-RECURRING	-	-	-	351,977	260,679	260,679	N/A
FUND TOTAL SOURCES	$ 1,214,902	$ 955,476	$ 955,476	$ 1,535,237	$ 1,337,366	$ 381,890	40.0%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,190	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ -	0.0%
FUND TOTAL SOURCES	$ 59,190	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 2,243,191	$ 1,953,972	$ 2,014,182	$ 2,267,971	$ 2,124,895	$ 110,713	5.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ 351,977	$ 260,679	$ 260,679	N/A
DEPARTMENT TOTAL SOURCES	$ 2,243,191	$ 1,953,972	$ 2,014,182	$ 2,619,948	$ 2,385,574	$ 371,392	18.4%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 82,635,646	$ 79,620,654	$ 79,620,654	$ 78,403,364	$ 79,695,033	$ (74,379)	-0.1%
NON-RECURRING	-	4,380,269	4,380,269	4,380,269	4,700,000	(319,731)	-7.3%
FUND TOTAL USES	$ 82,635,646	$ 84,000,923	$ 84,000,923	$ 82,783,633	$ 84,395,033	$ (394,110)	-0.5%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 422,498	$ 445,651	$ 505,861	$ 470,000	$ 502,670	$ 3,191	0.6%
FUND TOTAL USES	$ 422,498	$ 445,651	$ 505,861	$ 470,000	$ 502,670	$ 3,191	0.6%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 427,915	$ 432,845	$ 432,845	$ 377,155	$ 432,845	$ -	0.0%
NON-RECURRING	5,151	143,855	143,855	44,680	184,460	(40,605)	-28.2%
FUND TOTAL USES	$ 433,066	$ 576,700	$ 576,700	$ 421,835	$ 617,305	$ (40,605)	-7.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 924,893	$ 955,476	$ 955,476	$ 896,640	$ 1,076,687	$ (121,211)	-12.7%
NON-RECURRING	51,855	528,225	528,225	64,720	1,601,788	(1,073,563)	-203.2%
FUND TOTAL USES	$ 976,748	$ 1,483,701	$ 1,483,701	$ 961,360	$ 2,678,475	$ (1,194,774)	-80.5%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,001	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ -	0.0%
FUND TOTAL USES	$ 59,001	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 84,469,953	$ 81,513,626	$ 81,573,836	$ 80,206,159	$ 81,766,235	$ (192,399)	-0.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 57,006	$ 5,052,349	$ 5,052,349	$ 4,489,669	$ 6,486,248	$ (1,433,899)	-28.4%
DEPARTMENT TOTAL USES	$ 84,526,959	$ 86,565,975	$ 86,626,185	$ 84,695,828	$ 88,252,483	$ (1,626,298)	-1.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.63	1.63	1.63	1.63	1.53	(.10)	(6.1%)
EXECUTIVE MANAGEMENT	27.98	27.98	27.98	26.77	26.82	(1.16)	(4.1%)
FINANCIAL SERVICES	7.88	7.88	7.88	7.03	7.33	(.55)	(7.0%)
HUMAN RESOURCES	12.89	12.89	12.89	13.17	13.22	.33	2.6%
PROCUREMENT	2.06	2.06	2.06	1.88	1.88	(.18)	(8.5%)
RISK MANAGEMENT	.52	.52	.52	.47	.27	.25	48.0%
PROGRAM TOTAL	52.95	52.95	52.95	50.95	51.05	(1.90)	(3.6%)
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	10.65	10.65	10.65	11.65	11.65	1.00	9.4%
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.65	11.65	11.65	12.65	12.65	1.00	8.6%
ADULT CRIMINAL REPRESENTATION							
APPEAL PCR REPRESENTATION	27.98	27.98	27.98	29.98	29.98	2.00	7.1%
CAPITAL REPRESENTATION	109.61	109.61	109.61	107.92	107.90	(1.72)	(1.6%)
MISDEMEANOR REPRESENTATION	3.00	3.00	3.00	3.00	3.00	-	0.0%
NON CAPITAL FELONY REP	369.35	369.35	369.35	369.30	370.22	.87	0.2%
PROBATION REPRESENTATION	19.23	19.23	19.23	17.23	17.23	(2.00)	(10.4%)
WITNESS REPRESENTATION	.01	.01	.01	.01	.01	-	0.0%
PROGRAM TOTAL	529.18	529.18	529.18	527.43	528.33	(.85)	(0.2%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	3.00	3.00	3.00	2.80	2.80	(.20)	(6.7%)
DATA CENTER	2.70	2.70	2.70	1.00	1.00	(1.70)	(63.0%)
DESKTOP SUPPORT	2.60	2.60	2.60	-	-	(2.60)	(100.0%)
HELP DESK SUPPORT	3.55	3.55	3.55	-	-	(3.55)	(100.0%)
PROGRAM TOTAL	11.85	11.85	11.85	3.8	3.8	(8.05)	(67.9%)
JUVENILE REPRESENTATION							
JUV DEL INCORR REPRESENTATION	34.93	34.93	34.93	34.93	34.93	-	0.0%
JUVENILE APPEAL REPRESENTATION	.50	.50	.50	.50	.50	-	0.0%
JUVENILE GAL REPRESENTATION	37.00	37.00	37.00	36.80	36.80	(.20)	(0.5%)
JUVENILE PROBATION REP	5.37	5.37	5.37	5.37	5.37	-	0.0%
PARENTAL DEPENDENCY REP	26.00	26.00	26.00	32.00	32.00	6.00	23.1%
PROGRAM TOTAL	103.80	103.80	103.80	109.6	109.6	5.80	5.6%
DEPARTMENT TOTAL	709.43	709.43	709.43	704.43	705.43	(4.00)	(0.6%)

Staffing by Market Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin & Operations Mgr	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Admin/Operations Specialist	8.00	8.00	8.00	7.00	7.00	(1.00)	(12.5%)
Administrative Manager	3.00	3.00	3.00	1.00	1.00	(2.00)	(66.7%)
Administrative Staff Supv	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Administrative Supervisor	6.00	6.00	6.00	5.00	4.00	(2.00)	-33.3%
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	263.49	261.79	261.79	265.79	264.79	3.00	1.1%
Attorney -Capital Co-Counsel	23.00	28.00	28.00	18.00	18.00	(10.00)	(35.7%)
Attorney -Capital Lead Counsel	21.50	20.50	20.50	28.50	28.50	8.00	39.0%
Attorney Manager	4.00	4.00	4.00	3.00	4.00	-	0.0%
Attorney Supervisor	21.14	19.14	19.14	20.14	20.14	1.00	5.2%
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%
Deputy Director - Legal Defense	-	-	-	2.00	2.00	2.00	N/A
Director - Legal Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Finan/Business Analyst - Dept	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Financial Supervisor - Dept	-	-	-	1.00	1.00	1.00	N/A
Help Desk Coordinator	2.00	2.00	2.00	-	-	(2.00)	(100.0%)
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	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
Investigator - Defense	43.00	44.00	44.00	43.00	43.00	(1.00)	(2.3%)
Investigator Chief - Defense	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
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)	(100.0%)
Justice System Clerk	34.50	35.50	35.50	37.50	37.50	2.00	5.6%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Assistant	37.00	39.00	39.00	39.00	39.00	-	0.0%
Legal Assistant Supv	4.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Order Server	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Services Manager	-	-	-	4.00	5.00	5.00	N/A
Legal Support Specialist	65.00	65.00	65.00	66.00	67.00	2.00	3.1%
Legal Support Supervisor	9.00	10.00	10.00	12.00	12.00	2.00	20.0%
Management Analyst	2.00	2.00	2.00	-	-	(2.00)	(100.0%)
Mitigation Specialist	13.00	13.00	13.00	13.00	14.00	1.00	7.7%
Mitigation Specialist-Capital	20.00	21.00	21.00	21.00	22.00	1.00	4.8%
Office Assistant	43.00	41.00	41.00	38.00	38.00	(3.00)	(7.3%)
Office Assistant Specialized	20.50	20.50	20.50	19.50	18.50	(2.00)	(9.8%)
Operations/Program Manager	-	-	-	2.00	2.00	2.00	N/A
Operations/Program Supervisor	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
PC/LAN Tech Support	3.00	2.00	2.00	-	-	(2.00)	(100.0%)
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	14.00	16.00	16.00	16.00	16.00	-	0.0%
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)	(100.0%)
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	-	-	(2.00)	(100.0%)
Trainer	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Department Total	**704.13**	**709.43**	**709.43**	**704.43**	**705.43**	**(4.00)**	**(0.6%)**

Staffing by Fund

FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
100	GENERAL	683.13	692.43	692.43	689.43	688.43
209	PUBLIC DEFENDER TRAINING	4.00	4.00	4.00	3.00	3.00
233	PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00
262	PUBLIC DEFENDER FILL THE GAP	13.00	9.00	9.00	8.00	10.00
Department Total		**704.13**	**709.43**	**709.43**	**704.43**	**705.43**

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Increase budget by $97,283 for restatement of risk management charges from Non Departmental.
- Increase budget by $26,052 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $550,437 for restatement of baseline telecommunications.
- Decrease budget by $10,390 for PEHPEP participation in FY 2010. Savings are being taken in FY 2011 because the Market Range for this position no longer existed and Compensation needed to study the position before savings could be determined.
- Reallocate information technology support to the Office of Enterprise Technology for decrease to the PDS budget in the amount of $782,879.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $55,019 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular benefits by $383,204 for retirement contribution rate increase.
- Increase Personnel Savings by ($244,347) based on comparison to FY 2011 Forecasted levels.
- Decrease Revenue by $7,307 due to lower reimbursement levels for legal services.

Public Defender Training Fund (209) Operating

- Increase Regular Benefits by $216 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular benefits by $1,195 for retirement contribution rate increase.
- Decrease Travel by $1,411 based on FY 2011 Forecast in order to absorb benefits increase.

Public Defender Training Fund (209) Non-Recurring

- Increase Non-recurring expenditures to $184,460 for department software-related technology training.

Public Defender Grants Fund (233) Operating

- Increase Regular Benefits by $288 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular benefits by $3,179 for retirement contribution rate increase.
- Decrease revenues and expenditure by $7,272 due to lower grant revenue in Juvenile Defender (570).
- Increase revenue $4,081 in the Office of Public Defender (520) due to a request for increased grant funding to cover benefits increases.

Public Defender Fill the Gap Fund (262) Operating

- Increase Regular Benefits by $579 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular benefits by $4,809 for retirement contribution rate increase.
- Decrease expenditures by $5,385 in Debt Service (950) to absorb benefits increase. The remaining amount in debt service was moved to other parts of the budget as the County's Technology for Purchase (TFP) program no longer exists.

Public Defender Fill the Gap Fund (262) Non-Recurring

- Increase Non-Recurring expenditures to $1,601,788 for the replacement of the current case management system.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent Of Capital Cases with Disposition Less than Capital	69.3%	71.8%	69.2%	67.5%	(4.3%)	-6.0%
Percent Of Probation Representation Cases With Disposition Other Than Revocation	75.5%	72.3%	79.4%	79.4%	7.1%	9.8%
Percent Of Witness Representation Cases Closed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	91.3%	89.4%	89.9%	89.9%	0.5%	0.6%
Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	92.1%	90.1%	91.0%	91.0%	0.9%	1.0%
Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	56.0%	55.1%	57.6%	57.6%	2.5%	4.5%
Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	31.8%	37.1%	35.7%	35.7%	(1.4%)	-3.8%
Percent Of Non-Complex Felony Cases Resolved Within 180 Days or Arraignment/Assignment (whichever is later)	76.6%	76.0%	79.1%	79.1%	3.1%	4.1%
Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed	32.1%	40.6%	36.4%	35.7%	(4.9%)	-12.1%

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Witness Representation
- Misdemeanor Representation
- Probation Representation
- Appeal and Post Conviction Relief Representation

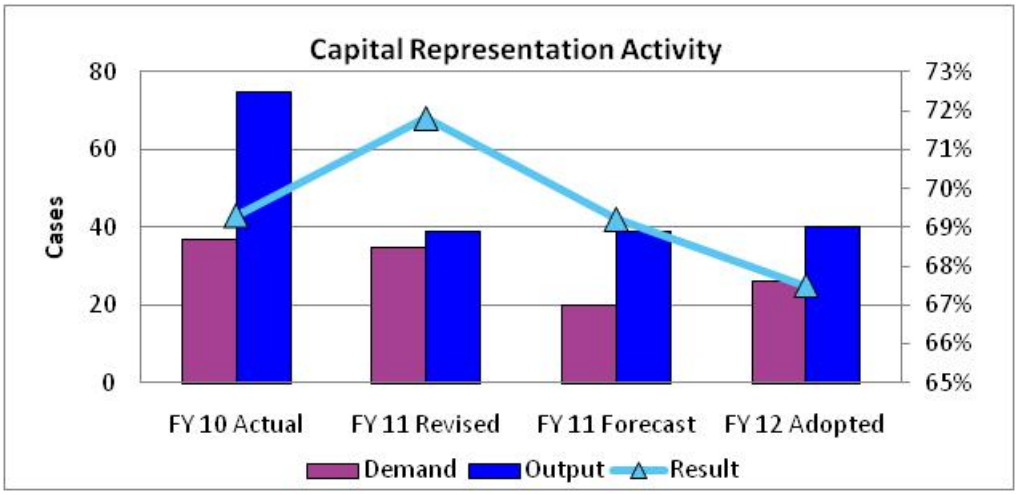
Capital Representation Activity

The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with capital offenses so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program. A.R.S. §13-4234 establishes that all indigent capital defendants are entitled to court-appointed counsel.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent Of Capital Cases with Disposition Less than Capital	69.3%	71.8%	69.2%	67.5%	(4.3%)	-6.0%
Output	Number of Capital Cases Resolved to Conclusion	75	39	39	40	1	2.6%
Output	Average Capital Cases Open/Active Monthly	112	95	93	91	(4)	-4.4%
Demand	Net Capital Cases Assigned	37	35	20	26	(9)	-25.7%
Efficiency	Cost per Open/Active Capital Case	$ 452,543.57	$ 474,925.37	$ 795,850.60	$ 608,830.38	$(133,905.01)	-28.2%
Expenditure							
	100 - GENERAL	$ 16,744,112	$ 16,622,388	$ 15,917,012	$ 15,829,590	$ 792,798	4.8%
	TOTAL USES	$ 16,744,112	$ 16,622,388	$ 15,917,012	$ 15,829,590	$ 792,798	4.8%

Activity Narrative: The department is still dealing with a backlog of capital cases and currently has an inventory of 76. This is down from the 146 cases in March 2007. The backlog was caused by two issues. First was the Ring decision in which the U.S. Supreme Court decided the Sixth's Amendment's guarantee of a jury trial included the determination of whether the defendant was eligible for the death penalty. The court system had to put cases on hold in order to develop this jury process. Second, there was a spike in capital cases in FY 2006. To deal with the backlog, the department has received $4,700,000 in the Office of Contract Counsel Non-Recurring/Non-Project budget.



General Fund (100) Non-Recurring

- Increase expenditures to $4,700,000 to alleviate the capital case backlog cause by the Ring decision and the FY 2006 spike.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	92.1%	90.1%	91.0%	91.0%	0.9%	1.0%
Result	Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	56.0%	55.1%	57.6%	57.6%	2.5%	4.5%
Result	Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	31.8%	37.1%	35.7%	35.7%	(1.4%)	-3.8%
Result	Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	76.6%	76.0%	79.1%	79.1%	3.1%	4.0%
Output	Non-Capital Felony Cases Resolved to Conclusion	29,990	31,703	26,040	26,040	(5,663)	-17.9%
Demand	Net Non-Capital Felony Cases Assigned	30,718	30,415	28,248	28,248	(2,167)	-7.1%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$ 1,183.85	$ 1,149.90	$ 1,353.41	$ 1,384.55	$ (234.65)	-20.4%
Revenue							
	100 - GENERAL	$ 61,072	$ -	$ 34,825	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	422,493	445,651	446,007	449,732	4,081	0.9%
	262 - PUBLIC DEFENDER FILL THE GAP	1,207,627	955,476	1,531,309	1,076,687	121,211	12.7%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	59,000	-	0.0%
	TOTAL SOURCES	$ 1,750,192	$ 1,460,127	$ 2,071,141	$ 1,585,419	$ 125,292	8.6%
Expenditure							
	100 - GENERAL	$ 34,272,442	$ 35,276,557	$ 34,158,402	$ 34,841,451	$ 435,106	1.2%
	233 - PUBLIC DEFENDER GRANTS	421,874	445,046	436,716	449,732	(4,686)	-1.1%
	262 - PUBLIC DEFENDER FILL THE GAP	750,209	674,767	588,620	703,567	(28,800)	-4.3%
	263 - LEGAL DEFENDER FILL THE GAP	59,001	59,000	59,000	59,000	-	0.0%
	TOTAL USES	$ 35,503,526	$ 36,455,370	$ 35,242,738	$ 36,053,750	$ 401,620	1.1%

Activity Narrative: Due to an increase in revenue in the Public Defender Fill the Gap Fund (262) the department will receive two (2) additional FTE. The Legal Support Specialist and Mitigation Specialist were deleted when State Fill the Gap Funding was removed. The new positions are support position and not attorneys. Therefore the department does not expect to see a marked difference in output due to their addition. The department does expect to see improvement in their results.

Public Defender Fill the Gap Fund (262) Operating

- Increase revenue by $121,211 due to increased local Fill-the-Gap revenue.
- Increase expenditures by $121,211 for one (1) Legal Support Specialist and one (1) Mitigation Specialist as well as their related supplies.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Witness Representation Cases Closed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Witness Representation Cases Closed	114	129	110	110	(19)	-14.7%
Demand	Net Witness Representation Cases Assigned	121	109	128	128	19	17.4%
Efficiency	Cost per Witness Representation Case Closed	$ 278.00	$ 240.48	$ 349.65	$ 268.97	$ (28.49)	-11.8%
Expenditure							
	100 - GENERAL	$ 31,692	$ 31,022	$ 38,462	$ 29,587	$ 1,435	4.6%
	TOTAL USES	$ 31,692	$ 31,022	$ 38,462	$ 29,587	$ 1,435	4.6%

Activity Narrative: FY 2011 Revised numbers were not accurate assumptions and FY 2012 Recommended measures are in line with FY 2010 Actual and FY 2011 Forecast.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	91.3%	89.4%	89.9%	89.9%	0.5%	0.5%
Output	Number of Misdemeanor Representation Cases Resolved to Conclusion	3,211	2,887	2,574	2,574	(313)	-10.8%
Demand	Net Misdemeanor Cases Assigned	3,203	3,117	2,880	2,880	(237)	-7.6%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	$ 136.22	$ 142.47	$ 180.23	$ 185.93	$ (43.46)	-30.5%
Expenditure							
	100 - GENERAL	$ 427,447	$ 411,305	$ 362,756	$ 376,901	$ 34,404	8.4%
	262 - PUBLIC DEFENDER FILL THE GAP	9,961	-	101,161	101,683	(101,683)	N/A
	TOTAL USES	$ 437,408	$ 411,305	$ 463,917	$ 478,584	$ (67,279)	-16.4%

Activity Narrative: While demand and output are decreasing expenditures have increased due to benefits increases as well as staff movement and turnover.

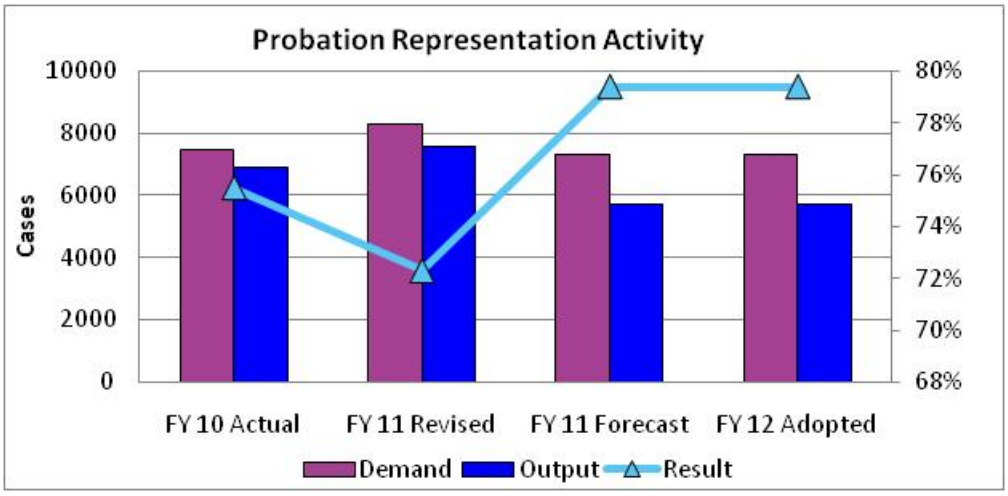
Probation Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Probation Representation Cases With Disposition Other Than Revocation	75.5%	72.3%	79.4%	79.4%	7.2%	9.9%
Output	Number of Probation Representation Cases Resolved to Conclusion	6,866	7,540	5,702	5,702	(1,838)	-24.4%
Demand	Net Probation Representation Cases Assigned	7,462	8,250	7,294	7,294	(956)	-11.6%
Efficiency	Cost per Probation Representation Case Resolved to Conclusion	$ 241.29	$ 213.91	$ 272.33	$ 272.21	$ (58.30)	-27.3%
Expenditure							
	100 - GENERAL	$ 1,656,690	$ 1,612,898	$ 1,552,831	$ 1,552,128	$ 60,770	3.8%
	TOTAL USES	$ 1,656,690	$ 1,612,898	$ 1,552,831	$ 1,552,128	$ 60,770	3.8%

Activity Narrative: The reduction in expenditures is due to a decrease in the demand.



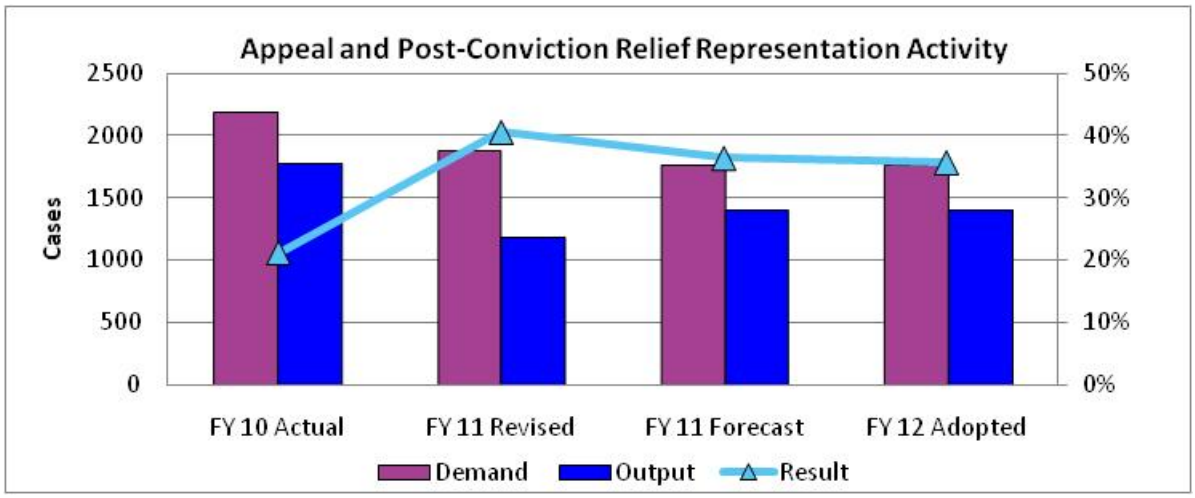
Appeal and Post-Conviction Relief Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed	32.1%	40.6%	36.4%	35.7%	(4.9%)	-12.0%
Output	Number of Appeal Issue Briefs and Trial/Post-Conviction Relief Issue Petitions Submitted (Staffed Offices Only)	198	157	192	192	35	22.3%
Output	Number of Appeal and Post-Conviction Relief Cases in Which Representation is Terminated	1,767	1,181	1,402	1,402	221	18.7%
Demand	Net Appeal and Post-Conviction Relief Cases Assigned	2,182	1,878	1,762	1,762	(116)	-6.2%
Efficiency	Cost per Appeal/Post-Conviction Relief Case in Which Representation is Terminated	$ 2,770.46	$ 4,146.80	$ 4,388.91	$ 4,048.41	$ 98.39	2.4%
Expenditure							
	100 - GENERAL	$ 4,895,411	$ 4,897,366	$ 6,153,251	$ 5,675,869	$ (778,503)	-15.9%
	TOTAL USES	$ 4,895,411	$ 4,897,366	$ 6,153,251	$ 5,675,869	$ (778,503)	-15.9%

Activity Narrative: The backlog of cases that were in felony activities has now reached appeals. Demand is decreasing as the backlog is alleviated, however since the cases are multi-year the outputs are going up as the backlog is reduced. In response to the backlog the department reallocated expenditures to this activity.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	17.2%	22.8%	24.4%	24.4%	1.6%	7.2%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	6.4%	8.2%	18.2%	13.6%	5.4%	65.9%
Percent Of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	N/A	20.2%	51.8%	51.8%	31.6%	156.4%
Percent Of Parent/Child/Case Dependency Petitions not Granted	N/A	12.3%	30.0%	29.4%	17.1%	139.0%
Percent of Juvenile Notification Cases in Which the Court Grants the Petition	72.7%	90.3%	70.0%	70.0%	(20.3%)	-22.5%
Percent Of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	66.3%	65.4%	69.6%	69.8%	4.4%	6.7%
Percent Of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	68.2%	69.0%	68.7%	68.7%	(0.3%)	-0.4%
Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	N/A	37.9%	46.5%	46.5%	8.6%	22.7%
Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	0.0%	100.0%	50.0%	50.0%	(50.0%)	-50.0%

Activities that comprise this program include:

- Juvenile Appeal Representation
- Child Dependency Representation
- Parental Dependency Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Notification Representation
- Juvenile Probation Representation
- Juvenile Delinquency & Incorrigibility 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	17.2%	22.8%	24.4%	24.4%	1.6%	7.2%
Result	Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	6.4%	8.2%	18.2%	13.6%	5.5%	67.0%
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	140	131	122	112	(19)	-14.5%
Demand	Net Juvenile Appeal Cases Assigned	250	261	254	254	(7)	-2.7%
Efficiency	Cost per Juvenile Appeal Cases in Which Representation is Terminated	$ 2,861.44	$ 2,637.53	$ 3,907.20	$ 4,487.47	$ (1,849.95)	-70.1%
Expenditure							
	100 - GENERAL	$ 400,602	$ 345,516	$ 476,678	$ 502,597	$ (157,081)	-45.5%
	TOTAL USES	$ 400,602	$ 345,516	$ 476,678	$ 502,597	$ (157,081)	-45.5%

Activity Narrative: While demand and output are decreasing expenditures have increased due to benefits increases as well as staff movement and turnover.

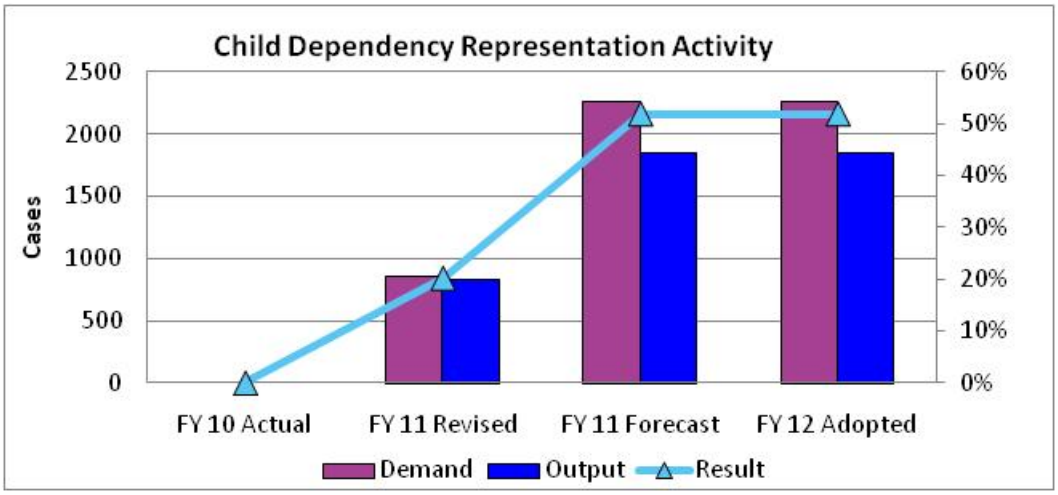
Child Dependency Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	N/A	20.2%	51.8%	51.8%	31.6%	156.2%
Output	Number of Dependency Child/Cases Resolved	N/A	831	1,846	1,846	1,015	122.1%
Demand	Net Child/Case Dependency Assignments	N/A	860	2,258	2,258	1,398	162.6%
Efficiency	Cost per Dependency Child/Case Resolved	N/A	$ 765.64	$ 365.06	$ 423.44	$ 342.20	44.7%
Expenditure							
	100 - GENERAL	$ 579,323	$ 636,248	$ 673,898	$ 781,669	$ (145,421)	-22.9%
	TOTAL USES	$ 579,323	$ 636,248	$ 673,898	$ 781,669	$ (145,421)	-22.9%

Activity Narrative: This activity was new in FY 2011 and need is still being evaluated as data becomes available. The demand the department is seeing in FY 2011 is higher than originally expected in FY 2011 revised. The budget and measures for FY 2012 have been adjusted accordingly.



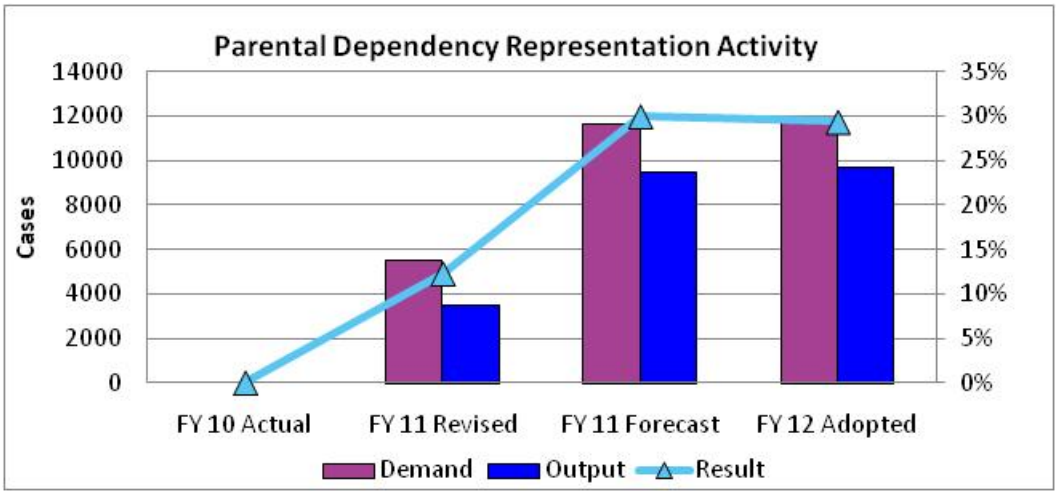
Parental Dependency Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Parent/Child/Case Dependency Petitions not Granted	N/A	12.3%	30.0%	29.4%	17.2%	140.1%
Output	Number of Dependency Parent/Child/Cases Resolved	N/A	3,508	9,486	9,675	6,167	175.8%
Demand	Net Parent/Child/Case Dependency Assignments	N/A	5,533	11,675	11,798	6,265	113.2%
Efficiency	Cost per Dependency Parent/Child/Case Resolved	N/A	$ 1,595.24	$ 605.24	$ 631.82	$ 963.42	60.4%
Expenditure							
	100 - GENERAL	$ 5,305,399	$ 5,596,111	$ 5,741,280	$ 6,112,841	$ (516,730)	-9.2%
	TOTAL USES	$ 5,305,399	$ 5,596,111	$ 5,741,280	$ 6,112,841	$ (516,730)	-9.2%

Activity Narrative: This activity was new in FY 2011 and need is still being evaluated as data becomes available. The demand the department is seeing in FY 2011 is higher than originally expected in FY 2011 revised. The budget and measures for FY 2012 have been adjusted accordingly.



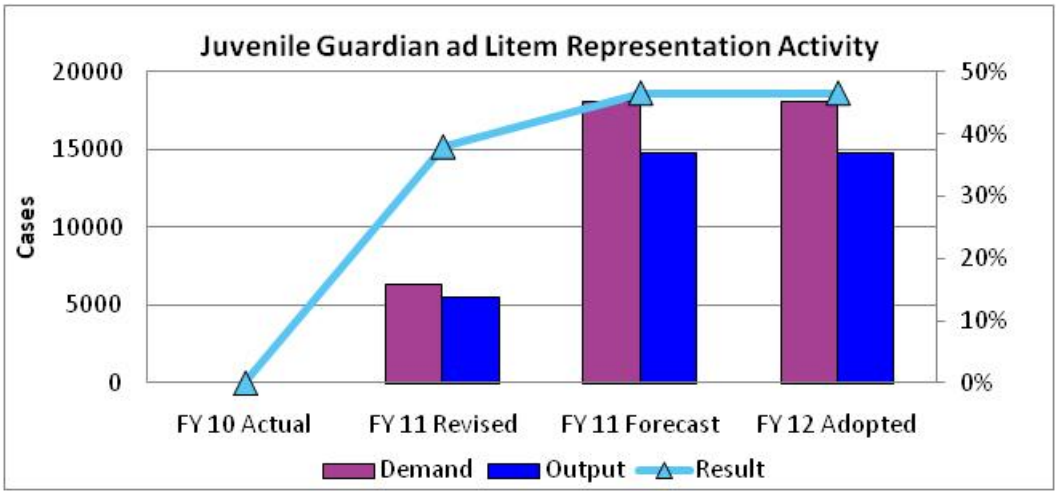
Juvenile Guardian ad Litem Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	N/A	37.9%	46.5%	46.5%	8.6%	22.7%
Output	Number of Juvenile Guardian Ad Litem (at law) Child/Cases Resolved	N/A	5,546	14,790	14,790	9,244	166.7%
Demand	Net Juvenile Guardian Ad Litem (at law) Child/Case Assignments	N/A	6,372	18,102	18,102	11,730	184.1%
Efficiency	Cost per Juvenile Guardian Ad Litem (at law) Child/Case Resolved	N/A	$ 984.96	$ 362.90	$ 433.11	$ 551.84	56.0%
Expenditure							
	100 - GENERAL	$ 5,217,969	$ 5,462,562	$ 5,367,267	$ 6,405,712	$ (943,150)	-17.3%
	TOTAL USES	$ 5,217,969	$ 5,462,562	$ 5,367,267	$ 6,405,712	$ (943,150)	-17.3%

Activity Narrative: This activity was new in FY 2011 and need is still being evaluated as data becomes available. The demand the department is seeing in FY 2011 is higher than originally expected in FY 2011 revised. The budget and measures for FY 2012 have been adjusted accordingly.



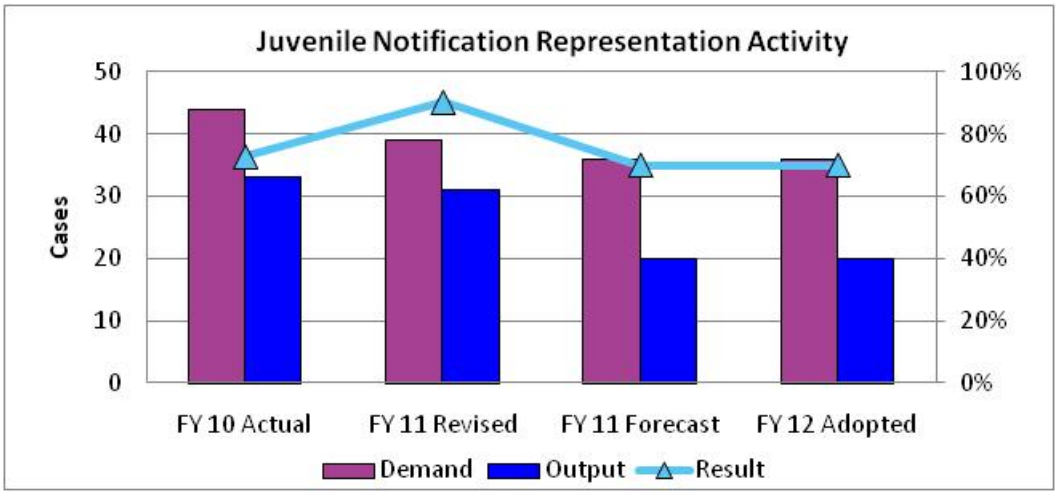
Juvenile Notification Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Notification Cases in Which the Court Grants the Petition	72.7%	90.3%	70.0%	70.0%	(20.3%)	-22.5%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	33	31	20	20	(11)	-35.5%
Demand	Net Juvenile Notification Cases Assigned	44	39	36	36	(3)	-7.7%
Efficiency	Cost per Juvenile Notification Case Resolved to Conclusion	$ 998.30	$ 804.19	$ 1,269.00	$ 1,099.80	$ (295.61)	-36.8%
Expenditure							
	100 - GENERAL	$ 32,944	$ 24,930	$ 25,380	$ 21,996	$ 2,934	11.8%
	TOTAL USES	$ 32,944	$ 24,930	$ 25,380	$ 21,996	$ 2,934	11.8%

Activity Narrative: The demand and output in FY 2012 is expected to be lower than FY 2011 Revised and more in line with FY 2011 forecasted levels. Due to this decrease, expenditures have been reduced from the FY 2011 Revised amount in order to be equivalent with FY 2011 Forecasted levels.



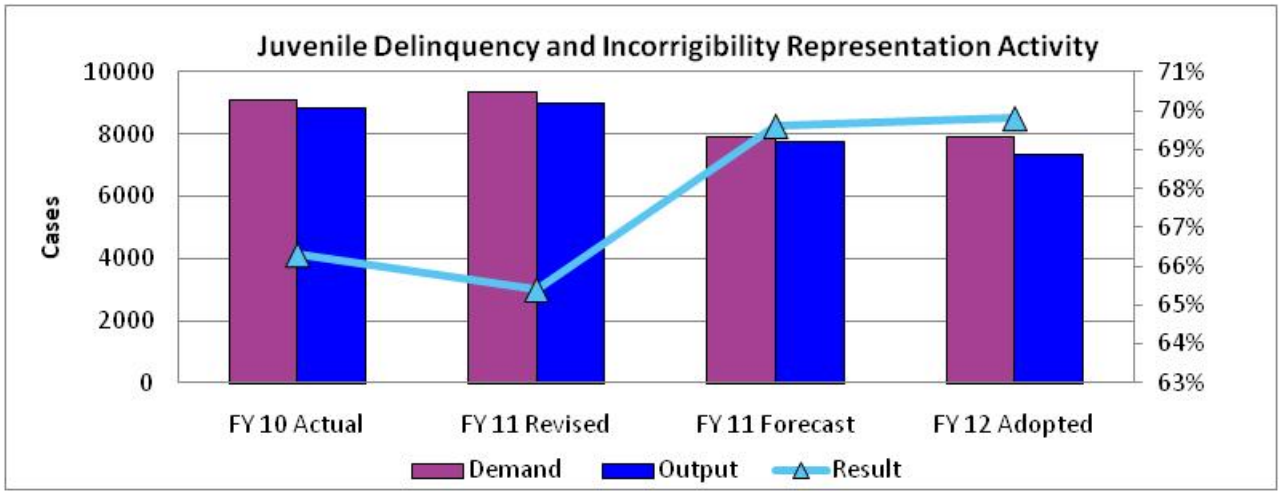
Juvenile Delinquency and Incorrigibility Representation Activity

The purpose of the Juvenile Delinquency and Incorrigibility Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	66.3%	65.4%	69.6%	69.8%	4.4%	6.7%
Output	Number of Juvenile Delinquency and Incorrigibility Cases Resolved to Conclusion	8,846	8,974	7,749	7,370	(1,604)	-17.9%
Demand	Net Juvenile Delinquency and Incorrigibility Cases Assigned	9,078	9,362	7,932	7,932	(1,430)	-15.3%
Efficiency	Cost per Juvenile Delinquency and Incorrigibility Case Resolved to Conclusion	$ 419.32	$ 439.64	$ 485.70	$ 524.46	$ (84.82)	-19.3%
Revenue							
	233 - PUBLIC DEFENDER GRANTS	$ -	$ 60,210	$ 32,276	$ 52,938	$ (7,272)	-12.1%
	TOTAL SOURCES	$ -	$ 60,210	$ 32,276	$ 52,938	$ (7,272)	-12.1%
Expenditure							
	100 - GENERAL	$ 3,709,280	$ 3,885,091	$ 3,731,422	$ 3,812,340	$ 72,751	1.9%
	233 - PUBLIC DEFENDER GRANTS	-	60,210	32,276	52,938	7,272	12.1%
	TOTAL USES	$ 3,709,280	$ 3,945,301	$ 3,763,698	$ 3,865,278	$ 80,023	2.0%

Activity Narrative: The demand and output in FY 2012 is expected to be lower than FY 2011 Revised and more in line with FY 2011 forecasted levels. Due to this decrease, expenditures have been reduced from the FY 2011 Revised levels.



Juvenile Probation Representation Activity

The purpose of the Juvenile Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles with pending probation matters, who do not have other accompanying delinquency or incorrigibility matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	68.2%	69.0%	68.7%	68.7%	(0.4%)	-0.5%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	2,065	1,935	1,902	1,902	(33)	-1.7%
Demand	Net Juvenile Probation Cases Assigned	2,022	1,939	1,990	1,990	51	2.6%
Efficiency	Cost per Juvenile Probation Cases Resolved to Conclusion	$ 304.43	$ 264.78	$ 270.83	$ 269.67	$ (4.89)	-1.8%
Expenditure							
	100 - GENERAL	$ 628,644	$ 512,349	$ 515,123	$ 512,921	$ (572)	-0.1%
	TOTAL USES	$ 628,644	$ 512,349	$ 515,123	$ 512,921	$ (572)	-0.1%

Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursing legal emancipation so they can so they can obtain emancipation.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	0.0%	100.0%	50.0%	50.0%	(50.0%)	-50.0%
Output	Number of Juvenile Emancipation Cases Resolved	1	1	4	4	3	300.0%
Demand	Net Juvenile Emancipation Cases Assigned	6	4	4	4	-	0.0%
Efficiency	Cost per Juvenile Emancipation Case Resolved	$ 8,812.00	$ 12,408.00	$ 765.50	$ 1,071.50	$ 11,336.50	91.4%
Expenditure							
	100 - GENERAL	$ 8,812	$ 12,408	$ 3,062	$ 4,286	$ 8,122	65.5%
	TOTAL USES	$ 8,812	$ 12,408	$ 3,062	$ 4,286	$ 8,122	65.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated	86.5%	54.0%	86.5%	86.5%	32.5%	60.1%
Percent Of Probate Cases in Which a Determination is made as to Guardianship	71.5%	64.2%	95.2%	95.2%	31.0%	48.3%
Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	97.8%	95.7%	78.6%	78.8%	(16.9%)	-17.7%
Percent of People with Sexually Violent Perosn (SVP) Petitions Found to be SVP During the Time Period	16.7%	16.7%	20.0%	20.0%	3.3%	19.8%

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Probate Representation
- Sexually Violent Person Representation
- Mental Health Representation

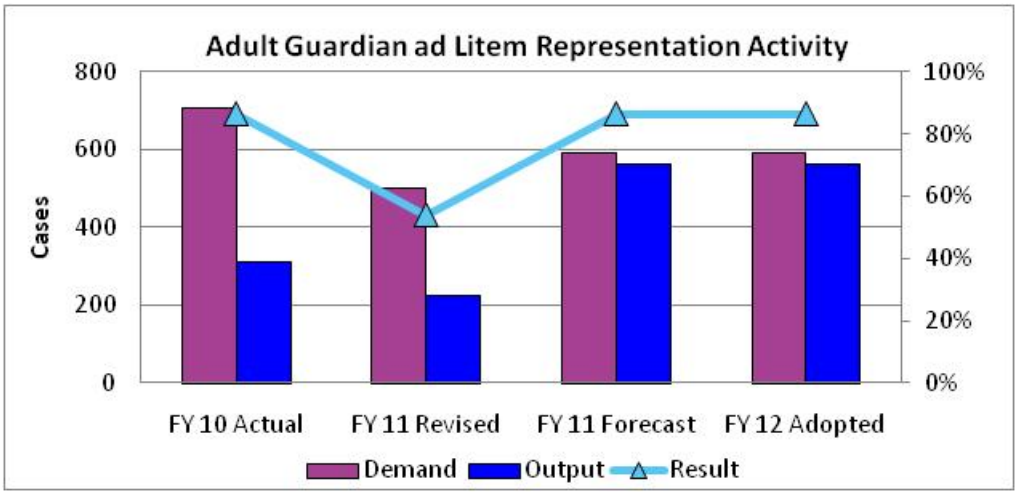
Adult Guardian ad Litem Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated	86.5%	54.0%	86.5%	86.5%	32.5%	60.1%
Output	Number of Adult Guardian Ad Litem (at law) Cases Resolved to Conclusion	310	224	562	562	338	150.9%
Demand	Number of Adult Guardian Ad Litem (at law) Cases Assigned	708	501	592	592	91	18.2%
Efficiency	Cost per Guardian Ad Litem (at law) Case Resolved to Conclusion	$ 2,162.86	$ 3,002.54	$ 980.20	$ 881.06	$ 2,121.48	70.7%
Expenditure							
	100 - GENERAL	$ 670,486	$ 672,569	$ 550,875	$ 495,154	$ 177,415	26.4%
	TOTAL USES	$ 670,486	$ 672,569	$ 550,875	$ 495,154	$ 177,415	26.4%

Activity Narrative: Demand in FY 2012 is expected to be significantly lower than in FY 2010 and equal to FY 2011 Forecast. Due to this decrease expenditures have been reduced to be equivalent with FY 2011 Forecast.



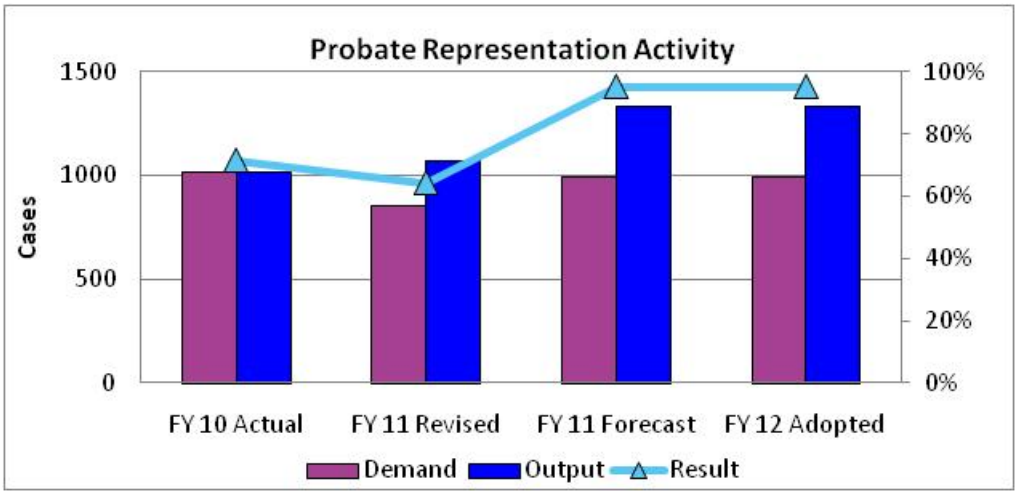
Probate Representation Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Probate Cases in Which a Determination is made as to Guardianship	71.5%	64.2%	95.2%	95.2%	31.0%	48.3%
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	1,019	1,073	1,334	1,334	261	24.3%
Demand	Net Probate Cases Assigned	1,017	855	996	996	141	16.5%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	$ 424.63	$ 429.93	$ 219.84	$ 241.83	$ 188.10	43.8%
Expenditure							
	100 - GENERAL	$ 432,695	$ 461,310	$ 293,272	$ 322,597	$ 138,713	30.1%
	TOTAL USES	$ 432,695	$ 461,310	$ 293,272	$ 322,597	$ 138,713	30.1%

Activity Narrative: Demand in FY 2012 is expected to be lower than in FY 2010 and equal to FY 2011 Forecast. Due to this decrease expenditures have been reduced to be equivalent with FY 2011 Forecast.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	97.8%	95.7%	78.6%	78.8%	(17.0%)	-17.7%
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	3,224	3,641	3,202	2,546	(1,095)	-30.1%
Demand	Net Mental Health Cases Assigned	3,585	3,671	2,770	2,770	(901)	-24.5%
Efficiency	Cost per Mental Health Case in Which a Determination is Made as to Commitment	$ 373.06	$ 327.89	$ 401.50	$ 502.28	$ (174.38)	-53.2%
Expenditure							
	100 - GENERAL	$ 1,202,739	$ 1,193,860	$ 1,285,593	$ 1,278,795	$ (84,935)	-7.1%
	TOTAL USES	$ 1,202,739	$ 1,193,860	$ 1,285,593	$ 1,278,795	$ (84,935)	-7.1%

Activity Narrative: While demand and output are decreasing, expenditures have increased due to benefits increases as well as staff movement and turnover. Between tentative and final adoption, this activity was moved from Public Defender (520) to Public Advocate (570).

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of People with Sexually Violent Person (SVP) Petitions Found to be SVP During the Time Period	16.7%	16.7%	20.0%	20.0%	3.3%	20.0%
Output	Number of Sexually Violent Person Petitions Resolved During the Time Period	24	12	20	20	8	66.7%
Demand	Net Sexually Violent Person Cases Assigned	35	20	28	28	8	40.0%
Efficiency	Cost per Sexually Violent Person Case in Which a Determination is Made as to Commitment	$ 7,222.46	$ 13,111.67	$ 7,669.60	$ 5,174.35	$ 7,937.32	60.5%
Expenditure							
	100 - GENERAL	$ 173,339	$ 157,340	$ 153,392	$ 103,487	$ 53,853	34.2%
	TOTAL USES	$ 173,339	$ 157,340	$ 153,392	$ 103,487	$ 53,853	34.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Payments Processed Within 30 Days of Receipt	90.5%	67.0%	98.6%	98.6%	31.6%	47.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Payments Processed Within 30 Days of Receipt	90.5%	67.0%	98.6%	98.6%	31.6%	47.2%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	328	97	444	444	347	357.7%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	328	115	444	444	329	286.1%
Efficiency	Cost per Payment for Privately Represented and Pro Per Cases	$ 2,555.55	$ 5,101.35	$ 1,339.71	$ 2,074.70	$ 3,026.65	59.3%
Expenditure							
	100 - GENERAL	$ 838,220	$ 494,831	$ 594,832	$ 921,168	$ (426,337)	-86.2%
	TOTAL USES	$ 838,220	$ 494,831	$ 594,832	$ 921,168	$ (426,337)	-86.2%

Appropriated Budget Reconciliations

Public Defense System Summary General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 79,620,654**	**$ 61,000**
FY 2011 Revised Budget			**$ 79,620,654**	**$ 61,000**
Adjustments:	Agenda Item:			
Budget Balancing			**$ (10,390)**	**$ -**
PEHPEP FY 10 Adjustments	*C-49-10-032-M-00*		*(10,390)*	-
Reallocations			**$ (782,879)**	**$ -**
Reallocation Between Depts			*(782,879)*	-
Transfer Public Defense System IT to Office of Enterprise Technology		*$ (782,879)*		
Restatements			**$ 673,772**	**$ -**
Risk Mgt Chgs from Non Dept			*97,283*	-
Equip Svcs Chgs from Non Dept			*26,052*	-
Telecomm Chgs from Non Dept			*550,437*	-
FY 2012 Budget Target			**$ 79,501,157**	**$ 61,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 438,223**	**$ -**
Emp Health Dental Prem Realloc			*55,019*	-
Retirement Contributions			*383,204*	-
Base Adjustments			**$ (244,347)**	**$ -**
Personnel Savings			*(244,347)*	-
Fees and Other Revenues			**$ -**	**$ (7,307)**
ProgRevenue Volume Inc/Dec			*-*	*(7,307)*
FY 2012 Adopted Budget			**$ 79,695,033**	**$ 53,693**
Percent Change from Target Amount			*0.2%*	*-12.0%*

Public Defender (520) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 34,439,124**	**$ 61,000**
Adjustments:			
Reallocations		**$ (194,337)**	**$ -**
Public Defense System Reallocation		*(194,337)*	*-*
FY 2011 Revised Budget		**$ 34,244,787**	**$ 61,000**
Adjustments:			
Reallocations		**$ (657,210)**	**$ -**
Public Defense System Reallocation		*(42,681)*	*-*
Reallocation Between Depts		*(614,529)*	*-*
Transfer Public Defense System IT to Office of Enterprise Technology	*$ (614,529)*		
Restatements		**$ 478,822**	**$ -**
Risk Mgt Chgs from Non Dept		*58,492*	*-*
Equip Svcs Chgs from Non Dept		*12,682*	*-*
Telecomm Chgs from Non Dept		*407,648*	*-*
FY 2012 Budget Target		**$ 34,066,399**	**$ 61,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 291,835**	**$ -**
Emp Health Dental Prem Realloc		*72,499*	*-*
Retirement Contributions		*219,336*	*-*
Base Adjustments		**$ (109,578)**	**$ -**
Personnel Savings		*(109,578)*	*-*
Fees and Other Revenues		**$ -**	**$ (7,307)**
ProgRevenue Volume Inc/Dec		*-*	*(7,307)*
Reallocations		**$ 11,000**	**$ -**
Public Defense System Reallocation		*11,000*	*-*
FY 2012 Tentative Budget		**$ 34,259,656**	**$ 53,693**
Percent Change from Target Amount		*0.6%*	*-12.0%*
Adjustments:			
Restatements		**$ (1,273,440)**	**$ -**
Mental Health Rep Activity from PD to PA		*(1,273,440)*	*-*
Restate Mental Health Rep Activity from Public Defender to Public Advocate	*$ (1,273,440)*		
FY 2012 Adopted Budget		**$ 35,533,096**	**$ 53,693**
Percent Change from Target Amount		*4.3%*	*-12.0%*

Legal Defender (540) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 10,483,641**	**$ -**
Adjustments:				
Reallocations			**$ 83,189**	**$ -**
Public Defense System Reallocation			*83,189*	-
FY 2011 Revised Budget			**$ 10,566,830**	**$ -**
Adjustments:	Agenda Item:			
Budget Balancing			**$ (10,390)**	**$ -**
PEHPEP FY 10 Adjustments	*C-49-10-032-M-00*		*(10,390)*	-
Reallocations			**$ (81,698)**	**$ -**
Public Defense System Reallocation			*42,681*	-
Reallocation Between Depts			*(124,379)*	-
Transfer Public Defense Sysytem IT to Office of Enterprise Technology		*$ (124,379)*		
Restatements			**$ 110,806**	**$ -**
Risk Mgt Chgs from Non Dept			*21,242*	-
Equip Svcs Chgs from Non Dept			*5,112*	-
Telecomm Chgs from Non Dept			*84,452*	-
FY 2012 Budget Target			**$ 10,585,548**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 48,951**	**$ -**
Emp Health Dental Prem Realloc			*(17,760)*	-
Retirement Contributions			*66,711*	-
Base Adjustments			**$ (26,604)**	**$ -**
Personnel Savings			*(26,604)*	-
Reallocations			**$ (339,164)**	**$ -**
Public Defense System Reallocation			*(339,164)*	-
FY 2012 Adopted Budget			**$ 10,268,731**	**$ -**
Percent Change from Target Amount			*-3.0%*	

Legal Advocate (550) General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 9,231,434**	**$ -**
Adjustments:		
Reallocations	**$ 40,898**	**$ -**
Public Defense System Reallocation	*40,898*	*-*
FY 2011 Revised Budget	**$ 9,272,332**	**$ -**
Adjustments:		
Restatements	**$ 73,846**	**$ -**
Risk Mgt Chgs from Non Dept	*14,488*	*-*
Equip Svcs Chgs from Non Dept	*5,144*	*-*
Telecomm Chgs from Non Dept	*54,214*	*-*
FY 2012 Budget Target	**$ 9,346,178**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 43,258**	**$ -**
Emp Health Dental Prem Realloc	*(12,738)*	*-*
Retirement Contributions	*55,996*	*-*
Base Adjustments	**$ (97,153)**	**$ -**
Personnel Savings	*(97,153)*	*-*
Reallocations	**$ (35,894)**	**$ -**
Public Defense System Reallocation	*(35,894)*	*-*
FY 2012 Adopted Budget	**$ 9,256,389**	**$ -**
Percent Change from Target Amount	*-1.0%*	

Office of Contract Counsel (560) General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 21,191,305**	**$ -**
Adjustments:		
Reallocations	**$ (268,530)**	**$ -**
Public Defense System Reallocation	*(268,530)*	*-*
FY 2011 Revised Budget	**$ 20,922,775**	**$ -**
Adjustments:		
Reallocations	**$ (103,913)**	**$ -**
Public Defense System Reallocation	*(103,913)*	*-*
Restatements	**$ 7,015**	**$ -**
Risk Mgt Chgs from Non Dept	*2,892*	*-*
Telecomm Chgs from Non Dept	*4,123*	*-*
FY 2012 Budget Target	**$ 20,825,877**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 59,356**	**$ -**
Emp Health Dental Prem Realloc	*47,424*	*-*
Retirement Contributions	*11,932*	*-*
Base Adjustments	**$ (11,012)**	**$ -**
Personnel Savings	*(11,012)*	*-*
Reallocations	**$ 319,632**	**$ -**
Public Defense System Reallocation	*319,632*	*-*
FY 2012 Adopted Budget	**$ 21,193,853**	**$ -**
Percent Change from Target Amount	*1.8%*	

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2011 Adopted Budget	**$ 4,380,269**	**$ -**
FY 2011 Revised Budget	**$ 4,380,269**	**$ -**
Adjustments:		
Non Recurring	**$ (4,380,269)**	**$ -**
Other Non-Recurring	*(4,380,269)*	*-*
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Base Adjustments	**$ 4,700,000**	**$ -**
Public Defense Caseload Vol	*4,700,000*	*-*
FY 2012 Adopted Budget	**$ 4,700,000**	**$ -**
Percent Change from Target Amount		

Public Advocate (570) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,275,150**	**$ -**
Adjustments:			
Reallocations		**$ 338,780**	**$ -**
Public Defense System Reallocation		*338,780*	*-*
FY 2011 Revised Budget		**$ 4,613,930**	**$ -**
Adjustments:			
Reallocations		**$ 59,942**	**$ -**
Public Defense System Reallocation		*103,913*	*-*
Reallocation Between Depts		*(43,971)*	*-*
Transfer Public Defense System IT to Office of Enterprise Technology	*$ (43,971)*		
Restatements		**$ 3,283**	**$ -**
Risk Mgt Chgs from Non Dept		*169*	*-*
Equip Svcs Chgs from Non Dept		*3,114*	*-*
FY 2012 Budget Target		**$ 4,677,155**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (5,177)**	**$ -**
Emp Health Dental Prem Realloc		*(34,406)*	*-*
Retirement Contributions		*29,229*	*-*
Reallocations		**$ 44,426**	**$ -**
Public Defense System Reallocation		*44,426*	*-*
FY 2012 Tentative Budget		**$ 4,716,404**	**$ -**
Percent Change from Target Amount		*0.8%*	
Adjustments:			
Restatements		**$ 1,273,440**	**$ -**
Mental Health Rep Activity from PD to PA		*1,273,440*	*-*
Restate Mental Health Rep Activity from Public Defender to Public Adovocate	*$ 1,273,440*		
FY 2012 Adopted Budget		**$ 5,989,844**	**$ -**
Percent Change from Target Amount		*28.1%*	

Public Defense Summary Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 432,845**	**$ 432,845**
FY 2011 Revised Budget	**$ 432,845**	**$ 432,845**
FY 2012 Budget Target	**$ 432,845**	**$ 432,845**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,411**	**$ -**
Emp Health Dental Prem Realloc	*216*	*-*
Retirement Contributions	*1,195*	*-*
Base Adjustments	**$ (1,411)**	**$ -**
Other Base Adjustments	*(1,411)*	*-*
FY 2012 Adopted Budget	**$ 432,845**	**$ 432,845**
Percent Change from Target Amount	*0.0%*	*0.0%*

Public Defense Summary Training Fund (209) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 143,855**	**$ -**
FY 2011 Revised Budget		**$ 143,855**	**$ -**
Adjustments:			
Non Recurring		**$ (143,855)**	**$ -**
Other Non-Recurring		*(143,855)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 184,460**	**$ -**
Other Non-Recurring		*184,460*	-
Software Related Technology Training	*$ 184,460*		
FY 2012 Adopted Budget		**$ 184,460**	**$ -**
Percent Change from Target Amount			

Public Defender (520) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 366,854**	**$ 366,854**
FY 2011 Revised Budget		**$ 366,854**	**$ 366,854**
FY 2012 Budget Target		**$ 366,854**	**$ 366,854**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,411**	**$ -**
Emp Health Dental Prem Realloc		*216*	-
Retirement Contributions		*1,195*	-
Base Adjustments		**$ (1,411)**	**$ -**
Other Base Adjustments		*(1,411)*	-
FY 2012 Adopted Budget		**$ 366,854**	**$ 366,854**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 71,280**	**$ -**
FY 2011 Revised Budget		**$ 71,280**	**$ -**
Adjustments:			
Non Recurring		**$ (71,280)**	**$ -**
Other Non-Recurring		*(71,280)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 50,866**	**$ -**
Other Non-Recurring		*50,866*	-
Public Defender Software Related Technology Training	*$ 50,866*		
FY 2012 Adopted Budget		**$ 50,866**	**$ -**
Percent Change from Target Amount			

Legal Defender (540) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 52,155**	**$ 52,155**
FY 2011 Revised Budget		**$ 52,155**	**$ 52,155**
FY 2012 Budget Target		**$ 52,155**	**$ 52,155**
FY 2012 Adopted Budget		**$ 52,155**	**$ 52,155**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 49,013**	**$ -**
FY 2011 Revised Budget		**$ 49,013**	**$ -**
Adjustments:			
Non Recurring		**$ (49,013)**	**$ -**
Other Non-Recurring		*(49,013)*	*-*
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 84,082**	**$ -**
Other Non-Recurring		*84,082*	*-*
Legal Defender Software Related Technology Training	*$ 84,082*		
FY 2012 Adopted Budget		**$ 84,082**	**$ -**
Percent Change from Target Amount			

Legal Advocate (550) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 13,836**	**$ 13,836**
FY 2011 Revised Budget	**$ 13,836**	**$ 13,836**
FY 2012 Budget Target	**$ 13,836**	**$ 13,836**
FY 2012 Adopted Budget	**$ 13,836**	**$ 13,836**
Percent Change from Target Amount	*0.0%*	*0.0%*

Legal Advocate (550) Training Fund (209) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 23,562**	**$ -**
FY 2011 Revised Budget		**$ 23,562**	**$ -**
Adjustments:			
Non Recurring		**$ (23,562)**	**$ -**
Other Non-Recurring		*(23,562)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 49,512**	**$ -**
Other Non-Recurring		*49,512*	-
Legal Advocate Software Related Technology Training	*$ 49,512*		
FY 2012 Adopted Budget		**$ 49,512**	**$ -**
Percent Change from Target Amount			

Public Defense Training Fund (209) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 130,840	$ 153,167	$ 153,167	$ 179,110	$ 218,306
Sources:					
Operating	$ 481,341	$ 432,845	$ 432,845	$ 461,031	$ 432,845
Total Sources:	$ 481,341	$ 432,845	$ 432,845	$ 461,031	$ 432,845
Uses:					
Operating	$ 427,915	$ 432,845	$ 432,845	$ 377,155	$ 432,845
Non-Recurring	5,151	143,855	143,855	44,680	184,460
Total Uses:	$ 433,066	$ 576,700	$ 576,700	$ 421,835	$ 617,305
Structural Balance	$ 53,426	$ -	$ -	$ 83,876	$ -
Accounting Adjustments	$ (5)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 179,110	$ 9,312	$ 9,312	$ 218,306	$ 33,846
Total Ending Spendable Fund Balance	$ 179,110	$ 9,312	$ 9,312	$ 218,306	$ 33,846

Public Defense Summary Grants Fund (233)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 445,651**	**$ 445,651**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 60,210**	**$ 60,210**
Juv Defender Status Off Court	*C-57-10-001-G-00*	*60,210*	*60,210*
FY 2011 Revised Budget		**$ 505,861**	**$ 505,861**
FY 2012 Budget Target		**$ 505,861**	**$ 505,861**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,467**	**$ -**
Emp Health Dental Prem Realloc		*288*	*-*
Retirement Contributions		*3,179*	*-*
Base Adjustments		**$ 614**	**$ -**
Other Base Adjustments		*614*	*-*
Fees and Other Revenues		**$ -**	**$ 4,081**
ProgRevenue Volume Inc/Dec		*-*	*4,081*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (7,272)**	**$ (7,272)**
Grant Reconciliation		*(7,272)*	*(7,272)*
FY 2012 Adopted Budget		**$ 502,670**	**$ 502,670**
Percent Change from Target Amount		*-0.6%*	*-0.6%*

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 445,651**	**$ 445,651**
FY 2011 Revised Budget	**$ 445,651**	**$ 445,651**
FY 2012 Budget Target	**$ 445,651**	**$ 445,651**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,467**	**$ -**
Emp Health Dental Prem Realloc	*288*	*-*
Retirement Contributions	*3,179*	*-*
Base Adjustments	**$ 614**	**$ -**
Other Base Adjustments	*614*	*-*
Fees and Other Revenues	**$ -**	**$ 4,081**
ProgRevenue Volume Inc/Dec	*-*	*4,081*
FY 2012 Adopted Budget	**$ 449,732**	**$ 449,732**
Percent Change from Target Amount	*0.9%*	*0.9%*

Public Advocate (570) Grants Fund (233)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 60,210**	**$ 60,210**
Juv Defender Status Off Court	*C-57-10-001-G-00*	*60,210*	*60,210*
FY 2011 Revised Budget		**$ 60,210**	**$ 60,210**
FY 2012 Budget Target		**$ 60,210**	**$ 60,210**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (7,272)**	**$ (7,272)**
Grant Reconciliation		*(7,272)*	*(7,272)*
FY 2012 Adopted Budget		**$ 52,938**	**$ 52,938**
Percent Change from Target Amount		*-12.1%*	*-12.1%*

Public Defender Grants Fund (233) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 22,186	$ 22,186	$ -	$ 7,927
Sources:					
Operating	$ 422,493	$ 445,651	$ 505,861	$ 477,927	$ 502,670
Total Sources:	$ 422,493	$ 445,651	$ 505,861	$ 477,927	$ 502,670
Uses:					
Operating	$ 422,498	$ 445,651	$ 505,861	$ 470,000	$ 502,670
Total Uses:	$ 422,498	$ 445,651	$ 505,861	$ 470,000	$ 502,670
Structural Balance	$ (5)	$ -	$ -	$ 7,927	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 22,186	$ 22,186	$ 7,927	$ 7,927
Total Ending Spendable Fund Balance	$ -	$ 22,186	$ 22,186	$ 7,927	$ 7,927

Public Defender (520) Fill the Gap Fund (262)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 955,476**	**$ 955,476**
FY 2011 Revised Budget			**$ 955,476**	**$ 955,476**
FY 2012 Budget Target			**$ 955,476**	**$ 955,476**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 5,385**	**$ -**
Emp Health Dental Prem Realloc			*576*	-
Retirement Contributions			*4,809*	-
Base Adjustments			**$ (5,385)**	**$ -**
Other Base Adjustments			*(5,385)*	-
Fees and Other Revenues			**$ 121,211**	**$ 121,211**
ProgRevenue Volume Inc/Dec			*121,211*	*121,211*
Increase revenue due to increased local filings	*$*	*121,211*		
Increase expenditures due to the addition of 2 FTE and related supplies		*121,211*		
FY 2012 Adopted Budget			**$ 1,076,687**	**$ 1,076,687**
Percent Change from Target Amount			*12.7%*	*12.7%*
			Expenditures	**Revenue**
PDS CASE MANAGEMENT SYSTEM				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 1,254,553**	**$ -**
Other IT Non-Recurring			*1,254,553*	-
Replace Case Management System	*$*	*1,254,553*		
FY 2012 Tentative Budget			**$ 1,254,553**	**$ -**
Percent Change from Target Amount				
Adjustments:				
Information and Communications Technology			**$ 347,235**	
Other IT Non-Recurring			*347,235*	-
Replace Case Management System	*$*	*347,235*		
FY 2012 Adopted Budget			**$ 1,601,788**	**$ -**
Percent Change from Target Amount				

Public Defender Fill the Gap Fund (262) cont.

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 528,225**	**$ -**
FY 2011 Revised Budget		**$ 528,225**	**$ -**
Adjustments:			
Non Recurring		**$ (528,225)**	**$ -**
Other Non-Recurring		*(528,225)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ 260,679**
ProgRevenue Volume Inc/Dec		-	*260,679*
Draw down from Treasurer's Fund 713 for funding Case Management System	*$ 260,679*		
FY 2012 Adopted Budget		**$ -**	**$ 260,679**
Percent Change from Target Amount			

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 533,813	$ 555,160	$ 555,160	$ 771,975	$ 1,345,852
Sources:					
Operating	$ 1,214,902	$ 955,476	$ 955,476	$ 1,183,260	$ 1,076,687
Non-Recurring	-	-	-	351,977	260,679
Total Sources:	$ 1,214,902	$ 955,476	$ 955,476	$ 1,535,237	$ 1,337,366
Uses:					
Operating	$ 924,893	$ 955,476	$ 955,476	$ 896,640	$ 1,076,687
Non-Recurring	51,855	528,225	528,225	64,720	1,601,788
Total Uses:	$ 976,748	$ 1,483,701	$ 1,483,701	$ 961,360	$ 2,678,475
Structural Balance	$ 290,009	$ -	$ -	$ 286,620	$ -
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 771,975	$ 26,935	$ 26,935	$ 1,345,852	$ 4,743
Total Ending Spendable Fund Balance	$ 771,975	$ 26,935	$ 26,935	$ 1,345,852	$ 4,743

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 59,000**	**$ 59,000**
FY 2011 Revised Budget	**$ 59,000**	**$ 59,000**
FY 2012 Budget Target	**$ 59,000**	**$ 59,000**
FY 2012 Adopted Budget	**$ 59,000**	**$ 59,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 1,900	$ 2,004	$ 2,004	$ 2,090	$ 2,090
Sources:					
Operating	$ 59,190	$ 59,000	$ 59,000	$ 59,000	$ 59,000
Total Sources:	$ 59,190	$ 59,000	$ 59,000	$ 59,000	$ 59,000
Uses:					
Operating	$ 59,001	$ 59,000	$ 59,000	$ 59,000	$ 59,000
Total Uses:	$ 59,001	$ 59,000	$ 59,000	$ 59,000	$ 59,000
Structural Balance	$ 189	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,090	$ 2,004	$ 2,004	$ 2,090	$ 2,090
Total Ending Spendable Fund Balance	$ 2,090	$ 2,004	$ 2,004	$ 2,090	$ 2,090

Public Fiduciary

Analysis by Lauren M. Cochran, Senior Management and 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

Individual Empowerment

By July 2014, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.

Status: New goal for FY2011-12.

Individual Empowerment

By July 14, 2014, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well beings are protected.

Status: New goal for FY2011-12.

Fiscal Strength

By July 2014, the fiscal year average cost per burial will decrease by 10% from FY 2008-09 actuals in order to meet demand without increasing budget.

Status: New goal for FY 2011-12.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EADM - ESTATE ADMINISTRATION	$ 678,122	$ 722,410	$ 722,410	$ 654,175	$ 607,226	$ (115,184)	-15.9%
GARD - GUARDIANSHIP ADMINISTRATION	443,668	427,590	427,590	400,946	361,236	(66,354)	-15.5%
34FS - FIDUCIARY SERVICES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
TOTAL PROGRAMS	**$ 1,121,790**	**$ 1,150,000**	**$ 1,150,000**	**$ 1,055,121**	**$ 968,462**	**$ (181,538)**	**-15.8%**
USES							
BURY - INDIGENT BURIAL SERVICES	$ 354,454	$ 336,596	$ 336,594	$ 348,989	$ 355,894	$ (19,300)	-5.7%
34BS - BURIAL SERVICES	$ 354,454	$ 336,596	$ 336,594	$ 348,989	$ 355,894	$ (19,300)	-5.7%
EADM - ESTATE ADMINISTRATION	$ 718,119	$ 827,727	$ 827,726	$ 726,577	$ 985,455	$ (157,729)	-19.1%
GARD - GUARDIANSHIP ADMINISTRATION	1,043,220	1,142,443	1,142,444	1,172,570	1,515,708	(373,264)	-32.7%
34FS - FIDUCIARY SERVICES	$ 1,761,339	$ 1,970,170	$ 1,970,170	$ 1,899,147	$ 2,501,163	$ (530,993)	-27.0%
BDGT - BUDGETING	$ 9,715	$ 11,278	$ 11,278	$ 10,173	$ 7,874	$ 3,404	30.2%
FSAC - FINANCIAL SERVICES	(935)	-	-	-	-	-	N/A
HRAC - HUMAN RESOURCES	12,629	10,856	10,858	12,582	12,713	(1,855)	-17.1%
ODIR - EXECUTIVE MANAGEMENT	167,354	87,333	87,333	126,786	168,082	(80,749)	-92.5%
PROC - PROCUREMENT	5,051	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 193,814	$ 109,467	$ 109,469	$ 149,541	$ 188,669	$ (79,200)	-72.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 5,342	$ 3,043	$ 3,043	$ 3,014	$ 7,471	$ (4,428)	-145.5%
99GV - GENERAL GOVERNMENT	$ 5,342	$ 3,043	$ 3,043	$ 3,014	$ 7,471	$ (4,428)	-145.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 39,828	$ 39,826	$ 39,826	$ 39,826	$ 46,823	$ (6,997)	-17.6%
99IT - INFORMATION TECHNOLOGY	$ 39,828	$ 39,826	$ 39,826	$ 39,826	$ 46,823	$ (6,997)	-17.6%
TOTAL PROGRAMS	**$ 2,354,777**	**$ 2,459,102**	**$ 2,459,102**	**$ 2,440,517**	**$ 3,100,020**	**$ (640,918)**	**-26.1%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
SUBTOTAL	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
ALL REVENUES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
TOTAL SOURCES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,330,123	$ 1,507,263	$ 1,507,262	$ 1,420,411	$ 1,790,635	$ (283,373)	-18.8%
0705 - TEMPORARY PAY	42,409	-	-	33,599	-	-	N/A
0710 - OVERTIME	84,624	10,253	10,253	81,535	44,679	(34,426)	-335.8%
0750 - FRINGE BENEFITS	450,274	517,678	517,679	502,816	708,131	(190,452)	-36.8%
0790 - OTHER PERSONNEL SERVICES	17,033	1,200	1,200	7,276	7,878	(6,678)	-556.5%
0796 - PERSONNEL SERVICES ALLOC-IN	45,344	44,935	44,935	46,644	52,849	(7,914)	-17.6%
SUBTOTAL	$ 1,969,807	$ 2,081,329	$ 2,081,329	$ 2,092,281	$ 2,604,172	$ (522,843)	-25.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,130	$ 16,770	$ 16,770	$ 17,883	$ 44,928	$ (28,158)	-167.9%
0803 - FUEL	3,063	8,000	8,000	3,868	5,270	2,730	34.1%
0804 - NON-CAPITAL EQUIPMENT	3,638	-	-	-	34,383	(34,383)	N/A
SUBTOTAL	$ 13,831	$ 24,770	$ 24,770	$ 21,751	$ 84,581	$ (59,811)	-241.5%
SERVICES							
0810 - LEGAL SERVICES	$ 6,098	$ 8,400	$ 8,400	$ 2,821	$ 3,553	$ 4,847	57.7%
0812 - OTHER SERVICES	6,810	3,050	3,050	5,895	11,350	(8,300)	-272.1%
0820 - RENT & OPERATING LEASES	37,984	22,667	22,667	38,317	46,554	(23,887)	-105.4%
0825 - REPAIRS AND MAINTENANCE	12,956	23,020	23,020	15,296	25,906	(2,886)	-12.5%
0839 - INTERNAL SERVICE CHARGES	26,737	23,443	23,443	27,285	70,458	(47,015)	-200.6%
0841 - TRAVEL	29,986	35,000	35,000	25,128	39,601	(4,601)	-13.1%
0842 - EDUCATION AND TRAINING	4,157	10,813	10,813	7,761	11,448	(635)	-5.9%
0843 - POSTAGE/FREIGHT/SHIPPING	10,962	10,250	10,250	11,558	14,397	(4,147)	-40.5%
0845 - SUPPORT AND CARE OF PERSONS	227,445	208,349	208,349	185,700	171,000	37,349	17.9%
SUBTOTAL	$ 363,135	$ 344,992	$ 344,992	$ 319,761	$ 394,267	$ (49,275)	-14.3%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ -	$ 17,000	$ (17,000)	N/A
0950 - DEBT SERVICE	8,004	8,011	8,011	6,724	-	8,011	100.0%
SUBTOTAL	$ 8,004	$ 8,011	$ 8,011	$ 6,724	$ 17,000	$ (8,989)	-112.2%
ALL EXPENDITURES	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,100,020	$ (640,918)	-26.1%
TOTAL USES	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,100,020	$ (640,918)	-26.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
FUND TOTAL SOURCES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%
DEPARTMENT TOTAL SOURCES	$ 1,121,790	$ 1,150,000	$ 1,150,000	$ 1,055,121	$ 968,462	$ (181,538)	-15.8%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,026,709	$ (567,607)	-23.1%
NON-RECURRING	-	-	-	-	73,311	(73,311)	N/A
FUND TOTAL USES	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,100,020	$ (640,918)	-26.1%
DEPARTMENT OPERATING TOTAL USES	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,026,709	$ (567,607)	-23.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 73,311	$ (73,311)	N/A
DEPARTMENT TOTAL USES	$ 2,354,777	$ 2,459,102	$ 2,459,102	$ 2,440,517	$ 3,100,020	$ (640,918)	-26.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.13	.10	.10	.05	.05	(.05)	(50.0%)
EXECUTIVE MANAGEMENT	1.17	.95	.95	.90	.90	(.05)	(5.3%)
HUMAN RESOURCES	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	1.49	1.25	1.25	1.15	1.15	(.10)	(8.0%)
BURIAL SERVICES							
INDIGENT BURIAL SERVICES	2.32	2.27	2.27	3.17	3.17	.90	39.6%
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	12.42	12.68	12.68	12.08	15.08	2.40	18.9%
GUARDIANSHIP ADMINISTRATION	17.08	17.11	17.11	17.91	21.91	4.80	28.1%
PROGRAM TOTAL	29.49	29.78	29.78	29.98	36.98	7.20	24.2%
DEPARTMENT TOTAL	33.30	33.30	33.30	34.30	41.30	8.00	24.0%

Staffing by Market Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Administrator	-	1.00	1.00	-	-	(1.00)	(100.0%)
Deputy Director	1.00	-	-	-	-	-	N/A
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	.50	-	-	-	-	-	N/A
Guardian/Estate Admin Supv	-	-	-	3.00	3.00	3.00	N/A
Guardian/Estate Administrator	16.80	18.30	18.30	18.30	24.30	6.00	32.8%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Support Specialist	3.00	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	2.00	1.00	100.0%
Operations/Program Supervisor	3.00	2.00	2.00	-	-	(2.00)	(100.0%)
	33.30	**33.30**	**33.30**	**34.30**	**41.30**	**8.00**	**24.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	33.30	33.30	33.30	34.30	41.30	8.00	24.0%
Department Total	**33.30**	**33.30**	**33.30**	**34.30**	**41.30**	**8.00**	**24.0%**

Significant Variance Analysis

The FY 2012 Budget adds seven (7) FTE in order to more efficiently handle the current caseload. The additional positions are listed below:

4 FTE: Guardian Administrators
2 FTE: Estate Administrators
1 FTE: Estate Field Agent
Reorganization during FY 2011 resulted in the addition of one (1) FTE.

General Adjustments

Target Adjustments:

- Increase budget by $3,831 for restatement of risk management charges from Non Departmental.

- Increase budget by $2,328 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $21,749 for restatement of baseline telecommunications.

Base Adjustments (Operating):

- Increase Regular Benefits by $57,120 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $13,795 for retirement contribution rate increase.

Base Adjustments (Non-Recurring Non-Project):

- Increase supplies and services by $73,311 for costs associated with the addition of seven (7) FTE.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percentage of Determinations for Indigent Burial Service Eligibility Completed Within	87.2%	30.1%	43.4%	43.4%	13.3%	44.2%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	39.0%	76.7%	44.0%	41.9%	(34.8%)	-45.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	87.2%	30.1%	43.4%	43.4%	13.3%	44.2%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	39.0%	76.7%	44.0%	41.9%	(34.8%)	-45.4%
Output	Number of Determinations for Eligibility Completed During the Time Period	882	858	907	964	106	12.4%
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	344	526	399	404	(122)	-23.2%
Demand	Number of Indigent Burial Referrals Received	882	974	907	790	(184)	-18.9%
Efficiency	Cost per Indigent Burial Completed	$ 1,030.39	$ 639.91	$ 874.66	$ 880.93	$ (241.01)	-37.7%
Expenditure							
	100 - GENERAL	$ 354,454	$ 336,594	$ 348,989	$ 355,894	$ (19,300)	-5.7%
	TOTAL USES	$ 354,454	$ 336,594	$ 348,989	$ 355,894	$ (19,300)	-5.7%

Activity Narrative: The department expects to see a 44.2% improvement in the Percent of Determinations Completed within Five Days. The department is also expected to increase its Output (Number of Determinations Competed During the Time Period) by 12.4%. However, the number of Decedents Determined to be Eligible During the Time Period is expected to decrease by 23%. This is explained by the Number of Indigent Burial Referrals Received decreasing by 18.9%. The rise in expenditures is due to increased retirement contributions and benefits based on a countywide rather than department rate.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percentage of Financial Exploitation Investigations Completed Within 180 Days of	59.3%	N/A	38.1%	28.6%	N/A	N/A
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	100.0%	N/A	48.3%	59.8%	N/A	N/A
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	100.0%	N/A	62.9%	70.4%	N/A	N/A
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	46.3%	N/A	37.0%	37.0%	N/A	N/A
Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	N/A	N/A	79.8%	N/A	N/A

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	59.3%	N/A	38.1%	28.6%	N/A	N/A
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	100.0%	N/A	48.3%	59.8%	N/A	N/A
Output	Number of Financial Exploitation Investigations Completed	27	N/A	21	28	N/A	N/A
Output	Number of Estate Administration Cases Stabilized or Closed	116	N/A	464	468	N/A	N/A
Output	Average Number of Estate Administration Cases Open/Active Monthly	320	N/A	467	465	N/A	N/A
Demand	Number of Conservatorship and Probate Cases Referred for Administration	196	N/A	191	204	N/A	N/A
Demand	Number of Referrals for Financial Exploitation Investigations	26	N/A	23	13	N/A	N/A
Efficiency	Cost Per Estate Administration Case Open/Active	$ 561.03	N/A	$ 389.17	$ 529.81	N/A	N/A
Revenue							
	100 - GENERAL	$ 678,122	$ 722,410	$ 654,175	$ 607,226	$ (115,184)	-15.9%
	TOTAL SOURCES	$ 678,122	$ 722,410	$ 654,175	$ 607,226	$ (115,184)	-15.9%
Expenditure							
	100 - GENERAL	$ 718,119	$ 827,726	$ 726,577	$ 985,455	$ (157,729)	-19.1%
	TOTAL USES	$ 718,119	$ 827,726	$ 726,577	$ 985,455	$ (157,729)	-19.1%

Activity Narrative: Due to excessive workloads the department received an additional three (3) staff in Estate Administration. This addition will help bring caseloads closer to a reasonable level and will increase timeliness results. Demand and output are not expected to increase drastically over FY 2011 Forecasted levels. The rise in expenditures is due to increased retirement contributions and benefits based on a countywide rather than department rate and the addition of three (3) staff. Data for FY

2011 Revised is not accurate and therefore no included. The output for FY 2010 was a hand count and also deemed inaccurate. The CTI case management system only recently began producing valid data.

Adjustments:

- Decrease revenue by $115,184 to bring in line with forecasted levels less one-time revenues received in FY 2011.
  - In FY 2010 the department incurred fees from Bank of America, Computrust and OET that were recouped from wards in FY 2011. The department will be caught up by the end of FY 2011 and thus this revenue will not be available in FY 2012. The one-time amount is $39,021. These fees are charged to the General Fund. The ward's accounts are charged for the expense, if there are assets, and the money is deposited back into the General Fund.
  - Revenues are being further reduced by $83,678 to be in line with FY 2011 forecasted levels. Wards are increasingly indigent and are unable to pay. Also, changes to Title XIX eligibility have resulted in a higher share of wards' incomes being directed to shelter and medical needs. Their contributions to the Division of Developmental Disability and AHCCCS have increased and, therefore, less revenue from their estates is available for Public Fiduciary collection.
- Increase expenditures by $188,153 due to the addition of two (2) Estate Administrators and one (1) Estate Field Assistant and related supplies and services costs. These positions will bring caseloads from 100 clients per Administrator to 50 clients per Administrator, which is consistent with average national standards.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	100.0%	N/A	62.9%	70.4%	N/A	N/A
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	46.3%	N/A	37.0%	37.0%	N/A	N/A
Result	Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	N/A	N/A	79.8%	N/A	N/A
Output	Number of Guardianship Referrals and Investigations Completed	N/A	N/A	349	292	N/A	N/A
Output	Number of Guardianship Administration Cases Stabilized Or Closed During The Time Period	N/A	N/A	197	226	N/A	N/A
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	N/A	N/A	608	605	N/A	N/A
Demand	Number of Guardianship Referrals and Investigations Requested	259	N/A	320	424	N/A	N/A
Demand	Number of New Wards for Assigned Guardianship Administration	139	N/A	191	240	N/A	N/A
Efficiency	Cost Per Guardianship Administration Case Open/Active	$ 128.60	N/A	$ 385.59	$ 626.33	N/A	N/A
Revenue							
	100 - GENERAL	$ 443,668	$ 427,590	$ 400,946	$ 361,236	$ (66,354)	-15.5%
	TOTAL SOURCES	$ 443,668	$ 427,590	$ 400,946	$ 361,236	$ (66,354)	-15.5%
Expenditure							
	100 - GENERAL	$ 1,043,220	$ 1,142,444	$ 1,172,570	$ 1,515,708	$ (373,264)	-32.7%
	TOTAL USES	$ 1,043,220	$ 1,142,444	$ 1,172,570	$ 1,515,708	$ (373,264)	-32.7%

Activity Narrative: Due to excessive workloads the department received an additional four (4) staff in Guardian Administration. This addition will help bring caseloads closer to a reasonable level and will increase timeliness results. Demand and output are not expected to increase drastically over FY 2011 Forecasted levels. The rise in expenditures is due to increased retirement contributions and benefits based on a countywide rather than department rate and the addition of four (4) staff. The addition of this staff is expected to help manage the case load, but will not lead to increased outputs at this time. FY 2011 Revised and some FY 2010 data was found to be inaccurate and therefore not included.

Adjustments:

- Decrease revenue by $66,354 to bring in line with forecasted levels less one-time revenues received in FY 2011.
    - In FY 2010 the department incurred fees from Bank of America, Computrust and OET that were recouped from wards in FY 2011. The department will be caught up by the end of FY 2011 and thus this revenue will not be available in FY 2012. The one-time amount is $34,848. These fees are charged to the General Fund. The ward's accounts are charged for the expense, if there are assets, and the money is deposited back into the General Fund.
    - Revenues are being further reduced by $31,506 to be in line with FY 2011 forecasted levels. Wards are increasingly indigent and are unable to pay. Also, changes to Title XIX eligibility have resulted in a higher share of wards' incomes being directed to shelter and medical needs. Their contributions to the Division of Developmental Disability and AHCCCS have increased and, therefore, less revenue from their estates is available for Public Fiduciary collection.
- Increase expenditures by $280,631 due to the addition of four (4) Guardian Administrators and related supplies and services costs. These positions will help bring caseloads from 90 clients per Administrator to 63 clients per Administrator, which is more consistent with national standards.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,459,102**	**$ 1,150,000**
FY 2011 Revised Budget		**$ 2,459,102**	**$ 1,150,000**
Adjustments:			
Restatements		**$ 27,908**	**$ -**
Risk Mgt Chgs from Non Dept		*3,831*	-
Equip Svcs Chgs from Non Dept		*2,328*	-
Telecomm Chgs from Non Dept		*21,749*	-
FY 2012 Budget Target		**$ 2,487,010**	**$ 1,150,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 70,915**	**$ -**
Emp Health Dental Prem Realloc		*57,120*	-
Retirement Contributions		*13,795*	-
Base Adjustments		**$ 468,784**	**$ -**
Other Base Adjustments		*468,784*	-
Addition of four (4) Guardian Administrators	*$ 280,631*		
Addition of two (2) Estate Administrators and one (1) Estate Field Assistant	*188,153*		
Fees and Other Revenues		**$ -**	**$ (181,538)**
ProgRevenue Volume Inc/Dec		*-*	*(181,538)*
FY 2012 Adopted Budget		**$ 3,026,709**	**$ 968,462**
Percent Change from Target Amount		*21.7%*	*-15.8%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Non Recurring		**$ 73,311**	**$ -**
Other Non-Recurring		*73,311*	-
One-time Costs associated with New Positions	*$ 73,311*		
FY 2012 Adopted Budget		**$ 73,311**	**$ -**
Percent Change from Target Amount			

Public Health

Analysis by Jacqueline M. Edwards, Management and 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

Public Health

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: MCDPH submitted its application for Project Public Health Ready (PPHR) status in September, 2010. In the process, local public health agencies submit applications. PPHR then provides feedback regarding deficient areas, and agencies are then able to fix deficiencies and re-submit. MCDPH met most of the criteria for PPHR status and will re-submit corrected deficiencies on April 1, 2011. The Department expects to have met 100% of the standards at that time.

Public Health

By June 2013, assure that the Department reduces the spread of communicable diseases to the public by investigating and intervening in 40% of reported cases of disease within the Arizona Administrative Code timelines and accepted standards of Public Health practice.

Status: The Department currently investigates and intervenes in 20.4% of reported cases of disease on the average (based on data from Nov 2009 – Oct 2010). H1N1 contributed heavily to the decline in the percentage: excluding two months of H1N1, the rate would have been 27.2%. Nonetheless, it is likely that the Department would need additional resources to reach the 40% goal.

Public Health

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 recently completed a standards Beta test and will be issuing the final accreditation standards in CY 2011. Once the final standards are issued, the Department will begin a process to ensure that it meets all of the standards promulgated by the PHAB. This effort will be assisted by the new performance improvement staff that the Department intends to hire with the 2010 CDC Infrastructure Grant monies.

Public Health

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: This has not been completed to date. The new performance improvement staff, once hired, will begin conducting the assessment and making recommendations for program managers to use in designing interventions.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
HICT - HIV COUNSELING AND TESTING	$ 409,330	$ 494,430	$ 557,006	$ 390,390	$ 443,816	$ (113,190)	-20.3%
HISV - HIV SURVEILLANCE AMD INV	225,393	152,439	131,151	241,755	461,467	330,316	251.9%
86CM - HIV HCV SERVICES	$ 634,723	$ 646,869	$ 688,157	$ 632,145	$ 905,283	$ 217,126	31.6%
PHPM - PUBLIC HEALTH PHARMACY	$ 7,903	$ 13,000	$ 13,000	$ 13,637	$ 13,000	$ -	0.0%
86CS - CLINIC SUPPORT SERVICES	$ 7,903	$ 13,000	$ 13,000	$ 13,637	$ 13,000	$ -	0.0%
EPIR - EPIDEMIOLOGICAL REPORTING	$ -	$ -	$ -	$ 953	$ -	$ -	N/A
86EG - EPI AND GEN DISEASE SURVEILL	$ -	$ -	$ -	$ 953	$ -	$ -	N/A
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 3,594,201	$ 2,441,375	$ 8,797,485	$ 4,787,884	$ 3,836,357	$ (4,961,128)	-56.4%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 3,594,201	$ 2,441,375	$ 8,797,485	$ 4,787,884	$ 3,836,357	$ (4,961,128)	-56.4%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 830,965	$ 2,577,727	$ 2,391,281	$ 2,085,019	$ 2,696,596	$ 305,315	12.8%
DTSL - DENTAL SEALANTS	311,060	287,311	691,894	471,759	1,059,683	367,789	53.2%
FHPT - FAMILY HEALTH PARTNERSHIPS	182,044	198,652	294,042	203,384	259,317	(34,725)	-11.8%
HEED - HEALTHY START	567,530	805,334	905,096	779,611	964,924	59,828	6.6%
LHZR - LEAD HAZARD REDUCTION	83,761	111,425	111,425	121,345	249,358	137,933	123.8%
NEWB - NEWBORN INTENSIVE CARE	452,114	397,353	489,768	376,262	391,777	(97,991)	-20.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	433,780	909,091	1,080,943	866,878	1,110,023	29,080	2.7%
PRSP - PARENT SUPPORT	14,213	95,691	-	18,406	-	-	N/A
TNPP - TEEN PREGNANCY PREVENTION	193,363	194,303	812,903	568,865	931,160	118,257	14.5%
WWHC - WELL WOMAN HEALTHCHECK	566,288	612,920	857,918	609,174	682,000	(175,918)	-20.5%
86FH - FAMILY HEALTH	$ 3,635,118	$ 6,189,807	$ 7,635,270	$ 6,100,703	$ 8,344,838	$ 709,568	9.3%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 2,671,277	$ 3,135,362	$ 3,270,328	$ 3,134,381	$ 2,617,155	$ (653,173)	-20.0%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,671,277	$ 3,135,362	$ 3,270,328	$ 3,134,381	$ 2,617,155	$ (653,173)	-20.0%
CCSS - CHILD PASSENGER SAFETY	$ 439,148	$ 846,170	$ 929,123	$ 845,443	$ 960,192	$ 31,069	3.3%
PHPD - PUBLIC HEALTH POLICY DEVELOP	-	-	-	148,589	370,501	370,501	N/A
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	106,773	114,537	113,634	109,536	-	(113,634)	-100.0%
SCNT - SUPP NUTRITION ASST ED INTERV	182,911	426,376	404,335	356,679	348,560	(55,775)	-13.8%
WICC - WOMEN INFANTS AND CHILDREN	9,425,241	10,711,217	11,328,259	10,378,982	11,075,725	(252,534)	-2.2%
WTHT - WOMEN TOGETHER FOR HEALTH	513,557	377,121	347,917	186,903	-	(347,917)	-100.0%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 10,667,630	$ 12,475,421	$ 13,123,268	$ 12,026,132	$ 12,754,978	$ (368,290)	-2.8%
HANS - HANSENS DISEASE TREATMENT	$ 25,871	$ 32,555	$ 50,699	$ 32,427	$ 32,913	$ (17,786)	-35.1%
HERF - PHYS HEALTH SCREENING REFUGEES	1,685,755	1,848,363	1,959,061	1,587,870	1,854,929	(104,132)	-5.3%
STEX - STD EXAMINATIONS AMD TREATMENT	306,804	383,000	330,000	306,236	310,564	(19,436)	-5.9%
STSV - STD CASE SURV INVESTIGATION	343,428	303,426	296,777	251,066	306,766	9,989	3.4%
TBTE - TB TESTING AMD TREATMENT	519,964	610,802	676,291	598,583	606,176	(70,115)	-10.4%
86ID - INFECTIOUS DISEASE CONTROL	$ 2,881,822	$ 3,178,146	$ 3,312,828	$ 2,776,182	$ 3,111,348	$ (201,480)	-6.1%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 230,110	$ 270,000	$ 270,000	$ 257,195	$ 232,000	$ (38,000)	-14.1%
CHIM - CHILDHOOD IMMUNIZATIONS	1,961,295	2,477,181	2,397,919	2,224,737	2,756,458	358,539	15.0%
86IS - IMMUNIZATION SERVICES	$ 2,191,405	$ 2,747,181	$ 2,667,919	$ 2,481,932	$ 2,988,458	$ 320,539	12.0%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,404,227	$ 1,344,944	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ 594	0.0%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	175,723	234,442	215,986	186,054	200,182	(15,804)	-7.3%
86RW - RYAN WHITE TITLE I SERV	$ 1,579,950	$ 1,579,386	$ 1,560,930	$ 1,589,938	$ 1,545,720	$ (15,210)	-1.0%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 191,311	$ 205,060	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%
TUPV - TOBACCO USE PREVENTION	1,915,527	1,835,871	1,818,366	1,815,929	1,814,790	(3,576)	-0.2%
TUTR - TOB USE PREV TRNG DENTAL PROS	(6,204)	49,487	50,289	49,049	50,279	(10)	0.0%
86TP - TOBACCO USE PREVENTION	$ 2,100,634	$ 2,090,418	$ 2,053,367	$ 2,057,691	$ 2,049,781	$ (3,586)	-0.2%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,696,917	$ 4,094,060	$ 4,094,060	$ 3,433,891	$ 3,428,422	$ (665,638)	-16.3%
86VR - VITAL REGISTRATION	$ 3,696,917	$ 4,094,060	$ 4,094,060	$ 3,433,891	$ 3,428,422	$ (665,638)	-16.3%
FSAC - FINANCIAL SERVICES	$ 4,962,522	$ 4,792,284	$ 6,240,674	$ 5,007,001	$ 5,157,951	$ (1,082,723)	-17.3%
ODIR - EXECUTIVE MANAGEMENT	-	-	129,780	96,558	170,456	40,676	31.3%
99AS - ADMINISTRATIVE SERVICES	$ 4,962,522	$ 4,792,284	$ 6,370,454	$ 5,103,559	$ 5,328,407	$ (1,042,047)	-16.4%
GGOV - GENERAL GOVERNMENT	$ 60,302	$ -	$ -	$ 413,893	$ 4,731	$ 4,731	N/A
99GV - GENERAL GOVERNMENT	$ 60,302	$ -	$ -	$ 413,893	$ 4,731	$ 4,731	N/A
TOTAL PROGRAMS	**$ 38,684,404**	**$ 43,383,309**	**$ 53,587,066**	**$ 44,552,921**	**$ 46,928,478**	**$ (6,658,588)**	**-12.4%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
HICT - HIV COUNSELING AND TESTING	$ 431,111	$ 494,430	$ 557,007	$ 390,390	$ 443,816	$ 113,191	20.3%
HISV - HIV SURVEILLANCE AMD INV	198,307	152,439	131,151	241,755	461,467	(330,316)	-251.9%
86CM - HIV HCV SERVICES	$ 629,418	$ 646,869	$ 688,158	$ 632,145	$ 905,283	$ (217,125)	-31.6%
MDRC - MEDICAL RECORDS	$ 309,853	$ 340,382	$ 340,380	$ 314,532	$ 321,324	$ 19,056	5.6%
PHPM - PUBLIC HEALTH PHARMACY	169,903	314,041	314,041	228,986	335,175	(21,134)	-6.7%
86CS - CLINIC SUPPORT SERVICES	$ 479,756	$ 654,423	$ 654,421	$ 543,518	$ 656,499	$ (2,078)	-0.3%
EPIR - EPIDEMIOLOGICAL REPORTING	$ 733,806	$ 925,238	$ 925,238	$ 763,706	$ 913,661	$ 11,577	1.3%
SCII - SINGLE CASE INV INTERVENTIONS	953,799	1,027,433	1,027,433	840,531	1,112,399	(84,966)	-8.3%
86EG - EPI AND GEN DISEASE SURVEILL	$ 1,687,605	$ 1,952,671	$ 1,952,671	$ 1,604,237	$ 2,026,060	$ (73,389)	-3.8%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 5,780,438	$ 2,441,375	$ 9,466,925	$ 4,809,467	$ 3,836,357	$ 5,630,568	59.5%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 5,780,438	$ 2,441,375	$ 9,466,925	$ 4,809,467	$ 3,836,357	$ 5,630,568	59.5%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 1,103,727	$ 2,577,727	$ 2,389,116	$ 2,085,019	$ 2,696,596	$ (307,480)	-12.9%
DTSL - DENTAL SEALANTS	385,243	384,596	789,184	557,540	1,172,238	(383,054)	-48.5%
FHPT - FAMILY HEALTH PARTNERSHIPS	967,116	1,026,691	1,122,080	1,290,999	1,159,366	(37,286)	-3.3%
HEED - HEALTHY START	674,379	805,334	905,096	779,611	964,924	(59,828)	-6.6%
LHZR - LEAD HAZARD REDUCTION	73,534	111,425	111,424	121,345	249,358	(137,934)	-123.8%
NEWB - NEWBORN INTENSIVE CARE	397,648	397,353	489,768	376,262	391,777	97,991	20.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	710,301	909,091	1,144,198	866,878	1,110,023	34,175	3.0%
PRCN - PREGNANCY CONNECTION	(3,771)	-	-	-	-	-	N/A
PRSP - PARENT SUPPORT	48,683	95,691	-	18,406	-	-	N/A
TNPP - TEEN PREGNANCY PREVENTION	196,995	194,303	812,903	568,865	931,160	(118,257)	-14.5%
WWHC - WELL WOMAN HEALTHCHECK	607,121	612,920	857,918	609,174	682,000	175,918	20.5%
86FH - FAMILY HEALTH	$ 5,160,976	$ 7,115,131	$ 8,621,687	$ 7,274,099	$ 9,357,442	$ (735,755)	-8.5%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 2,964,593	$ 3,135,362	$ 3,270,324	$ 3,134,381	$ 2,617,155	$ 653,169	20.0%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 2,964,593	$ 3,135,362	$ 3,270,324	$ 3,134,381	$ 2,617,155	$ 653,169	20.0%
CCSS - CHILD PASSENGER SAFETY	$ 923,760	$ 1,015,317	$ 1,057,651	$ 1,008,870	$ 1,163,372	$ (105,721)	-10.0%
PHPD - PUBLIC HEALTH POLICY DEVELOP	-	-	-	167,005	889,341	(889,341)	N/A
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	121,984	114,537	113,635	109,536	-	113,635	100.0%
SCNT - SUPP NUTRITION ASST ED INTERV	580,138	753,219	731,176	678,625	706,736	24,440	3.3%
WICC - WOMEN INFANTS AND CHILDREN	10,486,500	10,711,217	11,328,255	10,378,982	11,075,725	252,530	2.2%
WTHT - WOMEN TOGETHER FOR HEALTH	389,670	377,121	347,917	186,903	-	347,917	100.0%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 12,502,052	$ 12,971,411	$ 13,578,634	$ 12,529,921	$ 13,835,174	$ (256,540)	-1.9%
HANS - HANSENS DISEASE TREATMENT	$ 24,390	$ 32,555	$ 50,699	$ 32,427	$ 32,913	$ 17,786	35.1%
HERF - PHYS HEALTH SCREENING REFUGEES	2,003,943	1,931,760	2,042,455	1,904,086	1,947,971	94,484	4.6%
PHLB - PUBLIC HEALTH LABORATORY	453,930	504,359	504,358	543,936	539,085	(34,727)	-6.9%
STEX - STD EXAMINATIONS AMD TREATMENT	1,193,181	1,491,417	1,438,417	1,346,171	1,384,085	54,332	3.8%
STSV - STD CASE SURV INVESTIGATION	862,761	965,844	959,195	958,062	1,024,020	(64,825)	-6.8%
TBIN - TB SURVEILLANCE AMD INVEST	73,559	303,357	303,360	277,406	307,197	(3,837)	-1.3%
TBTE - TB TESTING AMD TREATMENT	1,919,009	2,100,289	2,219,585	2,104,976	2,121,376	98,209	4.4%
86ID - INFECTIOUS DISEASE CONTROL	$ 6,530,773	$ 7,329,581	$ 7,518,069	$ 7,167,064	$ 7,356,647	$ 161,422	2.1%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 212,006	$ 270,000	$ 270,000	$ 260,434	$ 232,000	$ 38,000	14.1%
CHIM - CHILDHOOD IMMUNIZATIONS	2,630,866	3,480,212	3,441,568	2,934,307	3,690,451	(248,883)	-7.2%
IMED - IMMUNIZATION EDUCATION	96,813	98,049	98,049	97,840	97,640	409	0.4%
86IS - IMMUNIZATION SERVICES	$ 2,939,685	$ 3,848,261	$ 3,809,617	$ 3,292,581	$ 4,020,091	$ (210,474)	-5.5%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,454,153	$ 1,344,944	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ (594)	0.0%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	194,910	234,442	215,986	186,054	200,182	15,804	7.3%
86RW - RYAN WHITE TITLE I SERV	$ 1,649,063	$ 1,579,386	$ 1,560,930	$ 1,589,938	$ 1,545,720	$ 15,210	1.0%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 197,229	$ 205,060	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%
TUPV - TOBACCO USE PREVENTION	1,737,257	1,835,871	1,818,366	1,815,929	1,814,790	3,576	0.2%
TUTR - TOB USE PREV TRNG DENTAL PROS	44,543	49,487	50,289	49,049	50,279	10	0.0%
86TP - TOBACCO USE PREVENTION	$ 1,979,029	$ 2,090,418	$ 2,053,367	$ 2,057,691	$ 2,049,781	$ 3,586	0.2%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,213,973	$ 4,170,860	$ 4,170,863	$ 3,218,592	$ 3,602,752	$ 568,111	13.6%
86VR - VITAL REGISTRATION	$ 3,213,973	$ 4,170,860	$ 4,170,863	$ 3,218,592	$ 3,602,752	$ 568,111	13.6%
BDGT - BUDGETING	$ (3,242)	$ 6,031	$ 6,031	$ 12,874	$ 16,726	$ (10,695)	-177.3%
FSAC - FINANCIAL SERVICES	1,806,788	2,138,998	3,593,846	2,935,169	3,485,867	107,979	3.0%
HRAC - HUMAN RESOURCES	86,509	104,055	104,055	89,447	100,618	3,437	3.3%
ODIR - EXECUTIVE MANAGEMENT	732,356	858,318	988,095	926,247	530,909	457,186	46.3%
PROC - PROCUREMENT	61,083	91,317	91,317	55,578	92,948	(1,631)	-1.8%
99AS - ADMINISTRATIVE SERVICES	$ 2,683,494	$ 3,198,719	$ 4,783,344	$ 4,159,682	$ 4,227,068	$ 556,276	11.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,467,501	$ 2,011,113	$ 2,017,574	$ 1,817,819	$ 1,788,338	$ 229,236	11.4%
GGOV - GENERAL GOVERNMENT	-	-	-	(15,224)	4,731	(4,731)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	777,730	1,033,594	1,033,594	1,027,957	195,085	838,509	81.1%
99GV - GENERAL GOVERNMENT	$ 2,245,231	$ 3,044,707	$ 3,051,168	$ 2,830,552	$ 1,988,154	$ 1,063,014	34.8%
DESK - DESKTOP SUPPORT	$ 5,924	$ 46,179	$ 46,179	$ 38,679	$ -	$ 46,179	100.0%
ENIT - ENTERPRISE IT COLLABORATION	349,693	271,475	271,475	266,654	143,121	128,354	47.3%
99IT - INFORMATION TECHNOLOGY	$ 355,617	$ 317,654	$ 317,654	$ 305,333	$ 143,121	$ 174,533	54.9%
TOTAL PROGRAMS	**$ 50,801,703**	**$ 54,496,828**	**$ 65,497,832**	**$ 58,739,647**	**$ 58,167,304**	**$ 7,330,528**	**11.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 33,638,327	$ 37,793,299	$ 47,951,429	$ 39,211,174	$ 41,901,449	$ (6,049,980)	-12.6%
0620 - OTHER INTERGOVERNMENTAL	50,574	169,550	169,250	352,271	-	(169,250)	-100.0%
SUBTOTAL	$ 33,688,901	$ 37,962,849	$ 48,120,679	$ 39,563,445	$ 41,901,449	$ (6,219,230)	-12.9%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,677,314	$ 3,975,460	$ 3,975,460	$ 3,411,391	$ 3,330,376	$ (645,084)	-16.2%
0638 - PATIENT SERVICES REVENUE	1,201,393	1,310,000	1,355,927	1,429,968	1,486,500	130,573	9.6%
SUBTOTAL	$ 4,878,707	$ 5,285,460	$ 5,331,387	$ 4,841,359	$ 4,816,876	$ (514,511)	-9.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 60,302	$ 100,000	$ 100,000	$ 61,622	$ 89,957	$ (10,043)	-10.0%
0650 - MISCELLANEOUS REVENUE	27,964	-	-	51,495	90,196	90,196	N/A
SUBTOTAL	$ 88,266	$ 100,000	$ 100,000	$ 113,117	$ 180,153	$ 80,153	80.2%
ALL REVENUES	$ 38,655,874	$ 43,348,309	$ 53,552,066	$ 44,517,921	$ 46,898,478	$ (6,653,588)	-12.4%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 28,530	$ 35,000	$ 35,000	$ 35,000	$ 30,000	$ (5,000)	-14.3%
ALL OTHER FINANCING SOURCES	$ 28,530	$ 35,000	$ 35,000	$ 35,000	$ 30,000	$ (5,000)	-14.3%
TOTAL SOURCES	$ 38,684,404	$ 43,383,309	$ 53,587,066	$ 44,552,921	$ 46,928,478	$ (6,658,588)	-12.4%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 21,734,843	$ 25,338,096	$ 27,458,970	$ 24,093,091	$ 27,464,131	$ (5,161)	0.0%
0705 - TEMPORARY PAY	72,826	54,537	141,591	77,194	102,178	39,413	27.8%
0710 - OVERTIME	109,074	159,975	160,133	95,612	122,793	37,340	23.3%
0750 - FRINGE BENEFITS	7,510,181	9,457,469	10,292,796	9,036,455	10,687,558	(394,762)	-3.8%
0790 - OTHER PERSONNEL SERVICES	192,742	228,617	215,114	203,037	232,353	(17,239)	-8.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,475,606)	(8,085,016)	(7,512,917)	(7,600,648)	(7,667,593)	154,676	2.1%
0796 - PERSONNEL SERVICES ALLOC-IN	7,190,346	8,639,837	8,042,231	8,333,703	8,522,472	(480,241)	-6.0%
SUBTOTAL	$ 30,334,406	$ 35,793,515	$ 38,797,918	$ 34,238,444	$ 39,463,892	$ (665,974)	-1.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,808,443	$ 1,202,270	$ 2,054,708	$ 1,583,203	$ 1,742,252	$ 312,456	15.2%
0802 - MEDICAL SUPPLIES	1,767,983	2,060,037	2,151,093	1,750,553	1,946,379	204,714	9.5%
0803 - FUEL	19,951	25,230	(9,745)	24,310	38,817	(48,562)	-498.3%
0804 - NON-CAPITAL EQUIPMENT	437,482	92,500	216,410	310,918	130,531	85,879	39.7%
0805 - SUPPLIES-ALLOCATION OUT	(958,134)	(1,007,217)	(1,007,217)	(1,021,093)	(954,440)	(52,777)	-5.2%
0806 - SUPPLIES-ALLOCATION IN	854,889	903,715	932,312	1,059,806	851,938	80,374	8.6%
SUBTOTAL	$ 3,930,614	$ 3,276,535	$ 4,337,561	$ 3,707,697	$ 3,755,477	$ 582,084	13.4%
SERVICES							
0810 - LEGAL SERVICES	$ 2,657	$ 5,300	$ 5,270	$ 3,121	$ 59,335	$ (54,065)	-1025.9%
0811 - HEALTH CARE SERVICES	3,108,340	2,140,546	2,374,294	2,692,200	2,128,859	245,435	10.3%
0812 - OTHER SERVICES	6,106,625	5,625,429	11,773,401	7,214,508	5,685,050	6,088,351	51.7%
0820 - RENT & OPERATING LEASES	2,438,150	2,265,011	2,364,839	2,206,383	2,306,462	58,377	2.5%
0825 - REPAIRS AND MAINTENANCE	254,833	366,430	424,989	242,816	248,746	176,243	41.5%
0830 - INTERGOVERNMENTAL PAYMENTS	1,095	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,040,575	1,367,918	1,391,242	989,865	3,085,826	(1,694,584)	-121.8%
0841 - TRAVEL	366,068	559,728	600,745	423,530	596,835	3,910	0.7%
0842 - EDUCATION AND TRAINING	182,956	207,697	332,296	216,445	227,924	104,372	31.4%
0843 - POSTAGE/FREIGHT/SHIPPING	68,387	86,944	189,637	99,244	91,958	97,679	51.5%
0845 - SUPPORT AND CARE OF PERSONS	1,172	-	3,400	-	-	3,400	100.0%
0850 - UTILITIES	165,089	252,220	248,464	219,881	264,323	(15,859)	-6.4%
0872 - SERVICES-ALLOCATION OUT	(724)	(428,748)	(422,348)	(329,956)	(1,467,554)	1,045,206	247.5%
0873 - SERVICES-ALLOCATION IN	97,303	530,619	527,619	402,909	1,588,897	(1,061,278)	-201.1%
SUBTOTAL	$ 13,832,526	$ 12,979,094	$ 19,813,848	$ 14,380,946	$ 14,816,661	$ 4,997,187	25.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 848,133	$ 87,800	$ 100,500	$ 162,831	$ 100,000	$ 500	0.5%
0920 - CAPITAL EQUIPMENT	80,935	452,190	563,948	317,627	-	563,948	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	20,000	20,000	25,000	-	20,000	100.0%
0950 - DEBT SERVICE	265,763	226,283	202,646	173,099	1,274	201,372	99.4%
0955 - CAPITAL-ALLOCATION OUT	-	(60,395)	(60,395)	(47,839)	-	(60,395)	-100.0%
0956 - CAPITAL-ALLOCATION IN	-	180,395	180,395	75,622	-	180,395	100.0%
SUBTOTAL	$ 1,194,831	$ 906,273	$ 1,007,094	$ 706,340	$ 101,274	$ 905,820	89.9%
ALL EXPENDITURES	$ 49,292,377	$ 52,955,417	$ 63,956,421	$ 53,033,427	$ 58,137,304	$ 5,819,117	9.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,509,326	$ 1,541,411	$ 1,541,411	$ 1,541,411	$ 30,000	$ 1,511,411	98.1%
ALL OTHER FINANCING USES	$ 1,509,326	$ 1,541,411	$ 1,541,411	$ 1,541,411	$ 30,000	$ 1,511,411	98.1%
TOTAL USES	$ 50,801,703	$ 54,496,828	$ 65,497,832	$ 54,574,838	$ 58,167,304	$ 7,330,528	11.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ 953	$ -	$ -	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ 953	$ -	$ -	N/A
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 34,220,463	$ 38,522,849	$ 48,726,606	$ 40,101,291	$ 42,524,645	$ (6,201,961)	-12.7%
FUND TOTAL SOURCES	$ 34,220,463	$ 38,522,849	$ 48,726,606	$ 40,101,291	$ 42,524,645	$ (6,201,961)	-12.7%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,463,941	$ 4,860,460	$ 4,860,460	$ 4,450,677	$ 4,403,833	$ (456,627)	-9.4%
FUND TOTAL SOURCES	$ 4,463,941	$ 4,860,460	$ 4,860,460	$ 4,450,677	$ 4,403,833	$ (456,627)	-9.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 38,684,404	$ 43,383,309	$ 53,587,066	$ 44,552,921	$ 46,928,478	$ (6,658,588)	-12.4%
DEPARTMENT TOTAL SOURCES	$ 38,684,404	$ 43,383,309	$ 53,587,066	$ 44,552,921	$ 46,928,478	$ (6,658,588)	-12.4%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 9,071,742	$ 10,787,840	$ 10,787,840	$ 10,411,015	$ 11,064,496	$ (276,656)	-2.6%
FUND TOTAL USES	$ 9,071,742	$ 10,787,840	$ 10,787,840	$ 10,411,015	$ 11,064,496	$ (276,656)	-2.6%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 37,814,015	$ 38,522,849	$ 48,726,606	$ 40,101,291	$ 42,524,645	$ 6,201,961	12.7%
NON-RECURRING	13,295	-	743,445	21,583	-	743,445	100.0%
FUND TOTAL USES	$ 37,827,310	$ 38,522,849	$ 49,470,051	$ 40,122,874	$ 42,524,645	$ 6,945,406	14.0%
265 PUBLIC HEALTH FEES							
OPERATING	$ 3,885,528	$ 4,860,460	$ 4,860,460	$ 3,899,368	$ 4,403,833	$ 456,627	9.4%
NON-RECURRING	17,123	325,679	379,481	141,581	174,330	205,151	54.1%
FUND TOTAL USES	$ 3,902,651	$ 5,186,139	$ 5,239,941	$ 4,040,949	$ 4,578,163	$ 661,778	12.6%
DEPARTMENT OPERATING TOTAL USES	$ 50,771,285	$ 54,171,149	$ 64,374,906	$ 54,411,674	$ 57,992,974	$ 6,381,932	9.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 30,418	$ 325,679	$ 1,122,926	$ 163,164	$ 174,330	$ 948,596	84.5%
DEPARTMENT TOTAL USES	$ 50,801,703	$ 54,496,828	$ 65,497,832	$ 54,574,838	$ 58,167,304	$ 7,330,528	11.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.90	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	8.50	9.50	9.50	11.50	11.50	2.00	21.1%
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	7.00	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	29.50	29.50	29.50	31.50	31.50	2.00	6.8%
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	6.00	6.00	6.00	6.00	6.00	-	0.0%
PUBLIC HEALTH PHARMACY	3.00	3.25	3.25	3.65	3.25	-	0.0%
PROGRAM TOTAL	9.00	9.25	9.25	9.65	9.25	-	0.0%
EPI AND GEN DISEASE SURVEILL							
EPIDEMIOLOGICAL REPORTING	8.50	6.50	6.50	7.00	6.50	-	0.0%
SINGLE CASE INV INTERVENTIONS	9.50	8.50	8.50	10.00	9.50	1.00	11.8%
PROGRAM TOTAL	18.00	15.00	15.00	17.00	16.00	1.00	6.7%
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	-	29.00	29.00	29.00	29.50	.50	1.7%
DENTAL SEALANTS	2.40	2.35	2.35	4.35	2.35	-	0.0%
FAMILY HEALTH PARTNERSHIPS	9.00	11.00	11.00	11.00	11.00	-	0.0%
FAMILY PLANNING	-	-	.00	-	-	-	N/A
HEALTHY START	6.00	14.50	14.50	15.50	15.50	1.00	6.9%
LEAD HAZARD REDUCTION	.40	1.60	1.60	2.00	2.00	.40	25.0%
NEWBORN INTENSIVE CARE	9.90	4.20	4.20	4.40	4.40	.20	4.8%
NURSE-FAMILY PARTNERSHIPS	-	4.90	4.90	6.40	6.40	1.50	30.6%
PARENT SUPPORT	1.00	2.00	2.00	-	-	(2.00)	(100.0%)
PREGNANCY CONNECTION	5.00	-	.00	-	-	-	N/A
TEEN PREGNANCY PREVENTION	2.50	2.50	2.50	9.10	8.60	6.10	244.0%
WELL WOMAN HEALTHCHECK	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
PROGRAM TOTAL	40.20	76.05	76.05	86.75	84.75	8.70	11.4%
HEALTHCARE FOR HOMELESS INDVDL							
HEALTHCARE FOR THE HOMELESS	26.70	34.60	34.60	34.10	33.60	(1.00)	(2.9%)
PROGRAM TOTAL	26.70	34.60	34.60	34.10	33.60	(1.00)	(2.9%)
HIV HCV SERVICES							
HIV COUNSELING AND TESTING	9.60	8.60	8.60	5.00	4.00	(4.60)	(53.5%)
HIV SURVEILLANCE AMD INV	3.40	3.40	3.40	7.50	7.50	4.10	120.6%
PROGRAM TOTAL	13.00	12.00	12.00	12.50	11.50	(.50)	(4.2%)
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	28.00	26.00	1.00	4.0%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	28.00	28.00	28.00	31.00	29.00	1.00	3.6%
INFECTIOUS DISEASE CONTROL							
PHYS HEALTH SCREENING REFUGEES	7.00	11.25	11.25	12.75	12.75	1.50	13.3%
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
STD CASE SURV INVESTIGATION	19.50	19.00	19.00	19.00	19.00	-	0.0%
STD EXAMINATIONS AMD TREATMENT	14.50	13.75	13.75	13.75	13.75	-	0.0%
TB SURVEILLANCE AMD INVEST	1.33	4.50	4.50	4.50	4.50	-	0.0%
TB TESTING AMD TREATMENT	23.17	20.75	20.75	23.75	23.75	3.00	14.5%
PROGRAM TOTAL	72.75	76.50	76.50	81.00	81.00	4.50	5.9%
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	2.00	14.50	14.50	15.00	15.00	.50	3.4%
PROMTNG LIFETIME ACT FOR YOUTH	2.00	1.50	1.50	-	-	(1.50)	(100.0%)
PUBLIC HEALTH POLICY DEVELOP	-	-	.00	6.00	6.00	6.00	N/A
SUPP NUTRITION ASST ED INTERV	9.50	9.50	9.50	9.80	9.30	(.20)	(2.1%)
WOMEN INFANTS AND CHILDREN	168.70	187.70	187.70	186.40	186.90	(.80)	(0.4%)
WOMEN TOGETHER FOR HEALTH	4.00	4.00	4.00	2.00	-	(4.00)	(100.0%)
PROGRAM TOTAL	186.20	217.20	217.20	219.20	217.20	-	0.0%
PUBLIC HEALTH EMERGENCY MGMT							
PUB HLTH PREPAREDNESS RESPONSE	11.00	11.00	10.00	30.95	30.95	20.95	209.5%

Staffing by Program and Activity (continued)

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PROGRAM TOTAL	11.00	11.00	10.00	30.95	30.95	20.95	209.5%
RYAN WHITE TITLE I SERV							
RYAN WHITE DENTAL INSURANCE	1.00	1.00	1.00	2.00	1.60	.60	60.0%
RYAN WHITE PLNG COUNCIL SUPP	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	3.00	2.00	2.00	3.00	2.60	.60	30.0%
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	4.00	3.00	3.00	3.00	3.00	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.60	.65	.65	.65	.65	-	0.0%
TOBACCO USE PREVENTION	20.00	19.00	19.00	19.00	19.00	-	0.0%
PROGRAM TOTAL	24.60	22.65	22.65	22.65	22.65	-	0.0%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	46.00	43.00	43.00	45.00	44.00	1.00	2.3%
PROGRAM TOTAL	46.00	43.00	43.00	45.00	44.00	1.00	2.3%
DEPARTMENT TOTAL	507.95	576.75	575.75	624.30	614.00	38.25	6.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PUBLIC HEALTH							
Accountant	6.00	5.00	6.00	8.00	8.00	2.00	33.3%
Accounting Specialist	5.00	5.00	5.00	7.00	5.50	.50	10.0%
Admin/Operations Specialist	15.00	14.00	14.00	17.00	14.60	.60	4.3%
Administrative Manager	1.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	10.00	13.00	13.00	15.00	16.00	3.00	23.1%
Administrative Supervisor	21.00	21.00	18.00	18.00	18.00	-	0.0%
Administrator	4.00	4.00	-	-	-	-	N/A
Communicatn Ofcr/Govt Liaison	1.00	2.00	3.00	3.00	3.00	-	0.0%
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	2.00	2.00	2.00	2.00	-	0.0%
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	6.70	16.70	16.70	19.20	18.20	1.50	9.0%
Dietitian/Nutritionist Supv	-	3.00	4.00	5.00	4.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist	12.00	10.00	10.00	12.40	12.40	2.40	24.0%
Epidemiology Manager	-	-	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	-	-	-	1.00	1.00	1.00	N/A
Executive Assistant	-	1.00	-	1.00	1.00	1.00	N/A
Field Operations Supervisor	1.00	-	-	-	-	-	N/A
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	22.50	27.50	27.50	29.10	28.10	.60	2.2%
Health Educator Supervisor	-	-	6.00	8.00	9.00	3.00	50.0%
Health Services Aide	106.60	113.60	113.60	115.10	115.10	1.50	1.3%
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	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	32.00	31.00	31.00	31.00	31.00	-	0.0%
IS Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	.50	-	-	-	-	-	N/A
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Licensed Practical Nurse	6.00	7.00	7.00	8.00	8.00	1.00	14.3%
Management Analyst	1.00	2.00	3.00	4.00	4.00	1.00	33.3%
Materials Handling Worker	1.00	1.00	-	-	-	-	N/A
Materials Inventory Specialist	-	-	1.00	1.00	1.00	-	0.0%
Media Specialist	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
Medical Assistant	6.00	8.00	8.00	11.00	8.00	-	0.0%
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	32.30	58.70	58.70	64.60	63.10	4.40	7.5%
Nurse Pract/Phys Asst	9.00	9.00	9.00	8.00	9.00	-	0.0%
Nursing Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	7.00	8.00	8.00	9.00	9.00	1.00	12.5%
Office Assistant	47.00	49.00	49.00	47.00	47.00	(2.00)	(4.1%)
Office Assistant Specialized	70.00	72.00	72.00	78.00	77.00	5.00	6.9%
Operations/Program Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	16.00	17.00	15.00	17.00	17.00	2.00	13.3%
Pharmacist	2.00	2.00	2.00	2.40	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	1.60	2.00	2.00	1.75	1.75	(.25)	(12.5%)
Planner - Emergency Services	-	-	-	2.00	3.00	3.00	N/A
Planner - Facilities	-	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Procurement Officer - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	7.00	9.00	6.00	10.00	8.00	2.00	33.3%
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Psychiatrist	-	.50	.50	-	.50	-	0.0%
Public Health OPR Manager	-	-	-	1.00	1.00	1.00	N/A
Public Health Program Administrator	-	-	2.00	2.00	2.00	-	0.0%
Radiologic Technologist	2.50	2.00	2.00	2.00	2.00	-	0.0%
Risk Mgmt Supervisor	.50	.50	.50	.50	.50	-	0.0%
Social Worker	10.50	13.00	13.00	12.00	12.00	(1.00)	(7.7%)
Social Worker Supervisor	2.00	2.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	-	-	-	1.00	1.00	1.00	N/A
Special Projects Manager	-	-	-	2.00	2.00	2.00	N/A
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	**507.95**	**576.75**	**575.75**	**624.30**	**614.00**	**38.25**	**6.6%**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100	GENERAL	127.25	127.25	127.25	132.65	131.25	4.00	3.1%
265	PUBLIC HEALTH FEES	55.00	51.00	51.00	56.00	53.00	2.00	3.9%
532	PUBLIC HEALTH GRANTS	325.70	398.50	397.50	435.65	429.75	32.25	8.1%
Department Total		**507.95**	**576.75**	**575.75**	**624.30**	**614.00**	**38.25**	**6.6%**

Significant Variance Analysis

Staffing is increased as a result of available grant funds. Further staffing changes may be required based on actual grant awards received in FY 2012.

General Adjustments:

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $63,861 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $65,150 for retirement contribution rate increase.

Public Health Fee Fund (265)

- Increase Regular Benefits by $15,900 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $17,704 for retirement contribution rate increase.
- Increase Other Services by $4,731 for banking fees.
- Decrease Supplies by $95,118 to rightsize budget based on FY 2011 Forecast.
- Reallocate $220,211 from Transfers Out to Internal Service Charges for the Central Service Cost Allocation (CSCA) for a net decrease of $52,769.
- Increase Rent & Operating Leases by $10,504 for the increase in rental leases.
- Decrease Services by $445,359 due to a decrease in Legal Services, Health Care Services, Other Services, Repairs and Maintenance, Travel, Education and Training, Postage, and Utilities.
- Decrease Supplies by $55,202 due to a decrease in General Supplies, Fuel, Non-Capital and Equipment.

- Increase Medical Supplies by $11,561 to rightsize budget based on FY 2011 Forecast.
- Decrease Capital by $89,890 for the decrease in Debt Service payments and the decrease in needed Vehicle purchases.
- Decrease Regular Pay by $15,858 for the reallocation of Epidemiology positions to the Public Health General Fund (100).
- Increase Salary and Benefits by $142,051 due to the decrease in Allocation Out.

Public Health Fee Fund (265)
Non Recurring/Non Project (0001)

- Non recurring carry forward of $174,330 for the development of the Vital Registration Satellite Office.

Public Health Grant Fund (532)

- Increase Regular Benefits by $215,592 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $160,812 for retirement contribution rate increase.
- Reduce revenues by $6,201,961 and expenditures by $6,578,365 to reflect expected grant awards for FY 2012.

Target Adjustments:
General Fund (100)

- Increase budget by $141,338 for restatement of risk management charges from Non Departmental.
- Increase budget by $6,307 for restatement of equipment services charges for vehicle maintenance and repair.

Strategic Business Plan Update

The Department of Public Health stopped providing the Parent Support, Women Together for Health, and Promoting Lifetime Activity for Youth services due to budget reductions. Their updated strategic plan reflects the elimination of these activities. The Maternal and Child Health block grant along with a redistribution of General Funds enabled the department to add Public Health Policy Development. 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent registrations provided with a wait time of 15 minutes or less	78.4%	89.8%	89.6%	88.5%	(1.3%)	-1.5%
Percent savings over wholesale price: Rifampin 300 mg	77.4%	59.0%	70.8%	77.3%	18.3%	31.0%
Percent savings over wholesale price: PZA 500 mg	58.0%	58.9%	58.2%	58.3%	(0.6%)	-1.0%
Percent savings over wholesale price: Myambutol 400 mg	74.6%	59.7%	70.4%	74.6%	14.9%	25.0%
Percent savings over wholesale price: Isoniazid 300 mg	74.7%	74.6%	75.9%	81.0%	6.5%	8.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent registrations provided with a wait time of 15 minutes or less	78.4%	89.8%	89.6%	88.5%	(1.3%)	-1.5%
Output	Number registrations provided	25,861	24,500	23,677	26,000	1,500	6.1%
Demand	Anticipated number registrations requested	25,861	24,500	24,369	26,000	1,500	6.1%
Efficiency	Cost per registration	$ 11.98	$ 13.89	$ 13.28	$ 12.36	$ 1.53	11.0%
Expenditure							
	100 - GENERAL	$ 309,853	$ 340,380	$ 314,532	$ 321,324	$ 19,056	5.6%
	TOTAL USES	$ 309,853	$ 340,380	$ 314,532	$ 321,324	$ 19,056	5.6%

Activity Narrative: The anticipated number of registrations requested and the number of registrations provided are slightly above FY 2010 Actual levels. 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent savings over wholesale price: Rifampin 300 mg	77.4%	59.0%	70.8%	77.3%	18.3%	31.0%
Result	Percent savings over wholesale price: PZA 500 mg	58.0%	58.9%	58.2%	58.3%	(0.6%)	-1.0%
Result	Percent savings over wholesale price: Myambutol 400 mg	74.6%	59.7%	70.4%	74.6%	14.9%	25.0%
Result	Percent savings over wholesale price: Isoniazid 300 mg	74.7%	74.6%	75.9%	81.0%	6.5%	8.7%
Output	Number of prescriptions filled	15,180	17,000	15,715	17,000	-	0.0%
Demand	Number of prescriptions requested	15,196	17,000	15,716	17,000	-	0.0%
Efficiency	Cost per presciption filled	$ 11.19	$ 18.47	$ 14.57	$ 19.72	$ (1.24)	-6.7%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 7,903	$ 13,000	$ 13,637	$ 13,000	$ -	0.0%
	TOTAL SOURCES	$ 7,903	$ 13,000	$ 13,637	$ 13,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 254,619	$ 301,041	$ 258,571	$ 322,175	$ (21,134)	-7.0%
	265 - PUBLIC HEALTH FEES	(84,716)	13,000	(29,585)	13,000	-	0.0%
	TOTAL USES	$ 169,903	$ 314,041	$ 228,986	$ 335,175	$ (21,134)	-6.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of disease reports completed within the appropriate time frame	92.4%	93.5%	92.2%	92.1%	(1.4%)	-1.5%
Percent of required reports provided	98.1%	96.7%	97.8%	95.0%	(1.7%)	-1.7%
Percent of communicable disease reports investigated according to guidelines	13.7%	11.0%	12.9%	13.9%	2.9%	25.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of disease reports completed within the appropriate time frame	92.4%	93.5%	92.2%	92.1%	(1.4%)	-1.5%
Result	Percent of required reports provided	98.1%	96.7%	97.8%	95.0%	(1.7%)	-1.7%
Output	Number of reports provided	1,324	752	864	950	198	26.3%
Demand	Anticipated number reports requested	1,349	778	883	1,000	222	28.5%
Efficiency	Cost per report provided	$ 554.23	$ 1,230.37	$ 883.92	$ 961.75	$ 268.62	21.8%
Revenue							
	100 - GENERAL	$ -	$ -	$ 953	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 953	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 662,915	$ 823,889	$ 729,413	$ 913,661	$ (89,772)	-10.9%
	265 - PUBLIC HEALTH FEES	70,891	101,349	34,293	-	101,349	100.0%
	TOTAL USES	$ 733,806	$ 925,238	$ 763,706	$ 913,661	$ 11,577	1.3%

Base Adjustment:

Public Health Fee Fund (265)

- Reduce expenditures by $101,349 to maintain structural balance in the fund due to a reduction in Vital Registration revenue.

Activity Narrative: Based on the FY 2011 Actual, the number of reports requested and provided are expected to increase significantly in FY 2012. This will cause the efficiency to increase in FY 2012 in comparison to the FY 2011 Revised.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of communicable disease reports investigated according to guidelines	13.7%	11.0%	12.9%	13.9%	2.9%	25.9%
Output	Number of reports investigated according to guidelines	11,728	8,652	9,079	10,000	1,348	15.6%
Demand	Anticipated number disease reports received for investigation	85,861	78,407	70,190	72,000	(6,407)	-8.2%
Efficiency	Cost per report investigated according to guidelines	$ 81.33	$ 118.75	$ 92.58	$ 111.24	$ 7.51	6.3%
Expenditure							
	100 - GENERAL	$ 886,925	$ 926,084	$ 804,661	$ 1,112,399	$ (186,315)	-20.1%
	265 - PUBLIC HEALTH FEES	66,874	101,349	35,870	-	101,349	100.0%
	TOTAL USES	$ 953,799	$ 1,027,433	$ 840,531	$ 1,112,399	$ (84,966)	-8.3%

Base Adjustment:

Public Health Fee Fund (265)

- Reduce expenditures by $101,349 to maintain structural balance in the fund due to a reduction in Vital Registration revenue.

Activity Narrative: In FY 2012 the anticipated number of disease reports received for investigation is expected to decrease as a result of the demand being unusually high in FY 2010 due to H1N1.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent women with abnormal screening results receiving diagnostic services within 60	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of coalition members who report that there is progress towards implementation of plan goals.	87.5%	70.0%	70.0%	71.4%	1.4%	2.0%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	83.5%	85.0%	83.3%	85.0%	0.0%	0.0%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	88.9%	100.0%	88.4%	80.0%	(20.0%)	-20.0%
Percent of eligible community members receiving educational services	75.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of children needing sealants who receive them	71.6%	74.6%	66.4%	71.4%	(3.2%)	-4.3%
Percent of families who have increased knowledge of lead hazards	64.5%	70.0%	70.9%	60.0%	(10.0%)	-14.3%
Percent families who take at least one new lead hazard reduction action	100.0%	68.8%	86.7%	68.8%	0.0%	0.0%
Percent families contacted within 7 days of referral being received	91.5%	85.3%	86.3%	85.3%	0.0%	0.0%
Percent of families contacted who are visited within 14 days of referral being received	47.2%	55.2%	54.2%	55.2%	0.0%	0.0%
Percent of children with suspicious developmental screenings that are referred to early intervention services	84.2%	77.0%	89.3%	77.0%	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	22.5%	64.7%	64.7%	65.0%	0.3%	0.5%
Percent of child care providers in case management who make progress toward pathway goals	N/A	N/A	N/A	80.0%	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	87.0%	85.0%	86.0%	86.7%	1.7%	2.0%

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
- Teen Pregnancy Prevention

Child Care Health Consultations Activity

The purpose of the Child Care Health Consultations Activity is to provide nurse consolation 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of child care providers in case management who make progress toward pathway goals	N/A	N/A	N/A	80.0%	N/A	N/A
Output	Number of nurse consultation service contacts provided	1,675	4,500	3,637	3,800	(700)	-15.6%
Output	Number of child care providers in case management with pathway goals	N/A	N/A	N/A	25	N/A	N/A
Demand	Anticipated number of nurse consultation service contacts requested	1,675	4,500	3,637	3,800	(700)	-15.6%
Efficiency	Expenditure per nurse consultation service contact provided	$ 658.94	$ 530.91	$ 573.28	$ 709.63	$ (178.72)	-33.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 830,965	$ 2,391,281	$ 2,085,019	$ 2,696,596	$ 305,315	12.8%
	TOTAL SOURCES	$ 830,965	$ 2,391,281	$ 2,085,019	$ 2,696,596	$ 305,315	12.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,103,727	$ 2,389,116	$ 2,085,019	$ 2,696,596	$ (307,480)	-12.9%
	TOTAL USES	$ 1,103,727	$ 2,389,116	$ 2,085,019	$ 2,696,596	$ (307,480)	-12.9%

Activity Narrative: New measures were implemented in FY 2011, so a comparison to FY 2010 Actual is not valid. The decrease in efficiency is a result of additional grant funds that are expected in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent women with abnormal screening results receiving diagnostic services within 60 days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number client visits	2,530	2,400	2,133	2,600	200	8.3%
Demand	Anticipated number client visits	2,530	2,400	2,133	2,600	200	8.3%
Efficiency	Cost per client visit	$ 239.97	$ 357.47	$ 285.59	$ 262.31	$ 95.16	26.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 566,288	$ 857,918	$ 609,174	$ 682,000	$ (175,918)	-20.5%
	TOTAL SOURCES	$ 566,288	$ 857,918	$ 609,174	$ 682,000	$ (175,918)	-20.5%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 607,121	$ 857,918	$ 609,174	$ 682,000	$ 175,918	20.5%
	TOTAL USES	$ 607,121	$ 857,918	$ 609,174	$ 682,000	$ 175,918	20.5%

Activity Narrative: The decrease in expenditures as well as the increase in efficiency in FY 2012 is a result of a decrease in available grant funding.

Dental Sealants Activity

The purpose of the Dental Sealants Activity is to provide dental sealants to eligible children in Maricopa County so they can avoid tooth decay.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children needing sealants who receive them	71.6%	74.6%	66.4%	71.4%	(3.2%)	-4.3%
Output	Number eligible children receiving sealants	4,609	4,850	2,732	5,000	150	3.1%
Demand	Anticipated number children eligible to receive sealants	6,437	6,500	4,114	7,000	500	7.7%
Efficiency	Cost per eligible child receiving sealants	$ 83.58	$ 162.72	$ 204.08	$ 234.45	$ (71.73)	-44.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 311,060	$ 691,894	$ 471,759	$ 1,059,683	$ 367,789	53.2%
	TOTAL SOURCES	$ 311,060	$ 691,894	$ 471,759	$ 1,059,683	$ 367,789	53.2%
Expenditure							
	100 - GENERAL	$ 83,100	$ 97,285	$ 85,781	$ 112,555	$ (15,270)	-15.7%
	532 - PUBLIC HEALTH GRANTS	302,143	691,899	471,759	1,059,683	(367,784)	-53.2%
	TOTAL USES	$ 385,243	$ 789,184	$ 557,540	$ 1,172,238	$ (383,054)	-48.5%

Activity Narrative: The increase in revenue and expenditures in FY 2012 is reflective of a new award received from the Dental Foundation. Due to this increase in funding it is anticipated that the number of children eligible to receive sealants as well as those receiving sealants will increase in FY 2012. In FY 2012 the increase in General Fund expenditures is due to the allocation of rent for office space.

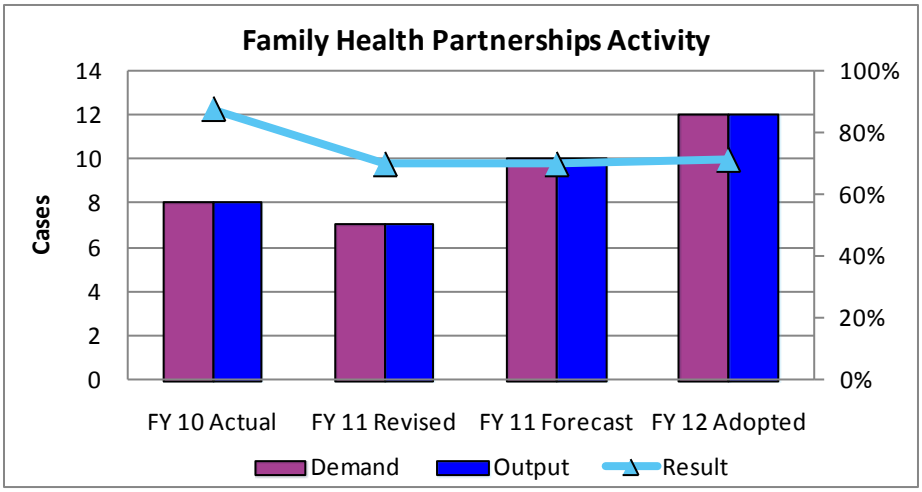
Family Health Partnerships Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of coalition members who report that there is progress towards implementation of plan goals.	87.5%	70.0%	70.0%	71.4%	1.4%	2.0%
Output	Number of partnerships developed or retained	8	7	10	12	5	71.4%
Demand	Anticipated number of partnerships to be developed or retained	8	7	10	12	5	71.4%
Efficiency	Cost per partnership developed	$ 120,889.50	$ 160,297.14	$ 129,099.90	$ 96,613.83	$ 63,683.31	39.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 182,044	$ 294,042	$ 203,384	$ 259,317	$ (34,725)	-11.8%
	TOTAL SOURCES	$ 182,044	$ 294,042	$ 203,384	$ 259,317	$ (34,725)	-11.8%
Expenditure							
	100 - GENERAL	$ 704,598	$ 828,038	$ 1,087,615	$ 900,049	$ (72,011)	-8.7%
	532 - PUBLIC HEALTH GRANTS	262,518	294,042	203,384	259,317	34,725	11.8%
	TOTAL USES	$ 967,116	$ 1,122,080	$ 1,290,999	$ 1,159,366	$ (37,286)	-3.3%

Activity Narrative: In FY 2012 the increase in General Fund expenditures is due to the allocation of rent for office space.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of families who have increased knowledge of lead hazards	64.5%	70.0%	70.9%	60.0%	(10.0%)	-14.3%
Result	Percent families who take at least one new lead hazard reduction action	100.0%	68.8%	86.7%	68.8%	0.0%	0.0%
Output	Number of educational home visits	31	50	57	50	-	0.0%
Demand	Anticipated number of educational home visits	33	50	57	50	-	0.0%
Efficiency	Cost per educational home visit	$ 2,372.06	$ 2,228.48	$ 2,128.86	$ 4,987.16	$ (2,758.68)	-123.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 83,761	$ 111,425	$ 121,345	$ 249,358	$ 137,933	123.8%
	TOTAL SOURCES	$ 83,761	$ 111,425	$ 121,345	$ 249,358	$ 137,933	123.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 73,534	$ 111,424	$ 121,345	$ 249,358	$ (137,934)	-123.8%
	TOTAL USES	$ 73,534	$ 111,424	$ 121,345	$ 249,358	$ (137,934)	-123.8%

Activity Narrative: The decrease in the percent of families who have increased knowledge of lead hazards is based on results of the number of clients scoring 100% on the pretest.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent families contacted within 7 days of referral being received	91.5%	85.3%	86.3%	85.3%	0.0%	0.0%
Result	Percent of families contacted who are visited within 14 days of referral being received	47.2%	55.2%	54.2%	55.2%	0.0%	0.0%
Result	Percent of children with suspicious developmental screenings that are referred to early intervention services	84.2%	77.0%	89.3%	77.0%	0.0%	0.0%
Output	Number of home visits provided	2,144	1,600	1,535	1,600	-	0.0%
Demand	Number of home visits anticipated	2,144	1,600	1,535	1,600	-	0.0%
Efficiency	Cost per home visit	$ 185.47	$ 306.11	$ 245.12	$ 244.86	$ 61.24	20.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 452,114	$ 489,768	$ 376,262	$ 391,777	$ (97,991)	-20.0%
	TOTAL SOURCES	$ 452,114	$ 489,768	$ 376,262	$ 391,777	$ (97,991)	-20.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 397,648	$ 489,768	$ 376,262	$ 391,777	$ 97,991	20.0%
	TOTAL USES	$ 397,648	$ 489,768	$ 376,262	$ 391,777	$ 97,991	20.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of families achieving case compliance as evidenced by number of pregnant mothers receiving regular prenatal care of infants receiving well care	87.0%	85.0%	86.0%	86.7%	1.7%	2.0%
Output	Number of home visits received	1,146	1,800	2,182	2,000	200	11.1%
Demand	Anticipated number of home visits requested	1,146	1,800	2,182	2,000	200	11.1%
Efficiency	Expenditure per home visit received	$ 619.81	$ 635.67	$ 397.29	$ 555.01	$ 80.65	12.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 433,780	$ 1,080,943	$ 866,878	$ 1,110,023	$ 29,080	2.7%
	TOTAL SOURCES	$ 433,780	$ 1,080,943	$ 866,878	$ 1,110,023	$ 29,080	2.7%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 710,301	$ 1,144,198	$ 866,878	$ 1,110,023	$ 34,175	3.0%
	TOTAL USES	$ 710,301	$ 1,144,198	$ 866,878	$ 1,110,023	$ 34,175	3.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	83.5%	85.0%	83.3%	85.0%	0.0%	0.0%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	88.9%	100.0%	88.4%	80.0%	(20.0%)	-20.0%
Result	Percent of eligible community members receiving educational services	75.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of case management services received	416	400	325	400	-	0.0%
Output	Number of maternal/child health educational sessions received	95	180	124	180	-	0.0%
Demand	Anticipated number case management services requested	416	400	192	400	-	0.0%
Demand	Anticipated number community based maternal/child health educational sessions requested	96	180	124	180	-	0.0%
Efficiency	Cost per case management service received	$ 1,621.10	$ 2,262.74	$ 2,398.80	$ 2,412.31	$ (149.57)	-6.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 567,530	$ 905,096	$ 779,611	$ 964,924	$ 59,828	6.6%
	TOTAL SOURCES	$ 567,530	$ 905,096	$ 779,611	$ 964,924	$ 59,828	6.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 674,379	$ 905,096	$ 779,611	$ 964,924	$ (59,828)	-6.6%
	TOTAL USES	$ 674,379	$ 905,096	$ 779,611	$ 964,924	$ (59,828)	-6.6%

Activity Narrative: Based on FY 2011 Actual, the percent of infants receiving adequate immunizations is expected to decrease in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	22.5%	64.7%	64.7%	65.0%	0.3%	0.5%
Output	Number youth educated	355	170	137	200	30	17.6%
Demand	Anticipated number youth to be educated	355	170	137	200	30	17.6%
Efficiency	Cost per youth educated	$ 554.92	$ 4,781.78	$ 4,152.30	$ 4,655.80	$ 125.98	2.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 193,363	$ 812,903	$ 568,865	$ 931,160	$ 118,257	14.5%
	TOTAL SOURCES	$ 193,363	$ 812,903	$ 568,865	$ 931,160	$ 118,257	14.5%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 196,995	$ 812,903	$ 568,865	$ 931,160	$ (118,257)	-14.5%
	TOTAL USES	$ 196,995	$ 812,903	$ 568,865	$ 931,160	$ (118,257)	-14.5%

Activity Narrative: The increase in funding in FY 2012 is due to additional grants received. Due to the increase in funding, the number of youth educated is expected to increase in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of visits made in the clinic	61.7%	58.0%	65.1%	58.0%	0.0%	0.1%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of visits made in the clinic	61.7%	58.0%	65.1%	58.0%	0.0%	0.1%
Output	Number of client contacts	34,968	39,132	33,159	28,160	(10,972)	-28.0%
Demand	Anticipated number of client contacts	36,246	40,176	34,230	28,927	(11,249)	-28.0%
Efficiency	Cost per client contact	$ 84.78	$ 83.57	$ 94.53	$ 92.94	$ (9.37)	-11.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 2,671,277	$ 3,270,328	$ 3,134,381	$ 2,617,155	$ (653,173)	-20.0%
	TOTAL SOURCES	$ 2,671,277	$ 3,270,328	$ 3,134,381	$ 2,617,155	$ (653,173)	-20.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 2,964,593	$ 3,270,324	$ 3,134,381	$ 2,617,155	$ 653,169	20.0%
	TOTAL USES	$ 2,964,593	$ 3,270,324	$ 3,134,381	$ 2,617,155	$ 653,169	20.0%

Activity Narrative: The decrease in revenue and expenditures in FY2012 is due to the end of ARRA funding. This decrease in funding will negatively impact staffing levels; thus the demand and output will decrease significantly.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients who are positive who are referred for care within 30 working days	73.2%	50.0%	62.3%	90.0%	40.0%	80.0%
Percent of cases closed within 30 business days	82.0%	71.4%	83.4%	89.3%	17.9%	25.0%
Percent of cases where at least one contact was notified of exposure	36.5%	35.7%	39.6%	50.0%	14.3%	40.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who are positive who are referred for care within 30 working days	73.2%	50.0%	62.3%	90.0%	40.0%	80.0%
Output	Number client visits	2,067	2,000	2,260	2,500	500	25.0%
Demand	Anticipated number client visits	2,067	2,000	2,260	2,500	500	25.0%
Efficiency	Cost per client visit	$ 208.57	$ 278.50	$ 172.74	$ 177.53	$ 100.98	36.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 409,330	$ 557,006	$ 390,390	$ 443,816	$ (113,190)	-20.3%
	TOTAL SOURCES	$ 409,330	$ 557,006	$ 390,390	$ 443,816	$ (113,190)	-20.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 431,111	$ 557,007	$ 390,390	$ 443,816	$ 113,191	20.3%
	TOTAL USES	$ 431,111	$ 557,007	$ 390,390	$ 443,816	$ 113,191	20.3%

Activity Narrative: Revenue and expenditures are decreasing in FY 2012 due to a shift in funding from this Activity to HIV Surveillance & Investigation Activity to reflect the realignment in the usage of grant funds.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases closed within 30 business days	82.0%	71.4%	83.4%	89.3%	17.9%	25.0%
Result	Percent of cases where at least one contact was notified of exposure	36.5%	35.7%	39.6%	50.0%	14.3%	40.0%
Output	Number of positive HIV cases investigated	617	700	553	560	(140)	-20.0%
Demand	Number of positive HIV case reports received	1,051	1,100	799	800	(300)	-27.3%
Efficiency	Cost per positive HIV case investigated	$ 321.41	$ 187.36	$ 437.17	$ 824.05	$ (636.69)	-339.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 225,393	$ 131,151	$ 241,755	$ 461,467	$ 330,316	251.9%
	TOTAL SOURCES	$ 225,393	$ 131,151	$ 241,755	$ 461,467	$ 330,316	251.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 198,307	$ 131,151	$ 241,755	$ 461,467	$ (330,316)	-251.9%
	TOTAL USES	$ 198,307	$ 131,151	$ 241,755	$ 461,467	$ (330,316)	-251.9%

Activity Narrative: Revenue and expenditures are increasing in FY 2012 due to a shift in funding from the HIV Counseling & Testing Activity to this Activity as well as a new allocation from Ryan White grant funds to HIV Partner Services.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients choosing to receive all recommended vaccines for travel	89.4%	85.0%	88.6%	90.7%	5.7%	6.7%
Percent of children 0-2 years old receiving full complement of immunizations	42.0%	55.0%	55.0%	49.0%	(6.0%)	-10.9%
Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	91.8%	90.7%	90.7%	90.7%	0.0%	0.0%
Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	94.8%	94.4%	94.4%	94.4%	0.0%	0.0%

Activities that comprise this program include:

- Adult Immunization & Foreign Travel Services
- Immunization Education
- Childhood Immunizations

Adult Immunization & Foreign Travel Services Activity

The purpose of the Adult Immunization and Foreign Travel Services Activity is to provide recommended immunizations to individuals so they can avoid contracting a variety of preventable diseases.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients choosing to receive all recommended vaccines for travel	89.4%	85.0%	88.6%	90.7%	5.7%	6.7%
Output	Number of immunizations provided	2,619	3,000	2,688	2,837	(163)	-5.4%
Demand	Number of immunizations anticipated	2,619	3,000	2,688	2,837	(163)	-5.4%
Efficiency	Cost per immunization provided	$ 80.95	$ 90.00	$ 96.88	$ 81.78	$ 8.22	9.1%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 230,110	$ 270,000	$ 257,195	$ 232,000	$ (38,000)	-14.1%
	TOTAL SOURCES	$ 230,110	$ 270,000	$ 257,195	$ 232,000	$ (38,000)	-14.1%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 212,006	$ 270,000	$ 260,434	$ 232,000	$ 38,000	14.1%
	TOTAL USES	$ 212,006	$ 270,000	$ 260,434	$ 232,000	$ 38,000	14.1%

Base Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures $38,000 due to decrease in demand.

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.

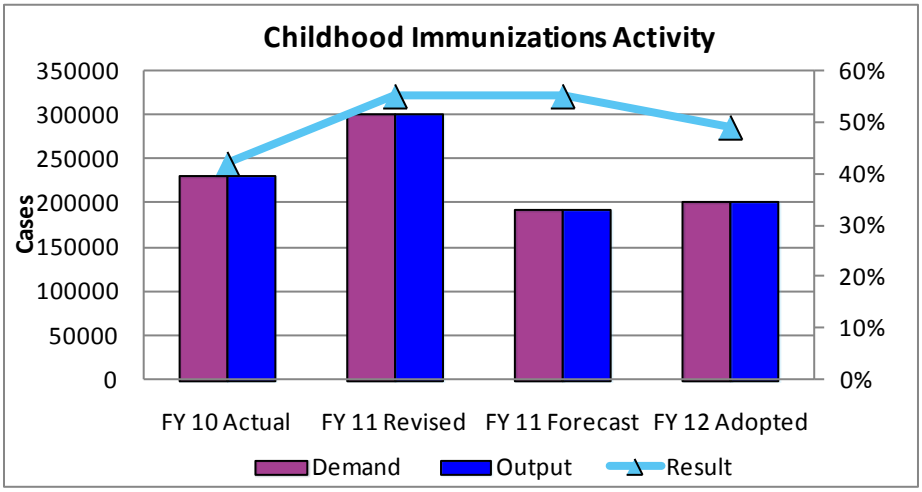
Mandates: ARS §36-671-674 outlines the tobacco tax account and specifies that a certain percentage of the revenues may be used by the state to contract with counties for the treatment of preventable diseases in children. AZ Admin Code R9-6-703 requires the county health department to immunize any child for the diseases listed and upon request of the parent or guardian.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children 0-2 years old receiving full complement of immunizations	42.0%	55.0%	55.0%	49.0%	(6.0%)	-10.9%
Output	Number of immunizations provided	229,251	300,000	190,766	200,000	(100,000)	-33.3%
Demand	Number of immunizations anticipated	229,251	300,000	190,766	200,000	(100,000)	-33.3%
Efficiency	Cost per immunization	$ 11.48	$ 11.47	$ 15.38	$ 18.45	$ (6.98)	-60.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,845,389	$ 2,297,919	$ 1,895,625	$ 2,395,458	$ 97,539	4.2%
	265 - PUBLIC HEALTH FEES	115,906	100,000	329,112	361,000	261,000	261.0%
	TOTAL SOURCES	$ 1,961,295	$ 2,397,919	$ 2,224,737	$ 2,756,458	$ 358,539	15.0%
Expenditure							
	100 - GENERAL	$ 854,888	$ 1,003,030	$ 864,555	$ 933,993	$ 69,037	6.9%
	532 - PUBLIC HEALTH GRANTS	1,660,137	2,338,538	1,895,625	2,395,458	(56,920)	-2.4%
	265 - PUBLIC HEALTH FEES	115,841	100,000	174,127	361,000	(261,000)	-261.0%
	TOTAL USES	$ 2,630,866	$ 3,441,568	$ 2,934,307	$ 3,690,451	$ (248,883)	-7.2%

Base Adjustment:

Public Health Fee Fund (265)

- Increase revenue and expenditures $261,000 due to an increase in fee collection from The Arizona Partnership for Immunization (TAPI).



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	91.8%	90.7%	90.7%	90.7%	0.0%	0.0%
Result	Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	94.8%	94.4%	94.4%	94.4%	0.0%	0.0%
Output	Number individuals educated	2,352	2,200	1,737	2,000	(200)	-9.1%
Demand	Anticipated number individuals to be educated	2,352	2,200	260	2,000	(200)	-9.1%
Efficiency	Cost per individual educated	$ 41.16	$ 44.57	$ 56.33	$ 48.82	$ (4.25)	-9.5%
Expenditure							
	100 - GENERAL	$ 96,813	$ 98,049	$ 97,840	$ 97,640	$ 409	0.4%
	TOTAL USES	$ 96,813	$ 98,049	$ 97,840	$ 97,640	$ 409	0.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of syphilis screening results reported within 1 working day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of refugees screened within 30 days of arrival in the country	84.0%	80.0%	91.0%	90.0%	10.0%	12.5%
Percent of clients who test positive for a STD	21.8%	20.0%	21.0%	21.4%	1.4%	7.1%
Percent of clients testing positive who received treatment	96.5%	92.9%	95.7%	94.7%	1.8%	1.9%
Percent of cases and contacts referred within 24 hours	52.3%	44.4%	50.9%	50.0%	5.6%	12.5%
Percent case investigations closed within 7 business days	73.2%	66.7%	72.9%	70.0%	3.3%	5.0%
Percent of case investigations started within 7 business days	95.9%	90.0%	94.8%	99.1%	9.1%	10.1%
Percent of clients who complete treatment within three months of the treatment goal	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of syphilis screening results reported within 1 working day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of lab test results reported	153,400	150,000	137,670	156,000	6,000	4.0%
Demand	Number of lab tests requested	153,400	150,000	137,670	156,000	6,000	4.0%
Efficiency	Cost per lab test	$ 2.96	$ 3.36	$ 3.95	$ 3.46	$ (0.09)	-2.8%
Expenditure							
	100 - GENERAL	$ 453,930	$ 504,358	$ 543,936	$ 539,085	$ (34,727)	-6.9%
	TOTAL USES	$ 453,930	$ 504,358	$ 543,936	$ 539,085	$ (34,727)	-6.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of people receiving treatment	62	70	69	73	3	4.3%
Demand	Number of people requesting treatment	63	70	70	73	3	4.3%
Efficiency	Cost per person treated	$ 393.39	$ 724.27	$ 469.96	$ 450.86	$ 273.41	37.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 25,871	$ 50,699	$ 32,427	$ 32,913	$ (17,786)	-35.1%
	TOTAL SOURCES	$ 25,871	$ 50,699	$ 32,427	$ 32,913	$ (17,786)	-35.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 24,390	$ 50,699	$ 32,427	$ 32,913	$ 17,786	35.1%
	TOTAL USES	$ 24,390	$ 50,699	$ 32,427	$ 32,913	$ 17,786	35.1%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of refugees screened within 30 days of arrival in the country	84.0%	80.0%	91.0%	90.0%	10.0%	12.5%
Output	Number of refugees screened	3,492	3,500	2,581	3,000	(500)	-14.3%
Demand	Number of refugees presenting for screening	3,492	3,500	2,581	3,000	(500)	-14.3%
Efficiency	Cost per refugee screened	$ 573.87	$ 583.56	$ 737.73	$ 649.32	$ (65.77)	-11.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,680,768	$ 1,945,061	$ 1,587,047	$ 1,852,429	$ (92,632)	-4.8%
	265 - PUBLIC HEALTH FEES	4,987	14,000	823	2,500	(11,500)	-82.1%
	TOTAL SOURCES	$ 1,685,755	$ 1,959,061	$ 1,587,870	$ 1,854,929	$ (104,132)	-5.3%
Expenditure							
	100 - GENERAL	$ 72,378	$ 83,397	$ 82,043	$ 93,042	$ (9,645)	-11.6%
	532 - PUBLIC HEALTH GRANTS	1,928,131	1,945,058	1,821,222	1,852,429	92,629	4.8%
	265 - PUBLIC HEALTH FEES	3,434	14,000	821	2,500	11,500	82.1%
	TOTAL USES	$ 2,003,943	$ 2,042,455	$ 1,904,086	$ 1,947,971	$ 94,484	4.6%

Base Adjustment:

Public Health Fee Fund (265)

- Decrease revenue and expenditures $11,500 due to lower than anticipated fee collection in prior years.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who test positive for a STD	21.8%	20.0%	21.0%	21.4%	1.4%	7.1%
Result	Percent of clients testing positive who received treatment	96.5%	92.9%	95.7%	94.7%	1.8%	1.9%
Output	Number of STD client visits	17,947	17,500	16,775	17,500	-	0.0%
Demand	Anticipated number of STD client visits	18,436	18,000	16,983	18,000	-	0.0%
Efficiency	Cost per client visit	$ 66.48	$ 82.20	$ 80.25	$ 79.09	$ 3.10	3.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 50,574	$ 60,000	$ 40,564	$ 40,564	$ (19,436)	-32.4%
	265 - PUBLIC HEALTH FEES	256,230	270,000	265,672	270,000	-	0.0%
	TOTAL SOURCES	$ 306,804	$ 330,000	$ 306,236	$ 310,564	$ (19,436)	-5.9%
Expenditure							
	100 - GENERAL	$ 851,381	$ 1,108,418	$ 1,051,622	$ 1,073,521	$ 34,897	3.1%
	532 - PUBLIC HEALTH GRANTS	56,326	60,000	40,564	40,564	19,436	32.4%
	265 - PUBLIC HEALTH FEES	285,474	269,999	253,985	270,000	(1)	-0.0%
	TOTAL USES	$ 1,193,181	$ 1,438,417	$ 1,346,171	$ 1,384,085	$ 54,332	3.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases and contacts referred within 24 hours	52.3%	44.4%	50.9%	50.0%	5.6%	12.5%
Result	Percent case investigations closed within 7 business days	73.2%	66.7%	72.9%	70.0%	3.3%	5.0%
Output	Number cases that were investigated	5,054	4,500	4,686	5,000	500	11.1%
Demand	Number of positive STD case reports received	21,394	17,500	19,728	21,000	3,500	20.0%
Efficiency	Cost per positive STD report investigated	$ 170.71	$ 213.15	$ 204.45	$ 204.80	$ 8.35	3.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 343,428	$ 296,777	$ 251,066	$ 306,766	$ 9,989	3.4%
	TOTAL SOURCES	$ 343,428	$ 296,777	$ 251,066	$ 306,766	$ 9,989	3.4%
Expenditure							
	100 - GENERAL	$ 546,341	$ 662,418	$ 648,608	$ 717,254	$ (54,836)	-8.3%
	532 - PUBLIC HEALTH GRANTS	316,420	296,777	309,454	306,766	(9,989)	-3.4%
	TOTAL USES	$ 862,761	$ 959,195	$ 958,062	$ 1,024,020	$ (64,825)	-6.8%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of case investigations started within 7 business days	95.9%	90.0%	94.8%	99.1%	9.1%	10.1%
Output	Number of positive cases investigated	145	150	115	110	(40)	-26.7%
Demand	Number of positive cases reported	1,139	1,000	750	720	(280)	-28.0%
Efficiency	Cost per case investigation	$ 507.30	$ 2,022.40	$ 2,412.23	$ 2,792.70	$ (770.30)	-38.1%
Expenditure							
	100 - GENERAL	$ 73,559	$ 303,360	$ 277,406	$ 307,197	$ (3,837)	-1.3%
	TOTAL USES	$ 73,559	$ 303,360	$ 277,406	$ 307,197	$ (3,837)	-1.3%

Activity Narrative: The decrease in the number of positive cases reported is a result of better testing being conducted, which is reducing the rate of false positives.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who complete treatment within three months of the treatment goal	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of clinic visits	11,122	9,000	8,482	10,500	1,500	16.7%
Demand	Anticipated number clinic visits	11,122	9,000	8,482	10,500	1,500	16.7%
Efficiency	Cost per clinic visit	$ 172.54	$ 246.62	$ 248.17	$ 202.04	$ 44.58	18.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 445,610	$ 593,291	$ 522,358	$ 531,176	$ (62,115)	-10.5%
	265 - PUBLIC HEALTH FEES	74,354	83,000	76,225	75,000	(8,000)	-9.6%
	TOTAL SOURCES	$ 519,964	$ 676,291	$ 598,583	$ 606,176	$ (70,115)	-10.4%
Expenditure							
	100 - GENERAL	$ 1,399,877	$ 1,489,488	$ 1,471,928	$ 1,515,200	$ (25,712)	-1.7%
	532 - PUBLIC HEALTH GRANTS	453,111	593,295	522,358	531,176	62,119	10.5%
	265 - PUBLIC HEALTH FEES	66,021	136,802	110,690	75,000	61,802	45.2%
	TOTAL USES	$ 1,919,009	$ 2,219,585	$ 2,104,976	$ 2,121,376	$ 98,209	4.4%

Base Adjustment:

Public Health Fee Fund (265)

- Decrease revenue by $8,000 due to lower than anticipated fee collection in prior years.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in daily consumption of calcium-containing dairy foods	21.7%	26.0%	30.0%	26.0%	0.0%	0.0%
Percent change in identification of correct daily value for calcium	64.8%	60.0%	60.0%	60.0%	0.0%	0.0%
Percent change in identification of foods containing calcium	29.5%	20.0%	20.0%	20.0%	0.0%	0.0%
Percent change in physical activity	12.7%	16.0%	16.0%	16.0%	0.0%	0.0%
Percent of food drafts redeemed	88.5%	85.6%	85.3%	90.4%	4.8%	5.6%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.0%	96.9%	96.9%	94.0%	(2.9%)	-3.0%
Rate of (disease) per 100,000 population	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Women Infants and Children
- Child Passenger Safety
- Supplemental Nutrition Assistance Education and Intervention
- Public Health Policy Development

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in vegetable consumption	0.0%	N/A	N/A	N/A	N/A	N/A
Result	Percent change in daily consumption of calcium-containing dairy foods	21.7%	26.0%	26.0%	26.0%	0.0%	0.0%
Result	Percent change in identification of correct daily value for calcium	64.8%	60.0%	60.0%	60.0%	0.0%	0.0%
Result	Percent change in identification of foods containing calcium	29.5%	20.0%	20.0%	20.0%	0.0%	0.0%
Result	Percent change in physical activity	12.7%	16.0%	16.0%	16.0%	0.0%	0.0%
Output	Number of adults and children educated	7,858	6,000	5,953	7,000	1,000	16.7%
Output	Number of children receiving nutrition education from their teachers	3,800	5,000	5,000	5,000	-	0.0%
Demand	Anticipated number of adults and children educated	7,858	6,000	5,953	7,000	1,000	16.7%
Demand	Anticipated number of children receiving nutrition education from their teachers	3,800	5,000	5,000	5,000	-	0.0%
Efficiency	Expenditure per adult/child educated	$ 73.83	$ 121.86	$ 114.00	$ 100.96	$ 20.90	17.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 165,679	$ 387,935	$ 344,179	$ 331,380	$ (56,555)	-14.6%
	265 - PUBLIC HEALTH FEES	17,232	16,400	12,500	17,180	780	4.8%
	TOTAL SOURCES	$ 182,911	$ 404,335	$ 356,679	$ 348,560	$ (55,775)	-13.8%
Expenditure							
	100 - GENERAL	$ 273,568	$ 326,841	$ 321,891	$ 358,176	$ (31,335)	-9.6%
	532 - PUBLIC HEALTH GRANTS	291,694	387,935	344,179	331,380	56,555	14.6%
	265 - PUBLIC HEALTH FEES	14,876	16,400	12,555	17,180	(780)	-4.8%
	TOTAL USES	$ 580,138	$ 731,176	$ 678,625	$ 706,736	$ 24,440	3.3%

Base Adjustment:

Public Health Fee Fund (265)

- Increase revenue and expenditures $780.

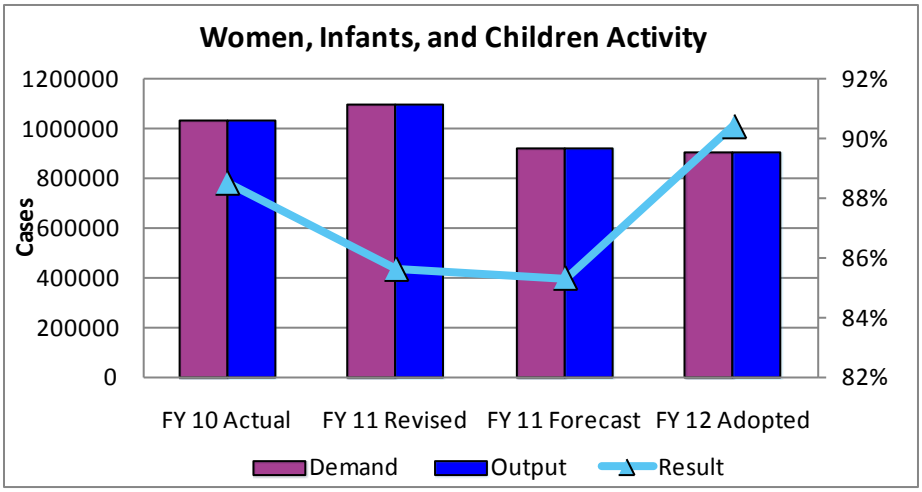
Women Infants and Children Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of food drafts redeemed	88.5%	85.6%	85.3%	90.4%	4.8%	5.6%
Output	Number client encounters	1,024,046	1,090,000	911,793	900,000	(190,000)	-17.4%
Demand	Anticipated number client encounters	1,024,046	1,090,000	911,793	900,000	(190,000)	-17.4%
Efficiency	Cost per client encounter	$ 10.24	$ 10.39	$ 11.38	$ 12.31	$ (1.91)	-18.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 9,425,241	$ 11,328,259	$ 10,378,982	$ 11,075,725	$ (252,534)	-2.2%
	TOTAL SOURCES	$ 9,425,241	$ 11,328,259	$ 10,378,982	$ 11,075,725	$ (252,534)	-2.2%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 10,486,500	$ 11,328,255	$ 10,378,982	$ 11,075,725	$ 252,530	2.2%
	TOTAL USES	$ 10,486,500	$ 11,328,255	$ 10,378,982	$ 11,075,725	$ 252,530	2.2%

Activity Narrative: The demand for this Activity is expected to decrease in FY 2012 due to the changes in immigration laws. The reduction in revenue and expenditures in FY 2012 is a result of the completion of the WIC satellite office construction.



Public Health Policy Development Activity

The purpose of the Public Health Policy Development Activity is to provide policies and policy guidance to the community and local organizations so they can improve community health outcomes for citizens of Maricopa County.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of (disease) per 100,000 population	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of new policies developed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of new policies anticipated	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per policy developed	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 148,589	$ 370,501	$ 370,501	N/A
	TOTAL SOURCES	$ -	$ -	$ 148,589	$ 370,501	$ 370,501	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ 18,416	$ 518,840	$ (518,840)	N/A
	532 - PUBLIC HEALTH GRANTS	-	-	148,589	370,501	(370,501)	N/A
	TOTAL USES	$ -	$ -	$ 167,005	$ 889,341	$ (889,341)	N/A

Activity Narrative: This Activity was created mid-year in FY 2011. The number of new policies anticipated and developed will not be known until the new staff is hired and begins work on this Activity. The Maternal and Child Health block grant along with a redistribution of General Funds enabled the department to add the Public Health Policy Development Activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.0%	96.9%	96.9%	94.0%	(2.9%)	-3.0%
Output	Number people educated	6,878	8,000	3,487	1,500	(6,500)	-81.3%
Demand	Anticipated number of people to be educated	6,878	8,000	3,487	1,500	(6,500)	-81.3%
Efficiency	Cost per person educated	$ 134.31	$ 132.21	$ 289.32	$ 775.58	$ (643.37)	-486.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 439,148	$ 929,123	$ 845,443	$ 960,192	$ 31,069	3.3%
	TOTAL SOURCES	$ 439,148	$ 929,123	$ 845,443	$ 960,192	$ 31,069	3.3%
Expenditure							
	100 - GENERAL	$ 163,664	$ 169,148	$ 163,427	$ 203,180	$ (34,032)	-20.1%
	532 - PUBLIC HEALTH GRANTS	760,096	888,503	845,443	960,192	(71,689)	-8.1%
	TOTAL USES	$ 923,760	$ 1,057,651	$ 1,008,870	$ 1,163,372	$ (105,721)	-10.0%

Activity Narrative: In FY 2012 the Activity's increase in General Fund expenditures is due to its allocation of rent for office space.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	40.1%	75.1%	75.1%	95.0%	19.9%	26.5%

Activities that comprise this program include:

- Public Health Preparedness and Response

Public Health Preparedness and Response Activity

The purpose of the Public Health Preparedness and Response 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of exercise evaluations rated as good or excellent	40.1%	75.1%	75.1%	95.0%	19.9%	26.5%
Output	Number of people trained	2,664	1,200	973	1,500	300	25.0%
Demand	Number of people requiring training	2,664	1,200	973	1,500	300	25.0%
Efficiency	Cost per person trained	$ 2,169.83	$ 7,889.10	$ 4,942.93	$ 2,557.57	$ 5,331.53	67.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 3,594,201	$ 8,797,485	$ 4,787,884	$ 3,836,357	$ (4,961,128)	-56.4%
	TOTAL SOURCES	$ 3,594,201	$ 8,797,485	$ 4,787,884	$ 3,836,357	$ (4,961,128)	-56.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 5,780,438	$ 9,466,925	$ 4,809,467	$ 3,836,357	$ 5,630,568	59.5%
	TOTAL USES	$ 5,780,438	$ 9,466,925	$ 4,809,467	$ 3,836,357	$ 5,630,568	59.5%

Activity Narrative: The large decrease in expenditures and revenue in FY 2012 is a result of the FY 2011 budget includes approximately $4 million of H1N1 grant revenue and expenditures.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	N/A	N/A	N/A	55.0%	N/A	N/A
Percent of Planning Council members indicating satisfaction w/ staff administrative duties	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Ryan White Dental Insurance
- Ryan White Planning Council Support

Ryan White Dental Insurance Activity

The purpose of the Ryan White Dental Insurance Activity is to provide dental insurance administration to eligible Ryan White clients in Maricopa and Pinal Counties so they can receive dental services.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	N/A	N/A	N/A	55.0%	N/A	N/A
Output	Number of Ryan White clients receiving dental insurance	1,399	1,305	550	600	(705)	-54.0%
Demand	Anticipated number of applicants for Ryan White Dental Insurance	1,474	1,374	674	600	(774)	-56.3%
Efficiency	Expenditure per client receiving dental insurance	$ 1,039.42	$ 1,030.61	$ 2,552.52	$ 2,242.56	$ (1,211.95)	-117.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,404,227	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ 594	0.0%
	TOTAL SOURCES	$ 1,404,227	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ 594	0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,454,153	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ (594)	-0.0%
	TOTAL USES	$ 1,454,153	$ 1,344,944	$ 1,403,884	$ 1,345,538	$ (594)	-0.0%

Activity Narrative: Based on the FY 2011 Actual, the anticipated number of applicants as well as the number of Ryan White clients receiving dental insurance is expected to significantly decrease in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Planning Council members indicating satisfaction w/ staff administrative duties	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of meetings facilitated	67	74	63	55	(19)	-25.7%
Demand	Number of meetings scheduled	95	82	83	65	(17)	-20.7%
Efficiency	Cost per meeting held	$ 2,909.10	$ 2,918.73	$ 2,953.24	$ 3,639.67	$ (720.94)	-24.7%
Revenue				.			
	532 - PUBLIC HEALTH GRANTS	$ 175,723	$ 215,986	$ 186,054	$ 200,182	$ (15,804)	-7.3%
	TOTAL SOURCES	$ 175,723	$ 215,986	$ 186,054	$ 200,182	$ (15,804)	-7.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 194,910	$ 215,986	$ 186,054	$ 200,182	$ 15,804	7.3%
	TOTAL USES	$ 194,910	$ 215,986	$ 186,054	$ 200,182	$ 15,804	7.3%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Rate of tobacco use among 8th-grade children	8.2%	10.0%	10.0%	16.0%	6.0%	60.0%
Percent attendees reporting that they will incorporate knowledge from the session into their practice	89.2%	95.0%	90.2%	86.1%	(8.9%)	-9.4%
Percent of inspected facilities in compliance	59.2%	50.0%	51.2%	50.0%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of tobacco use among 8th-grade children	8.2%	10.0%	10.0%	16.0%	6.0%	60.0%
Output	Number of students educated	23,656	16,000	18,854	20,000	4,000	25.0%
Demand	Anticipated number of students to be educated	23,656	16,000	15,334	20,000	4,000	25.0%
Efficiency	Cost per student educated	$ 73.44	$ 113.65	$ 96.32	$ 90.74	$ 22.91	20.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,915,527	$ 1,818,366	$ 1,815,929	$ 1,814,790	$ (3,576)	-0.2%
	TOTAL SOURCES	$ 1,915,527	$ 1,818,366	$ 1,815,929	$ 1,814,790	$ (3,576)	-0.2%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,737,257	$ 1,818,366	$ 1,815,929	$ 1,814,790	$ 3,576	0.2%
	TOTAL USES	$ 1,737,257	$ 1,818,366	$ 1,815,929	$ 1,814,790	$ 3,576	0.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent attendees reporting that they will incorporate knowledge from the session into their practice	89.2%	95.0%	90.2%	86.1%	(8.9%)	-9.4%
Output	Number dental healthcare professionals trained	752	675	589	320	(355)	-52.6%
Demand	Number dental healthcare professionals requesting training	752	675	589	320	(355)	-52.6%
Efficiency	Cost per healthcare professional trained	$ 59.23	$ 74.50	$ 83.28	$ 157.12	$ (82.62)	-110.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ (6,204)	$ 50,289	$ 49,049	$ 50,279	$ (10)	-0.0%
	TOTAL SOURCES	$ (6,204)	$ 50,289	$ 49,049	$ 50,279	$ (10)	-0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 44,543	$ 50,289	$ 49,049	$ 50,279	$ 10	0.0%
	TOTAL USES	$ 44,543	$ 50,289	$ 49,049	$ 50,279	$ 10	0.0%

Activity Narrative: The decrease of the number of dental healthcare professionals requesting training and those trained are expected to decrease in FY 2012 due to the transition from training visits to individual provider offices to online training. It is expected that demand will increase and efficiency will increase after providers become accustomed to the change in the delivery of training.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspected facilities in compliance	59.2%	50.0%	51.2%	50.0%	0.0%	0.0%
Output	Number inspections completed	446	400	410	250	(150)	-37.5%
Demand	Number inspections needed	446	400	410	250	(150)	-37.5%
Efficiency	Cost per inspection	$ 442.22	$ 461.78	$ 470.03	$ 738.85	$ (277.07)	-60.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 191,311	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%
	TOTAL SOURCES	$ 191,311	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 197,229	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%
	TOTAL USES	$ 197,229	$ 184,712	$ 192,713	$ 184,712	$ -	0.0%

Activity Narrative: The numbers of inspections needed and completed are expected to decrease in FY 2012 as a result of available grant funds in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of birth and death certificate copies provided within two working days	62.4%	85.0%	75.3%	60.0%	(25.0%)	-29.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of birth and death certificate copies provided within two working days	62.4%	85.0%	75.3%	60.0%	(25.0%)	-29.4%
Output	Number of certified copies of birth and death certificates provided	365,671	359,961	290,942	275,000	(84,961)	-23.6%
Demand	Number of certified copies of birth and death certificates requested	365,671	359,961	290,942	275,000	(84,961)	-23.6%
Efficiency	Cost per birth and/or death certificate provided	$ 8.79	$ 11.59	$ 11.06	$ 13.10	$ (1.51)	-13.1%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 3,696,917	$ 4,094,060	$ 3,433,891	$ 3,428,422	$ (665,638)	-16.3%
	TOTAL SOURCES	$ 3,696,917	$ 4,094,060	$ 3,433,891	$ 3,428,422	$ (665,638)	-16.3%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 3,213,973	$ 4,170,863	$ 3,218,592	$ 3,602,752	$ 568,111	13.6%
	TOTAL USES	$ 3,213,973	$ 4,170,863	$ 3,218,592	$ 3,602,752	$ 568,111	13.6%

Base Adjustment:

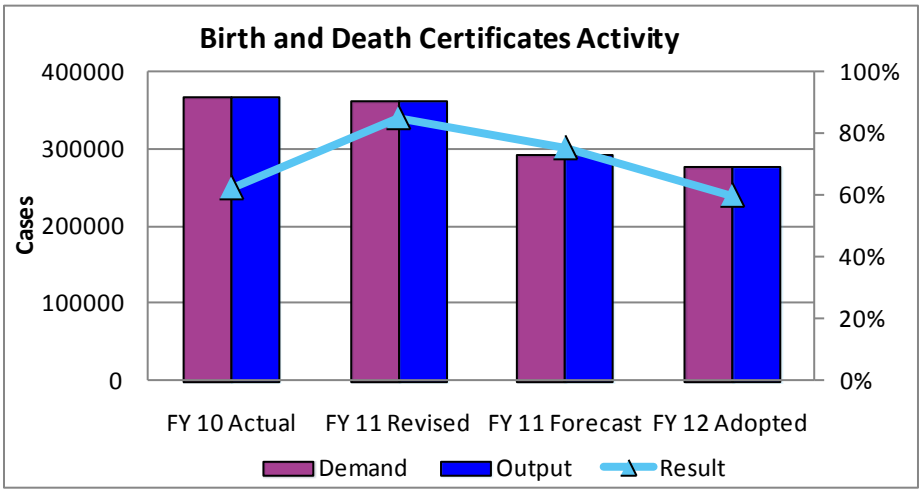
Public Health Fee Fund (265)

- Decrease revenues by $665,638 and operating expenditures by $742,441 due to lower than anticipated fee collection in prior year.

Public Health Fee Fund (265) Non Recurring Non Project

- Increase expenditures by $174,330 in order to use fund balance for the development of the Vital Registration satellite office.

Activity Narrative: The number of certified copies of birth and death certificates requested is expected to decrease from FY 2010 Actual in FY 2012 due in part to a drop in the birth rate. Consequently the decrease in demand has caused a decrease in fee collections as well. Therefore expenditures in FY 2012 will decline proportionately with demand. However, by opening a satellite office the department expects to serve more clients and increase revenue.



Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 10,787,840**	**$ -**
FY 2011 Revised Budget		**$ 10,787,840**	**$ -**
Adjustments:			
Restatements		**$ 147,645**	**$ -**
Risk Mgt Chgs from Non Dept		*141,338*	*-*
Equip Svcs Chgs from Non Dept		*6,307*	*-*
FY 2012 Budget Target		**$ 10,935,485**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 129,011**	**$ -**
Emp Health Dental Prem Realloc		*63,861*	*-*
Retirement Contributions		*65,150*	*-*
FY 2012 Adopted Budget		**$ 11,064,496**	**$ -**
Percent Change from Target Amount		*1.2%*	

Public Health Fee Fund (265)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,860,460**	**$ 4,860,460**
FY 2011 Revised Budget		**$ 4,860,460**	**$ 4,860,460**
FY 2012 Budget Target		**$ 4,860,460**	**$ 4,860,460**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 33,604**	**$ -**
Emp Health Dental Prem Realloc		*15,900*	*-*
Retirement Contributions		*17,704*	*-*
Base Adjustments		**$ 4,731**	**$ -**
Banking Fees		*4,731*	*-*
Fees and Other Revenues		**$ (494,962)**	**$ (456,627)**
ProgRevenue Volume Inc/Dec		*(494,962)*	*(456,627)*
Increase General Government Activity	*$ 4,731*		
Increase Supplemental Nutrition Assistance Education & Intervention Activity	*780*		
Decrease Adult Immunization & Foreign Travel Services Activity	*(38,000)*		
Increase Child Immunizations Activity	*261,000*		
Decrease Physical Health Screening Refugees Activity	*(11,500)*		
Decrease TB Testing & Treatment Activity	*(8,000)*		
Decrease Birth and Death Certifcates Activity	*(665,638)*		
FY 2012 Adopted Budget		**$ 4,403,833**	**$ 4,403,833**
Percent Change from Target Amount		*-9.4%*	*-9.4%*

Public Health Fee Fund (265) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 325,679**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 53,802**	**$ -**
X ray Software Servers	*C-86-11-006-M-00*		*53,802*	-
FY 2011 Revised Budget			**$ 379,481**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (53,802)**	**$ -**
X ray Software Servers	*C-86-11-006-M-00*		*(53,802)*	-
Non Recurring			**$ (325,679)**	**$ -**
Non Recurring Carry Forward			*(325,679)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 174,330**	**$ -**
Non Recurring Carry Forward			*174,330*	-
Development of Vital Registration Satellite Office		*$ 174,330*		
FY 2012 Adopted Budget			**$ 174,330**	**$ -**
Percent Change from Target Amount				

Public Health Fee Fund (265) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 4,127,824	$ 4,281,755	$ 4,281,755	$ 4,689,129	$ 5,098,857
Sources:					
Operating	$ 4,463,941	$ 4,860,460	$ 4,860,460	$ 4,450,677	$ 4,403,833
Total Sources:	$ 4,463,941	$ 4,860,460	$ 4,860,460	$ 4,450,677	$ 4,403,833
Uses:					
Operating	$ 3,885,528	$ 4,860,460	$ 4,860,460	$ 3,899,368	$ 4,403,833
Non-Recurring	17,123	325,679	379,481	141,581	174,330
Total Uses:	$ 3,902,651	$ 5,186,139	$ 5,239,941	$ 4,040,949	$ 4,578,163
Structural Balance	$ 578,413	$ -	$ -	$ 551,309	$ -
Accounting Adjustments	$ 15	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 4,689,129	$ 3,956,076	$ 3,902,274	$ 5,098,857	$ 4,924,527

Public Health Grant Fund (532)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 38,522,849**	**$ 38,522,849**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 10,203,757**	**$ 10,203,757**
Public Health Grant Recon Dec 2010	*C-86-11-031-2-00*	*10,203,757*	*10,203,757*
FY 2011 Revised Budget		**$ 48,726,606**	**$ 48,726,606**
FY 2012 Budget Target		**$ 48,726,606**	**$ 48,726,606**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 376,404**	**$ -**
Emp Health Dental Prem Realloc		*215,592*	*-*
Retirement Contributions		*160,812*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (6,578,365)**	**$ (6,201,961)**
Grant Reconciliation		*(6,578,365)*	*(6,201,961)*
FY 2012 Adopted Budget		**$ 42,524,645**	**$ 42,524,645**
Percent Change from Target Amount		*-12.7%*	*-12.7%*

Public Works

Analysis by Angie Flick, Management and Budget Supervisor

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

Sustainable Environment

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: Implementation of the ESCO energy services project along with other planned conservation projects are beginning to show results. FY11 consumption calculations show a 4% reduction in electricity. The goal of 10% reduction of water consumption has been exceeded. Projected demand shows the Department should meet or exceed the 2012 goal.

Solid Waste Management Transfer Stations accepts nearly all recyclables. Due to cost and budget constraints, paint is the only item not accepted at this time.

Department Specific

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: Preventive Maintenance performed by FMD has been reduced to 44% due to budget constraints. Transportation has targeted 69% of its Operations & Maintenance resources (about $9 million) to pavement preventative maintenance in FY 2011 which exceeds goal expectations.

Safe Communities

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: Flood Control (FC) is exceeding performance expectations for this goal. Critical maintenance tasks are completed within an average of 3 days.

The Facilities Management Division (FMD) is also exceeding performance expectations and has completed 100% of the critical maintenance tasks within the 14 day average.

Transportation has not met the standard at this time, but is working to achieve this goal by 2013. In FY 2011, in Quarter 1 80% and in Quarter 2 81.8% of reported critical transportation maintenance tasks were completed within 14 days and an in Quarter 1 12.6% and in Quarter 2 14.7% of the reported tasks were open for over 90 days.

Quality Transportation

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: FC is exceeding the 85% on-time delivery goal of Capital Improvement Program projects by 2014. During FY 2008, FC executed 93% of its Capital Improvement Program; during FY 2009, FC executed 94% of its Capital Improvement Program; during FY 2010, FC executed 72% of its Capital Improvement Program. Average implementation percentage across the three fiscal years has been 86%. For FY 2011, FC anticipates exceeding 90% execution of its Capital Improvement Program. Of the 17 construction projects completed (or anticipated to be completed) during FY 2009, FY 2010 and FY 2011, 17 (100%) are (or are anticipated to be) completed on time.

Utilizing the developed five year Major Maintenance and Capital Improvement Plan, FMD has completed 93.4% of scheduled FY 2011 projects on time. Transportation continues with the implementation of its new project delivery processes, and is on track to achieve an 80% delivery rate for FY 2011.

Safe Communities

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: By the end of FY11, flood control structures and floodplain delineations will have reduced the risk of loss of life or property due to storm water flooding for 2,072,785 or 67% of Maricopa County residents.

As a direct result of FMD Protective Services efforts, the public and County employees are 90% safer on County property than in the surrounding geographic areas based on law enforcement statistics and security incident reports for both the Durango & Downtown locations.

In Transportation's efforts to reduce intersection fatalities, it has nearly finalized the Roadway Safety Improvement Program document which outlines a program focused on proactive preventative measures for intersections and run off the road crashes. Once completed by the end of FY 2011, Transportation will systematically identify crash locations for improvements over the next four years.

Solid Waste Management continues to identify and record Illegal dump sites locations; however, due to remediation costs and budget constraints, illegal dump sites have not been cleaned up.

Quality Workforce

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 Departments and District in the Public Works constellation are taking deliberate steps to correct deficiencies or misconceptions from the Employee Satisfaction Survey (ESS) this fiscal year. Those actions include having all management Performance Management Plans include a goal and measure for the ESS to recognize the progressive actions taken. To increase trust within the organization, a Public Works Ethics Advisory Committee was formed in October 2010 and staffed with eager volunteers. Additionally, each division is actively seeking input from staff, focusing on communication and effective information sharing.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
RDCS - ROADWAY CONSTRUCTION	$ 26,550,668	$ 38,814,115	$ 38,814,115	$ 36,137,133	$ 55,085,485	$ 16,271,370	41.9%
64BT - BUILD ROADS AND STRUCT	$ 26,550,668	$ 38,814,115	$ 38,814,115	$ 36,137,133	$ 55,085,485	$ 16,271,370	41.9%
REGU - RIGHT OF WAY REGULATION	$ 468,992	$ 400,000	$ 400,000	$ 500,000	$ 400,000	$ -	0.0%
UREL - UTILITIES ENGINEERING	296,831	263,089	263,089	609,904	250,000	(13,089)	-5.0%
64ER - ENGINEER ROADS AND STRUCTURES	$ 765,823	$ 663,089	$ 663,089	$ 1,109,904	$ 650,000	$ (13,089)	-2.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 46,253	$ 51,043	$ 51,043	$ 77,958	$ 26,615	$ (24,428)	-47.9%
TRFE - TRAFF DESIGN AND STUDIES	2,987	-	-	-	-	-	N/A
TRRS - REGIONAL TRAFFIC MGT SUPPORT	586,844	625,575	625,575	271,109	500,000	(125,575)	-20.1%
64MT - TRAFFIC MANAGEMENT	$ 636,084	$ 676,618	$ 676,618	$ 349,067	$ 526,615	$ (150,003)	-22.2%
ROAD - ROAD AND ROW MAINTENANCE	$ 566,310	$ 450,000	$ 450,000	$ 723,686	$ 275,000	$ (175,000)	-38.9%
TROP - TRAFFIC OPERATIONS	12,411	20,000	20,000	9,196	10,000	(10,000)	-50.0%
64RB - ROADWAY MAINTENANCE	$ 578,721	$ 470,000	$ 470,000	$ 732,882	$ 285,000	$ (185,000)	-39.4%
MONT - LANDFILL POST CLOSURE MAINT	$ 88,000	$ -	$ -	$ 72,179	$ -	$ -	N/A
TIRE - WASTE TIRE COLLECT DISPOSAL	4,253,741	4,481,046	4,481,046	4,717,698	4,747,203	266,157	5.9%
TRAN - WASTE DISP AND RECYCLING COLL	222,139	220,400	220,400	206,553	455,740	235,340	106.8%
67SW - SOLID WASTE MANAGEMENT	$ 4,563,880	$ 4,701,446	$ 4,701,446	$ 4,996,430	$ 5,202,943	$ 501,497	10.7%
SCRT - SECURITY	$ 486,979	$ 522,115	$ 522,115	$ 339,384	$ 235,141	$ (286,974)	-55.0%
70PS - PROTECTIVE SERVICES	$ 486,979	$ 522,115	$ 522,115	$ 339,384	$ 235,141	$ (286,974)	-55.0%
FACI - FACILITIES MGMT PROF SUPP SVCS	$ 42,835	$ 42,835	$ 42,835	$ 42,835	$ 42,835	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	28,849,219	35,597,851	35,597,851	34,038,661	36,018,113	420,262	1.2%
PROC - PROCUREMENT	2,383	1,000	1,000	3,378	1,000	-	0.0%
RWAY - REAL ESTATE SERVICES	1,973	67,592	67,592	58,596	67,592	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 28,896,410	$ 35,709,278	$ 35,709,278	$ 34,143,470	$ 36,129,540	$ 420,262	1.2%
GGOV - GENERAL GOVERNMENT	$ 94,277,856	$ 97,476,955	$ 97,476,955	$ 94,829,593	$ 87,213,395	$ (10,263,560)	-10.5%
99GV - GENERAL GOVERNMENT	$ 94,277,856	$ 97,476,955	$ 97,476,955	$ 94,829,593	$ 87,213,395	$ (10,263,560)	-10.5%
TOTAL PROGRAMS	**$ 156,756,421**	**$ 179,033,616**	**$ 179,033,616**	**$ 172,637,863**	**$ 185,328,119**	**$ 6,294,503**	**3.5%**
USES							
CMGT - TRANSPORTATION CONSTRUCTN MGT	$ 320,395	$ 506,685	$ 506,684	$ 368,557	$ 509,250	$ (2,566)	-0.5%
MTEC - MATERIALS TECHNOLOGY	495,526	638,663	638,664	595,652	699,476	(60,812)	-9.5%
PRJT - TRANSPORTATION PROJECT MGT	131,233	186,887	186,886	185,960	190,487	(3,601)	-1.9%
RDCS - ROADWAY CONSTRUCTION	58,754,166	97,948,000	97,948,000	71,925,280	115,550,123	(17,602,123)	-18.0%
SRVY - LAND SURVEYING SERVICES	539,050	674,123	674,749	657,816	686,181	(11,432)	-1.7%
TIPM - TIP PROGRAM MGT	355,725	571,697	571,697	414,313	504,908	66,789	11.7%
64BT - BUILD ROADS AND STRUCT	$ 60,596,095	$ 100,526,055	$ 100,526,680	$ 74,147,578	$ 118,140,425	$ (17,613,745)	-17.5%
DSGN - ROADS STRUCTURES STDS DSGN	$ 1,028,115	$ 1,056,341	$ 1,057,420	$ 965,394	$ 954,725	$ 102,695	9.7%
IMPR - IMPROVEMENT DISTRICT ADMIN	1	-	(2)	139	-	(2)	100.0%
REGU - RIGHT OF WAY REGULATION	1,323,636	1,426,563	1,426,562	1,306,850	1,216,752	209,810	14.7%
UREL - UTILITIES ENGINEERING	461,185	492,596	492,595	463,131	556,265	(63,670)	-12.9%
64ER - ENGINEER ROADS AND STRUCTURES	$ 2,812,937	$ 2,975,500	$ 2,976,575	$ 2,735,514	$ 2,727,742	$ 248,833	8.4%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 1,220,143	$ 1,493,757	$ 1,493,758	$ 1,567,775	$ 1,501,646	$ (7,888)	-0.5%
TRFE - TRAFF DESIGN AND STUDIES	1,316,609	1,659,242	1,660,282	1,444,648	1,557,808	102,474	6.2%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	397,577	414,644	414,645	364,561	378,144	36,501	8.8%
TRMG - REAL TIME TRAFFIC MANAGEMENT	639,809	678,924	678,924	590,196	672,809	6,115	0.9%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	522,176	834,226	834,226	376,958	764,074	70,152	8.4%
64MT - TRAFFIC MANAGEMENT	$ 4,096,314	$ 5,080,793	$ 5,081,835	$ 4,344,138	$ 4,874,481	$ 207,354	4.1%
ROAD - ROAD AND ROW MAINTENANCE	$ 28,682,514	$ 31,855,048	$ 31,908,575	$ 30,361,788	$ 32,314,921	$ (406,346)	-1.3%
TROP - TRAFFIC OPERATIONS	4,503,880	5,081,675	5,081,675	5,026,536	5,083,580	(1,905)	0.0%
64RB - ROADWAY MAINTENANCE	$ 33,186,394	$ 36,936,723	$ 36,990,250	$ 35,388,324	$ 37,398,501	$ (408,251)	-1.1%
ENVC - ENVIRONMENTAL CLEARANCE	$ 58,788	$ 143,613	$ 143,612	$ 76,607	$ 68,797	$ 74,815	52.1%
PART - PROJECT PARTNERSHIPS	246,011	379,948	379,947	300,285	397,360	(17,413)	-4.6%
POUT - TRANSPORTATION OUTREACH COMM	369,771	416,441	416,442	403,851	427,782	(11,340)	-2.7%
PROG - TRANSP PROJECT PROGRAMMING	519,247	559,984	562,985	473,530	524,448	38,537	6.8%
TPLN - TRANSPORTATION SYSTEM PLANNING	369,893	472,230	472,230	363,082	427,935	44,295	9.4%
64SD - TRANSPORTATION PLANNING	$ 1,563,710	$ 1,972,216	$ 1,975,216	$ 1,617,355	$ 1,846,322	$ 128,894	6.5%
MONT - LANDFILL POST CLOSURE MAINT	$ 1,737,252	$ 7,066,031	$ 7,084,229	$ 6,538,754	$ 1,517,098	$ 5,567,131	78.6%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,930,361	4,750,680	4,910,680	4,688,293	4,704,316	206,364	4.2%
TRAN - WASTE DISP AND RECYCLING COLL	833,479	414,042	437,036	551,696	455,740	(18,704)	-4.3%
67SW - SOLID WASTE MANAGEMENT	$ 7,501,092	$ 12,230,753	$ 12,431,945	$ 11,778,743	$ 6,677,154	$ 5,754,791	46.3%
FCMP - FLOODPLAIN REGULATION COMPLNCE	$ 515,200	$ 678,749	$ 678,747	$ 658,808	$ 656,151	$ 22,596	3.3%
FREV - FLOODPLAIN PERMITTING	1,089,261	1,781,113	1,781,988	1,715,177	1,754,370	27,618	1.5%
69FH - FLOOD HAZARD REGULATION	$ 1,604,461	$ 2,459,862	$ 2,460,735	$ 2,373,985	$ 2,410,521	$ 50,214	2.0%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
EDAY - FLOOD CNTRL PUBLIC INFORMATION	$ 198,485	$ 254,940	$ 254,940	$ 237,521	$ 248,750	$ 6,190	2.4%
FCSR - FLOOD CUSTOMER SERVICE	390,095	377,728	377,751	345,039	358,327	19,424	5.1%
FWRN - FLOOD WARNING	1,122,377	1,204,294	1,204,291	1,227,057	1,226,855	(22,564)	-1.9%
MASM - FLOOD SAFETY EDUCATION	660,991	779,909	779,908	742,440	787,682	(7,774)	-1.0%
69HE - FLOOD HAZARD OUTREACH	$ 2,371,948	$ 2,616,871	$ 2,616,890	$ 2,552,057	$ 2,621,614	$ (4,724)	-0.2%
FLDP - FLOODPLAIN DELINEATION	$ 2,245,610	$ 2,226,212	$ 2,227,851	$ 2,158,262	$ 2,210,367	$ 17,484	0.8%
PLNG - FLOOD HAZARD PLANNING	4,979,531	6,897,680	6,898,908	6,633,878	7,204,991	(306,083)	-4.4%
69HI - FLOOD HAZARD IDENTIFICATION	$ 7,225,141	$ 9,123,892	$ 9,126,759	$ 8,792,140	$ 9,415,358	$ (288,599)	-3.2%
DAMS - DAM SAFETY	$ 1,446,782	$ 2,236,760	$ 2,237,073	$ 1,563,821	$ 2,276,073	$ (39,000)	-1.7%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	1,669,189	2,559,522	2,562,469	1,892,107	1,892,359	670,110	26.2%
MAIN - FLOOD CTRL STRUCTURE MAINT	5,489,117	6,566,845	6,566,844	6,752,012	7,068,112	(501,268)	-7.6%
69HR - FLOOD HAZARD REMEDIATION	$ 8,605,088	$ 11,363,127	$ 11,366,386	$ 10,207,940	$ 11,236,544	$ 129,842	1.1%
FACP - PLANNING	$ -	$ -	$ -	$ (22)	$ -	$ -	N/A
MJMT - MAJ MAINT PLAN IMP	(482)	-	-	-	-	-	N/A
70BC - CAPITAL FACILITY MANAGEMENT	$ (482)	$ -	$ -	$ (22)	$ -	$ -	N/A
BLDR - BUILDINGS AND GROUNDS	$ 281,094	$ 4,574,873	$ 4,574,874	$ 4,471,589	$ 6,225,982	$ (1,651,108)	-36.1%
FAMT - FACILITIES MAINTENANCE	7,177,278	11,018,069	11,018,068	10,354,754	12,015,351	(997,283)	-9.1%
70OM - BLDG OPERATIONS AND MAINT	$ 7,458,372	$ 15,592,942	$ 15,592,942	$ 14,826,343	$ 18,241,333	$ (2,648,391)	-17.0%
PKMT - PARKING MANAGEMENT	$ 78,090	$ 77,952	$ 77,952	$ 79,932	$ 79,331	$ (1,379)	-1.8%
SCRT - SECURITY	3,533,435	4,007,193	4,007,193	3,652,285	3,811,721	195,472	4.9%
70PS - PROTECTIVE SERVICES	$ 3,611,525	$ 4,085,145	$ 4,085,145	$ 3,732,217	$ 3,891,052	$ 194,093	4.8%
FACM - FACILITIES CONSTRUCTION MGMT	$ 23,111,263	$ 25,138,008	$ 28,227,467	$ 24,111,632	$ 24,371,959	$ 3,855,508	13.7%
FPDS - FAC PLANNING AND ENERGY MGMT	24,062,870	26,456,532	26,816,531	23,366,119	26,872,667	(56,136)	-0.2%
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 47,174,133	$ 51,594,540	$ 55,043,998	$ 47,477,751	$ 51,244,626	$ 3,799,372	6.9%
BDGT - BUDGETING	$ 196,081	$ 276,838	$ 276,837	$ 233,918	$ 276,618	$ 219	0.1%
FACI - FACILITIES MGMT PROF SUPP SVCS	1,830,236	2,994,314	3,019,031	3,471,242	2,555,952	463,079	15.3%
FSAC - FINANCIAL SERVICES	947,519	1,142,451	1,142,447	1,105,187	1,233,421	(90,974)	-8.0%
HRAC - HUMAN RESOURCES	564,409	794,935	794,933	704,662	694,607	100,326	12.6%
ODIR - EXECUTIVE MANAGEMENT	3,827,968	4,849,370	4,833,074	4,000,115	6,293,766	(1,460,692)	-30.2%
PROC - PROCUREMENT	876,785	1,162,144	1,162,146	1,023,889	1,189,949	(27,803)	-2.4%
RECO - RECORDS MANAGEMENT	175,536	174,696	174,697	143,996	131,904	42,793	24.5%
RWAY - REAL ESTATE SERVICES	1,477,595	1,750,997	1,751,069	1,628,668	1,717,046	34,023	1.9%
99AS - ADMINISTRATIVE SERVICES	$ 9,896,129	$ 13,145,745	$ 13,154,234	$ 12,311,677	$ 14,093,263	$ (939,029)	-7.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 3,439,223	$ 3,569,345	$ 3,569,345	$ 3,568,664	$ 3,524,543	$ 44,802	1.3%
GGOV - GENERAL GOVERNMENT	-	-	329,307	285,007	-	329,307	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	3,133,460	2,921,131	2,921,131	2,893,652	742,293	2,178,838	74.6%
99GV - GENERAL GOVERNMENT	$ 6,572,683	$ 6,490,476	$ 6,819,783	$ 6,747,323	$ 4,266,836	$ 2,552,947	37.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,392,675	$ 1,707,337	$ 1,708,420	$ 1,566,329	$ 1,867,703	$ (159,283)	-9.3%
DACR - DATA CENTER	683,325	771,594	771,593	758,969	791,121	(19,528)	-2.5%
DESK - DESKTOP SUPPORT	1,193,514	1,225,906	1,225,906	1,069,279	811,584	414,322	33.8%
GISA - GIS APPLICATION DEV AND SUPP	2,249,852	2,634,486	2,636,879	2,712,855	2,406,688	230,191	8.7%
HDSP - HELP DESK SUPPORT	120,676	126,400	126,399	124,701	128,883	(2,484)	-2.0%
99IT - INFORMATION TECHNOLOGY	$ 5,640,042	$ 6,465,723	$ 6,469,197	$ 6,232,133	$ 6,005,979	$ 463,218	7.2%
TOTAL PROGRAMS	**$ 209,915,582**	**$ 282,660,363**	**$ 286,718,570**	**$ 245,265,196**	**$ 295,091,751**	**$ (8,373,181)**	**-2.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 765,823	$ 663,089	$ 663,089	$ 1,109,904	$ 650,000	$ (13,089)	-2.0%
SUBTOTAL	$ 765,823	$ 663,089	$ 663,089	$ 1,109,904	$ 650,000	$ (13,089)	-2.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 7,077,396	$ 573,971	$ 573,971	$ 17,930,961	$ 40,879,487	$ 40,305,516	7022.2%
0620 - OTHER INTERGOVERNMENTAL	4,110,336	4,421,046	4,421,046	4,567,074	4,597,203	176,157	4.0%
0626 - STATE SHARED HIGHWAY USER REV	84,950,511	88,134,046	88,134,046	85,800,016	77,990,758	(10,143,288)	-11.5%
0630 - STATE SHARED VEHICLE LICENSE	8,174,181	8,414,909	8,414,909	8,167,608	8,412,636	(2,273)	0.0%
SUBTOTAL	$ 104,312,424	$ 101,543,972	$ 101,543,972	$ 116,465,659	$ 131,880,084	$ 30,336,112	29.9%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 46,547,554	$ 74,760,242	$ 74,760,242	$ 53,090,940	$ 50,664,914	$ (24,095,328)	-32.2%
0635 - OTHER CHARGES FOR SERVICES	434,868	446,974	446,974	414,000	457,141	10,167	2.3%
SUBTOTAL	$ 46,982,422	$ 75,207,216	$ 75,207,216	$ 53,504,940	$ 51,122,055	$ (24,085,161)	-32.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,153,164	$ 928,000	$ 928,000	$ 861,969	$ 810,001	$ (117,999)	-12.7%
0650 - MISCELLANEOUS REVENUE	455,762	391,339	391,339	395,391	330,239	(61,100)	-15.6%
SUBTOTAL	$ 1,608,926	$ 1,319,339	$ 1,319,339	$ 1,257,360	$ 1,140,240	$ (179,099)	-13.6%
ALL REVENUES	$ 153,669,595	$ 178,733,616	$ 178,733,616	$ 172,337,863	$ 184,792,379	$ 6,058,763	3.4%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 114,800	$ 300,000	$ 300,000	$ 300,000	$ 200,000	$ (100,000)	-33.3%
0680 - TRANSFERS IN	2,972,026	-	-	-	335,740	335,740	N/A
ALL OTHER FINANCING SOURCES	$ 3,086,826	$ 300,000	$ 300,000	$ 300,000	$ 535,740	$ 235,740	78.6%
TOTAL SOURCES	$ 156,756,421	$ 179,033,616	$ 179,033,616	$ 172,637,863	$ 185,328,119	$ 6,294,503	3.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 40,490,064	$ 45,464,262	$ 45,464,262	$ 41,170,849	$ 42,403,257	$ 3,061,005	6.7%
0705 - TEMPORARY PAY	153,920	405,701	405,701	180,217	228,680	177,021	43.6%
0710 - OVERTIME	603,960	759,540	759,540	711,187	758,844	696	0.1%
0750 - FRINGE BENEFITS	13,743,259	16,493,767	16,493,767	15,004,478	16,136,660	357,107	2.2%
0790 - OTHER PERSONNEL SERVICES	614,548	951,252	1,280,559	1,121,189	852,568	427,991	33.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(13,001,309)	(15,979,835)	(15,979,835)	(14,215,022)	(13,560,089)	(2,419,746)	-15.1%
0796 - PERSONNEL SERVICES ALLOC-IN	11,667,035	11,686,684	10,485,473	11,303,149	11,302,351	(816,878)	-7.8%
SUBTOTAL	$ 54,271,477	$ 59,781,371	$ 58,909,467	$ 55,276,047	$ 58,122,271	$ 787,196	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,996,877	$ 3,789,997	$ 3,794,997	$ 3,895,287	$ 4,601,436	$ (806,439)	-21.3%
0802 - MEDICAL SUPPLIES	1,535	-	-	31	-	-	N/A
0803 - FUEL	1,690,583	1,975,633	1,975,633	2,072,199	2,059,121	(83,488)	-4.2%
0804 - NON-CAPITAL EQUIPMENT	391,997	814,900	814,900	648,770	978,788	(163,888)	-20.1%
0805 - SUPPLIES-ALLOCATION OUT	(227,322)	(299,803)	(299,803)	(295,407)	(482,458)	182,655	60.9%
0806 - SUPPLIES-ALLOCATION IN	226,536	291,217	291,217	283,816	293,559	(2,342)	-0.8%
SUBTOTAL	$ 5,080,206	$ 6,571,944	$ 6,576,944	$ 6,604,696	$ 7,450,446	$ (873,502)	-13.3%
SERVICES							
0809 - DAMAGES PAID	$ 1,440	$ -	$ -	$ -	$ -	$ -	N/A
0810 - LEGAL SERVICES	302,501	336,081	336,081	272,956	451,809	(115,728)	-34.4%
0811 - HEALTH CARE SERVICES	-	900	900	647	900	-	0.0%
0812 - OTHER SERVICES	29,525,774	35,622,371	35,169,648	32,342,227	37,230,877	(2,061,229)	-5.9%
0820 - RENT & OPERATING LEASES	864,731	782,549	782,549	798,162	750,315	32,234	4.1%
0825 - REPAIRS AND MAINTENANCE	43,199,720	53,010,420	56,099,879	53,505,133	49,222,274	6,877,605	12.3%
0830 - INTERGOVERNMENTAL PAYMENTS	968,055	1,001,560	1,001,560	985,580	92,800	908,760	90.7%
0839 - INTERNAL SERVICE CHARGES	5,679,981	5,687,222	5,687,222	5,401,964	9,923,823	(4,236,601)	-74.5%
0841 - TRAVEL	104,080	197,468	197,468	178,088	200,270	(2,802)	-1.4%
0842 - EDUCATION AND TRAINING	165,496	284,934	284,934	232,517	304,758	(19,824)	-7.0%
0843 - POSTAGE/FREIGHT/SHIPPING	565,312	682,281	682,281	595,026	682,281	-	0.0%
0850 - UTILITIES	20,608,503	27,408,795	27,408,795	23,740,766	27,468,796	(60,001)	-0.2%
0872 - SERVICES-ALLOCATION OUT	(12,606,514)	(15,682,234)	(15,682,234)	(13,475,900)	(136,661)	(15,545,573)	-99.1%
0873 - SERVICES-ALLOCATION IN	12,594,505	15,963,826	15,963,826	13,531,395	265,284	15,698,542	98.3%
SUBTOTAL	$ 101,973,584	$ 125,296,173	$ 127,932,909	$ 118,108,561	$ 126,457,526	$ 1,475,383	1.2%
CAPITAL							
0910 - LAND	$ 2,348,574	$ 10,650,000	$ 3,629,500	$ 9,540,636	$ 6,330,000	$ (2,700,500)	-74.4%
0915 - BUILDINGS AND IMPROVEMENTS	1,575,547	977,340	1,002,059	186,666	-	1,002,059	100.0%
0920 - CAPITAL EQUIPMENT	422,438	254,800	254,800	535,677	1,861,776	(1,606,976)	-630.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,372,388	7,745,671	7,745,671	5,483,774	7,603,355	142,316	1.8%
0940 - INFRASTRUCTURE	34,686,751	67,086,000	76,298,428	45,566,870	87,225,000	(10,926,572)	-14.3%
0950 - DEBT SERVICE	560,518	728,400	728,400	375,407	39,514	688,886	94.6%
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	1,863	(1,863)	N/A
SUBTOTAL	$ 41,966,216	$ 87,442,211	$ 89,658,858	$ 61,689,030	$ 103,061,508	$ (13,402,650)	-14.9%
ALL EXPENDITURES	$ 203,291,483	$ 279,091,699	$ 283,078,178	$ 241,678,334	$ 295,091,751	$ (12,013,573)	-4.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 6,624,099	$ 3,568,664	$ 3,640,392	$ 3,586,862	$ -	$ 3,640,392	100.0%
ALL OTHER FINANCING USES	$ 6,624,099	$ 3,568,664	$ 3,640,392	$ 3,586,862	$ -	$ 3,640,392	100.0%
TOTAL USES	$ 209,915,582	$ 282,660,363	$ 286,718,570	$ 245,265,196	$ 295,091,751	$ (8,373,181)	-2.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 613,445	$ 604,827	$ 604,827	$ 426,007	$ 317,853	$ (286,974)	-47.4%
FUND TOTAL SOURCES	$ 613,445	$ 604,827	$ 604,827	$ 426,007	$ 317,853	$ (286,974)	-47.4%
223 TRANSPORTATION GRANTS							
NON-RECURRING	$ 916,894	$ 573,971	$ 573,971	$ 544,195	$ 500,000	$ (73,971)	-12.9%
FUND TOTAL SOURCES	$ 916,894	$ 573,971	$ 573,971	$ 544,195	$ 500,000	$ (73,971)	-12.9%
581 SOLID WASTE GRANTS							
OPERATING	$ 625	$ -	$ -	$ (147)	$ -	$ -	N/A
NON-RECURRING	116,354	-	-	75,038	-	-	N/A
FUND TOTAL SOURCES	$ 116,979	$ -	$ -	$ 74,891	$ -	$ -	N/A
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 95,289,395	$ 98,701,418	$ 98,701,418	$ 96,532,755	$ 88,278,036	$ (10,423,382)	-10.6%
NON-RECURRING	10,000	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 95,299,395	$ 98,701,418	$ 98,701,418	$ 96,532,755	$ 88,278,036	$ (10,423,382)	-10.6%
290 WASTE TIRE							
OPERATING	$ 4,271,782	$ 4,511,046	$ 4,511,046	$ 4,726,404	$ 4,757,203	$ 246,157	5.5%
FUND TOTAL SOURCES	$ 4,271,782	$ 4,511,046	$ 4,511,046	$ 4,726,404	$ 4,757,203	$ 246,157	5.5%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 232,179	$ 318,400	$ 318,400	$ 194,893	$ 289,966	$ (28,434)	-8.9%
NON-RECURRING	88,000	-	-	62,211	165,775	165,775	N/A
FUND TOTAL SOURCES	$ 320,179	$ 318,400	$ 318,400	$ 257,104	$ 455,741	$ 137,341	43.1%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ 28,667,079	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801	$ 423,962	1.2%
FUND TOTAL SOURCES	$ 28,667,079	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801	$ 423,962	1.2%
234 TRANSPORTATION CAPITAL PROJECT							
NON-RECURRING	$ 59,132,928	$ 75,612,541	$ 75,612,541	$ 72,935,560	$ 83,496,904	$ 7,884,363	10.4%
FUND TOTAL SOURCES	$ 59,132,928	$ 75,612,541	$ 75,612,541	$ 72,935,560	$ 83,496,904	$ 7,884,363	10.4%
900 ELIMINATIONS							
NON-RECURRING	$ (32,582,260)	$ (36,798,426)	$ (36,798,426)	$ (36,798,427)	$ (28,411,419)	$ 8,387,007	-22.8%
FUND TOTAL SOURCES	$ (32,582,260)	$ (36,798,426)	$ (36,798,426)	$ (36,798,427)	$ (28,411,419)	$ 8,387,007	-22.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 129,074,505	$ 139,645,530	$ 139,645,530	$ 135,819,286	$ 129,576,859	$ (10,068,671)	-7.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 27,681,916	$ 39,388,086	$ 39,388,086	$ 36,818,577	$ 55,751,260	$ 16,363,174	41.5%
DEPARTMENT TOTAL SOURCES	$ 156,756,421	$ 179,033,616	$ 179,033,616	$ 172,637,863	$ 185,328,119	$ 6,294,503	3.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 34,198,078	$ 44,514,611	$ 44,514,611	$ 38,796,897	$ 47,718,565	$ (3,203,954)	-7.2%
NON-RECURRING	738,939	1,061,000	4,510,459	2,923,524	1,337,495	3,172,964	70.3%
FUND TOTAL USES	$ 34,937,017	$ 45,575,611	$ 49,025,070	$ 41,720,421	$ 49,056,060	$ (30,990)	-0.1%
223 TRANSPORTATION GRANTS							
NON-RECURRING	$ 339,480	$ 573,971	$ 573,971	$ 544,195	$ 500,000	$ 73,971	12.9%
FUND TOTAL USES	$ 339,480	$ 573,971	$ 573,971	$ 544,195	$ 500,000	$ 73,971	12.9%
581 SOLID WASTE GRANTS							
NON-RECURRING	$ 65,464	$ -	$ 22,994	$ 15,360	$ -	$ 22,994	100.0%
FUND TOTAL USES	$ 65,464	$ -	$ 22,994	$ 15,360	$ -	$ 22,994	100.0%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 54,548,324	$ 60,745,610	$ 60,745,610	$ 57,007,486	$ 58,474,290	$ 2,271,320	3.7%
NON-RECURRING	35,567,886	37,582,426	37,920,963	37,668,041	29,929,227	7,991,736	21.1%
FUND TOTAL USES	$ 90,116,210	$ 98,328,036	$ 98,666,573	$ 94,675,527	$ 88,403,517	$ 10,263,056	10.4%
255 DETENTION OPERATIONS							
OPERATING	$ 24,750,908	$ 27,086,421	$ 27,086,421	$ 25,399,886	$ 27,118,765	$ (32,344)	-0.1%
NON-RECURRING	83,161	971,128	971,128	861,889	-	971,128	100.0%
FUND TOTAL USES	$ 24,834,069	$ 28,057,549	$ 28,057,549	$ 26,261,775	$ 27,118,765	$ 938,784	3.3%
290 WASTE TIRE							
OPERATING	$ 4,993,215	$ 4,816,896	$ 4,976,896	$ 4,754,508	$ 4,757,203	$ 219,693	4.4%
FUND TOTAL USES	$ 4,993,215	$ 4,816,896	$ 4,976,896	$ 4,754,508	$ 4,757,203	$ 219,693	4.4%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 1,972,488	$ 2,008,369	$ 2,008,369	$ 1,971,686	$ 1,993,701	$ 14,668	0.7%
NON-RECURRING	780,659	5,716,000	5,734,198	5,330,979	190,000	5,544,198	96.7%
FUND TOTAL USES	$ 2,753,147	$ 7,724,369	$ 7,742,567	$ 7,302,665	$ 2,183,701	$ 5,558,866	71.8%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ 28,667,100	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801	$ (423,962)	-1.2%
NON-RECURRING	-	-	44,300	-	-	44,300	100.0%
FUND TOTAL USES	$ 28,667,100	$ 35,509,839	$ 35,554,139	$ 33,939,374	$ 35,933,801	$ (379,662)	-1.1%
234 TRANSPORTATION CAPITAL PROJECT							
NON-RECURRING	$ 55,792,140	$ 98,872,518	$ 98,897,237	$ 72,849,798	$ 115,550,123	$ (16,652,886)	-16.8%
FUND TOTAL USES	$ 55,792,140	$ 98,872,518	$ 98,897,237	$ 72,849,798	$ 115,550,123	$ (16,652,886)	-16.8%
900 ELIMINATIONS							
NON-RECURRING	$ (32,582,260)	$ (36,798,426)	$ (36,798,426)	$ (36,798,427)	$ (28,411,419)	$ (8,387,007)	22.8%
FUND TOTAL USES	$ (32,582,260)	$ (36,798,426)	$ (36,798,426)	$ (36,798,427)	$ (28,411,419)	$ (8,387,007)	22.8%
DEPARTMENT OPERATING TOTAL USES	$ 149,130,113	$ 174,681,746	$ 174,841,746	$ 161,869,837	$ 175,996,325	$ (1,154,579)	-0.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 60,785,469	$ 107,978,617	$ 111,876,824	$ 83,395,359	$ 119,095,426	$ (7,218,602)	-6.5%
DEPARTMENT TOTAL USES	$ 209,915,582	$ 282,660,363	$ 286,718,570	$ 245,265,196	$ 295,091,751	$ (8,373,181)	-2.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
910 PUBLIC WORKS							
ADMINISTRATIVE SERVICES							
BUDGETING	3.85	3.85	3.85	3.85	3.85	-	0.0%
EXECUTIVE MANAGEMENT	26.00	26.00	26.00	24.50	26.00	-	0.0%
FACILITIES MGMT PROF SUPP SVCS	5.00	5.00	5.00	5.00	5.00	-	0.0%
FINANCIAL SERVICES	17.45	17.45	17.45	17.45	18.45	1.00	5.7%
HUMAN RESOURCES	8.70	9.70	9.70	9.70	9.70	-	0.0%
PROCUREMENT	17.00	17.00	17.00	17.00	17.00	-	0.0%
REAL ESTATE SERVICES	28.00	28.00	28.00	28.00	28.00	-	0.0%
RECORDS MANAGEMENT	4.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROGRAM TOTAL	110.00	110.00	110.00	108.50	110.00	-	0.0%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
FACILITIES MAINTENANCE	103.00	99.00	99.00	99.00	108.00	9.00	9.1%
PROGRAM TOTAL	108.00	104.00	104.00	103.00	112.00	8.00	7.7%
BUILD ROADS AND STRUCT							
LAND SURVEYING SERVICES	16.00	16.00	16.00	16.00	16.00	-	0.0%
MATERIALS TECHNOLOGY	11.00	11.00	11.00	12.00	12.00	1.00	9.1%
TIP PROGRAM MGT	9.00	9.00	9.00	8.00	8.00	(1.00)	(11.1%)
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	11.00	11.00	11.00	-	0.0%
TRANSPORTATION PROJECT MGT	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	51.00	51.00	51.00	51.00	51.00	-	0.0%
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	10.00	13.00	13.00	13.00	16.00	3.00	23.1%
FACILITIES CONSTRUCTION MGMT	6.00	9.00	9.00	10.00	10.00	1.00	11.1%
PROGRAM TOTAL	16.00	22.00	22.00	23.00	26.00	4.00	18.2%
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	19.00	19.00	19.00	16.00	(3.00)	(15.8%)
ROADS STRUCTURES STDS DSGN	17.00	14.00	14.00	13.00	13.00	(1.00)	(7.1%)
UTILITIES ENGINEERING	6.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	46.00	44.00	44.00	43.00	40.00	(4.00)	(9.1%)
FLOOD HAZARD IDENTIFICATION							
FLOOD HAZARD PLANNING	17.27	16.22	16.22	16.62	16.62	.40	2.5%
FLOODPLAIN DELINEATION	12.10	10.60	10.60	11.10	11.10	.50	4.7%
PROGRAM TOTAL	29.37	26.82	26.82	27.72	27.72	.90	3.4%
FLOOD HAZARD OUTREACH							
FLOOD CNTRL PUBLIC INFORMATION	2.55	2.55	2.55	2.55	2.55	-	0.0%
FLOOD CUSTOMER SERVICE	5.08	5.58	5.58	5.58	5.58	-	0.0%
FLOOD SAFETY EDUCATION	4.15	4.05	4.05	4.05	4.05	-	0.0%
FLOOD WARNING	9.78	10.18	10.18	10.18	10.18	-	0.0%
PROGRAM TOTAL	21.56	22.36	22.36	22.36	22.36	-	0.0%
FLOOD HAZARD REGULATION							
FLOODPLAIN PERMITTING	14.60	15.20	15.20	15.20	15.20	-	0.0%
FLOODPLAIN REGULATION COMPLNCE	7.55	8.65	8.65	8.65	8.65	-	0.0%
PROGRAM TOTAL	22.15	23.85	23.85	23.85	23.85	-	0.0%
FLOOD HAZARD REMEDIATION							
DAM SAFETY	10.12	11.22	11.22	10.57	10.57	(.65)	(5.8%)
FLOOD CONTROL CAPITAL PROJECTS	33.85	32.90	32.90	33.90	33.90	1.00	3.0%
FLOOD CTRL STRUCTURE MAINT	55.20	59.10	59.10	60.10	60.10	1.00	1.7%
PROGRAM TOTAL	99.17	103.22	103.22	104.57	104.57	1.35	1.3%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	17.00	17.00	17.00	19.00	18.00	1.00	5.9%
DATA CENTER	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
DESKTOP SUPPORT	9.00	9.00	9.00	6.50	7.00	(2.00)	(22.2%)
GIS APPLICATION DEV AND SUPP	16.50	17.50	17.50	17.50	17.50	-	0.0%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	47.50	48.50	48.50	47.00	46.50	(2.00)	(4.1%)

Staffing by Program and Activity (continued)

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PROTECTIVE SERVICES							
PARKING MANAGEMENT	1.50	1.50	1.50	1.50	1.50	-	0.0%
SECURITY	77.00	77.00	77.00	76.00	74.00	(3.00)	(3.9%)
PROGRAM TOTAL	78.50	78.50	78.50	77.50	75.50	(3.00)	(3.8%)
ROADWAY MAINTENANCE							
ROAD AND ROW MAINTENANCE	171.00	164.00	164.00	164.00	153.00	(11.00)	(6.7%)
TRAFFIC OPERATIONS	55.00	54.00	54.00	54.00	54.00	-	0.0%
PROGRAM TOTAL	226.00	218.00	218.00	218.00	207.00	(11.00)	(5.0%)
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	8.00	9.00	9.00	6.50	9.00	-	0.0%
WASTE DISP AND RECYCLING COLL	8.00	7.00	7.00	8.00	7.00	-	0.0%
WASTE TIRE COLLECT DISPOSAL	12.50	12.50	12.50	13.00	10.50	(2.00)	(16.0%)
PROGRAM TOTAL	28.50	28.50	28.50	27.50	26.50	(2.00)	(7.0%)
TRAFFIC MANAGEMENT							
EMERGENCY TRAFFIC MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
REAL TIME TRAFFIC MANAGEMENT	5.00	5.00	5.00	5.00	5.00	-	0.0%
REGIONAL TRAFFIC MGT SUPPORT	-	1.00	1.00	-	1.00	-	0.0%
TRAFF DESIGN AND STUDIES	21.00	21.00	21.00	21.00	20.00	(1.00)	(4.8%)
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	38.00	39.00	39.00	38.00	38.00	(1.00)	(2.6%)
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	4.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROJECT PARTNERSHIPS	5.00	5.00	5.00	5.00	5.00	-	0.0%
TRANSP PROJECT PROGRAMMING	9.00	7.00	7.00	8.00	7.00	-	0.0%
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNING	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
PROGRAM TOTAL	29.00	26.00	26.00	26.00	24.00	(2.00)	(7.7%)
DEPARTMENT TOTAL	950.75	945.75	945.75	941.00	935.00	(10.75)	(1.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PUBLIC WORKS							
Accountant	7.00	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	19.00	19.00	19.00	20.00	20.00	1.00	5.3%
Admin/Operations Supv	6.00	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Staff Supv	4.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	2.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Applications Development Supv	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Appraiser Supervisor	1.00	1.00	-	-	-	-	N/A
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Atmospheric Science Pro	-	-	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	-	-	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst-Sr/Ld	-	-	-	-	2.00	2.00	N/A
Chemical Applicatns Tech	5.00	5.00	5.00	5.00	5.00	-	0.0%
Chief Administrator - BOS	-	-	-	1.00	1.00	1.00	N/A
Communicatn Ofcr/Govt Liaison	6.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
Communicatn Officer Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Community Justice Coordinator	3.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
Construction Maintenance Supv	13.00	12.00	12.00	12.00	11.00	(1.00)	(8.3%)
Contract Service Monitor - Facilities	-	-	5.00	5.00	5.00	-	0.0%
Crew Leader	16.00	16.00	16.00	16.00	16.00	-	0.0%
Database Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	10.00	9.00	9.00	9.00	8.00	(1.00)	(11.1%)

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director	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 - Geographic Information Systems	-	-	-	1.00	1.00	1.00	N/A
Director - Solid Waste	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	9.00	9.00	9.00	9.00	10.00	1.00	11.1%
Electronic Technician	7.00	9.00	9.00	9.00	10.00	1.00	11.1%
Engineer	26.00	56.75	56.75	55.00	54.00	(2.75)	(4.8%)
Engineer - Senior	27.75	-	-	-	-	-	N/A
Engineering Aide	7.00	-	-	-	-	-	N/A
Engineering Associate	18.00	35.00	34.00	35.00	35.00	1.00	2.9%
Engineering Manager	3.00	4.00	4.00	4.00	4.00	-	0.0%
Engineering Specialist	-	23.00	23.00	23.00	23.00	-	0.0%
Engineering Supervisor	18.00	13.00	13.00	14.00	14.00	1.00	7.7%
Engineering Technician	58.00	38.00	37.00	38.00	38.00	1.00	2.7%
Environmental Specialist	2.00	-	-	-	-	-	N/A
Equipment Operator	57.00	56.00	56.00	56.00	56.00	-	0.0%
Executive Assistant	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Facilities Manager - Capital Projects	-	-	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	-	-	2.00	2.00	2.00	-	0.0%
Facilities Project Manager - Capital	-	-	5.00	6.00	6.00	1.00	20.0%
Facilities Project Manager Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	22.00	21.00	20.00	19.00	17.00	(3.00)	(15.0%)
Finan/Business Analyst - Dept	5.00	6.00	6.00	6.00	6.00	-	0.0%
Financial Supervisor - Dept	1.00	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	62.00	62.00	62.00	62.00	58.00	(4.00)	(6.5%)
GIS Programmer/Analyst	11.00	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
GIS Technician	-	-	-	1.00	1.00	1.00	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	40.00	39.00	39.00	41.00	41.00	2.00	5.1%
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	3.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Associate	1.00	-	-	-	-	-	N/A
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	7.00	5.00	5.00	5.00	-	0.0%
Inspector	30.00	40.00	36.00	37.00	36.00	-	0.0%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	4.00	-	0.0%
IS Project Management Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
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	3.00	11.00	12.00	11.00	10.00	(2.00)	(16.7%)
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Materials Handling Worker	12.00	14.00	-	-	-	-	N/A
Materials Inventory Specialist	3.00	3.00	17.00	19.00	19.00	2.00	11.8%
Materials Testing Supervisor	-	-	1.00	1.00	1.00	-	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%
Office Assistant	32.50	29.50	29.50	29.00	24.50	(5.00)	(16.9%)
Office Assistant Specialized	9.00	10.00	10.00	9.00	9.00	(1.00)	(10.0%)
Operations Manager	4.00	-	-	-	-	-	N/A
Operations Supervisor - PW	8.00	12.00	9.00	9.00	12.00	3.00	33.3%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Operations/Program Manager	2.00	7.00	4.00	3.00	5.00	1.00	25.0%
Operations/Program Supervisor	3.00	2.00	1.00	1.00	1.00	-	0.0%
PC/LAN Analyst	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
PC/LAN Tech Support	6.00	7.00	7.00	7.50	8.00	1.00	14.3%
Planner	9.00	11.00	11.00	9.00	8.00	(3.00)	(27.3%)
Planner - Senior	7.00	-	-	-	-	-	N/A
Planning Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Prgrm Coordination Spec	15.00	-	-	-	-	-	N/A
Procurement Officer - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Officer - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	4.00	7.00	7.00	5.00	7.00	-	0.0%
Program Supervisor	1.00	-	-	-	-	-	N/A
Programmer/Analyst	6.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Project Manager	15.00	9.00	1.00	-	-	(1.00)	(100.0%)
Public Works Chief Appraiser	-	-	1.00	1.00	1.00	-	0.0%
Real Property Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Real Property Specialist	10.00	10.00	10.00	11.00	11.00	1.00	10.0%
Real Property Supervisor	-	-	3.00	3.00	-	(3.00)	(100.0%)
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Security Administrator	-	-	-	1.00	-	-	N/A
Security Officer	65.50	65.50	65.50	65.50	63.50	(2.00)	(3.1%)
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	-	-	-	-	-	N/A
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	-	-	-	-	-	N/A
Technical Program Supv	4.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer	-	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	31.00	33.00	33.00	31.00	33.00	-	0.0%
Trades Manager	-	-	1.00	1.00	1.00	-	0.0%
Trades Specialist	46.00	46.00	46.00	46.00	50.00	4.00	8.7%
Trades Supervisor	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	1.00	1.00	1.00	-	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	**950.75**	**945.75**	**945.75**	**941.00**	**935.00**	**(10.75)**	**(1.1%)**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
910	**PUBLIC WORKS**							
100	GENERAL	181.50	183.50	183.50	183.50	193.50	10.00	5.4%
223	TRANSPORTATION GRANTS	-	1.00	1.00	-	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	522.00	509.00	509.00	506.50	489.00	(20.00)	(3.9%)
255	DETENTION OPERATIONS	32.00	32.00	32.00	31.00	31.00	(1.00)	(3.1%)
290	WASTE TIRE	12.50	12.50	12.50	13.00	10.50	(2.00)	(16.0%)
580	SOLID WASTE MANAGEMENT	18.00	18.00	18.00	15.00	18.00	-	0.0%
988	PUBLIC WORKS FLOOD CONTROL	184.75	189.75	189.75	192.00	192.00	2.25	1.2%
Department Total		**950.75**	**945.75**	**945.75**	**941.00**	**935.00**	**(10.75)**	**(1.1%)**

Significant Variance Analysis

Public Works reduced their staff by a total of 10.75 Full Time Equivalents (FTEs). Transportation reduced their staff by 20 FTEs for positions which had been vacant for some time. Flood Control and

Solid Waste had minor activity in regards to their FTEs. Facilities Management is increasing their FTEs by 10.0 due to the Integrated Workspace Management System and the Court Tower coming on-line in FY 2012.

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):
  - Increase Regular Benefits by $13,260 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $72,140 for retirement contribution rate increase.
- Transportation Grants Fund (223):
  - Increase Regular Benefits by $48 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $342 for retirement contribution rate increase.
- Transportation Operations Fund (232):
  - Increase Regular Benefits by $24,432 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $231,435 for retirement contribution rate increase.
- Detention Fund (255):
  - Increase Regular Benefits by $1,488 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $12,546 for retirement contribution rate increase.
- Waste Tire Fund (290):
  - Increase Regular Benefits by $5,052 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $3,498 for retirement contribution rate increase.
- Waste Management Fund (580):
  - Increase Regular Benefits by $864 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $6,289 for retirement contribution rate increase.
- Public Works Flood Control Fund (988):
  - Increase Regular Benefits by $9,408for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
  - Increase Regular Benefits by $97,925 for retirement contribution rate increase.

Revenues:

- **General Fund (100):**
  - $286,974 decrease in security services provided to the Human Services Campus and the Library District.
- **Transportation Operations (232):**
  - $10,1453,288 decrease in Highways Users Revenue Fund (HURF) due to the State shifting resources to Department of Public Safety and the Division of Motor Vehicles as well as a downward trend in Elliott Pollack's forecast.
  - $277,821 decrease in Licenses and Permits due to a downward trend in the housing and development market.
- **Transportation Capital Projects (234):**
  - $16,271,370 net increase in Revenue due to increase in revenue from the Northern Avenue Project.

  - $40,379,487 increase in Grant Revenue due to the Northern Avenue Project.
  - $8,387,007 reduction in Revenue due to the decrease in HURF revenue.
- **Waste Tire (290):**
  - $246,157 increase in Revenue due to increased environmental fee payments received in FY 2011 from the State.
- **Solid Waste Management (580):**
  - $100,399 decrease in Revenue due to transfer station revenue decreases.
  - $98,000 decrease in Revenue due to interest earnings reduction for fund balance depletion.
  - $165,775 increase in Revenue in Non Recurring Non Project for the return of funding that remained in the capital fund for the transfer station upgrades.

Expenditures:

- **General Fund (100):**
  - $111,220 increase for County-wide janitorial contract increases.
  - $359,907 increase for staff and related operational costs for the Integrated Workspace Management System (IWMS).
  - $2,155,961 increase for maintenance costs associated with the Santa Fe Depot and the new Court Tower facilities opening.
  - $34,824 increase for restatement of risk management charges from Non Departmental.
  - $138,299 increase for restatement of equipment services charges for vehicle maintenance and repair.
  - $227,152 increase for restatement of baseline telecommunications.
  - $76,291 increase for restatement of radio charges.
  - $15,000 increase for restatement of construction audits.
  - $93,433 increase in Non Recurring Non Project for continuation of the Casegoods Management project.
  - $1,243,432 increase in Non Recurring Major Maintenance for the Data Center Generator project.
- **Transportation Operations (232):**
  - $232,099 decrease in risk management and other internal service charges.
- **Waste Tire Fund (290):**
  - $237,607 increase in expenditures due to expected cost of recycling tires.
- **Solid Waste Management (580):**
  - $190,000 increase in Non Recurring Non Project carry forward for water truck not received in FY 2011.
- **Public Works Flood Control (988):**
  - $168,595 increase carry forward for water truck not received in FY 2011.
  - $245,896 decrease for debt service payments on Technology Finance Program debts which have been paid in full.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of construction projects executed per approved schedule	100.0%	82.4%	82.4%	80.0%	(2.4%)	-2.9%
Percent of construction projects closed out in 90 days	100.0%	82.4%	82.4%	80.0%	(2.4%)	-2.9%
Percent construction cost overrun (cost construction growth)	N/A	5.0%	5.0%	5.0%	0.0%	0.0%
Percent of contract insurance policies that do not lapse beyond expiration date	N/A	N/A	N/A	89.6%	N/A	N/A
Percent of design projects executed per approved schedule	100.0%	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Percent of design projects executed per approved budget	100.0%	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Percent of design projects executed per approved scope	N/A	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Percent of contracts awarded that are within 10% of the Engineer's estimate	N/A	90.0%	90.0%	80.0%	(10.0%)	-11.1%
Percent of Maricopa County arterial roads in "Good" or better condition	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	90.2%	85.9%	85.4%	82.2%	(3.7%)	-4.4%
Percent of construction project delay claims due to survey not meeting the schedule	0.0%	8.0%	0.0%	2.7%	(5.3%)	-66.3%
Percent of Transportation Improvement Program projects delivered on time	81.0%	N/A	N/A	86.7%	N/A	N/A
Transportation Improvement Program budget utilization rate	N/A	95.0%	95.0%	85.0%	(10.0%)	-10.5%
Percent of Transportation Improvement projects planned for completion that are completed	N/A	N/A	N/A	86.7%	N/A	N/A
Percent of design projects serviced on time by Materials Technology	100.0%	100.0%	97.7%	100.0%	0.0%	0.0%

Activities that comprise this program include:

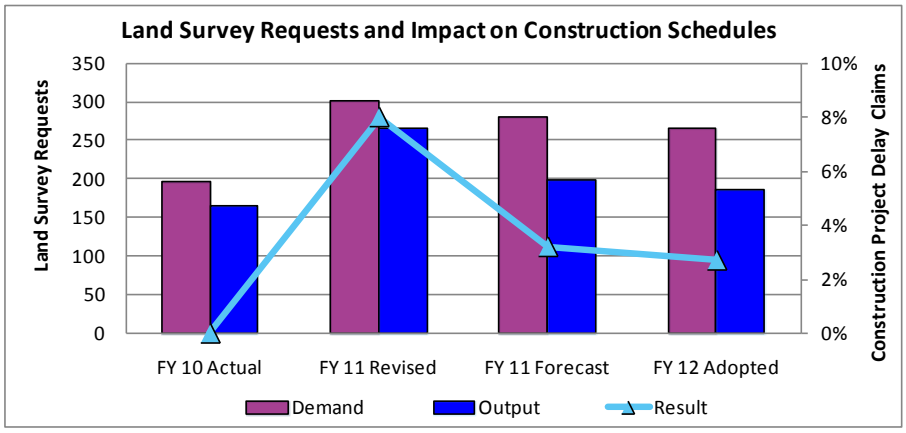
- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	90.2%	85.9%	84.8%	82.2%	(3.7%)	-4.4%
Result	Percent of construction project delay claims due to survey not meeting the schedule	0.0%	8.0%	3.2%	2.7%	(5.3%)	-66.3%
Output	Number of Land Survey Requests completed	164	265	198	185	(80)	-30.2%
Demand	Number of Land Survey Requests submitted	197	300	280	265	(35)	-11.7%
Efficiency	Total expenditure per Land Survey Request completed	$ 3,286.89	$ 2,546.22	$ 3,322.30	$ 3,709.09	$ (1,162.86)	-45.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 539,050	$ 674,749	$ 657,816	$ 686,181	$ (11,432)	-1.7%
	TOTAL USES	$ 539,050	$ 674,749	$ 657,816	$ 686,181	$ (11,432)	-1.7%



Activity Narrative: The increase from FY 2010 to FY 2011 in percent of construction project delay claims due to survey not meeting the schedule can be attributed to a change in the metholodology for calculating this result measure. The rate is decreasing from FY 2011 to FY 2012 as staff anticipates that delay claims would be based on certain tasks in the project, not based on the entire project.

The number Land Survey requests are projected to decrease from FY 2011 to FY 2012 as larger survey projects are anticipated. Larger survey projects take more time, resulting in fewer projects being completed by the end of the fiscal year. The Department's efficiency will increase in FY 2012 with the anticipated decrease in output.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design projects serviced on time by Materials Technology	100.0%	100.0%	97.7%	100.0%	0.0%	0.0%
Output	Number of miles County roadway pavement condition evaluations completed	851	1,540	1,515	1,540	-	0.0%
Output	Number of quality assurance tests completed	4,870	2,500	3,699	2,520	20	0.8%
Output	Number of construction and maintenance projects completed for Quality Assurance testing	67	60	68	60	-	0.0%
Output	Number of design projects serviced	52	38	44	38	-	0.0%
Demand	Number of miles County roadway pavement condition evaluations needed	1,535	1,540	1,540	1,540	-	0.0%
Demand	Number of construction and maintenance projects expecting to require Quality Assurance (field inspection and sampling) in house testing	67	60	68	60	-	0.0%
Demand	Number of design projects to be serviced	52	38	44	38	-	0.0%
Demand	Number of quality assurance tests requested	4,870	2,500	3,724	2,520	20	0.8%
Efficiency	Total expenditure per mile evaluated for pavement condition	$ 582.29	$ 414.72	$ 393.17	$ 454.21	$ (39.49)	-9.5%
Efficiency	Total expenditure per design project serviced	$ 9,529.35	$ 16,806.95	$ 13,537.55	$ 18,407.26	$ (1,600.32)	-9.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 495,526	$ 638,664	$ 595,652	$ 699,476	$ (60,812)	-9.5%
	TOTAL USES	$ 495,526	$ 638,664	$ 595,652	$ 699,476	$ (60,812)	-9.5%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2012. The expenditure increase is due to increased costs of supplies and the increase in health/dental and retirement costs.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Maricopa County arterial roads in "Good" or better condition	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Number of bridge lane miles constructed or upgraded	N/A	1.00	1.00	0.77	(0.23)	-23.0%
Output	Number of bridge upgrades provided	N/A	1	1	1	-	0.0%
Output	Number of road lane miles constructed	N/A	175	175	44	(131)	-74.9%
Demand	Number of bridge lane miles scheduled	N/A	1.00	1.00	0.77	(0.23)	-23.0%
Demand	Number of bridges requiring an upgrade	N/A	1	1	1	-	0.0%
Demand	Number of road lane miles scheduled	N/A	175	175	44	(131)	-74.9%
Efficiency	Total expenditure per bridge lane mile constructed	N/A	$ 97,948,000.00	$ 71,925,280.00	$ 115,550,123.00	$ (17,602,123.00)	-18.0%
Efficiency	Total expenditure per road lane mile constructed	N/A	$ 559,702.86	$ 411,001.60	$ 2,626,139.16	$ (2,066,436.30)	-369.2%
Revenue							
	234 - TRANSPORTATION CAPITAL PROJECT	$ 59,132,928	$ 75,612,541	$ 72,935,560	$ 83,496,904	$ 7,884,363	10.4%
	900 - ELIMINATIONS	(32,582,260)	(36,798,426)	(36,798,427)	(28,411,419)	8,387,007	-22.8%
	TOTAL SOURCES	$ 26,550,668	$ 38,814,115	$ 36,137,133	$ 55,085,485	$ 16,271,370	41.9%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 35,544,286	$ 36,798,426	$ 36,798,427	$ 28,411,419	$ 8,387,007	22.8%
	234 - TRANSPORTATION CAPITAL PROJECT	55,792,140	97,948,000	71,925,280	115,550,123	(17,602,123)	-18.0%
	900 - ELIMINATIONS	(32,582,260)	(36,798,426)	(36,798,427)	(28,411,419)	(8,387,007)	22.8%
	TOTAL USES	$ 58,754,166	$ 97,948,000	$ 71,925,280	$ 115,550,123	$ (17,602,123)	-18.0%

Activity Narrative: The demand and output regarding road lane miles scheduled and completed is decreasing due to the change in project types scheduled for FY 2012. In FY 2011, nearly half of the 17 projects were multi-lane roadway construction projects. For FY 2012, only two out of the 15 projects are roadway projects, with the remainder being bridge or traffic signal improvements. Revenue and expenditures are increasing overall as the Northern Parkway project gains momentum. This project has cost sharing partners.

Transportation Construction Management Activity

The purpose of the Transportation Construction Management Activity is to provide roadway and bridge construction oversight services to contractors so they can construct transportation improvements as specified per contract.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of construction projects executed per approved schedule	100.0%	82.4%	82.4%	80.0%	(2.4%)	-2.9%
Result	Percent of construction projects closed out in 90 days	100.0%	82.4%	82.4%	80.0%	(2.4%)	-2.9%
Result	Percent construction cost overrun (cost construction growth)	N/A	5.0%	5.0%	5.0%	0.0%	0.0%
Result	Percent of contract insurance policies that do not lapse beyond expiration date	N/A	N/A	N/A	89.6%	N/A	N/A
Output	Contracted construction budget dollars	55,776	67,206,000	67,206,000	69,753,000	2,547,000	3.8%
Output	Number of construction projects delivered	N/A	17	17	15	(2)	-11.8%
Demand	Number of construction projects scheduled	N/A	17	17	15	(2)	-11.8%
Efficiency	Total expenditure per constructed project	N/A	$ 29,804.94	$ 21,679.82	$ 33,950.00	$ (4,145.06)	-13.9%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 320,395	$ 506,684	$ 368,557	$ 509,250	$ (2,566)	-0.5%
	TOTAL USES	$ 320,395	$ 506,684	$ 368,557	$ 509,250	$ (2,566)	-0.5%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2012. The contracted construction budget dollars fluctuate each year based on the projects underway

in any given year. The slight expenditure increase is due to increased costs of supplies and the increase in health/dental and retirement costs.

Transportation Improvement Program Management Activity

The purpose of the Transportation Improvement Program Management Activity is to provide cash flow management services to Department of Transportation Management and project delivery teams so they can maximize the number and value of projects delivered to residents in the five year program.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Transportation Improvement Program projects delivered on time	81.0%	N/A	N/A	86.7%	N/A	N/A
Result	Transportation Improvement Program budget utilization rate	N/A	95.0%	95.0%	85.0%	(10.0%)	-10.5%
Result	Percent of Transportation Improvement projects planned for completion that are completed	N/A	N/A	N/A	86.7%	N/A	N/A
Output	Number of Transportation Improvement Program projects completed by end of Fiscal Year	21	17	17	13	(4)	-23.5%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of Fiscal Year	18	17	17	15	(2)	-11.8%
Efficiency	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year	$ 3,909.07	$ 33,629.24	$ 24,371.35	$ 38,839.08	$ (5,209.84)	-15.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 355,725	$ 571,697	$ 414,313	$ 504,908	$ 66,789	11.7%
	TOTAL USES	$ 355,725	$ 571,697	$ 414,313	$ 504,908	$ 66,789	11.7%

Activity Narrative: The result measures for this activity have been revised over the last two years as the Department works to make the measures reliable and meaningful. The number of projects underway in any given fiscal year changes as well as the size and scope of each project. The expenditure decrease in this activity is a direct result of staff reallocation to other activities anticipated during FY 2012.

Transportation Project Management Activity

The purpose of the Transportation Project Management Activity is to provide road and structure project scoping and design 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of design projects executed per approved schedule	100.0%	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Result	Percent of design projects executed per approved budget	100.0%	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Result	Percent of design projects executed per approved scope	N/A	88.0%	88.0%	87.5%	(0.5%)	-0.6%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate	N/A	90.0%	90.0%	80.0%	(10.0%)	-11.1%
Output	Number of design projects managed	25	25	25	24	(1)	-4.0%
Demand	Number of design projects to be managed this fiscal year	N/A	25	25	24	(1)	-4.0%
Efficiency	Total activity expenditure per design project managed	$ 5,249.32	$ 7,475.44	$ 7,438.40	$ 7,936.96	$ (461.52)	-6.2%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 131,233	$ 186,886	$ 185,960	$ 190,487	$ (3,601)	-1.9%
	TOTAL USES	$ 131,233	$ 186,886	$ 185,960	$ 190,487	$ (3,601)	-1.9%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2012. The slight expenditure increase is due to increased costs of supplies and the increase in health/dental and retirement costs. The FY 2012 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of project plan reviews completed within 2 weeks of assignment	N/A	100.0%	85.6%	100.0%	0.0%	0.0%
Percent of project plans delivered within the agreed upon timeframe	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of unincorporated Maricopa County communities that elect to make a collective contribution to the maintenance and development of infrastructure within their neighborhood	N/A	100.0%	100.0%	50.0%	(50.0%)	-50.0%
Percent of improvement costs financed through funding options offered by Maricopa County	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of plan reviews completed within specified time frame	97.4%	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%	100.0%	0.0%	0.0%
Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	100.0%	100.0%	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%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Improvement District Administration
- Right-of-Way Regulation
- Roads and Structures Standards and Design
- Utilities Engineering

Improvement District Administration Activity

The purpose of the Improvement District Administration Activity is to provide infrastructure financing and construction options to property owners so they can improve their neighborhoods.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unincorporated Maricopa County communities that elect to make a collective contribution to the maintenance and development of infrastructure within their neighborhood	N/A	100.0%	100.0%	50.0%	(50.0%)	-50.0%
Result	Percent of improvement costs financed through funding options offered by Maricopa County	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of improvement district petitions processed	4	4	4	5	1	25.0%
Demand	Number of improvement options and/or district petition requests received	7	8	8	9	1	12.5%
Efficiency	Total activity expenditure per improvement district petition processed	$ 31,491.84	$ 36,181.25	$ 36,181.25	$ 29,055.00	$ 7,126.25	19.7%
Expenditure							
	100 - GENERAL FUND	$ 125,967	$ 144,725	$ 144,725	$ 145,275	$ (550)	-0.4%
	TOTAL USES	$ 125,967	$ 144,725	$ 144,725	$ 145,275	$ (550)	-0.4%

Activity Narrative: There are two Improvement Districts and only one is expected to make a collective contribution to the maintenance and development of the infrastructure within their neighborhood. Funding for this activity is in the Non Departmental General Fund budget.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan reviews completed within specified time frame	97.4%	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%	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of plan sheets reviewed	950	800	860	920	120	15.0%
Output	Number of Planning & Development cases reviewed	471	400	400	500	100	25.0%
Output	Number of construction permits issued	1,114	1,000	1,000	1,200	200	20.0%
Output	Number of Oversize/Overweight permits issued	372	520	520	400	(120)	-23.1%
Output	Number of Cease Work Order situations resolved	189	160	160	160	-	0.0%
Demand	Number of Planning & Development cases submitted for review	471	400	400	500	100	25.0%
Demand	Number of plan sheets submitted for review	950	800	860	920	120	15.0%
Demand	Number of construction permit applications submitted	1,114	1,000	1,000	1,200	200	20.0%
Demand	Number of Oversize/Overweight permit applications submitted	372	500	500	400	(100)	-20.0%
Demand	Number of Cease Work Orders issued	189	160	160	160	-	0.0%
Efficiency	Total activity expenditure per plan sheet reviewed	$ 1,393.30	$ 1,783.20	$ 1,519.59	$ 1,322.56	$ 460.65	25.8%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 468,992	$ 400,000	$ 500,000	$ 400,000	$ -	0.0%
	TOTAL SOURCES	$ 468,992	$ 400,000	$ 500,000	$ 400,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,323,636	$ 1,426,562	$ 1,306,850	$ 1,216,752	$ 209,810	14.7%
	TOTAL USES	$ 1,323,636	$ 1,426,562	$ 1,306,850	$ 1,216,752	$ 209,810	14.7%

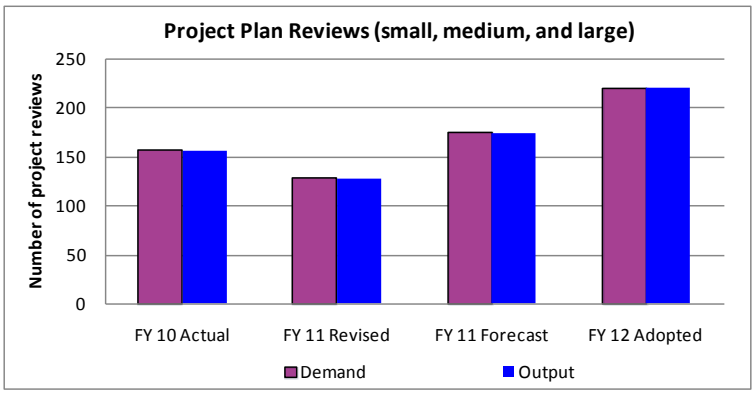
Activity Narrative: Most of the performance measures in this activity are expected to show slight growth from FY 2011 to FY 2012 based on the first two quarters worth of performance in FY 2011. The Oversize/Overweight permit applications demand is expected to decline based on actual performance in FY 2011. Expenditures are decreasing due to vacant positions in this activity not being utilized.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of project plan reviews completed within 2 weeks of assignment	N/A	100.0%	85.6%	100.0%	0.0%	0.0%
Result	Percent of project plans delivered within the agreed upon timeframe	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of project plans reviews provided (small, medium, large)	153	128	174	220	92	71.9%
Output	Number of project plans provided (small, medium, large)	16	10	10	24	14	140.0%
Output	Number of bridges and structures inspected	N/A	185	198	200	15	8.1%
Demand	Number of project reviews required (small, medium, large)	156	128	174	220	92	71.9%
Demand	Number of project plans required (small, medium, large)	16	10	10	24	14	140.0%
Demand	Number of bridges and structures to be inspected this fiscal year	N/A	185	198	200	15	8.1%
Efficiency	Total expenditure per project plan provided (small, medium, large)	$ 64,257.19	$ 105,742.00	$ 96,539.40	$ 39,780.21	$ 65,961.79	62.4%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,028,115	$ 1,057,420	$ 965,394	$ 954,725	$ 102,695	9.7%
	TOTAL USES	$ 1,028,115	$ 1,057,420	$ 965,394	$ 954,725	$ 102,695	9.7%



Activity Narrative: The number of project plans (small, medium, large) required and provided are increasing from FY 2011 to FY 2012 due to a change in how project plans are defined. Previously, only the number of final plans was tracked. However, it was determined that this did represent the workload accurately. Therefore, these measures have been expanded to track the different stages for completing the project plans, such as 40% scoping, 70% design, etc. Expenditures are decreasing between FY 2011 and FY 2012 due to staffing reallocations among activities.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed	912	900	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required	912	900	900	900	-	0.0%
Efficiency	Total expenditure per utility relocation and construction completed	$ 505.69	$ 547.33	$ 514.59	$ 618.07	$ (70.74)	-12.9%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 296,831	$ 263,089	$ 609,904	$ 250,000	$ (13,089)	-5.0%
	TOTAL SOURCES	$ 296,831	$ 263,089	$ 609,904	$ 250,000	$ (13,089)	-5.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 461,185	$ 492,595	$ 463,131	$ 556,265	$ (63,670)	-12.9%
	TOTAL USES	$ 461,185	$ 492,595	$ 463,131	$ 556,265	$ (63,670)	-12.9%

Activity Narrative: The number of miles of utility relocation and construction required and completed is expected to stay consistent in FY 2012 at approximately 900 miles. However, the total expenditure per utility relocation and construction completed is increasing in FY 2012 due to staff returning to normal duties and funding from the utility relocation and construction support of the Court Tower project. In FY 2011, staff time was charged directly to the project. In FY 2012, the Court Tower project is expected to be completed so charges are anticipated to shift toward transportation operation.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of unscheduled signal malfunction repair work orders completed within two hours	94.0%	96.0%	96.8%	96.0%	0.0%	0.0%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	97.6%	100.0%	98.9%	100.0%	0.0%	0.0%
Percent of utility location work orders completed within two business days	81.2%	100.0%	87.8%	100.0%	0.0%	0.0%
Percent of plan review projects completed within three weeks	100.0%	100.0%	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%	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification	100.0%	100.0%	97.7%	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%	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	92.1%	90.9%	94.4%	92.1%	1.2%	1.4%

Program Results (continued)

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Closed Circuit Television Cameras that are fully operational	92.6%	92.2%	95.8%	97.7%	5.5%	6.0%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	91.9%	91.9%	90.9%	(1.0%)	-1.1%
Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of regional traveler information messages posted on 511 System within 20 minutes of verification of the potential traffic impact of an event on the road	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	100.0%	83.3%	83.3%	100.0%	16.7%	20.0%

Activities that comprise this program include:

- Emergency Traffic Management
- Real Time Traffic Management
- Regional Traffic Management Support
- Traffic Design and Studies
- Traffic Signals and Intelligent Transportation System Field 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification	100.0%	100.0%	97.7%	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%	100.0%	0.0%	0.0%
Output	Number of traffic incident call out responses provided	115	160	129	160	-	0.0%
Demand	Number of traffic incident call outs requested	132	180	148	180	-	0.0%
Efficiency	Total activity expenditure per call out response provided	$ 3,457.19	$ 2,591.53	$ 2,826.05	$ 2,363.40	$ 228.13	8.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 397,577	$ 414,645	$ 364,561	$ 378,144	$ 36,501	8.8%
	TOTAL USES	$ 397,577	$ 414,645	$ 364,561	$ 378,144	$ 36,501	8.8%

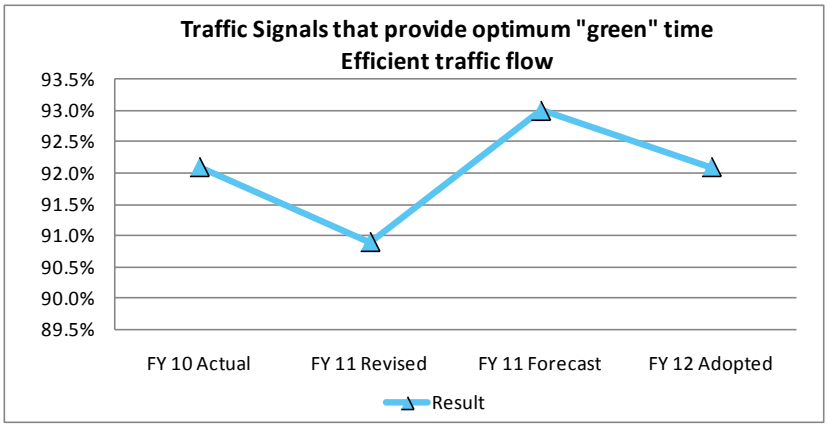
Activity Narrative: The Department is planning for the same number of incidents as in FY 2011. As incidents are by definition unpredictable, the Department's best estimate is used for budgeting purposes. Expenditures are decreasing from FY 2011 to bring it more closely aligned with the forecasted expenditures in FY 2011.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	92.1%	90.9%	93.0%	92.1%	1.2%	1.4%
Result	Percent of traveler information messages posted within 15 minutes (during normal business hours) of verification	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Closed Circuit Television Cameras that are fully operational	92.6%	92.2%	100.0%	97.7%	5.5%	6.0%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	91.9%	91.9%	90.9%	(1.0%)	-1.1%
Output	Number of Maricopa County traffic signals optimized	94	100	39	32	(68)	-68.0%
Output	Number of traveler information messages verified and posted	542	540	840	1,000	460	85.2%
Demand	Number of Maricopa County traffic signals requiring optimization	96	100	41	32	(68)	-68.0%
Demand	Number of traveler information messages received	568	600	948	1,100	500	83.3%
Demand	Number of Closed Circuit Television Cameras required	2	2	11	4	2	100.0%
Efficiency	Total activity expenditure per Maricopa County traffic signal optimized	$ 6,806.48	$ 6,789.24	$ 15,133.23	$ 21,025.28	$ (14,236.04)	-209.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 639,809	$ 678,924	$ 590,196	$ 672,809	$ 6,115	0.9%
	TOTAL USES	$ 639,809	$ 678,924	$ 590,196	$ 672,809	$ 6,115	0.9%



Activity Narrative: Criteria for the traffic signal optimization is changing and will reduce the number of signals requiring optimization. This measure impacts the efficiency of this activity. However, overall expenditures are not changing significantly. The number of closed circuit television cameras required in a given year is typically between two to four cameras. FY 2011 is experiencing a spike due to the large number of cameras required in the Anthem development area. Continued growth in traveler messaging is expected through FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
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%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	100.0%	83.3%	83.3%	100.0%	16.7%	20.0%
Output	Number of traffic signals optimized at the jurisdictional boundaries	10	12	12	12	-	0.0%
Output	Number of traveler information messages verified and posted	4,898	2,800	3,188	4,800	2,000	71.4%
Output	Number of regionally shared freeway and arterial roadway cameras provided	236	250	250	275	25	10.0%
Demand	Number of traffic signals at jurisdictional boundaries requiring optimization	10	12	12	12	-	0.0%
Demand	Number of regional traveler information messages received by the Regional Archived Data Server (RADS) for posting on 511 system	27,204	28,000	28,584	30,000	2,000	7.1%
Demand	Number of freeway and arterial roadway Closed Circuit Television Cameras required to be shared in the metro region	171	580	580	600	20	3.4%
Efficiency	Total activity expenditure per traveler information message verified and posted	$ 106.61	$ 297.94	$ 118.24	$ 159.18	$ 138.76	46.6%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 586,844	$ 573,971	$ 174,509	$ 500,000	$ (73,971)	-12.9%
	232 - TRANSPORTATION OPERATIONS	-	51,604	96,600	-	(51,604)	-100.0%
	TOTAL SOURCES	$ 586,844	$ 625,575	$ 271,109	$ 500,000	$ (125,575)	-20.1%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 339,480	$ 573,971	$ 174,509	$ 500,000	$ 73,971	12.9%
	232 - TRANSPORTATION OPERATIONS	182,696	260,255	202,449	264,074	(3,819)	-1.5%
	TOTAL USES	$ 522,176	$ 834,226	$ 376,958	$ 764,074	$ 70,152	8.4%

Activity Narrative: The number of traveler information messages verified and posted decreased from FY 2010 to FY 2011 due to a failure in the Regional Archived Data Server (RADS) at the State

Department of Transportation. This failure is expected to be resolved and not impact messaging in FY 2012 where the output will return to close to FY 2010 levels.

Grant funding drives the revenue and expenditure changes in this activity. Only one grant is expected for FY 2012 which is for the expansion of the Regional Emergency Action Coordinating Team (REACT) program to three cities: Scottsdale, Glendale and Peoria.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan review projects completed within three weeks	100.0%	100.0%	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%	100.0%	0.0%	0.0%
Output	Number of temporary and permanent traffic control device projects completed	9	9	103	100	91	1011.1%
Output	Number of plan reviews completed	118	180	119	120	(60)	-33.3%
Demand	Number of plan reviews requested	132	180	120	120	(60)	-33.3%
Demand	Number of temporary and permanent traffic control devices projects needed	9	9	105	100	91	1011.1%
Efficiency	Total expenditure per plan review	$ 11,157.70	$ 9,223.79	$ 12,139.90	$ 12,981.73	$ (3,757.94)	-40.7%
Efficiency	Total expenditure per temporary and permanent traffic control device project	$ 146,289.89	$ 184,475.78	$ 14,025.71	$ 15,578.08	$ 168,897.70	91.6%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 2,987	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 2,987	$ -	$ -	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,316,609	$ 1,660,282	$ 1,444,648	$ 1,557,808	$ 102,474	6.2%
	TOTAL USES	$ 1,316,609	$ 1,660,282	$ 1,444,648	$ 1,557,808	$ 102,474	6.2%

Activity Narrative: The economic slowdown in Maricopa County has impacted the demand for plan review services in this activity. The measures surrounding traffic control devices were examined during FY 2011 and the Department determined that it would be more accurate to include roadway maintenance projects as well as transportation improvement projects. The FY 2012 demand and output is in line with the FY 2011 forecast.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	94.0%	96.0%	96.8%	96.0%	0.0%	0.0%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	97.6%	100.0%	98.9%	100.0%	0.0%	0.0%
Result	Percent of utility location work orders completed within two business days	81.2%	100.0%	87.8%	100.0%	0.0%	0.0%
Output	Number of signalized and Intelligent Transportation intersections maintained	170	44	86	89	46	104.6%
Demand	Number of work order requests submitted	1,911	1,975	2,067	2,000	25	1.3%
Efficiency	Total activity expenditure per signalized and Intelligent Transportation intersection maintained	$ 7,177.31	$ 8,584.82	$ 8,435.90	$ 8,436.21	$ 148.60	1.7%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 46,253	$ 51,043	$ 77,958	$ 26,615	$ (24,428)	-47.9%
	TOTAL SOURCES	$ 46,253	$ 51,043	$ 77,958	$ 26,615	$ (24,428)	-47.9%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,220,143	$ 1,493,758	$ 1,567,775	$ 1,501,646	$ (7,888)	-0.5%
	TOTAL USES	$ 1,220,143	$ 1,493,758	$ 1,567,775	$ 1,501,646	$ (7,888)	-0.5%

Activity Narrative: Revenues in this activity are decreasing as the Department will no longer be providing services to the City of Tolleson. The FY 2012 budget supports the Department in meeting 100% of their demand. Expenditures are increasing slightly due to the increased cost of health/dental benefits and retirement contributions.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of paved roadway system mileage with pavement condition rating of "very good	80.3%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	93.8%	100.0%	90.2%	80.0%	(20.0%)	-20.0%
Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	N/A	N/A	N/A	85.0%	N/A	N/A
Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of road maintenance program dollars used to extend the life of roads	N/A	N/A	N/A	28.9%	N/A	N/A
Percent of County lane miles striped within operating targets for visibility	N/A	N/A	N/A	215.1%	N/A	N/A
Percent of County lane miles with Raised Pavement Markers	N/A	N/A	N/A	60.9%	N/A	N/A
Percent of emergency signs replaced within 3 hours of notification	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of work zone jobsites completed within prescribed completion time limit	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Road and Right-of-Way Maintenance
- Traffic Operations

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better"	80.3%	85.0%	85.0%	85.0%	0.0%	0.0%
Result	Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	93.8%	100.0%	90.2%	80.0%	(20.0%)	-20.0%
Result	Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	N/A	N/A	N/A	85.0%	N/A	N/A
Result	Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of road maintenance program dollars used to extend the life of roads	N/A	N/A	N/A	28.9%	N/A	N/A
Output	Number of paved lane miles maintained with surface treatments	573	500	821	640	140	28.0%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	443	500	821	640	140	28.0%
Efficiency	Total activity expenditure per paved lane mile maintained with surface treatments	$ 50,056.74	$ 63,817.15	$ 36,981.47	$ 50,492.06	$ 13,325.09	20.9%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 330,050	$ -	$ 369,686	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	236,260	450,000	354,000	275,000	(175,000)	-38.9%
	TOTAL SOURCES	$ 566,310	$ 450,000	$ 723,686	$ 275,000	$ (175,000)	-38.9%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ -	$ -	$ 369,686	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	28,682,514	31,908,575	29,992,102	32,314,921	(406,346)	-1.3%
	TOTAL USES	$ 28,682,514	$ 31,908,575	$ 30,361,788	$ 32,314,921	$ (406,346)	-1.3%

Activity Narrative: The result for the percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days is decreasing significantly from the FY 2011 Revised expectation due to the fact that many of the maintenance tasks turn into projects. These projects typically take longer than 14 days which reduces the result percent. The number of lane miles that can be paved each year varies based on the type of road surface being paved.

Expenditures are increasing slightly in FY 2012 due to a combination of a large decrease due to eleven vacant positions being removed from the budget in this activity offset by a number of pieces of equipment that did not arrive in FY 2011 and did not arrive. These equipment expenditures have been carried over to FY 2012. Expenditures are expected to be slightly higher than FY 2010 due to increased cost of employee benefits and operating costs such as fuel and paving supplies.

Traffic Operations Activity

The purpose of the Traffic Operations Activity is to provide traffic control device installation and maintenance services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people on Maricopa County 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County lane miles striped within operating targets for visibility	N/A	N/A	N/A	215.1%	N/A	N/A
Result	Percent of County lane miles with Raised Pavement Markers	N/A	N/A	N/A	60.9%	N/A	N/A
Result	Percent of emergency signs replaced within 3 hours of notification	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of work zone jobsites completed within prescribed completion time limit	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of non-working hour emergency sign replacements	N/A	N/A	N/A	100	N/A	N/A
Output	Number of traffic signs installed, maintained, and repaired	N/A	N/A	N/A	10,000	N/A	N/A
Output	Number of Regional Emergency Event responses provided	N/A	N/A	N/A	20	N/A	N/A
Output	Number of work zone jobsites completed	N/A	N/A	N/A	4,800	N/A	N/A
Output	Number of County lane miles striped	N/A	N/A	N/A	4,000	N/A	N/A
Output	Number of County lane miles with Raised Pavement Markers installed	N/A	N/A	N/A	1,530	N/A	N/A
Demand	Number of County lane miles requiring striping	N/A	N/A	N/A	6,000	N/A	N/A
Demand	Number of traffic signs requiring work activity	N/A	N/A	N/A	14,760	N/A	N/A
Demand	Number of work zone jobsites requested	N/A	N/A	N/A	6,000	N/A	N/A
Efficiency	Total expenditure per lane mile striped	N/A	N/A	N/A	$ 1,270.90	N/A	N/A
Efficiency	Total expenditure per traffic sign installed, maintained, or repaired	N/A	N/A	N/A	$ 508.36	N/A	N/A
Efficiency	Total expenditure per work zone completed	N/A	N/A	N/A	$ 1,059.08	N/A	N/A
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 12,411	$ 20,000	$ 9,196	$ 10,000	$ (10,000)	-50.0%
	TOTAL SOURCES	$ 12,411	$ 20,000	$ 9,196	$ 10,000	$ (10,000)	-50.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 4,503,880	$ 5,081,675	$ 5,026,536	$ 5,083,580	$ (1,905)	-0.0%
	TOTAL USES	$ 4,503,880	$ 5,081,675	$ 5,026,536	$ 5,083,580	$ (1,905)	-0.0%

Activity Narrative: The Traffic Operations Activity is a new activity for FY 2012 that combines several activities utilized in previous years. The result of percent of County lane miles striped within operating targets for visibility appears high, however the crews stripe the roads twice a year as well as restriping the shoulder lines twice annually.

The revenue generating service in this activity is manufacturing signs utilized by other departments and agencies. This service has seen a steady decline in demand has the economy has struggled.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of environmental clearances delivered prior to 70% project design completion	63.2%	75.0%	63.2%	60.0%	(15.0%)	-20.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	100.0%	88.0%	100.0%	86.7%	(1.3%)	-1.5%
Percent of customers reporting satisfaction with Department of Transportation projects and services	82.0%	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	N/A	100.0%	100.0%	N/A	N/A	N/A
Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	72.0%	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Percent of analytical reports completed as identified in the Transportation System Plan	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Clearance
- Project Partnerships
- Transportation 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of environmental clearances delivered prior to 70% project design completion	63.2%	75.0%	63.2%	60.0%	(15.0%)	-20.0%
Output	Number of environmental clearances provided	19	20	19	20	-	0.0%
Demand	Number of projects requiring environmental clearance	31	20	19	20	-	0.0%
Efficiency	Total activity expenditure per environmental clearance provided	$ 3,094.11	$ 7,180.60	$ 4,031.95	$ 3,439.85	$ 3,740.75	52.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 58,788	$ 143,612	$ 76,607	$ 68,797	$ 74,815	52.1%
	TOTAL USES	$ 58,788	$ 143,612	$ 76,607	$ 68,797	$ 74,815	52.1%

Activity Narrative: Environmental clearance is not required on all projects. FY 2010 had an unusually high number of projects requiring environmental clearance. The projects planned for FY 2012 have a more typical need for environmental clearance.

The FY 2012 performance measures and expenditure budget are in line with the Forecast for FY 2011.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	100.0%	88.0%	100.0%	86.7%	(1.3%)	-1.5%
Output	Number of partnership agreements completed	30	25	25	30	5	20.0%
Demand	Number of partnership agreements required	25	25	25	30	5	20.0%
Efficiency	Total activity expenditure per partnership agreement completed	$ 8,200.37	$ 15,197.88	$ 12,011.40	$ 13,245.33	$ 1,952.55	12.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 246,011	$ 379,947	$ 300,285	$ 397,360	$ (17,413)	-4.6%
	TOTAL USES	$ 246,011	$ 379,947	$ 300,285	$ 397,360	$ (17,413)	-4.6%

Activity Narrative: The Department is expecting to complete 30 partnership agreements based on the projects in the Transportation Improvement Program and the roadway maintenance/preservation program that are multi-jurisdictional. The expenditures increase is due to employee benefits cost increases and a lower percentage of time worked on capital projects by activity staff.

Transportation Outreach and Communications Activity

The purpose of the Transportation Outreach & Communications Activity is to provide external public and 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	82.0%	100.0%	80.0%	80.0%	(20.0%)	-20.0%
Result	Percent of partner agencies reporting satisfaction with the collaborative experience of working with the Department of Transportation	N/A	100.0%	100.0%	N/A	N/A	N/A
Result	Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	72.0%	100.0%	80.0%	80.0%	(20.0%)	-20.0%
Output	Number of public outreach events completed	44	59	23	40	(19)	-32.2%
Demand	Number of public outreach events required	44	30	28	40	10	33.3%
Efficiency	Total expenditure per public outreach event	$ 8,403.89	$ 7,058.34	$ 17,558.74	$ 10,694.55	$ (3,636.21)	-51.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 369,771	$ 416,442	$ 403,851	$ 427,782	$ (11,340)	-2.7%
	TOTAL USES	$ 369,771	$ 416,442	$ 403,851	$ 427,782	$ (11,340)	-2.7%

Activity Narrative: The FY 2012 result measures are in line with the Forecast for FY 2011, however, partner agencies will not be surveyed in FY 2012. The public outreach demand and output planned for FY 2012 are in line with the Department's FY 2010 actual experience.

Transportation Project Programming Activity

The purpose of the Transportation Project Programming Activity is to provide transportation system analytics to Department Management so they can have the data they need to make the best decisions about projects for the residents of Maricopa County.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of analytical reports completed as identified in the Transportation System Plan	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of analytical reports completed	3	6	6	6	-	0.0%
Demand	Number of analytical reports required	3	6	6	6	-	0.0%
Efficiency	Total expenditure per analytical report completed	$ 173,082.33	$ 93,830.83	$ 78,921.67	$ 87,408.00	$ 6,422.83	6.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 519,247	$ 562,985	$ 473,530	$ 524,448	$ 38,537	6.8%
	TOTAL USES	$ 519,247	$ 562,985	$ 473,530	$ 524,448	$ 38,537	6.8%

Activity Narrative: The Department anticipates completing the same number of Candidate Assessment Reports (CARs) in FY 2012 as they are doing in FY 2011. The decrease in expenditures is due to a position performing services in a different activity in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%	100.0%	0.0%	0.0%
Output	Number of corridor study miles completed	83	50	28	28	(22)	-44.0%
Demand	Number of corridor miles requiring a corridor study	280	250	250	240	(10)	-4.0%
Efficiency	Total expenditure per corridor study mile completed	$ 4,456.54	$ 9,444.60	$ 12,967.21	$ 15,283.39	$ (5,838.79)	-61.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 369,893	$ 472,230	$ 363,082	$ 427,935	$ 44,295	9.4%
	TOTAL USES	$ 369,893	$ 472,230	$ 363,082	$ 427,935	$ 44,295	9.4%

Activity Narrative: The demand for this activity represents the total number of miles requiring a study. Each year the Department reduces the demand by completing studies on a number of miles. Study requirements vary depending on the corridor section. The next several sets of studies contain shorter mileage sections, although they generally require the same amount of study time and resources.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of closed landfills that are environmentally sound as indicated by Federal	90.0%	100.0%	90.0%	90.0%	(10.0%)	-10.0%
Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of waste tons collected that was recycled	N/A	N/A	N/A	20.0%	N/A	N/A

Activities that comprise this program include:

- Landfill Post-Closure Maintenance
- Waste Tire Collection and Disposal
- Waste Disposal and Recycling Collection

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	100.0%	90.0%	90.0%	(10.0%)	-10.0%
Output	Number of closed landfills maintained	10	10	10	10	-	0.0%
Demand	Number of closed landfills requiring maintenance	10	10	10	10	-	0.0%
Efficiency	Total activity expenditure per closed landfill maintained	$ 173,725.20	$ 708,422.90	$ 653,875.40	$ 151,709.80	$ 556,713.10	78.6%
Revenue							
	580 - SOLID WASTE MANAGEMENT	$ 88,000	$ -	$ 72,179	$ -	$ -	N/A
	TOTAL SOURCES	$ 88,000	$ -	$ 72,179	$ -	$ -	N/A
Expenditure							
	580 - SOLID WASTE MANAGEMENT	$ 1,737,252	$ 7,084,229	$ 6,538,754	$ 1,517,098	$ 5,567,131	78.6%
	TOTAL USES	$ 1,737,252	$ 7,084,229	$ 6,538,754	$ 1,517,098	$ 5,567,131	78.6%

Activity Narrative: Expenditures in FY 2011 are elevated due to Queen Creek Landfill closure activity completed in FY 2011. The Gilbert Landfill and Cave Creek Landfill require significant maintenance efforts in FY 2012. The Non Recurring budget in this activity includes $191,000 for a water truck that did not arrive during FY 2011 as planned.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	49,611	50,000	51,788	54,000	4,000	8.0%
Demand	Number of tons of waste tires delivered from all collection sites	49,611	50,000	51,788	54,000	4,000	8.0%
Efficiency	Total expenditure per ton of waste tires properly disposed	$ 99.38	$ 98.21	$ 90.53	$ 87.12	$ 11.10	11.3%
Revenue							
	290 - WASTE TIRE	$ 4,253,741	$ 4,481,046	$ 4,717,698	$ 4,747,203	$ 266,157	5.9%
	TOTAL SOURCES	$ 4,253,741	$ 4,481,046	$ 4,717,698	$ 4,747,203	$ 266,157	5.9%
Expenditure							
	290 - WASTE TIRE	$ 4,930,361	$ 4,910,680	$ 4,688,293	$ 4,704,316	$ 206,364	4.2%
	TOTAL USES	$ 4,930,361	$ 4,910,680	$ 4,688,293	$ 4,704,316	$ 206,364	4.2%

Activity Narrative: Revenue from the State of Arizona for tire disposal is expected to increase slightly from FY 2011. Consumers purchased used tires in the last couple of years. The used tire supply is expected to have dwindled such that consumers will need to purchase more new tires which generate the revenue for the Waste Tire Fund.

The number of waste tires collected is expected to increase in FY 2012 with minimal increase in cost to accommodate the additional demand. The FY 2012 budget supports the Department in providing 100% of demanded services.

Waste Disposal and Recycling Collection Activity

The purpose of the Waste Disposal and Recycling Collection Activity is to provide collection, disposal and recycling services to 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tons collected that was recycled	N/A	N/A	N/A	20.0%	N/A	N/A
Output	Number of Maricopa County residents served	20,935	12,400	17,148	20,000	7,600	61.3%
Output	Number of illegal dump site cleanups completed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of waste tons collected	N/A	N/A	N/A	2,000	N/A	N/A
Demand	Number of Maricopa County residents requesting services	N/A	N/A	N/A	20,000	N/A	N/A
Efficiency	Total activity expenditure per Maricopa County resident served	$ 36.69	$ 35.24	$ 32.17	$ 22.79	$ 12.46	35.3%
Revenue							
	581 - SOLID WASTE GRANTS	$ 116,978	$ -	$ 75,038	$ -	$ -	N/A
	580 - SOLID WASTE MANAGEMENT	105,161	220,400	131,515	455,740	235,340	106.8%
	TOTAL SOURCES	$ 222,139	$ 220,400	$ 206,553	$ 455,740	$ 235,340	106.8%
Expenditure							
	581 - SOLID WASTE GRANTS	$ 65,464	$ 22,994	$ 15,360	$ -	$ 22,994	100.0%
	580 - SOLID WASTE MANAGEMENT	768,015	414,042	536,336	455,740	(41,698)	-10.1%
	TOTAL USES	$ 833,479	$ 437,036	$ 551,696	$ 455,740	$ (18,704)	-4.3%

Activity Narrative: The Department modified some of its measures for FY 2012 and has begun to capture recycling metrics as part of its strategic business plan. Expenditures are increasing slightly in this activity due to employee benefit costs. The Department is meeting 100% of demand for services.

Flood Hazard Regulation Program

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of floodplain permits and clearances completed within 90 days of submittal to the	86.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of first review of map changes completed within 90 days of submittal to the Flood Control District.	87.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of floodplain complaints investigated within 30 days of receipt	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of floodplain use permit inspections completed within one day of request	93.4%	90.0%	90.0%	90.0%	0.0%	0.0%

Activities that comprise this program include:

- Floodplain Permitting
- Floodplain Regulation Compliance

Floodplain Permitting Activity

The purpose of the Floodplain Permitting Activity is to provide clearance and permitting services to the permit applicant so they can make changes needed to their plans or 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of floodplain permits and clearances completed within 90 days of submittal to the Flood Control District.	86.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of first review of map changes completed within 90 days of submittal to the Flood Control District.	87.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of floodplain clearance and permit applications reviewed	234	400	400	400	-	0.0%
Output	Number of map change reviews completed	8	8	8	8	-	0.0%
Demand	Number of floodplain clearance and permit applications submitted	234	400	400	400	-	0.0%
Demand	Number of map change reviews requested	8	8	8	8	-	0.0%
Efficiency	Total expenditure per map change review	$ 136,157.63	$ 222,748.50	$ 214,397.13	$ 219,296.25	$ 3,452.25	1.5%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,089,261	$ 1,781,988	$ 1,715,177	$ 1,754,370	$ 27,618	1.5%
	TOTAL USES	$ 1,089,261	$ 1,781,988	$ 1,715,177	$ 1,754,370	$ 27,618	1.5%

Activity Narrative: The FY 2012 performance measures are in line with the Forecast for FY 2011. Expenditures are decreasing due to the reduction of one temporary position.

Floodplain Regulation Compliance Activity

The purpose of the Floodplain Regulation Compliance Activity is to provide inspection and 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of floodplain complaints investigated within 30 days of receipt	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of floodplain use permit inspections completed within one day of request	93.4%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of floodplain complaints investigated	152	200	200	200	-	0.0%
Output	Number of floodplain use permit inspections completed	668	1,000	1,000	1,000	-	0.0%
Demand	Number of floodplain complaints	152	200	200	200	-	0.0%
Demand	Number of floodplain use permits requiring inspection	668	1,000	1,000	1,000	-	0.0%
Efficiency	Total expenditure per floodplain complaint investigated	$ 3,389.47	$ 3,393.74	$ 3,294.04	$ 3,280.76	$ 112.98	3.3%
Efficiency	Total expenditure per floodplain use permit inspection completed	$ 771.26	$ 678.75	$ 658.81	$ 656.15	$ 22.60	3.3%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 515,200	$ 678,747	$ 658,808	$ 656,151	$ 22,596	3.3%
	TOTAL USES	$ 515,200	$ 678,747	$ 658,808	$ 656,151	$ 22,596	3.3%

Activity Narrative: The Department anticipates a consistent demand for services in this Activity. The decrease in expenditures is due to a combination of more staff time being dedicated to major projects and less costly supplies.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of affected residents surveyed who report that the printed and electronic materials	96.1%	100.0%	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	99.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of days that reliable weather, water level and stream flow information was available	98.7%	98.0%	98.6%	98.0%	0.0%	0.0%
Percent of needed flood response plans that were completed or updated and distributed to agencies	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers surveyed who were satisfied with the service/information that they received	95.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Flood Control Customer Service
- Flood Control Public Information
- Flood Safety Education
- Flood Warning

Flood Control Customer Service Activity

The purpose of the Flood Control 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers surveyed who were satisfied with the service/information that they received	95.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of customer information requests completed	6,268	3,000	3,000	3,000	-	0.0%
Demand	Number of customer information requests received	6,268	3,000	3,000	3,000	-	0.0%
Efficiency	Total activity expenditure per citizen information request response provided	$ 62.24	$ 125.92	$ 115.01	$ 119.44	$ 6.47	5.1%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 390,095	$ 377,751	$ 345,039	$ 358,327	$ 19,424	5.1%
	TOTAL USES	$ 390,095	$ 377,751	$ 345,039	$ 358,327	$ 19,424	5.1%

Activity Narrative: Most of the demand for services in this Activity are driven by customer requests for property information. As building activity decreases in the County, so does the demand for information. Other services provided in this Activity are seeing an increase in demand, such as federal obligations related to the National Flood Insurance Program and other regulatory tasks. Expenditures remain fairly constant due to these other services provided in this activity.

Flood Control Public Information Activity

The purpose of the Flood Control 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	96.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public meetings held	21	20	20	23	3	15.0%
Output	Number of printed materials produced	23	40	40	40	-	0.0%
Output	Number of website hits received	7,412,240	5,400,000	5,400,000	5,400,000	-	0.0%
Demand	Number of public meetings required	12	20	20	23	3	15.0%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed	36	40	40	40	-	0.0%
Efficiency	Total activity expenditure per affected resident that utilized the District website.	$ 0.03	$ 0.05	$ 0.04	$ 0.05	$ 0.00	2.4%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 198,485	$ 254,940	$ 237,521	$ 248,750	$ 6,190	2.4%
	TOTAL USES	$ 198,485	$ 254,940	$ 237,521	$ 248,750	$ 6,190	2.4%

Activity Narrative: The number of public meetings required varies each based on studies being developed and projects requiring feedback. The performance metrics for FY 2012 are in line with the

current experience in FY 2011. The FY 2012 budget allows the department to meet 100% of the demand.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	99.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of school and civic presentations	121	12	12	9	(3)	-25.0%
Demand	Number of school and civic presentations requested	12	12	12	9	(3)	-25.0%
Efficiency	Total expenditure per school and civic presentation	$ 5,462.74	$ 64,992.33	$ 61,870.00	$ 87,520.22	$ (22,527.89)	-34.7%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 660,991	$ 779,908	$ 742,440	$ 787,682	$ (7,774)	-1.0%
	TOTAL USES	$ 660,991	$ 779,908	$ 742,440	$ 787,682	$ (7,774)	-1.0%

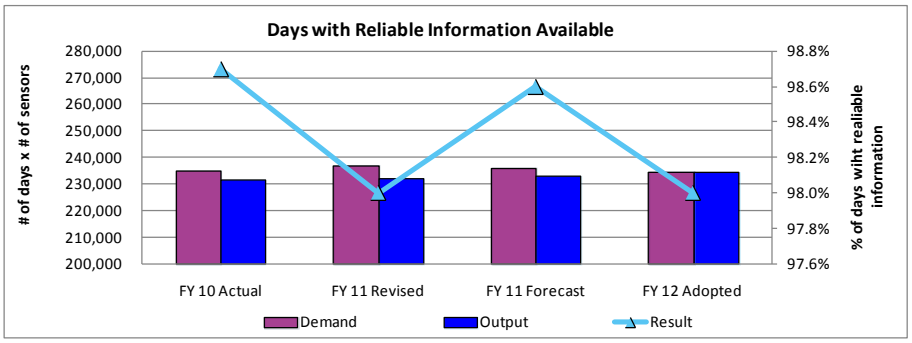
Activity Narrative: The FY 2010 actual school and civic presentations represent visits to schools throughout Maricopa County (including incorporated jurisdictions) and presentations at a two-day Flood Control District hosted conference. For FY 2011 and FY 2012, the focus of the measure is on general education presentations to schools and civic groups in the unincorporated portions of Maricopa County to improve the National Flood Insurance Program rating. The FY 2012 budget supports the Department in meeting 100% of demand.

Flood Warning Activity

The purpose of the Flood Warning Activity is to provide reliable weather, water level and stream flow information and flood response planning services to public safety managers so they can make public safety decisions in a timely and effective manner.

Mandates: A.R.S. §45-1423 requires the District to operate in accordance with Federal guidance that is normally issued in the form of structure Operating and Maintenance Manuals. The manuals federally direct the District to operate and maintain the structure and other equipment installed during construction in accordance with the standard in that manual. National Flood Insurance Act of 1968 and related laws require entities such as the District to protect those in a floodplain. In order to fulfill this requirement, monitoring is required to provide sufficient lead-time to allow evacuation of those in danger.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of days that reliable weather, water level and stream flow information was available	98.7%	98.0%	98.6%	98.0%	0.0%	0.0%
Result	Percent of needed flood response plans that were completed or updated and distributed to agencies	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of days the sensors were operational	231,722	231,882	232,914	234,202	2,320	1.0%
Output	Number of flood response plans completed	1	1	1	1	-	0.0%
Demand	Number of days the sensors are needed	234,893	236,615	235,902	234,202	(2,413)	-1.0%
Demand	Number of flood response plans requested	1	1	1	1	-	0.0%
Efficiency	Total activity expenditure per flood response plan provided	$ 1,122,377.00	$ 1,204,291.00	$ 1,227,057.00	$ 1,226,855.00	$ (22,564.00)	-1.9%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,122,377	$ 1,204,291	$ 1,227,057	$ 1,226,855	$ (22,564)	-1.9%
	TOTAL USES	$ 1,122,377	$ 1,204,291	$ 1,227,057	$ 1,226,855	$ (22,564)	-1.9%



Activity Narrative: The performance measures for this Activity are expected to remain relatively flat for FY 2012 compared to the last two years. Expenditures are increasing due to increased costs for supplies and employee benefits costs.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of floodplains delineated (in linear miles)	6838.3%	68.9%	68.9%	69.4%	0.5%	0.7%
Percent of watershed square miles studied that provide residents with the information necessary to mitigate flood and erosion hazards	30.0%	N/A	47.0%	55.3%	N/A	N/A

Activities that comprise this program include:

- Flood Hazard Planning
- Floodplain Delineation

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of watershed square miles studied that provide residents with the information necessary to mitigate flood and erosion hazards	30.0%	N/A	47.0%	55.3%	N/A	N/A
Output	Cumulative square miles of Area Drainage Master Studies or Plans completed through the end of this fiscal year	63	2,831	2,831	3,331	500	17.7%
Output	Number of square miles of new Area Drainage Master Studies or Plans completed this fiscal year.	N/A	N/A	N/A	500	N/A	N/A
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year	10	27	27	27	-	0.0%
Output	Number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year	211,950	146,247	146,247	235,215	88,968	60.8%
Output	Number of square miles of updated Area Drainage Master Studies or Plans completed this fiscal year.	N/A	N/A	N/A	3	N/A	N/A
Demand	Total number of square miles identified for Area Drainage Master Studies or Plans	2,563	6,022	6,022	6,022	-	0.0%
Demand	Number of linear miles of watercourse identified for Watercourse Master Plans	17	191	191	191	-	0.0%
Demand	Number of population in areas identified for Area Drainage Master Studies or Plans	1,453,857	2,908,493	2,908,493	2,908,493	-	0.0%
Efficiency	Total activity expenditure per number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year	$ 23.49	$ 47.17	$ 45.36	$ 30.63	$ 16.54	35.1%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 4,979,531	$ 6,898,908	$ 6,633,878	$ 7,204,991	$ (306,083)	-4.4%
	TOTAL USES	$ 4,979,531	$ 6,898,908	$ 6,633,878	$ 7,204,991	$ (306,083)	-4.4%

Activity Narrative: Expenditures are increasing from FY 2011 to FY 2012 in this Activity due to staff and services resources being directed to studies associated with non-Capital projects. The Department revisited the performance measures associated with this activity and have added a measure to monitor yearly progress as well as cumulative progress on studies completed.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of floodplains delineated (in linear miles)	67.9%	68.9%	68.9%	69.4%	0.5%	0.7%
Output	Number of cumulative linear miles of floodplains delineated through the end of the fiscal year	4,061	4,121	4,121	4,151	30	0.7%
Output	Linear miles of floodplains currently under delineation study.	N/A	N/A	N/A	220	N/A	N/A
Output	Linear miles of floodplain delineated this fiscal year	N/A	N/A	N/A	30	N/A	N/A
Demand	Total number of linear miles of floodplains requiring delineation	5,985	5,985	5,985	5,985	-	0.0%
Efficiency	Total activity expenditure per linear mile of floodplain delineated	$ 37,426.83	$ 74,261.70	$ 71,942.07	$ 73,678.90	$ 582.80	0.8%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 2,245,610	$ 2,227,851	$ 2,158,262	$ 2,210,367	$ 17,484	0.8%
	TOTAL USES	$ 2,245,610	$ 2,227,851	$ 2,158,262	$ 2,210,367	$ 17,484	0.8%

Activity Narrative: The Department is consistently increasing the number of linear miles delineated toward the goal of all 5,985 linear floodplain miles being delineated. The expenditures are decreasing for FY 2012 due to capital equipment not being purchased.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of square miles of area that receive physical protection benefits from projects in	100.0%	4.4%	4.4%	9.2%	4.8%	109.0%
Percent of Capital Improvement Program budget expended this fiscal year	71.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of capital projects implemented with multi-purpose features this fiscal year	80.0%	50.0%	66.7%	60.0%	10.0%	20.0%
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%	100.0%	0.0%	0.0%
Percent of Priority 1 (P1A) Work Orders completed within an average of 90 calendar days	100.0%	100.0%	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%	77.3%	77.3%	72.7%	(4.5%)	-5.9%
Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	72.9%	100.0%	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 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	72.7%	77.3%	77.3%	72.7%	(4.5%)	-5.9%
Result	Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	72.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of dam repair and rehabilitation project milestones completed this fiscal year	-	4	3	4	-	0.0%
Output	Number of dam assessments completed this fiscal year	22	22	22	22	-	0.0%
Demand	Number of dam repair and rehabilitation project milestones identified for completion this fiscal year	2	4	3	4	-	0.0%
Demand	Number of dam assessments scheduled this fiscal year	22	22	22	22	-	0.0%
Efficiency	Total activity expenditure per dam repair and rehabilitation milestone completed this fiscal year	N/A	$ 559,268.25	$ 521,273.67	$ 569,018.25	$ (9,750.00)	-1.7%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,446,782	$ 2,237,073	$ 1,563,821	$ 2,276,073	$ (39,000)	-1.7%
	TOTAL USES	$ 1,446,782	$ 2,237,073	$ 1,563,821	$ 2,276,073	$ (39,000)	-1.7%

Activity Narrative: All 22 dam structures are assessed every year. The results of these assessments are the projects that will be pursued the following year. Expenditures are decreasing due to staff cost reductions.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of square miles of area that receive physical protection benefits from projects in the five-year Capital Improvement Program that are completed in this fiscal year	100.0%	4.4%	4.4%	9.2%	4.8%	109.0%
Result	Percent of Capital Improvement Program budget expended this fiscal year	71.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of capital projects implemented with multi-purpose features this fiscal year	80.0%	50.0%	66.7%	60.0%	10.0%	20.0%
Output	Number of capital projects completed in this fiscal year	10	8	6	5	(3)	-37.5%
Demand	Number of square miles of area to be benefited by projects scheduled in five-year Capital Improvement Program beginning this fiscal year	785	690	690	695	5	0.8%
Efficiency	Total expenditure per square mile of area benefited by projects completed this fiscal year	$ 17,297.30	$ 84,569.93	$ 62,445.78	$ 2,723.60	$ 81,846.33	96.8%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,669,189	$ 2,562,469	$ 1,892,107	$ 1,892,359	$ 670,110	26.2%
	TOTAL USES	$ 1,669,189	$ 2,562,469	$ 1,892,107	$ 1,892,359	$ 670,110	26.2%

Activity Narrative: The percent of capital projects implemented with multi-purpose features this fiscal year are anticipated to increase from FY 2011. District policy allows the use of the multi-purpose features in projects where this is feasible and consistent with flood control purposes. However this is not feasible in all projects.

It is anticipated that 694.8 square miles will benefit from capital projects completed in FY 2012 up from 30.3 in FY 2011 which is lowering the efficiency measure during FY 2012.

Expenditures in this activity will vary greatly every year depending upon the projects that are planned for the upcoming year.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED 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%	100.0%	0.0%	0.0%
Result	Percent of Priority 1 (P1A) Work Orders completed within an average of 90 calendar days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of critical maintenance Priority 1 (P1) Work Orders completed	58	40	38	30	(10)	-25.0%
Output	Number of Work Orders completed	602	900	752	850	(50)	-5.6%
Output	Number of Priority 1 (P1A) Work Orders completed	N/A	60	39	60	-	0.0%
Demand	Number of Work Order requests submitted	819	900	752	850	(50)	-5.6%
Efficiency	Total activity expenditure per Work Order completed	$ 9,118.13	$ 7,296.49	$ 8,978.74	$ 8,315.43	$ (1,018.93)	-14.0%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 5,489,117	$ 6,566,844	$ 6,752,012	$ 7,068,112	$ (501,268)	-7.6%
	TOTAL USES	$ 5,489,117	$ 6,566,844	$ 6,752,012	$ 7,068,112	$ (501,268)	-7.6%

Activity Narrative: The number of critical maintenance Priority 1 (P1) Work Orders completed is anticipated to decrease again in FY 2012 due to a division of P1 Work Orders into two categories. This has resulted in a modification to operating and maintenance procedures. The FY 2012 budget supports the Department in completing 100% of work orders submitted. Expenditures are increasing in FY 2012 due to the need to procure capital equipment.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	75.6%	72.9%	79.2%	79.2%	6.3%	8.6%
Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	87.2%	87.1%	88.3%	88.3%	1.3%	1.4%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	99.8%	85.0%	100.0%	100.0%	15.0%	17.6%
Percent of landscape quality inspections that received a passing rating	100.0%	98.8%	100.0%	99.9%	1.2%	1.2%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	44.3%	50.0%	33.6%	33.3%	(16.7%)	-33.4%
Percent Detention Security System is functional 24/7/365	97.0%	100.0%	97.0%	100.0%	0.0%	0.0%
Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	93.6%	92.9%	92.2%	92.2%	(0.7%)	-0.8%

Activities that comprise this program include:

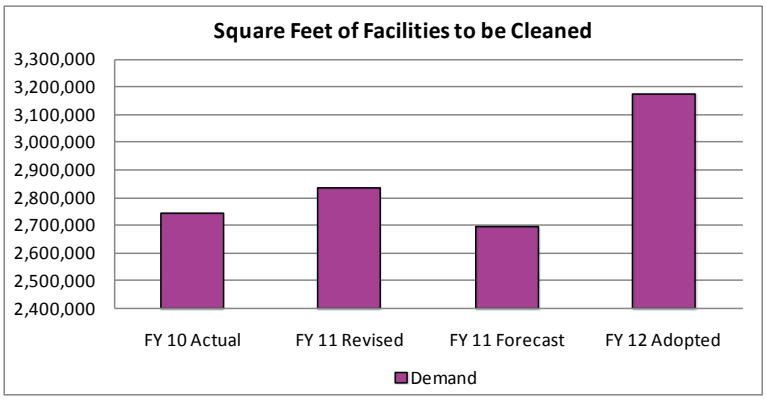
- Buildings and Grounds
- Facilities Maintenance

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	75.6%	72.9%	79.2%	79.2%	6.3%	8.6%
Result	Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	87.2%	87.1%	88.3%	88.3%	1.3%	1.4%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	99.8%	85.0%	100.0%	100.0%	15.0%	17.6%
Result	Percent of landscape quality inspections that received a passing rating	100.0%	98.8%	100.0%	99.9%	1.2%	1.2%
Output	Number of square feet of facilities cleaned	2,743,859	2,837,049	2,695,415	3,173,430	336,381	11.9%
Demand	Number of square feet of facilities required to be cleaned	2,743,859	2,837,049	2,695,415	3,173,430	336,381	11.9%
Efficiency	Total expenditure per square foot of facilities cleaned	$ 0.10	$ 1.61	$ 1.66	$ 1.96	$ (0.35)	-21.7%
Expenditure							
	100 - GENERAL	$ 281,094	$ 3,718,956	$ 3,656,908	$ 5,463,611	$ (1,744,655)	-46.9%
	255 - DETENTION OPERATIONS	-	855,918	814,681	762,371	93,547	10.9%
	TOTAL USES	$ 281,094	$ 4,574,874	$ 4,471,589	$ 6,225,982	$ (1,651,108)	-36.1%



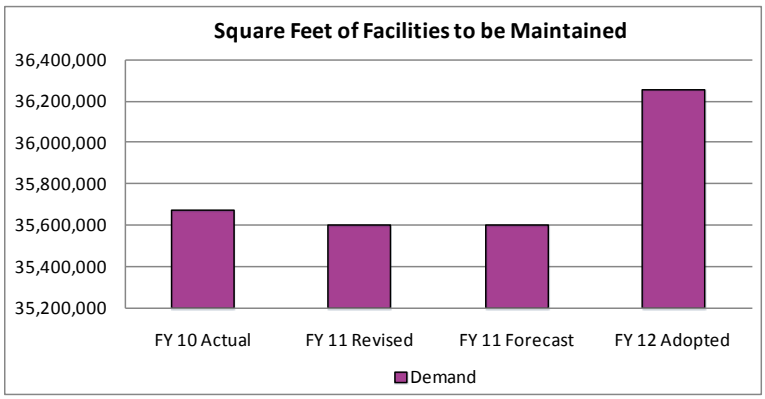
Activity Narrative: Expenditures and the efficiency have increased due to the addition of the County's Maintenance contracts to this activity's budget. FY 2012 reflects two major changes in this activity: the addition of square feet due to the completion of the new Court Tower and the Santa Fe Depot as well as a new janitorial contract with increased cost per square foot of service. Funding for the janitorial services were in Non Departmental during FY 2010 and moved to Public Works in FY 2011.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	44.3%	50.0%	33.6%	33.3%	(16.7%)	-33.4%
Result	Percent Detention Security System is functional 24/7/365	97.0%	100.0%	97.0%	100.0%	0.0%	0.0%
Result	Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	93.6%	92.9%	92.2%	92.2%	(0.7%)	-0.8%
Output	Number of square feet of facilities maintained	35,671,729	35,598,213	35,598,213	36,253,876	655,663	1.8%
Demand	Number of (factored) square feet required to be maintained	35,671,729	35,598,213	35,598,213	36,253,876	655,663	1.8%
Efficiency	Total expenditure per square foot maintained	$ 0.20	$ 0.31	$ 0.29	$ 0.33	$ (0.02)	-7.1%
Expenditure							
	100 - GENERAL	$ 4,902,520	$ 8,026,618	$ 7,640,903	$ 8,912,993	$ (886,375)	-11.0%
	255 - DETENTION OPERATIONS	2,274,758	2,991,450	2,713,851	3,102,358	(110,908)	-3.7%
	TOTAL USES	$ 7,177,278	$ 11,018,068	$ 10,354,754	$ 12,015,351	$ (997,283)	-9.1%



Activity Narrative: The County opened the Santa Fe Depot in FY 2011 and will be opening the new Court Tower in FY 2012 adding to the factored square feet of facilities to be maintained. Expenditures for additional staff, supplies and contract services have been moved from reserve in Non Departmental to the Department's budget for the new facilities opening.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of parking spaces utilized in County garages and lots	68.9%	69.4%	64.8%	62.8%	(6.5%)	-9.4%
Percent of shuttle bus seats utilized	12.9%	16.9%	10.8%	10.2%	(6.7%)	-39.6%
Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

Parking Management Activity

The purpose of the Parking Management Activity is to provide parking services to Maricopa County Elected Officials, employees, and their visitors so they can park their vehicles while conducting County business.

Mandates: Administrative mandate

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of parking spaces utilized in County garages and lots	68.9%	69.4%	64.8%	62.8%	(6.5%)	-9.4%
Result	Percent of shuttle bus seats utilized	12.9%	16.9%	10.8%	10.2%	(6.7%)	-39.6%
Output	Number of vehicles parked in County garages & lots	14,694	14,780	20,128	894,144	879,364	5949.7%
Demand	Number of vehicles requesting to park in County garages & lots	21,312	14,780	20,128	894,144	879,364	5949.7%
Efficiency	total expenditures per vehicle parked in County garages and spaces	$ 5.31	$ 5.27	$ 3.97	$ 0.09	$ 5.19	98.3%
Expenditure							
	100 - GENERAL	$ 78,090	$ 77,952	$ 79,932	$ 79,331	$ (1,379)	-1.8%
	TOTAL USES	$ 78,090	$ 77,952	$ 79,932	$ 79,331	$ (1,379)	-1.8%

Activity Narrative: The number of vehicles needing to park in County garages and lots is expected to decrease in FY 2012 due to the reduction of work force within the County and the expected increase in use of public transportation due to rising fuel costs. The FY 2011 Revised demand and output reflected the number of parking spaces rather than the number of vehicles requiring parking over the course of a year.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of crimes reported on County properties that were responded to by Protective Services	121,938	129,092	24,990	17,980	(111,112)	-86.1%
Demand	Number of crime responses needed	121,938	129,092	24,990	17,980	(111,112)	-86.1%
Efficiency	Total expenditure per crime response by Protective Services	$ 28.98	$ 31.04	$ 146.15	$ 212.00	$ (180.96)	-583.0%
Revenue							
	100 - GENERAL	$ 486,979	$ 522,115	$ 339,384	$ 235,141	$ (286,974)	-55.0%
	TOTAL SOURCES	$ 486,979	$ 522,115	$ 339,384	$ 235,141	$ (286,974)	-55.0%
Expenditure							
	100 - GENERAL	$ 3,489,194	$ 3,958,250	$ 3,604,082	$ 3,762,459	$ 195,791	4.9%
	255 - DETENTION OPERATIONS	44,241	48,943	48,203	49,262	(319)	-0.7%
	TOTAL USES	$ 3,533,435	$ 4,007,193	$ 3,652,285	$ 3,811,721	$ 195,472	4.9%

Activity Narrative: The Department is experiencing a decrease in request for additional, specifically funded security services from the Library District and Public Health Clinics resulting in less revenue for FY 2012. Additionally, revenue is being decreased due to the County's grant for security services at the Human Services Campus. Expenditures have been reduced due to the elimination of two security position that had previously provided services to these two agencies.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of new, retrofitted, renovated or remodeled facility projects delivered	93.8%	100.0%	100.0%	93.4%	(6.6%)	-6.6%
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%	N/A	N/A	N/A
Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	N/A	N/A	42.5%	N/A	N/A
Percent of County facilities operating within energy efficiency standards (measured by kilowatt s per sq foot)	N/A	N/A	N/A	32.9%	N/A	N/A
Percent reduction in energy used by County facilities (kilowatt hours)	N/A	N/A	N/A	105.3%	N/A	N/A

Activities that comprise this program include:

- Facilities Planning and Energy Management
- Facility Construction Management

Facilities Planning and Energy Management Activity

The purpose of the Facilities Planning and Energy Management Activity is to provide project development and decision support services to County departments so they can make informed decisions about how to allocate and operate buildings and grounds as efficiently as possible.

Mandates: Administrative Mandate

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	N/A	N/A	42.5%	N/A	N/A
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatt s per sq foot)	N/A	N/A	N/A	32.9%	N/A	N/A
Result	Percent reduction in energy used by County facilities (kilowatt hours)	N/A	N/A	N/A	105.3%	N/A	N/A
Output	Number of planning services provided	N/A	N/A	N/A	200	N/A	N/A
Demand	Number of planning services requested	N/A	N/A	N/A	200	N/A	N/A
Efficiency	Expenditure per planning service provided	N/A	N/A	N/A	$ 134,363.34	N/A	N/A
Expenditure							
	100 - GENERAL	$ 11,774,421	$ 14,615,227	$ 12,182,670	$ 14,672,667	$ (57,440)	-0.4%
	255 - DETENTION OPERATIONS	12,288,449	12,201,304	11,183,449	12,200,000	1,304	0.0%
	TOTAL USES	$ 24,062,870	$ 26,816,531	$ 23,366,119	$ 26,872,667	$ (56,136)	-0.2%

Activity Narrative: This Activity is undergoing a couple of significant changes in FY 2012. Planning staff costs are being allocated out to projects aggressively in FY 2012. Three additional staff have been added to this Activity due to the implementation of the Integrated Workspace Management System. The net result is a slight increase in expenditures for FY 2012. The budget supports the Department in meeting 100% of the requests for planning services.

Facility Construction Management Activity

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93.8%	100.0%	100.0%	93.4%	(6.6%)	-6.6%
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%	N/A	N/A	N/A
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	128	50	50	318	268	536.0%
Output	Number of Post Occupancy survey responses	N/A	50	50	N/A	N/A	N/A
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested	233	50	50	401	351	702.0%
Efficiency	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed	$ 4,667.38	$ 564,549.34	$ 482,232.64	$ 76,641.38	$ 487,907.96	86.4%
Expenditure							
	100 - GENERAL	$ 12,996,738	$ 16,415,576	$ 12,747,539	$ 13,531,196	$ 2,884,380	17.6%
	255 - DETENTION OPERATIONS	10,114,525	11,811,891	11,364,093	10,840,763	971,128	8.2%
	TOTAL USES	$ 23,111,263	$ 28,227,467	$ 24,111,632	$ 24,371,959	$ 3,855,508	13.7%

Activity Narrative: The number of facility projects varies year to year with respect to number as well as scope and complexity of projects. This Activity includes the projects that are part of the annual Major Maintenance Program. During FY 2011, there were several large projects that were one-time in nature that were funded through this activity.

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 $2.777 billion, exclusive of land. It is, therefore, imperative that the system be managed with the same discipline that the County has used to manage their financial assets. This includes continual improvements to the Building System, not only from a capital perspective but also from an operations and maintenance perspective. Planning capital actions based on the needs of buildings, and not based exclusively on departmental needs, is required to maintain or improve facility conditions.

The Facility Condition Index (FCI) provides a measurement tool and represents the relative physical condition of a building, a grouping of buildings or a building system. The FCI measures the estimated cost of the current deficiencies including recommended improvements and compares that with the

projected replacement cost of the facility, grouping of buildings or building system. Life cycle costing of building systems and components provides the basis of this measurement. The formula used to express the FCI is as follows:

$$\textbf{Facility Condition Index} = \frac{\textbf{Total Cost of Deficiencies (\$)}}{\textbf{Replacement Value (\$)}}$$

The following is an illustration:

A building that has a replacement cost of $1,000,000 has been assessed and found to have $100,000 in deficiencies. The FCI is therefore:

$$\frac{\$\ 100{,}000}{\$1{,}000{,}000} = 0.10 \text{ or } 10\% \text{ FCI}$$

The standard that has been adopted by the Building Owners and Managers Association (BOMA) and other national organizations regarding interpretation of this indicator is:

FCI	Condition
0 – 5%	Good
6 – 10%	Fair
11% and above	Poor

This standard is established as a guideline for building owners as to the relative condition of their facilities, and consideration must be given to what is applicable to each building system. Depending on the condition of the building, building group or building system and the ultimate goal, it may be financially impractical to improve a building system beyond a certain point.

The primary objective of a facilities assessment is to inspect each system in each building and assign a percentage value to it based on where it is in its life cycle. Each system is then “weighted” or multiplied by the normal square foot cost for that system in a building. 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 2012 Year 1	FY 2013 Year 2	FY 2014 Year 3	FY 2015 Year 4	FY 2016 Year 5	FIVE YEAR TOTAL
General Fund (100) Facility Renovation								
BARRET LAKE STATION (BLK0)			$ 84,445	$ 60,000	$ -	$ -	$ -	$ 144,445
Replace Emergency Generator			58,162	-	-	-	-	58,162
Relocate Boathouse to Marina			26,283	-	-	-	-	26,283
Future Projects			-	60,000	-	-	-	60,000
BLACK CANYON HWY BUILDING (BKC0)			$ 37,336	$ -	$ -	$ -	$ -	$ 37,336
Upgrade FAS (Ibex to Alerton Inversion)	21.20	20.22	37,336	-	-	-	-	37,336
CENTRAL COURT BUILDING (CCB0)			$ 1,000,000	$ 2,575,000	$ 605,478	$ 1,607,299	$ -	$ 5,787,777
Elevator upgrades	37.64	35.19	1,000,000	1,000,000	-	-	-	2,000,000
Future Projects			-	1,575,000	605,478	1,607,299	-	3,787,777
DATA CENTER GENERATOR (DCGN)			$ 1,193,432	$ -	$ -	$ -	$ -	$ 1,193,432
Install Data Center Generator - carryover			1,193,432	-	-	-	-	1,193,432
DURANGO PARKING GARAGE (DPT0)			$ 1,301,692	$ 600,000	$ -	$ -	$ -	$ 1,901,692
Convert Garage Security & Controls to IP Based Sysytem	0.00	-3.10	1,301,692	600,000	-	-	-	1,901,692
DURANGO JUVENILE (DRV0)			$ 34,002	$ 95,000	$ -	$ -	$ -	$ 129,002
Court Bldg: Upgrade 1 Seimens panel	31.90	31.54	18,990	-	-	-	-	18,990
Reception: Upgrade 1 Siemens panel	58.47	57.37	15,012	-	-	-	-	15,012
Future Projects			-	95,000	-	-	-	95,000
EAST COURT BUILDING (ECB0)			$ 284,714	$ -	$ 1,350,000	$ 1,196,923	$ -	$ 2,831,637
Replace Electrical Panels	34.58	34.07	284,714	-	-	-	-	284,714
Future Projects			-	-	1,350,000	1,196,923	-	2,546,923
EQUIPMENT SERVICES (EQS0)			$ 212,764	$ 300,000	$ -	$ 225,000	$ -	$ 737,764
Repair & Paint Bldg Exterior			119,182	-	-	-	-	119,182
Replace H/W Boiler HVAC			66,636	-	-	-	-	66,636
Upgrade Siemens Panel	54.75	54.14	26,946	-	-	-	-	26,946
Future Projects			-	300,000	-	225,000	-	525,000
JACKSON ST GARAGE (JSG0)			$ 510,000	$ -	$ -	$ -	$ -	$ 510,000
Convert Garage Security & Controls to IP Based System	0.00	-1.58	510,000	-	-	-	-	510,000
NORTH SCOTTSDALE AIRPARK (APK0)			$ 20,249	$ 250,000	$ -	$ -	$ -	$ 270,249
Safety Repairs (sidewalks, rotted wood, falling materials)	11.90	10.24	20,249	-	-	-	-	20,249
Future Projects				250,000	-	-	-	250,000
SECURITY BUILDING (SCB0)			$ 1,891,691	$ -	$ -	$ 1,300,000	$ -	$ 3,191,691
Referbish & seal windows			1,045,691	-	-	-	-	1,045,691
Seal historic windows	44.85	39.44	846,000	-	-	-	-	846,000
Future Projects			-	-	-	1,300,000	-	1,300,000
SOUTHEAST COMPLEX (SEC0)			$ 340,050	$ 175,000	$ 50,000	$ -	$ 700,000	$ 1,265,050
Replace/Install Light Poles (Lewis & A St)			106,474	-	-	-	-	106,474
Replace Emergency Generator	20.24	19.79	233,576	-	-	-	-	233,576
Future Projects			-	175,000	50,000	-	700,000	925,000
THOMPSON PK GENERATOR BLDG (TPT0)			$ 129,762	$ -	$ -	$ -	$ -	$ 129,762
Replace Emergency Generator	100.25	97.41	129,762	-	-	-	-	129,762
WEST COURT BUILDING (WCB0)			$ 831,201	$ 531,000	$ 1,350,000	$ 425,000	$ -	$ 3,137,201
Upgrade AHU #2	37.37	36.22	831,201	-	-	-	-	831,201
Future Projects			-	531,000	1,350,000	425,000	-	2,306,000
Facility Renovation Subtotal			**$ 7,871,338**	**$ 4,586,000**	**$ 3,355,478**	**$ 4,754,222**	**$ 700,000**	**$ 20,073,606**

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2012 Year 1	FY 2013 Year 2	FY 2014 Year 3	FY 2015 Year 4	FY 2016 Year 5	FIVE YEAR TOTAL
General Fund (100) Major Maintenance								
ENERGY MANAGEMENT PROGRAM (ENG0)	N/A	N/A	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,000,000
ENVIRONMENTAL PROGRAM (ENV0)	N/A	N/A	100,000	100,000	100,000	100,000	100,000	500,000
PROGRAM FEES (PFE0)	N/A	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
CODE COMPLIANCE RESERVE (CCR0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
BUILDING SECURITY PROGRAM (SCT0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
LIFE/SAFETY PROGRAM (SFY0)	N/A	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
BUILDING ASSESSMENT (AST0)	N/A	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
MAJOR MAINT PROJECT RESERVE	N/A	N/A	-	2,091,905	3,322,427	1,923,683	5,977,905	13,315,920
Major Maintenance Subtotal			**$ 1,900,000**	**$ 3,991,905**	**$ 5,222,427**	**$ 3,823,683**	**$ 7,877,905**	**$ 22,815,920**
TOTAL FUND 100			**$ 9,771,338**	**$ 8,577,905**	**$ 8,577,905**	**$ 8,577,905**	**$ 8,577,905**	**$ 42,889,526**

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2012 Year 1	FY 2013 Year 2	FY 2014 Year 3	FY 2015 Year 4	FY 2016 Year 5	FIVE YEAR TOTAL
Detention Fund (255) Facility Renovation								
AVONDALE SUBSTATION (AVS0)			$ 26,000	$ -	$ -	$ -	$ -	$ 26,000
Upgrade 1 Siemens panel	63.90	62.60	26,000	-	-	-	-	26,000
DURANGO JAIL (DRJ0)			$ 1,422,308	$ 570,000	$ 609,500	$ 1,250,000	$ -	$ 3,851,829
Admin: Replace Electronic Controls	67.34	64.06	324,430	-	-	-	-	324,430
Admin: Resurface Dock Area	67.34	66.91	47,774	-	-	-	-	47,774
Admin: Improve Medical Holding Cell	67.34	66.38	25,963	-	-	-	-	25,963
House D1: Improve Door Control Console	61.49	60.59	55,534	-	-	-	-	55,534
House D1: Improve Door Controls	61.49	59.35	32,512	-	-	-	-	32,512
House D2: Improve Door Controls	61.49	58.58	79,800	-	-	-	-	79,800
House D3: Improve Door Controls	58.15	55.34	79,800	-	-	-	-	79,800
House D3: Improve Safe Cells	58.15	54.81	106,729	-	-	-	-	106,729
House D4: Improve Door Controls	61.49	58.58	79,800	-	-	-	-	79,800
House D5: Improve Door Controls	61.49	58.58	79,800	-	-	-	-	79,800
House D6: Improve Door Controls	61.49	58.58	79,800	-	-	-	-	79,800
House D7: Improve Door Controls	61.49	58.58	79,800	-	-	-	-	79,800
House D8: Improve Door Controls	13.60	11.83	21,772	-	-	-	-	21,773
House D8: Install Emergency Generators	13.60	3.99	118,240	-	-	-	-	118,242
House D8: Reconstruct Control Tower	13.60	10.73	35,271	-	-	-	-	35,274
House D9: Improve Door Controls	13.60	12.71	21,772	-	-	-	-	21,776
House D9: Install Emergency Generators	13.60	8.79	118,240	-	-	-	-	118,245
House D9: Reconstruct Control Tower	13.60	12.16	35,271	-	-	-	-	35,277
Future Projects			-	570,000	609,500	1,250,000	-	2,429,500
DURANGO JUVENILE (DRV0)			$ 209,773	$ 275,666	$ 2,932,923	$ 2,982,923	$ 2,000,000	$ 8,401,285
Replace Emergency Generator - Kitchen	60.37	59.67	67,257	-	-	-	-	67,257
Replace Emergency Generator	60.37	59.74	37,656	-	-	-	-	37,656
Upgrade 5 Siemen panels	60.37	59.83	104,860	-	-	-	-	104,860
Future Projects			-	275,666	2,932,923	2,982,923	2,000,000	8,191,512
ESTRELLA JAIL (ESJ0)			$ 365,000	$ 1,530,097	$ 691,106	$ 250,000	$ -	$ 2,836,203
Improve Showers with Epoxy Coating	18.88	17.66	365,000	-	-	-	-	365,000
Future Projects			-	1,530,097	691,106	250,000	-	2,471,203
FOURTH AVENUE JAIL (FAJ0)			$ 612,190	$ 155,000	$ -	$ -	$ -	$ 767,190
Convert Garage Secr & Cntrls	0.00	-0.09	206,011	-	-	-	-	206,011
Relocate HVAC Units within APS Vault	0.00	0.00	243,690	-	-	-	-	243,690
Install Office Space near Dock Area for	0.00	0.00	162,489	-	-	-	-	162,489
Future Projects			-	155,000	-	-	-	155,000
GILA BEND SUBSTATION (GBS0)			$ 31,805	$ -	$ -	$ -	$ -	$ 31,805
Paint Exterior of Bldg & Block Fence	13.07	10.62	31,805	-	-	-	-	31,805
LBJ COMPLEX (LBJ0)			$ 1,461,544	$ 500,000	$ -	$ 249,996	$ 3,000,000	$ 5,211,540
Rework Horizontal Expansion Joints	0.00	-0.17	217,497	-	-	-	-	217,497
Soundproof Lawyer Visitation Rooms	0.00	0.00	43,577	-	-	-	-	43,577
Chiller Plant Improvements	0.00	-16.10	1,200,470	-	-	-	-	1,200,470
Future Projects			-	500,000	-	249,996	3,000,000	3,749,996
SHERIFF'S TRAINING ACADEMY (STA0)			$ 10,913	$ 100,000	$ -	$ 100,000	$ 250,000	$ 460,913
Replace Front Doors (Auditorium Side)	0	0	10,913	-	-	-	-	10,913
Future Projects			-	100,000	-	100,000	250,000	450,000
SOUTHEST JUVENILE (SEV0)			$ 505,671	$ -	$ -	$ 507,844	$ 90,763	$ 1,104,278
Replace (2) Existing Chillers	13.26	11.74	400,000	-	-	-	-	400,000
10022 - 100 kw - (Now) - SE Juvenile Mesa	11.21	10.94	105,671	-	-	-	-	105,671
Future Projects			-	-	-	507,844	90,763	598,607
SOUTHEAST SHERIFF SUBSTATION (SES0)			$ 374,720	$ 750,000	$ -	$ -	$ -	$ 1,124,720
Replace Existing Fire Alarm System	50.99	47.25	374,720	-	-	-	-	374,720
Future Projects			-	750,000	-	-	-	750,000

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2012 Year 1	FY 2013 Year 2	FY 2014 Year 3	FY 2015 Year 4	FY 2016 Year 5	FIVE YEAR TOTAL
Detention Fund (255) Facility Renovation								
TOWERS JAIL (TWJ0)			$ 320,839	$ 1,380,000	$ 1,107,234	$ -	$ -	$ 2,808,073
Reconfigure Sally Port Entrance w/ Man Gate West Side of Complex	43.51	40.85	54,446	-	-	-	-	54,446
Repave Parking Lot (Laundry & Loading Dock)	43.51	43.51	225,320	-	-	-	-	225,320
Install Roof Covering over Locker Area	3.49	3.49	41,073	-	-	-	-	41,073
Future Projects			-	1,380,000	1,107,234	-	-	2,487,234
Facility Renovation Subtotal			**$ 5,340,763**	**$ 5,260,763**	**$ 5,340,763**	**$ 5,340,763**	**$ 5,340,763**	**$ 26,592,031**
PROJECT TITLE	**CURRENT FCI**	**EXPECTED FCI**	**FY 2012 Year 1**	**FY 2013 Year 2**	**FY 2014 Year 3**	**FY 2015 Year 4**	**FY 2016 Year 5**	**FIVE YEAR TOTAL**
Detention Fund (255) Major Maintenance								
ENERGY MANAGEMENT PROGRAM (ENG0)	N/A	N/A	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
ENVIRONMENTAL PROGRAM (ENV0)	N/A	N/A	100,000	100,000	100,000	100,000	100,000	500,000
PROGRAM FEES (PFE0)	N/A	N/A	400,000	400,000	400,000	400,000	400,000	2,000,000
CODE COMPLIANCE RESERVE (CCR0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
BUILDING SECURITY PROGRAM (SCT0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
LIFE/SAFETY PROGRAM (SFY0)	N/A	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
BUILDING ASSESSMENT (AST0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
MAJOR MAINT PROJECT RESERVE	N/A	N/A	-	80,000	-	-	-	80,000
Major Maintenance Subtotal			**$ 1,600,000**	**$ 1,680,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 8,080,000**
TOTAL FUND 255			**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 34,672,031**
TOTAL MAJOR MAINTENANCE (100 & 255)			**$ 16,712,101**	**$ 15,518,668**	**$ 15,518,668**	**$ 15,518,668**	**$ 15,518,668**	**$ 77,561,557**

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 44,514,611**	**$ 604,827**
FY 2011 Revised Budget			**$ 44,514,611**	**$ 604,827**
Adjustments:				
Base Adjustments			**$ 2,155,961**	**$ -**
New Facility Operating Costs			*2,155,961*	-
Sante Fe Depot	*$*	*75,962*		
Court Tower		*2,079,999*		
Reallocations			**$ 15,000**	**$ -**
Reallocation Between Depts			*15,000*	-
Construction Audits from Non Departmental	*$*	*15,000*		
Restatements			**$ 477,096**	**$ -**
Risk Mgt Chgs from Non Dept			*34,824*	-
Equip Svcs Chgs from Non Dept			*138,229*	-
Telecomm Chgs from Non Dept			*227,752*	-
Radio Chgs from Non Dept			*76,291*	-
FY 2012 Budget Target			**$ 47,162,668**	**$ 604,827**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 84,770**	**$ -**
Emp Health Dental Prem Realloc			*13,164*	-
Retirement Contributions			*71,606*	-
Base Adjustments			**$ 111,220**	**$ -**
Other Base Adjustments			*111,220*	-
County-wide Janitorial Contract Increase	*$*	*111,220*		
Fees and Other Revenues			**$ -**	**$ (286,974)**
ProgRevenue Volume Inc/Dec			*-*	*(286,974)*
Human Services Campus County Security Grant	*$*	*(100,000)*		
Security Services for Library		*(186,974)*		
Information and Communications Technology				
Technology Projects			**$ 359,907**	**$ -**
Other Technology Projects			*359,907*	-
Integrated Workspace Management System (IWMS)	*$*	*359,907*		
FY 2012 Adopted Budget			**$ 47,718,565**	**$ 317,853**
Percent Change from Target Amount			*1.2%*	*-47.4%*

General Fund (100) (continued)

		Expenditures	Revenue
NON-RECURRING			
FY 2011 Adopted Budget		**$ 1,061,000**	**$ -**
Adjustments:	Agenda Item:		
Major Maintenance Projects		**$ 3,089,459**	**$ -**
Assessor Admin Bldg Remodel	*C-91-11-064-2-00*	*1,546,027*	-
Data Center Generator	*C-91-11-073-2-00*	*1,543,432*	-
Non Recurring		**$ 360,000**	**$ -**
Site Feasibility Studies	*C-91-11-079-2-00*	*360,000*	-
FY 2011 Revised Budget		**$ 4,510,459**	**$ -**
Adjustments:	Agenda Item:		
Major Maintenance Projects		**$ (3,914,459)**	**$ -**
Assessor Admin Bldg Remodel	*C-91-11-064-2-00*	*(1,546,027)*	-
Data Center Generator	*C-91-11-073-2-00*	*(1,543,432)*	-
Major Maintenance Program		*(825,000)*	-
Non Recurring		**$ (596,000)**	**$ -**
Site Feasibility Studies	*C-91-11-079-2-00*	*(360,000)*	-
Other Non-Recurring		*(236,000)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 630**	**$ -**
Emp Health Dental Prem Realloc		*96*	-
Retirement Contributions		*534*	-
Base Adjustments		**$ 93,433**	**$ -**
Other Base Adjustments		*93,433*	-
Non Recurring		**$ 1,243,432**	**$ -**
Non Recurring Carry Forward		*1,243,432*	-
FY 2012 Adopted Budget		**$ 1,337,495**	**$ -**

Transportation Grants Fund (223)

	Expenditures	Revenue
NON-RECURRING		
FY 2011 Adopted Budget	**$ 573,971**	**$ 573,971**
FY 2011 Revised Budget	**$ 573,971**	**$ 573,971**
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (573,971)**	**$ (573,971)**
Grant Reconciliation	*(573,971)*	*(573,971)*
FY 2012 Budget Target	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 390**	**$ -**
Emp Health Dental Prem Realloc	*48*	*-*
Retirement Contributions	*342*	*-*
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 499,610**	**$ 500,000**
Grant Reconciliation	*499,610*	*500,000*
FY 2012 Adopted Budget	**$ 500,000**	**$ 500,000**

Transportation Grants Fund (223) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (506,586)	$ (176,536)	$ (176,536)	$ (27,169)	$ (27,169)
Sources:					
Non-Recurring	$ 916,894	$ 573,971	$ 573,971	$ 544,195	$ 500,000
Total Sources:	$ 916,894	$ 573,971	$ 573,971	$ 544,195	$ 500,000
Uses:					
Non-Recurring	$ 339,480	$ 573,971	$ 573,971	$ 544,195	$ 500,000
Total Uses:	$ 339,480	$ 573,971	$ 573,971	$ 544,195	$ 500,000
Accounting Adjustments	$ (97,997)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	$ (27,169)	$ (176,536)	$ (176,536)	$ (27,169)	$ (27,169)
Total Ending Spendable Fund Balance	$ (27,169)	$ (176,536)	$ (176,536)	$ (27,169)	$ (27,169)

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 2011 Adopted Budget	**$ 60,745,610**	**$ 98,701,418**
FY 2011 Revised Budget	**$ 60,745,610**	**$ 98,701,418**
Adjustments:		
Restatements	**$ (878,993)**	**$ -**
Risk Mgt Chgs from Non Dept	*(878,993)*	*-*
FY 2012 Budget Target	**$ 59,866,617**	**$ 98,701,418**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 255,867**	**$ -**
Emp Health Dental Prem Realloc	*24,432*	*-*
Retirement Contributions	*231,435*	*-*
Base Adjustments	**$ (1,648,194)**	**$ -**
Other Base Adjustments	*(3,454)*	*-*
Internal Service Charges	*(232,099)*	*-*
Vacant Position Elimination	*(1,412,641)*	*-*
Fees and Other Revenues	**$ -**	**$ (277,821)**
ProgRevenue Volume Inc/Dec	*-*	*(277,821)*
General Revenues	**$ -**	**$ (10,145,561)**
State Shared HURF	*-*	*(10,143,288)*
State Shared VLT	*-*	*(2,273)*
FY 2012 Adopted Budget	**$ 58,474,290**	**$ 88,278,036**
Percent Change from Target Amount	*-2.3%*	*-10.6%*

Transportation Operations Fund (232) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 37,582,426**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 338,537**	**$ -**
ASRS PEHPEP Liability	*C-49-11-013-M-00*	*285,007*	-
Vehicles from PD and Air Qual	*C-49-11-042-2-00*	*20,881*	-
Vehicle Air Quality to Transportation	*C-91-11-235-V-00*	*32,649*	-
FY 2011 Revised Budget		**$ 37,920,963**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ (37,920,963)**	**$ -**
ASRS PEHPEP Liability	*C-49-11-013-M-00*	*(285,007)*	-
Vehicles from PD and Air Qual	*C-49-11-042-2-00*	*(20,881)*	-
Vehicle Air Quality to Transportation	*C-91-11-235-V-00*	*(32,649)*	-
Other Non-Recurring		*(37,582,426)*	-
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ 38,411,419**	**$ -**
Transfer to Capital Proj Fund		*38,411,419*	-
General Revenues		**$ (10,000,000)**	**$ -**
State Shared HURF		*(10,000,000)*	-
FY 2012 Recommended Budget		**$ 28,411,419**	**$ -**
FY 2012 Tentative Budget		**$ 28,411,419**	**$ -**
Adjustments:			
Non Recurring		**$ 1,517,808**	**$ -**
Non Recurring Carry Forward		*1,517,808*	-
FY 2012 Adopted Budget		**$ 29,929,227**	**$ -**

Transportation Operations Fund (232) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 21,501,714	$ 22,094,824	$ 22,094,824	$ 26,688,126	$ 28,545,354
Sources:					
Operating	$ 95,289,395	$ 98,701,418	$ 98,701,418	$ 96,532,755	$ 88,278,036
Non-Recurring	10,000	-	-	-	-
Total Sources:	$ 95,299,395	$ 98,701,418	$ 98,701,418	$ 96,532,755	$ 88,278,036
Uses:					
Operating	$ 54,548,324	$ 60,745,610	$ 60,745,610	$ 57,007,486	$ 58,474,290
Non-Recurring	35,567,886	37,582,426	37,920,963	37,668,041	29,929,227
Total Uses:	$ 90,116,210	$ 98,328,036	$ 98,666,573	$ 94,675,527	$ 88,403,517
Structural Balance	$ 40,741,071	$ 37,955,808	$ 37,955,808	$ 39,525,269	$ 29,803,746
Accounting Adjustments	$ 3,227	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 26,688,126	$ 22,468,206	$ 22,129,669	$ 28,545,354	$ 28,419,873
Total Ending Spendable Fund Balance	$ 26,688,126	$ 22,468,206	$ 22,129,669	$ 28,545,354	$ 28,419,873

Transportation Capital Projects Fund (234)

		Expenditures	Revenue
CAPITAL IMPROVEMENTS			
FY 2011 Adopted Budget		**$ 98,872,518**	**$ 38,814,115**
Adjustments:	Agenda Item:		
Capital Improvement Program		**$ 24,719**	**$ -**
Energy Conservation Project	*C-91-11-139-2-00*	*24,719*	*-*
FY 2011 Revised Budget		**$ 98,897,237**	**$ 38,814,115**
FY 2012 Budget Target		**$ 98,897,237**	**$ 38,814,115**
Adjustments:			
Capital Improvement Program		**$ 16,652,886**	**$ 16,271,370**
Capital Improvement Prog Adj		*16,652,886*	*16,271,370*
FY 2012 Recommended Budget		**$ 115,550,123**	**$ 55,085,485**
Percent Change from Target Amount		*16.8%*	*41.9%*
FY 2012 Tentative Budget		**$ 115,550,123**	**$ 55,085,485**
Percent Change from Target Amount		*16.8%*	*41.9%*
FY 2012 Adopted Budget		**$ 115,550,123**	**$ 55,085,485**
Percent Change from Target Amount		*16.8%*	*41.9%*
MAG ALCP PROJECTS (ALCP)		$ 48,550,000	$ 49,158,656
COUNTY ARTERIALS (ARTS)		10,445,000	
BRIDGE PRESERVATION (BRIG)		8,440,000	
DUST MITIGATION (DMIT)		4,170,000	400,000
APS ES ESCO IMPROVEMENTS (ESCO)		131,956	
INTELLIGENT TRANS SYST ITS (INTL)		2,500,000	1,610,162
PAVEMENT PRESERVATION (PAVE)		13,580,000	
PARTNERSHIP SUPPORT (PSUP)		2,825,000	416,667
RIGHT-OF-WAY (RWAY)		280,000	
SAFETY PROJECTS (SAFE)		4,730,000	
TRAFFIC IMPROVEMENTS (TIMP)		8,400,000	
TRANSPORTATION PLANNING (TPLN)		1,630,000	
FY 2012 Adopted CIP Projects		**$ 115,550,123**	**$ 55,085,485**
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ 36,798,426**
FY 2011 Revised Budget		**$ -**	**$ 36,798,426**
FY 2012 Budget Target		**$ -**	**$ 36,798,426**
Adjustments:			
Capital Improvement Program		**$ -**	**$ (8,387,007)**
Transfer to Capital Proj Fund		*-*	*(8,387,007)*
FY 2012 Recommended Budget		**$ -**	**$ 28,411,419**
Percent Change from Target Amount			*-22.8%*
FY 2012 Tentative Budget		**$ -**	**$ 28,411,419**
Percent Change from Target Amount			*-22.8%*
FY 2012 Adopted Budget		**$ -**	**$ 28,411,419**
Percent Change from Target Amount			*-22.8%*

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 49,663,283	$ 30,580,162	$ 30,580,162	$ 53,014,090	$ 53,099,852
Sources:					
Non-Recurring	$ 59,132,928	$ 75,612,541	$ 75,612,541	$ 72,935,560	$ 83,496,904
Total Sources:	$ 59,132,928	$ 75,612,541	$ 75,612,541	$ 72,935,560	$ 83,496,904
Uses:					
Non-Recurring	$ 55,792,140	$ 98,872,518	$ 98,897,237	$ 72,849,798	$ 115,550,123
Total Uses:	$ 55,792,140	$ 98,872,518	$ 98,897,237	$ 72,849,798	$ 115,550,123
Accounting Adjustments	$ 10,019	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 53,014,090	$ 7,320,185	$ 7,295,466	$ 53,099,852	$ 21,046,633
Total Ending Spendable Fund Balance	$ 53,014,090	$ 7,320,185	$ 7,295,466	$ 53,099,852	$ 21,046,633

Detention Fund (255)

OPERATING		
FY 2011 Adopted Budget	**$ 27,086,421**	**$ -**
FY 2011 Revised Budget	**$ 27,086,421**	**$ -**
FY 2012 Budget Target	**$ 27,086,421**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 14,034**	**$ -**
Emp Health Dental Prem Realloc	*1,488*	-
Retirement Contributions	*12,546*	-
Base Adjustments	**$ 18,310**	**$ -**
Other Base Adjustments	*(3,204)*	-
Internal Service Charges	*21,514*	-
FY 2012 Adopted Budget	**$ 27,118,765**	**$ -**
Percent Change from Target Amount	*0.1%*	
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2011 Adopted Budget	**$ (6,940,763)**	**$ -**
FY 2011 Revised Budget	**$ (6,940,763)**	**$ -**
FY 2012 Budget Target	**$ (6,940,763)**	**$ -**
Adjustments:		
Major Maintenance Projects	**$ 6,940,763**	**$ -**
Major Maintenance Program	*6,940,763*	-
FY 2012 Adopted Budget	**$ -**	**$ -**
Percent Change from Target Amount	*-100.0%*	

Waste Tire Fund (290)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,816,896**	**$ 4,511,046**
Adjustments:	Agenda Item:		
Supplemental Funding			
Mid Year Adjustments		**$ 160,000**	**$ -**
Solid Waste Waste Tire Increase	*C-91-11-225-M-00*	*160,000*	-
FY 2011 Revised Budget		**$ 4,976,896**	**$ 4,511,046**
Adjustments:	Agenda Item:		
Structural Balance		**$ (305,850)**	**$ -**
Structural Balance		*(305,850)*	-
Supplemental Funding			
Mid Year Adjustments		**$ (160,000)**	**$ -**
Solid Waste Waste Tire Increase	*C-91-11-225-M-00*	*(160,000)*	-
FY 2012 Budget Target		**$ 4,511,046**	**$ 4,511,046**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 8,550**	**$ -**
Emp Health Dental Prem Realloc		*5,052*	-
Retirement Contributions		*3,498*	-
Fees and Other Revenues		**$ 237,607**	**$ 246,157**
ProgRevenue Volume Inc/Dec		*237,607*	*246,157*
FY 2012 Adopted Budget		**$ 4,757,203**	**$ 4,757,203**
Percent Change from Target Amount		*5.5%*	*5.5%*

Waste Tire Fund (290) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 2,297,826	$ 2,195,624	$ 2,195,624	$ 1,576,397	$ 1,548,293
Sources:					
Operating	$ 4,271,782	$ 4,511,046	$ 4,511,046	$ 4,726,404	$ 4,757,203
Total Sources:	$ 4,271,782	$ 4,511,046	$ 4,511,046	$ 4,726,404	$ 4,757,203
Uses:					
Operating	$ 4,993,215	$ 4,816,896	$ 4,976,896	$ 4,754,508	$ 4,757,203
Total Uses:	$ 4,993,215	$ 4,816,896	$ 4,976,896	$ 4,754,508	$ 4,757,203
Structural Balance	$ (721,433)	$ (305,850)	$ (465,850)	$ (28,104)	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,576,397	$ 1,889,774	$ 1,729,774	$ 1,548,293	$ 1,548,293
Total Ending Spendable Fund Balance	$ 1,576,397	$ 1,889,774	$ 1,729,774	$ 1,548,293	$ 1,548,293

Solid Waste Management Fund (580)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,008,369**	**$ 318,400**
FY 2011 Revised Budget		**$ 2,008,369**	**$ 318,400**
Adjustments:			
Restatements		**$ (12,628)**	**$ -**
Risk Mgt Chgs from Non Dept		*(12,628)*	*-*
FY 2012 Budget Target		**$ 1,995,741**	**$ 318,400**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 7,153**	**$ -**
Emp Health Dental Prem Realloc		*864*	*-*
Retirement Contributions		*6,289*	*-*
Base Adjustments		**$ (9,193)**	**$ -**
Other Base Adjustments		*(9,193)*	*-*
Fees and Other Revenues		**$ -**	**$ (100,399)**
ProgRevenue Volume Inc/Dec		*-*	*(100,399)*
General Revenues		**$ -**	**$ (98,000)**
Interest Revenue		*-*	*(98,000)*
FY 2012 Recommended Budget		**$ 1,993,701**	**$ 120,001**
Percent Change from Target Amount		*-0.1%*	*-62.3%*
FY 2012 Tentative Budget		**$ 1,993,701**	**$ 120,001**
Percent Change from Target Amount		*-0.1%*	*-62.3%*
Adjustments:			
Base Adjustments		**$ -**	**$ 169,965**
Other Base Adjustments		*-*	*169,965*
General Fund Subsidy for Transfer Stations	*$ 169,965*		
FY 2012 Adopted Budget		**$ 1,993,701**	**$ 289,966**
Percent Change from Target Amount		*-0.1%*	*-8.9%*

Solid Waste Management Fund (580) (continued)

				Expenditures	Revenue
NON RECURRING NON PROJECT					
FY 2011 Adopted Budget			**$**	**5,716,000**	**$ -**
Adjustments:	Agenda Item:				
Non Recurring			**$**	**18,198**	**$ -**
Vehicle Air Qual to Pub Wks SW	*C-91-11-175-V-00*			*18,198*	-
FY 2011 Revised Budget			**$**	**5,734,198**	**$ -**
Adjustments:	Agenda Item:				
Non Recurring			**$**	**(5,734,198)**	**$ -**
Vehicle Air Qual to Pub Wks SW	*C-91-11-175-V-00*			*(18,198)*	-
Other Non-Recurring				*(5,716,000)*	-
FY 2012 Budget Target			**$**	**-**	**$ -**
Adjustments:					
Capital Improvement Program			**$**	**-**	**$ 165,775**
Transfer to Capital Proj Fund				*-*	*165,775*
Non Recurring			**$**	**1,506,000**	**$ -**
Non Recurring Carry Forward				*190,000*	-
Water Truck		*$ 190,000*			
Other Non-Recurring				*1,316,000*	-
ADEQ Required Landfill Maintenance		*$ 175,000*			
Gilbert Landfill		*740,000*			
Cave Creek Remediation		*200,000*			
Vehicle Replacements		*201,000*			
FY 2012 Recommended Budget			**$**	**1,506,000**	**$ 165,775**
FY 2012 Tentative Budget			**$**	**1,506,000**	**$ 165,775**
Adjustments:					
Non Recurring			**$**	**(1,316,000)**	**$ -**
Other Non-Recurring				*(1,316,000)*	-
FY 2012 Adopted Budget			**$**	**190,000**	**$ 165,775**

Solid Waste Management Fund (580) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 10,679,535	$ 8,303,013	$ 8,303,013	$ 8,246,578	$ 1,201,017
Sources:					
Operating	$ 232,179	$ 318,400	$ 318,400	$ 194,893	$ 289,966
Non-Recurring	88,000	-	-	62,211	165,775
Total Sources:	$ 320,179	$ 318,400	$ 318,400	$ 257,104	$ 455,741
Uses:					
Operating	$ 1,972,488	$ 2,008,369	$ 2,008,369	$ 1,971,686	$ 1,993,701
Non-Recurring	780,659	5,716,000	5,734,198	5,330,979	190,000
Total Uses:	$ 2,753,147	$ 7,724,369	$ 7,742,567	$ 7,302,665	$ 2,183,701
Structural Balance	$ (1,740,309)	$ (1,689,969)	$ (1,689,969)	$ (1,776,793)	$ (1,703,735)
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 8,246,578	$ 897,044	$ 878,846	$ 1,201,017	$ -
Unassigned	-	-	-	-	(526,943)
Total Ending Spendable Fund Balance	$ 8,246,578	$ 897,044	$ 878,846	$ 1,201,017	$ (526,943)

Solid Waste Grants Fund (581)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 22,994**	**$ -**
Sol Waste USDA Grant Carryover	*C-91-11-082-M-00*	*22,994*	-
FY 2011 Revised Budget		**$ 22,994**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (22,994)**	**$ -**
Sol Waste USDA Grant Carryover	*C-91-11-082-M-00*	*(22,994)*	-
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Adopted Budget		**$ -**	**$ -**

Solid Waste Grants Fund (581) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 126,966	$ 126,966	$ (65,028)	$ (5,497)
Sources:					
Operating	$ 625	$ -	$ -	$ (147)	$ -
Non-Recurring	116,354	-	-	75,038	-
Total Sources:	$ 116,979	$ -	$ -	$ 74,891	$ -
Uses:					
Non-Recurring	65,464	-	22,994	15,360	-
Total Uses:	$ 65,464	$ -	$ 22,994	$ 15,360	$ -
Structural Balance	$ 625	$ -	$ -	$ (147)	$ -
Accounting Adjustments	$ (116,543)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 126,966	$ 103,972	$ -	$ -
Unassigned	(65,028)	-	-	(5,497)	(5,497)
Total Ending Spendable Fund Balance	$ (65,028)	$ 126,966	$ 103,972	$ (5,497)	$ (5,497)

Public Works Flood Control Fund (988)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 35,509,839**	**$ 35,509,839**
FY 2011 Revised Budget		**$ 35,509,839**	**$ 35,509,839**
Adjustments:			
Restatements		**$ 43,515**	**$ -**
Risk Mgt Chgs from Non Dept		*43,515*	*-*
Structural Balance		**$ -**	**$ 43,515**
Structural Balance		*-*	*43,515*
FY 2012 Budget Target		**$ 35,553,354**	**$ 35,553,354**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 107,333**	**$ -**
Emp Health Dental Prem Realloc		*9,408*	*-*
Retirement Contributions		*97,925*	*-*
Base Adjustments		**$ (77,301)**	**$ -**
Other Base Adjustments		*168,595*	*-*
Debt Service		*(245,896)*	*-*
Fees and Other Revenues		**$ -**	**$ 30,032**
ProgRevenue Volume Inc/Dec		*-*	*30,032*
FY 2012 Recommended Budget		**$ 35,583,386**	**$ 35,583,386**
Percent Change from Target Amount		*0.1%*	*0.1%*
FY 2012 Tentative Budget		**$ 35,583,386**	**$ 35,583,386**
Percent Change from Target Amount		*0.1%*	*0.1%*
Adjustments:			
Base Adjustments		**$ 350,415**	**$ 350,415**
Other Base Adjustments		*350,415*	*350,415*
Equipment Carry Over	*$ 272,927*		
Telecommunication Services	*77,488*		
FY 2012 Adopted Budget		**$ 35,933,801**	**$ 35,933,801**
Percent Change from Target Amount		*1.1%*	*1.1%*

Public Works Flood Control Fund (988) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Sources:					
Operating	$ 28,667,079	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801
Total Sources:	$ 28,667,079	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801
Uses:					
Operating	$ 28,667,100	$ 35,509,839	$ 35,509,839	$ 33,939,374	$ 35,933,801
Non-Recurring	-	-	44,300	-	-
Total Uses:	$ 28,667,100	$ 35,509,839	$ 35,554,139	$ 33,939,374	$ 35,933,801
Structural Balance	$ (21)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 21	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	$ -	$ -	$ (44,300)	$ -	$ -
Total Ending Spendable Fund Balance	$ -	$ -	$ (44,300)	$ -	$ -

Recorder

Analysis by Carmine L. Davis, Management and 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

Department Specific

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 2010, the Recorder processed 580,640 documents for FY 2011 of which 430,082 were processed electronically. This equates to 74.07% of total recorded documents being recorded from digital and electronic sources.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
DCOP - DOCUMENT OPERATIONS	$ 7,479,993	$ 6,769,997	$ 6,769,997	$ 6,772,744	$ 6,793,997	$ 24,000	0.4%
MCRO - MICROGRAPHICS	51,048	50,000	50,000	49,198	50,000	-	0.0%
MOUT - MAILOUT	183,692	180,000	180,000	178,058	156,000	(24,000)	-13.3%
36RP - RECORDER	$ 7,714,733	$ 6,999,997	$ 6,999,997	$ 7,000,000	$ 6,999,997	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 57,303	$ -	$ -	$ 26,515	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 57,303	$ -	$ -	$ 26,515	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 4,481,272	$ 4,620,000	$ 4,620,000	$ 4,481,804	$ 4,590,000	$ (30,000)	-0.6%
99IT - INFORMATION TECHNOLOGY	$ 4,481,272	$ 4,620,000	$ 4,620,000	$ 4,481,804	$ 4,590,000	$ (30,000)	-0.6%
TOTAL PROGRAMS	**$ 12,253,308**	**$ 11,620,000**	**$ 11,620,000**	**$ 11,508,319**	**$ 11,590,000**	**$ (30,000)**	**-0.3%**
USES							
DCOP - DOCUMENT OPERATIONS	$ 692,797	$ 1,043,843	$ 1,043,842	$ 845,983	$ 1,088,326	$ (44,484)	-4.3%
MCRO - MICROGRAPHICS	130,254	196,837	196,838	152,665	345,742	(148,904)	-75.6%
MOUT - MAILOUT	289,513	319,053	319,050	270,301	297,419	21,631	6.8%
36RP - RECORDER	$ 1,112,564	$ 1,559,733	$ 1,559,730	$ 1,268,949	$ 1,731,487	$ (171,757)	-11.0%
FSAC - FINANCIAL SERVICES	$ 118,918	$ 123,090	$ 123,092	$ 122,131	$ 123,220	$ (128)	-0.1%
HRAC - HUMAN RESOURCES	112,547	120,187	120,187	69,224	76,929	43,258	36.0%
ODIR - EXECUTIVE MANAGEMENT	393,225	435,880	435,881	536,146	613,527	(177,646)	-40.8%
PROC - PROCUREMENT	61,930	68,463	68,460	64,358	69,117	(657)	-1.0%
99AS - ADMINISTRATIVE SERVICES	$ 686,620	$ 747,620	$ 747,620	$ 791,859	$ 882,793	$ (135,173)	-18.1%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 2,472	$ 10,896	$ 10,896	$ 10,895	$ 6,100	$ 4,796	44.0%
99GV - GENERAL GOVERNMENT	$ 2,472	$ 10,896	$ 10,896	$ 10,895	$ 6,100	$ 4,796	44.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,625,494	$ 3,703,062	$ 3,703,065	$ 3,188,875	$ 6,004,352	$ (2,301,287)	-62.1%
HDSP - HELP DESK SUPPORT	628,798	622,619	622,619	506,837	571,269	51,350	8.2%
99IT - INFORMATION TECHNOLOGY	$ 3,254,292	$ 4,325,681	$ 4,325,684	$ 3,695,712	$ 6,575,621	$ (2,249,937)	-52.0%
TOTAL PROGRAMS	**$ 5,055,948**	**$ 6,643,930**	**$ 6,643,930**	**$ 5,767,415**	**$ 9,196,001**	**$ (2,552,071)**	**-38.4%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,738,535	$ 11,119,802	$ 11,119,802	$ 11,077,607	$ 11,185,802	$ 66,000	0.6%
SUBTOTAL	$ 11,738,535	$ 11,119,802	$ 11,119,802	$ 11,077,607	$ 11,185,802	$ 66,000	0.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 57,303	$ 60,000	$ 60,000	$ 56,515	$ 30,000	$ (30,000)	-50.0%
0650 - MISCELLANEOUS REVENUE	457,470	440,198	440,198	374,197	374,198	(66,000)	-15.0%
SUBTOTAL	$ 514,773	$ 500,198	$ 500,198	$ 430,712	$ 404,198	$ (96,000)	-19.2%
ALL REVENUES	$ 12,253,308	$ 11,620,000	$ 11,620,000	$ 11,508,319	$ 11,590,000	$ (30,000)	-0.3%
TOTAL SOURCES	$ 12,253,308	$ 11,620,000	$ 11,620,000	$ 11,508,319	$ 11,590,000	$ (30,000)	-0.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,673,206	$ 2,940,170	$ 2,940,170	$ 2,725,608	$ 2,977,050	$ (36,880)	-1.3%
0710 - OVERTIME	13,967	27,000	27,000	23,014	21,500	5,500	20.4%
0750 - FRINGE BENEFITS	893,763	1,149,906	1,149,906	1,019,757	1,128,015	21,891	1.9%
0790 - OTHER PERSONNEL SERVICES	5,525	2,000	2,000	4,772	1,500	500	25.0%
SUBTOTAL	$ 3,586,461	$ 4,119,076	$ 4,119,076	$ 3,773,151	$ 4,128,065	$ (8,989)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 411,835	$ 1,012,025	$ 1,012,025	$ 921,478	$ 581,125	$ 430,900	42.6%
0804 - NON-CAPITAL EQUIPMENT	135,389	484,500	484,500	146,144	895,000	(410,500)	-84.7%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	27,840	(27,840)	N/A
SUBTOTAL	$ 547,224	$ 1,496,525	$ 1,496,525	$ 1,067,622	$ 1,503,965	$ (7,440)	-0.5%
SERVICES							
0812 - OTHER SERVICES	$ 135,893	$ 224,900	$ 224,900	$ 207,400	$ 384,900	$ (160,000)	-71.1%
0820 - RENT & OPERATING LEASES	38,167	43,300	43,300	26,945	48,800	(5,500)	-12.7%
0825 - REPAIRS AND MAINTENANCE	350,767	155,000	155,000	88,984	114,500	40,500	26.1%
0839 - INTERNAL SERVICE CHARGES	49,711	95,100	95,100	144,643	276,453	(181,353)	-190.7%
0841 - TRAVEL	17,582	29,050	29,050	19,465	30,550	(1,500)	-5.2%
0842 - EDUCATION AND TRAINING	6,372	66,000	66,000	63,968	66,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	40,421	106,379	106,379	59,035	84,168	22,211	20.9%
0850 - UTILITIES	3,762	3,600	3,600	2,744	3,600	-	0.0%
SUBTOTAL	$ 642,675	$ 723,329	$ 723,329	$ 613,184	$ 1,008,971	$ (285,642)	-39.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 279,588	$ 305,000	$ 305,000	$ 313,458	$ 2,555,000	$ (2,250,000)	-737.7%
SUBTOTAL	$ 279,588	$ 305,000	$ 305,000	$ 313,458	$ 2,555,000	$ (2,250,000)	-737.7%
ALL EXPENDITURES	$ 5,055,948	$ 6,643,930	$ 6,643,930	$ 5,767,415	$ 9,196,001	$ (2,552,071)	-38.4%
TOTAL USES	$ 5,055,948	$ 6,643,930	$ 6,643,930	$ 5,767,415	$ 9,196,001	$ (2,552,071)	-38.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 7,714,733	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 7,714,733	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ -	0.0%
236 RECORDERS SURCHARGE							
OPERATING	$ 4,538,575	$ 4,620,000	$ 4,620,000	$ 4,508,319	$ 4,590,000	$ (30,000)	-0.6%
FUND TOTAL SOURCES	$ 4,538,575	$ 4,620,000	$ 4,620,000	$ 4,508,319	$ 4,590,000	$ (30,000)	-0.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 12,253,308	$ 11,620,000	$ 11,620,000	$ 11,508,319	$ 11,590,000	$ (30,000)	-0.3%
DEPARTMENT TOTAL SOURCES	$ 12,253,308	$ 11,620,000	$ 11,620,000	$ 11,508,319	$ 11,590,000	$ (30,000)	-0.3%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,649,614	$ 2,095,117	$ 2,095,117	$ 1,893,399	$ 2,251,263	$ (156,146)	-7.5%
FUND TOTAL USES	$ 1,649,614	$ 2,095,117	$ 2,095,117	$ 1,893,399	$ 2,251,263	$ (156,146)	-7.5%
236 RECORDERS SURCHARGE							
OPERATING	$ 3,406,334	$ 3,498,813	$ 3,498,813	$ 3,498,807	$ 3,494,738	$ 4,075	0.1%
NON-RECURRING	-	1,050,000	1,050,000	375,209	3,450,000	(2,400,000)	-228.6%
FUND TOTAL USES	$ 3,406,334	$ 4,548,813	$ 4,548,813	$ 3,874,016	$ 6,944,738	$ (2,395,925)	-52.7%
DEPARTMENT OPERATING TOTAL USES	$ 5,055,948	$ 5,593,930	$ 5,593,930	$ 5,392,206	$ 5,746,001	$ (152,071)	-2.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,050,000	$ 1,050,000	$ 375,209	$ 3,450,000	$ (2,400,000)	-228.6%
DEPARTMENT TOTAL USES	$ 5,055,948	$ 6,643,930	$ 6,643,930	$ 5,767,415	$ 9,196,001	$ (2,552,071)	-38.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	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	1.00	1.00	(1.00)	(50.0%)
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	8.00	8.00	8.00	7.00	7.00	(1.00)	(12.5%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	22.00	22.00	22.00	22.00	22.00	-	0.0%
HELP DESK SUPPORT	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	26.00	26.00	26.00	26.00	26.00	-	0.0%
RECORDER							
DOCUMENT OPERATIONS	23.00	24.00	24.00	25.00	25.00	1.00	4.2%
MAILOUT	5.00	4.00	4.00	4.00	4.00	-	0.0%
MICROGRAPHICS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	29.00	29.00	29.00	30.00	30.00	1.00	3.4%
DEPARTMENT TOTAL	63.00	63.00	63.00	63.00	63.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	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	4.00	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	1.00	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	21.00	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	6.00	6.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	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	**63.00**	**63.00**	**63.00**	**63.00**	**63.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	36.00	36.00	36.00	36.00	36.00	-	0.0%
236 RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total	**63.00**	**63.00**	**63.00**	**63.00**	**63.00**	**-**	**0.0%**

General Adjustments

General Fund (100)

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $17,280 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $11,881.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $13,628 is restated for FY 2012 consolidated risk management charges.
- $147,917 is a restatement of FY 2011 baseline telecommunications.

Recorder's Surcharge Fund (236)

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $12,960 decrease to the department budget. Additionally, retirement/long-term disability charges are increasing, impacting the department by $15,492.

Technology: Increase Non-Recurring/Non-Project by $3,450,000 for printer, laptop and PC refreshes, RFID tags and interegators, consolidated records system and KIOSK hardware, SAN refresh and other drives, servers and miscellaneous hardware.

Interest Revenue: Interest revenue is decreasing due to the global financial markets' low interest rates. As a result, the Recorder's Office submitted a FY 2012 operating budget under target in interest revenues for $30,000.

Other Base Adjustments: The Recorder's Office submitted a FY 2012 Operating budget under target for expenditures for $6,607 due to a decrease in miscellaneous expenses.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of customers satisfied with the timeliness in returning documents presented for recording	N/A	100.0%	100.0%	89.0%	(11.0%)	-11.0%
Percentage of documents recorded digitally successfully recorded without error	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents made available to the public on Recorder website within timeliness standards	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents prepared for delivery within timeliness standards	N/A	97.0%	96.7%	97.0%	0.0%	0.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	N/A	100.0%	100.0%	89.0%	(11.0%)	-11.0%
Result	Percentage of documents recorded digitally successfully recorded without error	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents recorded.	N/A	1,125,000	1,130,640	1,150,000	25,000	2.2%
Output	Number of documents recorded digitally	N/A	822,500	850,124	805,000	(17,500)	-2.1%
Demand	Number of documents presented for recording	N/A	1,175,000	1,180,640	1,150,000	(25,000)	-2.1%
Demand	Number of documents presented for digital recording	N/A	822,500	850,124	805,000	(17,500)	-2.1%
Efficiency	Expenditure per document recorded	N/A	$ 0.93	$ 0.75	$ 0.95	$ (0.02)	-2.0%
Revenue							
	100 - GENERAL	$ 7,479,993	$ 6,769,997	$ 6,772,744	$ 6,793,997	$ 24,000	0.4%
	TOTAL SOURCES	$ 7,479,993	$ 6,769,997	$ 6,772,744	$ 6,793,997	$ 24,000	0.4%
Expenditure							
	100 - GENERAL	$ 692,797	$ 1,043,842	$ 845,983	$ 1,088,326	$ (44,484)	-4.3%
	TOTAL USES	$ 692,797	$ 1,043,842	$ 845,983	$ 1,088,326	$ (44,484)	-4.3%

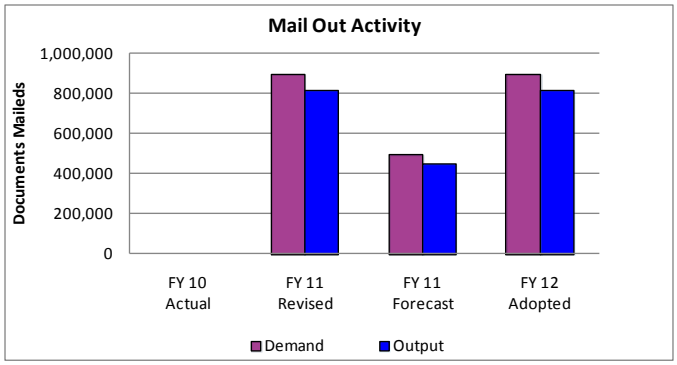
Activity Narrative: The FY 2012 revenues for the Document Operations Activity are projected to increase from FY 2011 due to more complex recordings, such as bankruptcy and foreclosure documents. The current resources can accommodate the number of recordings. The increase in FY 2012 expenditure is due to a departmental restructuring as public assistance expenses are now included in this activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of documents prepared for delivery within timeliness standards	N/A	97.0%	96.7%	97.0%	0.0%	0.0%
Output	Number of documents prepared for delivery	N/A	820,000	450,000	820,000	-	0.0%
Demand	Number of documents recorded for delivery	N/A	900,000	500,000	900,000	-	0.0%
Efficiency	Expenditure per document prepared for delivery	N/A	$ 0.39	$ 0.60	$ 0.36	$ 0.03	6.8%
Revenue							
	100 - GENERAL	$ 183,692	$ 180,000	$ 178,058	$ 156,000	$ (24,000)	-13.3%
	TOTAL SOURCES	$ 183,692	$ 180,000	$ 178,058	$ 156,000	$ (24,000)	-13.3%
Expenditure							
	100 - GENERAL	$ 289,513	$ 319,050	$ 270,301	$ 297,419	$ 21,631	6.8%
	TOTAL USES	$ 289,513	$ 319,050	$ 270,301	$ 297,419	$ 21,631	6.8%



Activity Narrative: Expenditures are expected to decline due to efficiencies in the mail out program. 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of documents made available to the public on Recorder website within timeliness standards	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents scanned	N/A	77,500	17,500	77,500	-	0.0%
Demand	Number of documents presented for scanning	N/A	77,500	17,500	77,500	-	0.0%
Efficiency	Expenditure per document scanned	N/A	$ 2.54	$ 8.72	$ 4.46	$ (1.92)	-75.6%
Revenue							
	100 - GENERAL	$ 51,048	$ 50,000	$ 49,198	$ 50,000	$ -	0.0%
	TOTAL SOURCES	$ 51,048	$ 50,000	$ 49,198	$ 50,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 41,234	$ 46,838	$ 43,387	$ 45,742	$ 1,096	2.3%
	236 - RECORDERS SURCHARGE	89,020	150,000	109,278	300,000	(150,000)	-100.0%
	TOTAL USES	$ 130,254	$ 196,838	$ 152,665	$ 345,742	$ (148,904)	-75.6%

Activity Narrative: The FY 2012 budget supports the Department in meeting 100% of the demand for documents scanned. Revenues for the Micrographics Activity are expected to be consistent with FY 2011 due to a flat number of requests for microfiche information by real estate companies based on the number of home sales. The increase in expenditures for this activity is due to necessary preservation of early recorded paper documents, which need to be protected with acid-free sleeves.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 2,095,117**	**$ 7,000,000**
FY 2011 Revised Budget	**$ 2,095,117**	**$ 7,000,000**
Adjustments:		
Restatements	**$ 161,545**	**$ -**
Risk Mgt Chgs from Non Dept	*13,628*	*-*
Telecomm Chgs from Non Dept	*147,917*	*-*
FY 2012 Budget Target	**$ 2,256,662**	**$ 7,000,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ (5,399)**	**$ -**
Emp Health Dental Prem Realloc	*(17,280)*	*-*
Retirement Contributions	*11,881*	*-*
FY 2012 Adopted Budget	**$ 2,251,263**	**$ 7,000,000**
Percent Change from Target Amount	*-0.2%*	*0.0%*

Recorder's Surcharge Fund (236)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 3,498,813**	**$ 4,620,000**
FY 2011 Revised Budget		**$ 3,498,813**	**$ 4,620,000**
FY 2012 Budget Target		**$ 3,498,813**	**$ 4,620,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,532**	**$ -**
Emp Health Dental Prem Realloc		*(12,960)*	*-*
Retirement Contributions		*15,492*	*-*
Fees and Other Revenues		**$ (6,607)**	**$ (30,000)**
ProgRevenue Volume Inc/Dec		*(6,607)*	*(30,000)*
FY 2012 Adopted Budget		**$ 3,494,738**	**$ 4,590,000**
Percent Change from Target Amount		*-0.1%*	*-0.6%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2011 Adopted Budget		**$ 1,050,000**	**$ -**
FY 2011 Revised Budget		**$ 1,050,000**	**$ -**
Adjustments:			
Non Recurring		**$ (1,050,000)**	**$ -**
Other Non-Recurring		*(1,050,000)*	*-*
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 3,450,000**	**$ -**
Other Base Adjustments		*3,450,000*	*-*
Printer, Laptop & PC Refreshes	*$ 345,000*		
RFID Tags & Interegators - Inventory Project	*250,000*		
Consolidated Records System & KIOSK Hardware	*375,000*		
SAN Refresh	*2,000,000*		
Drives, Servers & Miscellaneous Hardware	*480,000*		
FY 2012 Adopted Budget		**$ 3,450,000**	**$ -**

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 3,810,641	$ 4,738,411	$ 4,738,411	$ 4,942,886	$ 5,577,189
Sources:					
Operating	$ 4,538,575	$ 4,620,000	$ 4,620,000	$ 4,508,319	$ 4,590,000
Total Sources:	$ 4,538,575	$ 4,620,000	$ 4,620,000	$ 4,508,319	$ 4,590,000
Uses:					
Operating	$ 3,406,334	$ 3,498,813	$ 3,498,813	$ 3,498,807	$ 3,494,738
Non-Recurring	-	1,050,000	1,050,000	375,209	3,450,000
Total Uses:	$ 3,406,334	$ 4,548,813	$ 4,548,813	$ 3,874,016	$ 6,944,738
Structural Balance	$ 1,132,241	$ 1,121,187	$ 1,121,187	$ 1,009,512	$ 1,095,262
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,942,886	$ 4,809,598	$ 4,809,598	$ 5,577,189	$ 3,222,451
Total Ending Spendable Fund Balance	$ 4,942,886	$ 4,809,598	$ 4,809,598	$ 5,577,189	$ 3,222,451

Research and Reporting

Analysis by Mary Driessen, Senior Management and Budget Analyst

Summary

Mission

The mission of the Research & Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Strategic Goals

Citizen Satisfaction

By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.

Status: The Department continues to work with County departments to make sure they are collecting the right data and the information they need to meet their goals. The Department is also working with the Public Trust Strategic group to make sure the data collected is useful and used.

Quality Workforce

By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey (ESS).

Status: The Department has been and will continue to work with County departments to integrate the ESS results with their Performance Plans. The Department is also working with the Office of Enterprise Technology (OET) to see if the ESS can be administered on-line while maintaining the controls and confidentiality needed for the results to be valid and useful.

Quality Workforce

By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

Status: The Department is currently working to modify questionnaire to better meet the data needs of departments using the data. The Department is also researching the possibility of extending the process to include employees who transfer from one department to another.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
46RR - RESEARCH AND REPORTING	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
TOTAL PROGRAMS	**$ 97,283**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 72,000**	**$ 22,000**	**44.0%**
USES							
CDCS - COUNTY DEPT CONTRACTED SURVEYS	$ (14,000)	$ -	$ -	$ -	$ -	$ -	N/A
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	50,000	50,000	50,000	72,000	(22,000)	-44.0%
SURV - COUNTY SPONSORED SURVEYS	242,108	186,156	186,158	168,129	166,949	19,209	10.3%
46RR - RESEARCH AND REPORTING	$ 228,108	$ 236,156	$ 236,158	$ 218,129	$ 238,949	$ (2,791)	-1.2%
FSAC - FINANCIAL SERVICES	$ 8,894	$ 8,698	$ 8,697	$ 8,822	$ 9,618	$ (921)	-10.6%
HRAC - HUMAN RESOURCES	8,291	8,698	8,697	8,508	9,618	(921)	-10.6%
ODIR - EXECUTIVE MANAGEMENT	63,325	61,373	61,373	63,581	102,455	(41,082)	-66.9%
99AS - ADMINISTRATIVE SERVICES	$ 80,510	$ 78,769	$ 78,767	$ 80,911	$ 121,691	$ (42,924)	-54.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 516	$ 7,316	$ 7,316	$ 4,687	$ 2,099	$ 5,217	71.3%
99GV - GENERAL GOVERNMENT	$ 516	$ 7,316	$ 7,316	$ 4,687	$ 2,099	$ 5,217	71.3%
TOTAL PROGRAMS	**$ 309,134**	**$ 322,241**	**$ 322,241**	**$ 303,727**	**$ 362,739**	**$ (40,498)**	**-12.6%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
SUBTOTAL	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
ALL REVENUES	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
TOTAL SOURCES	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
CATEGORY	**FY 2010 ACTUAL**	**FY 2011 ADOPTED**	**FY 2011 REVISED**	**FY 2011 FORECAST**	**FY 2012 ADOPTED**	**REVISED VS ADOPTED VAR**	**REVISED VS ADOPTED %**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 207,156	$ 224,633	$ 224,633	$ 202,358	$ 230,284	$ (5,651)	-2.5%
0705 - TEMPORARY PAY	41,797	24,604	24,604	39,084	26,414	(1,810)	-7.4%
0710 - OVERTIME	2	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	62,809	71,776	71,776	68,363	106,033	(34,257)	-47.7%
0790 - OTHER PERSONNEL SERVICES	2,135	5,061	5,061	3,674	5,000	61	1.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,000)	(92,000)	(92,000)	(92,000)	(118,000)	26,000	28.3%
0796 - PERSONNEL SERVICES ALLOC-IN	-	71,000	71,000	71,000	95,000	(24,000)	-33.8%
SUBTOTAL	$ 299,899	$ 305,074	$ 305,074	$ 292,479	$ 344,731	$ (39,657)	-13.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,082	$ 6,367	$ 6,367	$ 5,754	$ 5,939	$ 428	6.7%
SUBTOTAL	$ 6,082	$ 6,367	$ 6,367	$ 5,754	$ 5,939	$ 428	6.7%
SERVICES							
0812 - OTHER SERVICES	$ -	$ 2,000	$ 2,000	$ 664	$ -	$ 2,000	100.0%
0820 - RENT & OPERATING LEASES	-	3,000	3,000	1,750	3,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,000	1,000	332	1,010	(10)	-1.0%
0839 - INTERNAL SERVICE CHARGES	2,049	3,945	3,945	1,785	7,203	(3,258)	-82.6%
0841 - TRAVEL	1,104	555	555	763	556	(1)	-0.2%
0842 - EDUCATION AND TRAINING	-	300	300	200	300	-	0.0%
SUBTOTAL	$ 3,153	$ 10,800	$ 10,800	$ 5,494	$ 12,069	$ (1,269)	-11.8%
ALL EXPENDITURES	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%
TOTAL USES	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
FUND TOTAL SOURCES	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
DEPARTMENT TOTAL SOURCES	$ 97,283	$ 50,000	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%
FUND TOTAL USES	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%
DEPARTMENT OPERATING TOTAL USES	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%
DEPARTMENT TOTAL USES	$ 309,134	$ 322,241	$ 322,241	$ 303,727	$ 362,739	$ (40,498)	-12.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
460 RESEARCH AND REPORTING							
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	.50	.50	.50	.50	.80	.30	60.0%
FINANCIAL SERVICES	.20	.20	.20	.20	.20	-	0.0%
HUMAN RESOURCES	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.90	.90	.90	.90	1.20	.30	33.3%
RESEARCH AND REPORTING							
COUNTY SPONSORED SURVEYS	4.85	4.85	4.85	4.85	4.55	(.30)	(6.2%)
PROGRAM TOTAL	4.85	4.85	4.85	4.85	4.55	(.30)	(6.2%)
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	5.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
RESEARCH AND REPORTING							
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	.50	.50	.50	.50	.50	-	0.0%
Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $ 31,209 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $2,218 for retirement contribution rate increase.

Target Adjustments:

General Fund (100)

- Increase budget by $562 for restatement of risk management charges from Non Departmental.
- Increase budget by $6,509 for restatement of baseline telecommunications.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate)	97.4%	95.4%	95.0%	91.8%	(3.6%)	-3.8%
Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	90.4%	95.0%	87.0%	89.1%	(5.9%)	-6.2%
Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	95.5%	96.0%	88.0%	99.2%	3.2%	3.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate)	97.4%	95.4%	95.0%	91.8%	(3.6%)	-3.8%
Output	Number of county-department-contracted survey projects completed	N/A	N/A	N/A	9	N/A	N/A
Demand	Number of county-department-contracted-survey projects requested	N/A	N/A	N/A	9	N/A	N/A
Efficiency	Expenditure per county-department-contracted survey project completed	N/A	N/A	N/A	$ -	N/A	N/A
Expenditure							
	100 - GENERAL	$ (14,000)	$ -	$ -	$ -	$ -	N/A
	TOTAL USES	$ (14,000)	$ -	$ -	$ -	$ -	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. Measurements for this department are new for FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	90.4%	95.0%	87.0%	89.1%	(5.9%)	-6.2%
Output	Number of county-sponsored survey projects completed	N/A	N/A	N/A	55	N/A	N/A
Demand	Number of county-sponsored survey projects requested	N/A	N/A	N/A	55	N/A	N/A
Efficiency	Expenditure per county-sponsored survey project completed	N/A	N/A	N/A	$ 3,035.44	N/A	N/A
Expenditure							
	100 - GENERAL	$ 242,108	$ 186,158	$ 168,129	$ 166,949	$ 19,209	10.3%
	TOTAL USES	$ 242,108	$ 186,158	$ 168,129	$ 166,949	$ 19,209	10.3%

Activity Narrative: Measurements for this department are new for FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	95.5%	96.0%	88.0%	99.2%	3.2%	3.4%
Output	Number of outside-agency survey projects completed	N/A	N/A	N/A	1	N/A	N/A
Demand	Number of outside-agency survey projects requested	N/A	N/A	N/A	1	N/A	N/A
Efficiency	Expenditure per outside-agency survey project completed	N/A	N/A	N/A	$ 72,000.00	N/A	N/A
Revenue							
	100 - GENERAL	$ 97,283	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
	TOTAL SOURCES	$ 97,283	$ 50,000	$ 50,000	$ 72,000	$ 22,000	44.0%
Expenditure							
	100 - GENERAL	$ -	$ 50,000	$ 50,000	$ 72,000	$ (22,000)	-44.0%
	TOTAL USES	$ -	$ 50,000	$ 50,000	$ 72,000	$ (22,000)	-44.0%

Activity Narrative: In FY 2012, the Department will conduct one survey for the State of Arizona for $72,000. Measurements for this department are new for FY 2012.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 322,241**	**$ 50,000**
FY 2011 Revised Budget	**$ 322,241**	**$ 50,000**
Adjustments:		
Restatements	**$ 7,071**	**$ -**
Risk Mgt Chgs from Non Dept	*562*	*-*
Telecomm Chgs from Non Dept	*6,509*	*-*
FY 2012 Budget Target	**$ 329,312**	**$ 50,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 33,427**	**$ -**
Emp Health Dental Prem Realloc	*31,209*	*-*
Retirement Contributions	*2,218*	*-*
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	**$ -**	**$ 22,000**
Other IGA	*-*	*22,000*
FY 2012 Adopted Budget	**$ 362,739**	**$ 72,000**
Percent Change from Target Amount	*10.2%*	*44.0%*

Risk Management

Analysis by Jacqueline M. Edwards, Management and 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

Fiscal Strength

By 2015, the Cost of Risk will be at or less than 1%.

Status: The cost of risk has remained stable at 0.93%. Risk Management projects the cost of risk to be 1% or less at the end of FY 2011 and through FY 2012.

Quality Workforce

By 2015, the injury incident rate will not increase each year by more than 1% over the 3-year-average.

Status: In FY 2010, the injury incident rate decreased to 3.65 from 3.7 in FY 2009. For FY 2011 and FY 2012, Risk Management continues to work towards further stabilizing the injury incident rate when compared to the prior 3-year average.

Quality Workforce

By 2015, voluntary, non-retirement turnover will be 10% or less.

Status: For FY 2011, the non-retirement turnover rate increased to over 10%. Positions have been filled and personnel stabilized. Risk Management projects that the rate will be less than 10% by the end of FY 2011 and will continue to be stable for FY 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ALCI - AUTO LIABILITY	$ 1,067,254	$ 941,179	$ 941,179	$ 941,179	$ 491,703	$ (449,476)	-47.8%
APDA - AUTO PROPERTY DAMAGE	718,596	623,249	623,249	623,249	320,025	(303,224)	-48.7%
GLCI - GENERAL LIABILITY	10,534,254	9,623,818	9,623,818	9,623,858	7,414,735	(2,209,083)	-23.0%
MMCI - MEDICAL MALPRACTICE	9,010,070	5,724,625	5,724,625	5,732,025	3,403,379	(2,321,246)	-40.5%
PDCI - PROPERTY DAMAGE	993,288	1,034,933	1,034,933	1,034,933	668,000	(366,933)	-35.5%
UCIP - UNEMPLOYMENT	641,074	1,053,495	1,053,495	610,701	684,975	(368,520)	-35.0%
WADM - WORKERS COMPENSATION	5,820,948	5,330,708	5,330,708	6,338,615	2,773,373	(2,557,335)	-48.0%
75CR - CLAIMS AND INSURANCE	$ 28,785,484	$ 24,332,007	$ 24,332,007	$ 24,904,560	$ 15,756,190	$ (8,575,817)	-35.2%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 720,000	$ 720,000	$ 7,714	$ 475,000	$ (245,000)	-34.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 720,000	$ 720,000	$ 7,714	$ 475,000	$ (245,000)	-34.0%
GGOV - GENERAL GOVERNMENT	$ 768,716	$ -	$ -	$ 672,569	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 768,716	$ -	$ -	$ 672,569	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 29,554,200**	**$ 25,052,007**	**$ 25,052,007**	**$ 25,584,843**	**$ 16,231,190**	**$ (8,820,817)**	**-35.2%**
USES							
RMPT - RECORDS MANAGEMENT SERVICES	$ -	$ -	$ -	$ 63	$ -	$ -	N/A
73BS - BUSINESS SERVICES	$ -	$ -	$ -	$ 63	$ -	$ -	N/A
ALCI - AUTO LIABILITY	$ 92,279	$ 1,400,571	$ 1,400,570	$ 1,048,844	$ 1,159,622	$ 240,948	17.2%
APDA - AUTO PROPERTY DAMAGE	153,396	922,251	922,250	780,402	814,077	108,173	11.7%
GLCI - GENERAL LIABILITY	35,070,538	13,668,930	13,668,928	10,326,044	18,340,634	(4,671,706)	-34.2%
MMCI - MEDICAL MALPRACTICE	4,875,054	8,405,473	8,405,477	6,970,691	8,702,545	(297,068)	-3.5%
PDCI - PROPERTY DAMAGE	1,270,326	1,547,272	1,547,272	1,656,447	1,833,546	(286,274)	-18.5%
UCIP - UNEMPLOYMENT	1,484,005	1,550,765	1,550,765	1,525,366	1,834,387	(283,622)	-18.3%
WADM - WORKERS COMPENSATION	6,948,440	7,755,025	7,755,025	7,112,332	7,333,323	421,702	5.4%
75CR - CLAIMS AND INSURANCE	$ 49,894,038	$ 35,250,287	$ 35,250,287	$ 29,420,126	$ 40,018,134	$ (4,767,847)	-13.5%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	$ 287,753	$ 454,262	$ 454,262	$ 479,838	$ 462,859	$ (8,597)	-1.9%
75EM - ENVIRONMENTAL MANAGEMENT	$ 287,753	$ 454,262	$ 454,262	$ 479,838	$ 462,859	$ (8,597)	-1.9%
SAMA - SAFETY MANAGEMENT SERVICES	$ 673,809	$ 749,449	$ 749,450	$ 712,133	$ 739,468	$ 9,982	1.3%
75SM - SAFETY MANAGEMENT	$ 673,809	$ 749,449	$ 749,450	$ 712,133	$ 739,468	$ 9,982	1.3%
BDGT - BUDGETING	$ 62,173	$ 92,059	$ 92,056	$ 75,063	$ 63,847	$ 28,209	30.6%
FSAC - FINANCIAL SERVICES	91,188	89,528	89,530	86,041	108,999	(19,469)	-21.7%
HRAC - HUMAN RESOURCES	30,509	32,460	32,459	40,410	56,683	(24,224)	-74.6%
ODIR - EXECUTIVE MANAGEMENT	380,809	252,632	252,634	383,289	302,996	(50,362)	-19.9%
PROC - PROCUREMENT	3,210	16,229	16,228	13,945	35,785	(19,557)	-120.5%
99AS - ADMINISTRATIVE SERVICES	$ 567,889	$ 482,908	$ 482,907	$ 598,748	$ 568,310	$ (85,403)	-17.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 186,696	$ 207,485	$ 207,485	$ 207,485	$ 2,123,925	$ (1,916,440)	-923.7%
GGOV - GENERAL GOVERNMENT	347,804	-	-	-	-	-	N/A
99GV - GENERAL GOVERNMENT	$ 534,500	$ 207,485	$ 207,485	$ 207,485	$ 2,123,925	$ (1,916,440)	-923.7%
TOTAL PROGRAMS	**$ 51,957,989**	**$ 37,144,391**	**$ 37,144,391**	**$ 31,418,393**	**$ 43,912,696**	**$ (6,768,305)**	**-18.2%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 231,120	$ 206,295	$ 206,295	$ 162,576	$ 42,373	$ (163,922)	-79.5%
0635 - OTHER CHARGES FOR SERVICES	7,425,672	5,496,752	5,496,752	5,496,752	3,468,260	(2,028,492)	-36.9%
0636 - INTERNAL SERVICE CHARGES	21,115,572	18,628,960	18,628,960	18,672,955	12,245,557	(6,383,403)	-34.3%
SUBTOTAL	$ 28,772,364	$ 24,332,007	$ 24,332,007	$ 24,332,283	$ 15,756,190	$ (8,575,817)	-35.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 768,716	$ 720,000	$ 720,000	$ 672,569	$ 475,000	$ (245,000)	-34.0%
0650 - MISCELLANEOUS REVENUE	13,120	-	-	579,991	-	-	N/A
SUBTOTAL	$ 781,836	$ 720,000	$ 720,000	$ 1,252,560	$ 475,000	$ (245,000)	-34.0%
ALL REVENUES	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%
TOTAL SOURCES	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,363,252	$ 1,338,708	$ 1,338,708	$ 1,380,037	$ 1,401,570	$ (62,862)	-4.7%
0705 - TEMPORARY PAY	27,082	68,006	68,006	57,260	58,859	9,147	13.5%
0710 - OVERTIME	102	-	-	781	-	-	N/A
0750 - FRINGE BENEFITS	405,766	430,911	430,911	448,001	465,293	(34,382)	-8.0%
0790 - OTHER PERSONNEL SERVICES	3,973	2,400	2,400	2,318	2,500	(100)	-4.2%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	69,488	41,897	(41,897)	N/A
SUBTOTAL	$ 1,800,175	$ 1,840,025	$ 1,840,025	$ 1,957,885	$ 1,970,119	$ (130,094)	-7.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 49,589	$ 57,500	$ 57,500	$ 66,310	$ 50,000	$ 7,500	13.0%
0803 - FUEL	3,473	5,500	5,500	3,469	5,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	30,393	7,000	7,000	5,722	27,000	(20,000)	-285.7%
SUBTOTAL	$ 83,455	$ 70,000	$ 70,000	$ 75,501	$ 82,500	$ (12,500)	-17.9%
SERVICES							
0810 - LEGAL SERVICES	$ 4,900,396	$ 8,410,220	$ 8,410,220	$ 7,553,719	$ 7,343,338	$ 1,066,882	12.7%
0812 - OTHER SERVICES	44,520,662	24,104,193	24,104,193	20,904,134	31,669,944	(7,565,751)	-31.4%
0820 - RENT & OPERATING LEASES	18,070	21,500	21,500	19,492	29,000	(7,500)	-34.9%
0825 - REPAIRS AND MAINTENANCE	2,084	1,000	1,000	1,865	2,500	(1,500)	-150.0%
0830 - INTERGOVERNMENTAL PAYMENTS	415,366	650,000	650,000	650,000	650,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	17,899	1,809,515	1,809,515	23,637	2,152,945	(343,430)	-19.0%
0841 - TRAVEL	2,357	4,250	4,250	3,663	4,250	-	0.0%
0842 - EDUCATION AND TRAINING	2,640	6,800	6,800	6,034	6,800	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	794	1,300	1,300	904	1,300	-	0.0%
0873 - SERVICES-ALLOCATION IN	7,400	1,000	1,000	667	-	1,000	100.0%
SUBTOTAL	$ 49,887,668	$ 35,009,778	$ 35,009,778	$ 29,164,115	$ 41,860,077	$ (6,850,299)	-19.6%
CAPITAL							
0950 - DEBT SERVICE	$ (5)	$ 17,103	$ 17,103	$ 13,407	$ -	$ 17,103	100.0%
SUBTOTAL	$ (5)	$ 17,103	$ 17,103	$ 13,407	$ -	$ 17,103	100.0%
ALL EXPENDITURES	$ 51,771,293	$ 36,936,906	$ 36,936,906	$ 31,210,908	$ 43,912,696	$ (6,975,790)	-18.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 186,696	$ 207,485	$ 207,485	$ 207,485	$ -	$ 207,485	100.0%
ALL OTHER FINANCING USES	$ 186,696	$ 207,485	$ 207,485	$ 207,485	$ -	$ 207,485	100.0%
TOTAL USES	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696	$ (6,768,305)	-18.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%
FUND TOTAL SOURCES	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%
DEPARTMENT TOTAL SOURCES	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190	$ (8,820,817)	-35.2%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696	$ (6,768,305)	-18.2%
FUND TOTAL USES	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696	$ (6,768,305)	-18.2%
DEPARTMENT OPERATING TOTAL USES	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696	$ (6,768,305)	-18.2%
DEPARTMENT TOTAL USES	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696	$ (6,768,305)	-18.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.10	1.10	1.10	.48	.53	(.58)	(52.3%)
EXECUTIVE MANAGEMENT	1.29	1.45	1.45	1.50	1.55	.10	6.9%
FINANCIAL SERVICES	.68	.90	.90	1.03	1.03	.13	13.9%
HUMAN RESOURCES	.48	.48	.48	.63	.68	.20	41.7%
PROCUREMENT	.30	.32	.32	.52	.57	.25	78.1%
PROGRAM TOTAL	3.85	4.25	4.25	4.15	4.35	.10	2.4%
CLAIMS AND INSURANCE							
AUTO LIABILITY	.79	.70	.70	.63	.63	(.08)	(10.7%)
AUTO PROPERTY DAMAGE	1.55	.75	.75	.68	.68	(.08)	(10.0%)
GENERAL LIABILITY	3.66	3.45	3.45	3.75	3.75	.30	8.7%
MEDICAL MALPRACTICE	1.53	1.60	1.60	1.60	1.60	-	0.0%
PROPERTY DAMAGE	.84	.80	.80	.75	.75	(.05)	(6.3%)
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
WORKERS COMPENSATION	1.59	1.55	1.55	1.20	1.20	(.35)	(22.6%)
PROGRAM TOTAL	10.24	9.15	9.15	8.90	8.90	(.25)	(2.7%)
ENVIRONMENTAL MANAGEMENT							
ENVIRONMENTAL MANAGEMENT SVCS	1.79	1.70	1.70	1.95	1.95	.25	14.7%
PROGRAM TOTAL	1.79	1.70	1.70	1.95	1.95	.25	14.7%
SAFETY MANAGEMENT							
SAFETY MANAGEMENT SERVICES	8.02	7.90	7.90	8.00	7.80	(.10)	(1.3%)
PROGRAM TOTAL	8.02	7.90	7.90	8.00	7.80	(.10)	(1.3%)
DEPARTMENT TOTAL	23.90	23.00	23.00	23.00	23.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	.90	-	-	-	-	-	N/A
Admin/Operations Specialist	4.25	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Claims Adjuster	4.75	4.00	4.00	4.00	4.00	-	0.0%
Database Report Writer Analyst	-	-	-	1.00	1.00	1.00	N/A
Deputy Director	-	-	-	1.00	1.00	1.00	N/A
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	1.00	1.00	(1.00)	(50.0%)
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Department Total	**23.90**	**23.00**	**23.00**	**23.00**	**23.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
675 RISK MANAGEMENT	23.90	23.00	23.00	23.00	23.00	-	0.0%
Department Total	**23.90**	**23.00**	**23.00**	**23.00**	**23.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

- Reduce Base Internal Service Charge revenues by $8,575,817 based on a funding plan at 80% confidence for FY 2012 and 80% in FY 2013.
- Reduce revenue by $245,000 to reflect lower than anticipated interest earnings.
- Increase expenditures by $6,498,869 due to an increase in claims and related costs based on an 80% confidence level.
- Increase Regular Benefits by $2,484 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $12,741 for retirement contribution rate increase.
- Decrease Temporary Pay by $9,147 to right-size budget based on FY 2011 Forecast.
- Decrease Salary Savings by $20,169 and Benefits Savings by $1,308 based on FY 2011 Forecast.
- Increase Regular Pay and Fringe Benefits by $60,642 due to the creation of a Deputy Director position and to fully fund all current positions.
- Allocation in of $41,897 from County Manager's Office to fund 30% of salary and benefits for Risk Management Consultant.
- Decrease General Supplies by $7,500 to right-size budget based on FY 2010 Actuals and FY 2011 Forecast.
- Increase Services by $143,945 due to an increase in Repairs, Parking Rent, and in-house Legal Fees.
- Reallocate $17,103 from Debt Service payments to Non-Capital Equipment for the out-right purchase of laptops and projectors for a net increase of $2,897.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of AL claims closed	47.5%	40.6%	40.0%	44.3%	3.7%	9.1%
Percent of APD claims closed	56.1%	55.4%	35.2%	50.5%	(4.9%)	-8.8%
Percent of County expenditures spent on Risk Management (Cost of Risk)	0.9%	1.0%	1.0%	0.9%	(0.1%)	-9.2%
Percent of GL claims closed	31.9%	27.7%	27.5%	34.1%	6.4%	23.0%
Percent of MM claims closed	31.9%	21.8%	20.8%	32.8%	11.0%	50.7%
Percent of PD claims closed	38.8%	55.6%	34.9%	30.8%	(24.8%)	-44.6%
Percent of potential liability saved	31.6%	19.8%	29.2%	31.6%	11.8%	59.5%
Percent of WC claims closed	36.7%	37.1%	36.3%	35.9%	(1.2%)	-3.3%

Activities that comprise this program include:

- General Liability
- Auto Liability
- Medical Malpractice
- Auto Property Damage
- Property Damage
- Unemployment
- Worker's Compensation

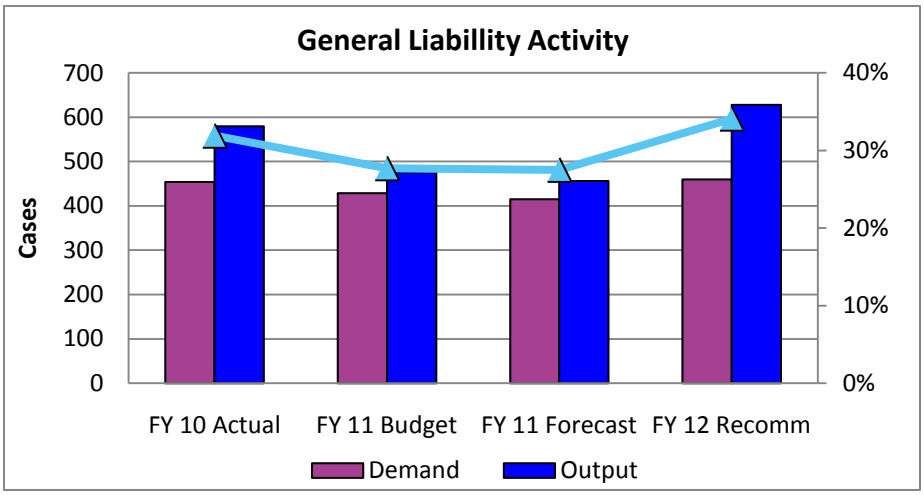
General Liability Activity

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	0.9%	1.0%	1.0%	0.9%	(0.1%)	-9.2%
Result	Percent of GL claims closed	31.9%	27.7%	27.5%	34.1%	6.4%	23.0%
Output	Number of GL claims closed	580	476	456	628	152	31.9%
Demand	Number of GL claims opened and pending	454	429	415	460	31	7.2%
Efficiency	Cost per GL claim closed	$ 60,466.44	$ 28,716.24	$ 22,644.83	$ 29,204.83	$ (488.60)	-1.7%
Revenue							
	675 - RISK MANAGEMENT	$ 10,534,254	$ 9,623,818	$ 9,623,858	$ 7,414,735	$ (2,209,083)	-23.0%
	TOTAL SOURCES	$ 10,534,254	$ 9,623,818	$ 9,623,858	$ 7,414,735	$ (2,209,083)	-23.0%
Expenditure							
	675 - RISK MANAGEMENT	$ 35,070,538	$ 13,668,928	$ 10,326,044	$ 18,340,634	$ (4,671,706)	-34.2%
	TOTAL USES	$ 35,070,538	$ 13,668,928	$ 10,326,044	$ 18,340,634	$ (4,671,706)	-34.2%

Activity Narrative: Comparing to FY 2010 Actual, the number of claims opened and pending and claims closed are anticipated to increase while cost per claim will decrease. Overall costs in this activity are increasing over FY 2011 due to projected claims based on actuary projections. However in comparison to FY 2010 Actual, efficiencies will be gained in FY 2012.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of AL claims closed	47.5%	40.6%	40.0%	44.3%	3.7%	9.1%
Output	Number of AL claims closed	121	112	102	108	(4)	-3.6%
Demand	Number of AL claims opened and pending	64	69	64	61	(8)	-11.6%
Efficiency	Cost per AL claim closed	$ 762.64	$ 12,505.09	$ 10,282.78	$ 10,737.24	$ 1,767.85	14.1%
Revenue							
	675 - RISK MANAGEMENT	$ 1,067,254	$ 941,179	$ 941,179	$ 491,703	$ (449,476)	-47.8%
	TOTAL SOURCES	$ 1,067,254	$ 941,179	$ 941,179	$ 491,703	$ (449,476)	-47.8%
Expenditure							
	675 - RISK MANAGEMENT	$ 92,279	$ 1,400,570	$ 1,048,844	$ 1,159,622	$ 240,948	17.2%
	TOTAL USES	$ 92,279	$ 1,400,570	$ 1,048,844	$ 1,159,622	$ 240,948	17.2%

Activity Narrative: In comparison to FY 2010 Actual, claims opened and pending as well as claims closed are both anticipated to slightly decrease. Based on the FY 2011 Forecast efficiencies are expected to increase in FY 2012, which is due to actuary projections.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of MM claims closed	31.9%	21.8%	20.8%	32.8%	11.0%	50.7%
Output	Number of MM claims closed	97	68	57	88	20	29.4%
Demand	Number of MM claims opened and pending	76	78	69	67	(11)	-14.1%
Efficiency	Cost per MM claim closed	$ 50,258.29	$ 123,609.96	$ 122,292.82	$ 98,892.56	$ 24,717.40	20.0%
Revenue							
	675 - RISK MANAGEMENT	$ 9,010,070	$ 5,724,625	$ 5,732,025	$ 3,403,379	$ (2,321,246)	-40.5%
	TOTAL SOURCES	$ 9,010,070	$ 5,724,625	$ 5,732,025	$ 3,403,379	$ (2,321,246)	-40.5%
Expenditure							
	675 - RISK MANAGEMENT	$ 4,875,054	$ 8,405,477	$ 6,970,691	$ 8,702,545	$ (297,068)	-3.5%
	TOTAL USES	$ 4,875,054	$ 8,405,477	$ 6,970,691	$ 8,702,545	$ (297,068)	-3.5%

Activity Narrative: Overall expenditures are up, but the percentage of claims closed has increased as well. In comparing the FY 2011 Revised, the activity is expected to decrease cost per claim closed. The overall increase in expenditures is due to claims that are projected by the actuary based on what is to be paid.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of APD claims closed	56.1%	55.4%	35.2%	50.5%	(4.9%)	-8.8%
Output	Number of APD claims closed	365	472	406	376	(96)	-20.3%
Demand	Number of APD claims opened and pending	163	213	288	186	(27)	-12.7%
Efficiency	Cost per APD claim closed	$ 420.26	$ 1,953.92	$ 1,922.17	$ 2,165.10	$ (211.18)	-10.8%
Revenue							
	675 - RISK MANAGEMENT	$ 718,596	$ 623,249	$ 623,249	$ 320,025	$ (303,224)	-48.7%
	TOTAL SOURCES	$ 718,596	$ 623,249	$ 623,249	$ 320,025	$ (303,224)	-48.7%
Expenditure							
	675 - RISK MANAGEMENT	$ 153,396	$ 922,250	$ 780,402	$ 814,077	$ 108,173	11.7%
	TOTAL USES	$ 153,396	$ 922,250	$ 780,402	$ 814,077	$ 108,173	11.7%

Activity Narrative: Overall expenditures have decreased from FY 2011 Revised. Claims opened and pending as well as claims closed have increased over FY 2010 Actual levels. However, claims opened and pending has slightly decreased from FY 2011 Revised, resulting in the lower expenditure level. Expenditures are increasing over FY 2010 due to projected claims based on actuary projections.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of PD claims closed	38.8%	55.6%	34.9%	30.8%	(24.8%)	-44.6%
Output	Number of PD claims closed	54	100	89	48	(52)	-52.0%
Demand	Number of PD claims opened and pending	35	45	64	39	(6)	-13.3%
Efficiency	Cost per PD claim closed	$ 23,524.56	$ 15,472.72	$ 18,611.76	$ 38,198.88	$ (22,726.16)	-146.9%
Revenue							
	675 - RISK MANAGEMENT	$ 993,288	$ 1,034,933	$ 1,034,933	$ 668,000	$ (366,933)	-35.5%
	TOTAL SOURCES	$ 993,288	$ 1,034,933	$ 1,034,933	$ 668,000	$ (366,933)	-35.5%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,270,326	$ 1,547,272	$ 1,656,447	$ 1,833,546	$ (286,274)	-18.5%
	TOTAL USES	$ 1,270,326	$ 1,547,272	$ 1,656,447	$ 1,833,546	$ (286,274)	-18.5%

Activity Narrative: Expenditures are increasing over FY 2010 due to projected claims based on actuary projections.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of potential liability saved	31.6%	19.8%	29.2%	31.6%	11.8%	59.5%
Output	Number of non-protestable claims	1,016	1,100	1,002	1,268	168	15.3%
Demand	Number of unemployment claims	369	420	371	431	11	2.6%
Efficiency	Cost per non-protestable claim	$ 1,460.63	$ 1,409.79	$ 1,522.32	$ 1,446.68	$ (36.89)	-2.6%
Revenue							
	675 - RISK MANAGEMENT	$ 641,074	$ 1,053,495	$ 610,701	$ 684,975	$ (368,520)	-35.0%
	TOTAL SOURCES	$ 641,074	$ 1,053,495	$ 610,701	$ 684,975	$ (368,520)	-35.0%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,484,005	$ 1,550,765	$ 1,525,366	$ 1,834,387	$ (283,622)	-18.3%
	TOTAL USES	$ 1,484,005	$ 1,550,765	$ 1,525,366	$ 1,834,387	$ (283,622)	-18.3%

Activity Narrative: Due to changes in the economy and a related increase in claims, expenditures 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 in comparison to the FY 2011 Revised measure.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of WC claims closed	36.7%	37.1%	36.3%	35.9%	(1.2%)	-3.3%
Output	Number of WC claims closed	1,269	1,240	1,257	1,300	60	4.8%
Demand	Number of claims opened and pending	865	836	867	906	70	8.4%
Efficiency	Cost per WC claim closed	$ 5,475.52	$ 6,254.05	$ 5,658.18	$ 5,641.02	$ 613.03	9.8%
Revenue							
	675 - RISK MANAGEMENT	$ 5,820,948	$ 5,330,708	$ 6,338,615	$ 2,773,373	$ (2,557,335)	-48.0%
	TOTAL SOURCES	$ 5,820,948	$ 5,330,708	$ 6,338,615	$ 2,773,373	$ (2,557,335)	-48.0%
Expenditure							
	675 - RISK MANAGEMENT	$ 6,948,440	$ 7,755,025	$ 7,112,332	$ 7,333,323	$ 421,702	5.4%
	TOTAL USES	$ 6,948,440	$ 7,755,025	$ 7,112,332	$ 7,333,323	$ 421,702	5.4%

Activity Narrative: Overall expenditures have decreased from FY 2011 Revised. Based on the FY 2011 Forecast, the number of claims closed is expected to increase and efficiencies are expected to increase in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent reduction/increase of County injury incident rate compared to a 3 year average	(19.2%)	0.4%	0.4%	(19.2%)	(19.7%)	-4450.0%
Percent of County employees not injured	99.4%	94.9%	95.2%	99.4%	4.5%	4.7%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent reduction/increase of County injury incident rate compared to a 3 year average rate	(19.2%)	0.4%	0.4%	(19.2%)	(19.7%)	-4450.0%
Result	Percent of County employees not injured	99.4%	94.9%	95.2%	99.4%	4.5%	4.7%
Output	Number of County employees not injured	17,157	16,100	16,461	16,676	576	3.6%
Demand	Number of County employees	17,268	16,958	16,884	16,773	(185)	-1.1%
Efficiency	Cost per County employee not injured	$ 9.82	$ 11.64	$ 43.26	$ 11.09	$ 0.55	4.7%
Expenditure							
	675 - RISK MANAGEMENT	$ 673,809	$ 749,450	$ 712,133	$ 739,468	$ 9,982	1.3%
	TOTAL USES	$ 673,809	$ 749,450	$ 712,133	$ 739,468	$ 9,982	1.3%

Activity Narrative: Overall expenditures in FY 2012 are to decrease slightly in comparison to FY 2011 Revised as well as the number of County employees. In comparing FY 2011 Revised, efficiencies are expected to increase along with the percentage of County employees not injured in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent reduction/increase in possible environmental liability exposures	26.4%	(1.0%)	(1.0%)	(35.8%)	(34.8%)	3478.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent reduction/increase in possible environmental liability exposures	26.4%	(1.0%)	(1.0%)	(35.8%)	(34.8%)	3478.9%
Output	Number of environmental projects closed.	104	80	80	104	24	30.0%
Demand	Number of environmental projects open and pending.	126	100	100	126	26	26.0%
Efficiency	Cost per environmental project closed	$ 2,766.86	$ 5,678.28	$ 5,997.98	$ 4,450.57	$ 1,227.71	21.6%
Expenditure							
	675 - RISK MANAGEMENT	$ 287,753	$ 454,262	$ 479,838	$ 462,859	$ (8,597)	-1.9%
	TOTAL USES	$ 287,753	$ 454,262	$ 479,838	$ 462,859	$ (8,597)	-1.9%

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 in comparison to FY 2011 Forecast. The department is expecting an increase in projects for FY 2012. Thus expenditures are increasing to pay for these additional projects 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 2011 Adopted Budget		**$ 37,144,391**	**$ 25,052,007**
FY 2011 Revised Budget		**$ 37,144,391**	**$ 25,052,007**
FY 2012 Budget Target		**$ 37,144,391**	**$ 25,052,007**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 15,225**	**$ -**
Emp Health Dental Prem Realloc		*2,484*	-
Retirement Contributions		*12,741*	-
Base Adjustments		**$ 6,753,080**	**$ (8,575,817)**
Other Base Adjustments		*254,211*	-
Decrease Temporary Pay	*$ (9,147)*		
Right-size General Supplies	*(7,500)*		
Increase Repairs, Parking Rent, and Legal Fees	*143,945*		
Right-size Salary and Benefit Savings	*21,477*		
Allocation in from County Manager's Office for Risk Management Consultant	*41,897*		
Increase Salary & Benefits to add Deputy Director position and fully fund all positions	*60,642*		
Non-Capital Equipment net increase for laptops and projector outright purchases	*2,897*		
Internal Service Charges		*6,498,869*	*(8,575,817)*
General Revenues		**$ -**	**$ (245,000)**
Interest Revenue		*-*	*(245,000)*
FY 2012 Adopted Budget		**$ 43,912,696**	**$ 16,231,190**
Percent Change from Target Amount		*18.2%*	*-35.2%*

Risk Management Fund (675) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 33,303,636	$ 23,027,606	$ 23,027,606	$ 23,530,790	$ 40,536,483
Sources:					
Operating	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190
Total Sources:	$ 29,554,200	$ 25,052,007	$ 25,052,007	$ 25,584,843	$ 16,231,190
Uses:					
Operating	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696
Total Uses:	$ 51,957,989	$ 37,144,391	$ 37,144,391	$ 31,418,393	$ 43,912,696
Structural Balance	$ (22,403,789)	$ (12,092,384)	$ (12,092,384)	$ (5,833,550)	$ (27,681,506)
Accounting Adjustments	$ 12,630,943	$ -	$ -	$ 22,839,243	$ -
Ending Spendable Fund Balance:					
Restricted	$ 23,530,790	$ 10,935,222	$ 10,935,222	$ 40,536,483	$ 12,854,977
Total Ending Spendable Fund Balance	$ 23,530,790	$ 10,935,222	$ 10,935,222	$ 40,536,483	$ 12,854,977

Sheriff

Analysis by Jannah Oglesbee, Management and Budget Analyst and Ryan Wimmer, 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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
IARP - INMATE ADDICTIVE RECOVERY	$ 58,204	$ 74,393	$ 86,523	$ 55,083	$ 61,841	$ (24,682)	-28.5%
IEPA - INMATE EDUCATION	354,314	357,729	411,947	437,819	351,119	(60,828)	-14.8%
INRL - INMATE RELEASE	136,500	136,500	138,600	184,100	138,600	-	0.0%
INSS - INMATE CANTEEN AND SPEC SVCS	10,380,552	10,799,768	10,799,768	10,652,046	10,799,768	-	0.0%
ISTP - INMATE SKILLS TRAINING	18,178	15,000	15,000	15,440	19,296	4,296	28.6%
MEAL - INMATE MEALS	-	-	-	13,339	18,000	18,000	N/A
PRDM - ADULT DETENTION MANAGEMENT	33,158,917	31,660,955	33,865,955	31,606,736	32,298,116	(1,567,839)	-4.6%
50CM - CUSTODY MANAGEMENT	$ 44,106,665	$ 43,044,345	$ 45,317,793	$ 42,964,563	$ 43,686,740	$ (1,631,053)	-3.6%
MCSI - INFORMATION TECHNOLOGY	$ 118,629	$ 111,038	$ 111,038	$ 121,995	$ 182,115	$ 71,077	64.0%
TRAG - MANDATED ENF AND DET TRAINING	63,408	-	73,846	68,380	3,376	(70,470)	-95.4%
50CO - CENTRALIZED MCSO OPERATIONS	$ 182,037	$ 111,038	$ 184,884	$ 190,375	$ 185,491	$ 607	0.3%
CVPR - CIVIL PROCESS	$ 718,172	$ 489,000	$ 489,000	$ 609,421	$ 639,000	$ 150,000	30.7%
DISP - DISPATCH	427,858	312,858	312,858	285,417	270,587	(42,271)	-13.5%
DSTR - DISASTER AND DISRUPTION RESP	1,415,810	1,063,736	3,120,210	1,323,457	866,523	(2,253,687)	-72.2%
ENFO - ENF SUPPORT AND SPEC RESPONSE	402,669	350,500	1,950,500	1,504,504	1,946,436	(4,064)	-0.2%
INTL - INTELLIGENCE	1,200,000	-	-	-	-	-	N/A
INVT - INVESTIGATIONS	4,581,360	2,598,125	5,216,652	3,615,764	4,412,674	(803,978)	-15.4%
PATR - PATROL	10,367,462	9,928,681	9,884,409	9,839,561	9,655,414	(228,995)	-2.3%
PPEV - PROPERTY AND EVIDENCE	5,388	14,000	14,000	4,672	14,000	-	0.0%
WRNT - WARRANTS INFO PROCESSING	57,184	65,000	65,000	54,799	113,874	48,874	75.2%
50EN - ENFORCEMENT	$ 19,175,903	$ 14,821,900	$ 21,052,629	$ 17,237,595	$ 17,918,508	$ (3,134,121)	-14.9%
FSAC - FINANCIAL SERVICES	$ 404,719	$ 475,800	$ 475,800	$ 399,000	$ 425,568	$ (50,232)	-10.6%
99AS - ADMINISTRATIVE SERVICES	$ 404,719	$ 475,800	$ 475,800	$ 399,000	$ 425,568	$ (50,232)	-10.6%
GGOV - GENERAL GOVERNMENT	$ 154,719	$ -	$ -	$ 125,886	$ 14,743,225	$ 14,743,225	N/A
99GV - GENERAL GOVERNMENT	$ 154,719	$ -	$ -	$ 125,886	$ 14,743,225	$ 14,743,225	N/A
TOTAL PROGRAMS	**$ 64,024,043**	**$ 58,453,083**	**$ 67,031,106**	**$ 60,917,419**	**$ 76,959,532**	**$ 9,928,426**	**14.8%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
IARP - INMATE ADDICTIVE RECOVERY	$ 786,215	$ 1,430,974	$ 1,430,975	$ 960,664	$ 1,673,565	$ (242,590)	-17.0%
IEPA - INMATE EDUCATION	1,249,763	1,830,142	1,830,139	1,343,718	2,225,506	(395,367)	-21.6%
IFID - INMATE FINGERPRINT IDENT	1,514,718	1,770,703	1,770,705	1,659,314	1,748,090	22,615	1.3%
INLA - INMATE LABOR	565,978	604,181	604,180	526,486	411,228	192,952	31.9%
INRL - INMATE RELEASE	4,430,954	5,109,921	5,109,919	4,783,500	5,120,544	(10,625)	-0.2%
INSS - INMATE CANTEEN AND SPEC SVCS	5,221,631	3,900,525	3,900,524	4,365,845	4,632,711	(732,187)	-18.8%
INTR - INMATE TRANSPORT	18,896,663	18,182,070	18,182,070	19,131,511	17,631,714	550,356	3.0%
ISTP - INMATE SKILLS TRAINING	431,301	673,239	693,239	504,627	2,727,538	(2,034,299)	-293.4%
MANS - INMATE RELATED MANDATES	8,466,088	9,181,909	9,181,905	7,345,740	7,934,866	1,247,039	13.6%
MEAL - INMATE MEALS	17,455,868	20,466,528	20,466,525	15,942,556	16,486,729	3,979,796	19.4%
NTAK - INTAKE	14,923,204	15,417,678	15,417,678	14,175,105	12,921,833	2,495,845	16.2%
PRDM - ADULT DETENTION MANAGEMENT	87,767,919	80,307,667	82,512,676	82,033,008	84,561,199	(2,048,523)	-2.5%
SMIT - INMATE SMI ADDICTIVE RECOV	(3)	-	-	-	-	-	N/A
50CM - CUSTODY MANAGEMENT	$ 161,710,299	$ 158,875,537	$ 161,100,535	$ 152,772,074	$ 158,075,523	$ 3,025,012	1.9%
FMGT - FLEET MANAGEMENT	$ 239,415	$ 200,910	$ 200,909	$ 261,372	$ 313,173	$ (112,264)	-55.9%
MCSI - INFORMATION TECHNOLOGY	2,127,922	3,220,529	3,220,530	2,136,547	2,246,049	974,481	30.3%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,115,991	2,365,023	2,365,023	2,243,658	2,368,976	(3,953)	-0.2%
TRAG - MANDATED ENF AND DET TRAINING	4,309,818	5,139,385	5,139,385	4,297,719	3,726,853	1,412,532	27.5%
50CO - CENTRALIZED MCSO OPERATIONS	$ 8,793,146	$ 10,925,847	$ 10,925,847	$ 8,939,296	$ 8,655,051	$ 2,270,796	20.8%
CVPR - CIVIL PROCESS	$ 3,957,248	$ 4,096,287	$ 4,096,285	$ 4,135,290	$ 4,076,193	$ 20,092	0.5%
DISP - DISPATCH	2,519,718	3,189,747	3,189,748	2,749,324	3,156,305	33,443	1.0%
DSTR - DISASTER AND DISRUPTION RESP	840,763	1,072,241	1,072,241	1,898,526	1,795,111	(722,870)	-67.4%
ENFO - ENF SUPPORT AND SPEC RESPONSE	9,822,393	10,709,547	14,427,569	10,383,885	11,625,260	2,802,309	19.4%
EXTR - EXTRADITIONS	1,103,984	879,022	879,022	982,446	1,089,022	(210,000)	-23.9%
INTL - INTELLIGENCE	4,352,369	2,765,921	2,765,921	3,033,064	3,254,515	(488,594)	-17.7%
INVT - INVESTIGATIONS	16,370,174	14,877,430	17,532,432	16,672,059	17,772,352	(239,920)	-1.4%
OUTR - COMMUNITY OUTREACH	1	2,605	2,605	599	-	2,605	100.0%
PATR - PATROL	26,862,354	26,646,118	26,646,120	27,850,157	29,870,138	(3,224,018)	-12.1%
PPEV - PROPERTY AND EVIDENCE	865,911	806,065	806,068	893,263	965,353	(159,285)	-19.8%
SRCH - SEARCH AND RESCUE	(34,749)	106,378	106,378	22,468	25,313	81,065	76.2%
WRNT - WARRANTS INFO PROCESSING	1,556,953	1,823,660	1,823,660	1,699,664	1,842,646	(18,986)	-1.0%
50EN - ENFORCEMENT	$ 68,217,119	$ 66,975,021	$ 73,348,049	$ 70,320,745	$ 75,472,208	$ (2,124,159)	-2.9%
BLDR - BUILDINGS AND GROUNDS	$ 2,032,553	$ 1,949,988	$ 1,949,991	$ 2,155,799	$ 2,427,788	$ (477,797)	-24.5%
70OM - BLDG OPERATIONS AND MAINT	$ 2,032,553	$ 1,949,988	$ 1,949,991	$ 2,155,799	$ 2,427,788	$ (477,797)	-24.5%
BDGT - BUDGETING	$ 100,616	$ 102,283	$ 102,283	$ 125,063	$ 161,757	$ (59,474)	-58.1%
FSAC - FINANCIAL SERVICES	700,918	1,301,843	1,301,847	1,043,169	1,060,022	241,825	18.6%
HRAC - HUMAN RESOURCES	2,542,979	2,444,989	2,444,992	2,422,082	2,284,785	160,207	6.6%
ODIR - EXECUTIVE MANAGEMENT	7,309,520	3,933,008	3,932,998	4,618,707	5,286,216	(1,353,218)	-34.4%
PROC - PROCUREMENT	653,605	746,656	746,654	594,523	455,952	290,702	38.9%
RMGT - RISK MANAGEMENT	244,492	128,201	128,200	72,145	1,228	126,972	99.0%
99AS - ADMINISTRATIVE SERVICES	$ 11,552,130	$ 8,656,980	$ 8,656,974	$ 8,875,689	$ 9,249,960	$ (592,986)	-6.8%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 9,262	$ 9,262	$ 23,000,000	$ (22,990,738)	-248226.5%
ISFC - INTERNAL SERVICE FUND CHARGES	6,704,617	6,658,241	6,658,241	6,648,303	9,392,797	(2,734,556)	-41.1%
99GV - GENERAL GOVERNMENT	$ 6,704,617	$ 6,658,241	$ 6,667,503	$ 6,657,565	$ 32,392,797	$ (25,725,294)	-385.8%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,133,956	$ 2,824,430	$ 2,824,430	$ 2,918,804	$ 2,294,036	$ 530,394	18.8%
DACR - DATA CENTER	2,593,554	1,742,931	1,742,933	1,370,573	2,466,974	(724,041)	-41.5%
DESK - DESKTOP SUPPORT	650,194	768,234	768,233	700,423	610,257	157,976	20.6%
GISA - GIS APPLICATION DEV AND SUPP	447,460	412,411	412,411	449,827	463,042	(50,631)	-12.3%
HDSP - HELP DESK SUPPORT	246,211	264,647	264,645	279,554	343,744	(79,099)	-29.9%
VANS - INFRASTRUCTURE NETWORK SVCS	270,272	307,149	307,150	247,696	236,994	70,156	22.8%
99IT - INFORMATION TECHNOLOGY	$ 6,341,647	$ 6,319,802	$ 6,319,802	$ 5,966,877	$ 6,415,047	$ (95,245)	-1.5%
TOTAL PROGRAMS	**$ 265,351,511**	**$ 260,361,416**	**$ 268,968,701**	**$ 255,688,045**	**$ 292,688,374**	**$ (23,719,673)**	**-8.8%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 61,000	$ 81,000	$ 81,000	$ 97,500	$ 81,000	$ -	0.0%
SUBTOTAL	$ 61,000	$ 81,000	$ 81,000	$ 97,500	$ 81,000	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,702,677	$ 3,490,213	$ 5,575,532	$ 3,883,224	$ 2,143,382	$ (3,432,150)	-61.6%
0620 - OTHER INTERGOVERNMENTAL	3,794,965	1,013,823	4,851,527	3,088,274	4,766,462	(85,065)	-1.8%
SUBTOTAL	$ 8,497,642	$ 4,504,036	$ 10,427,059	$ 6,971,498	$ 6,909,844	$ (3,517,215)	-33.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 41,245,019	$ 41,319,994	$ 41,319,994	$ 40,312,454	$ 40,531,395	$ (788,599)	-1.9%
0635 - OTHER CHARGES FOR SERVICES	657,172	11,107,768	11,107,768	11,128,657	11,257,768	150,000	1.4%
0638 - PATIENT SERVICES REVENUE	87,565	89,715	89,715	73,795	75,000	(14,715)	-16.4%
SUBTOTAL	$ 41,989,756	$ 52,517,477	$ 52,517,477	$ 51,514,906	$ 51,864,163	$ (653,314)	-1.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,456,955	$ 797,770	$ 3,452,770	$ 1,856,709	$ 2,802,500	$ (650,270)	-18.8%
SUBTOTAL	$ 2,456,955	$ 797,770	$ 3,452,770	$ 1,856,709	$ 2,802,500	$ (650,270)	-18.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 154,719	$ 108,300	$ 108,300	$ 82,074	$ 106,068	$ (2,232)	-2.1%
0650 - MISCELLANEOUS REVENUE	10,863,971	444,500	444,500	394,732	452,732	8,232	1.9%
SUBTOTAL	$ 11,018,690	$ 552,800	$ 552,800	$ 476,806	$ 558,800	$ 6,000	1.1%
ALL REVENUES	$ 64,024,043	$ 58,453,083	$ 67,031,106	$ 60,917,419	$ 62,216,307	$ (4,814,799)	-7.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ -	$ -	$ 14,743,225	$ 14,743,225	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ -	$ 14,743,225	$ 14,743,225	N/A
TOTAL SOURCES	$ 64,024,043	$ 58,453,083	$ 67,031,106	$ 60,917,419	$ 76,959,532	$ 9,928,426	14.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 155,251,604	$ 154,752,788	$ 156,536,977	$ 152,472,300	$ 152,199,688	$ 4,337,289	2.8%
0705 - TEMPORARY PAY	172,752	342,420	342,420	228,669	241,510	100,910	29.5%
0710 - OVERTIME	4,522,857	3,070,281	3,187,492	2,429,040	2,458,920	728,572	22.9%
0750 - FRINGE BENEFITS	61,532,805	65,127,142	65,985,596	63,929,810	63,460,187	2,525,409	3.8%
0790 - OTHER PERSONNEL SERVICES	4,239,869	4,343,165	4,854,943	4,313,510	4,345,116	509,827	10.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(17,037,790)	(18,658,134)	(18,658,133)	(18,163,243)	(16,711,084)	(1,947,049)	-10.4%
0796 - PERSONNEL SERVICES ALLOC-IN	15,216,300	16,996,162	16,996,161	16,603,819	15,051,122	1,945,039	11.4%
SUBTOTAL	$ 223,898,397	$ 225,973,824	$ 229,245,456	$ 221,813,905	$ 221,045,459	$ 8,199,997	3.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 15,799,888	$ 11,345,670	$ 12,456,239	$ 11,915,184	$ 16,178,527	$ (3,722,288)	-29.9%
0802 - MEDICAL SUPPLIES	48,029	149,341	149,341	60,234	77,985	71,356	47.8%
0803 - FUEL	3,129,823	2,818,921	3,205,365	3,310,863	3,553,603	(348,238)	-10.9%
0804 - NON-CAPITAL EQUIPMENT	605,537	56,360	411,360	167,790	562,500	(151,140)	-36.7%
0805 - SUPPLIES-ALLOCATION OUT	(1,597,768)	(2,136,606)	(2,136,606)	(1,966,339)	(1,368,783)	(767,823)	-35.9%
0806 - SUPPLIES-ALLOCATION IN	1,018,008	1,468,161	1,468,161	1,468,163	806,954	661,207	45.0%
SUBTOTAL	$ 19,003,517	$ 13,701,847	$ 15,553,860	$ 14,955,895	$ 19,810,786	$ (4,256,926)	-27.4%
SERVICES							
0810 - LEGAL SERVICES	$ 2,519,828	$ 203,399	$ 212,299	$ 387,808	$ 222,199	$ (9,900)	-4.7%
0811 - HEALTH CARE SERVICES	795,598	950,401	950,401	711,695	919,054	31,347	3.3%
0812 - OTHER SERVICES	954,624	1,349,504	1,913,767	878,980	3,796,551	(1,882,784)	-98.4%
0820 - RENT & OPERATING LEASES	3,244,826	3,179,629	3,867,692	3,523,963	3,435,521	432,171	11.2%
0825 - REPAIRS AND MAINTENANCE	4,996,932	4,500,727	5,006,937	3,502,318	5,448,150	(441,213)	-8.8%
0830 - INTERGOVERNMENTAL PAYMENTS	281,612	331,186	331,186	428,292	23,291,441	(22,960,255)	#######
0839 - INTERNAL SERVICE CHARGES	5,470,149	5,932,007	5,932,007	5,778,776	10,858,612	(4,926,605)	-83.1%
0841 - TRAVEL	915,914	672,385	875,379	723,871	1,071,928	(196,549)	-22.5%
0842 - EDUCATION AND TRAINING	127,982	83,148	431,142	107,246	341,324	89,818	20.8%
0843 - POSTAGE/FREIGHT/SHIPPING	298,805	250,982	251,242	266,696	315,726	(64,484)	-25.7%
0850 - UTILITIES	486,105	423,766	493,222	398,522	470,623	22,599	4.6%
0872 - SERVICES-ALLOCATION OUT	(1,050,179)	(1,220,612)	(1,220,612)	(1,592,679)	(1,650,065)	429,453	35.2%
0873 - SERVICES-ALLOCATION IN	951,540	1,220,612	1,220,612	1,592,662	1,650,065	(429,453)	-35.2%
SUBTOTAL	$ 19,993,736	$ 17,877,134	$ 20,265,274	$ 16,708,150	$ 50,171,129	$ (29,905,855)	-147.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 90,515	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	1,095,965	847,464	1,567,464	1,063,527	836,000	731,464	46.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	158,976	270,040	558,040	90,929	825,000	(266,960)	-47.8%
0950 - DEBT SERVICE	1,196,920	1,091,107	1,178,607	382,312	-	1,178,607	100.0%
0955 - CAPITAL-ALLOCATION OUT	(330,792)	(558,065)	(558,065)	(186,013)	-	(558,065)	-100.0%
0956 - CAPITAL-ALLOCATION IN	330,792	558,065	558,065	186,017	-	558,065	100.0%
SUBTOTAL	$ 2,451,861	$ 2,208,611	$ 3,304,111	$ 1,627,287	$ 1,661,000	$ 1,643,111	49.7%
ALL EXPENDITURES	$ 265,347,511	$ 259,761,416	$ 268,368,701	$ 255,105,237	$ 292,688,374	$ (24,319,673)	-9.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 4,000	$ 600,000	$ 600,000	$ 600,000	$ -	$ 600,000	100.0%
ALL OTHER FINANCING USES	$ 4,000	$ 600,000	$ 600,000	$ 600,000	$ -	$ 600,000	100.0%
TOTAL USES	$ 265,351,511	$ 260,361,416	$ 268,968,701	$ 255,705,237	$ 292,688,374	$ (23,719,673)	-8.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 11,710,299	$ 11,141,754	$ 11,141,754	$ 10,997,759	$ 11,364,279	$ 222,525	2.0%
NON-RECURRING	(111,461)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 11,598,838	$ 11,141,754	$ 11,141,754	$ 10,997,759	$ 11,364,279	$ 222,525	2.0%
251 SHERIFF GRANTS							
OPERATING	$ 6,782,625	$ 4,824,306	$ 8,542,329	$ 6,304,394	$ 5,709,844	$ (2,832,485)	-33.2%
FUND TOTAL SOURCES	$ 6,782,625	$ 4,824,306	$ 8,542,329	$ 6,304,394	$ 5,709,844	$ (2,832,485)	-33.2%
203 SHERIFF DONATIONS							
OPERATING	$ 29,396	$ 26,300	$ 26,300	$ 23,991	$ 26,300	$ -	0.0%
FUND TOTAL SOURCES	$ 29,396	$ 26,300	$ 26,300	$ 23,991	$ 26,300	$ -	0.0%
212 SHERIFF RICO							
OPERATING	$ 1,920,393	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000	$ (655,000)	-24.7%
FUND TOTAL SOURCES	$ 1,920,393	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000	$ (655,000)	-24.7%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,838,066	$ -	$ 2,205,000	$ 850,164	$ 1,560,000	$ (645,000)	-29.3%
FUND TOTAL SOURCES	$ 1,838,066	$ -	$ 2,205,000	$ 850,164	$ 1,560,000	$ (645,000)	-29.3%
252 INMATE SERVICES							
OPERATING	$ 10,526,160	$ 10,799,768	$ 10,799,768	$ 10,700,847	$ 10,799,768	$ -	0.0%
NON-RECURRING	-	-	-	-	14,743,225	14,743,225	N/A
FUND TOTAL SOURCES	$ 10,526,160	$ 10,799,768	$ 10,799,768	$ 10,700,847	$ 25,542,993	$ 14,743,225	136.5%
254 INMATE HEALTH SERVICES							
OPERATING	$ 95,279	$ 97,215	$ 97,215	$ 77,722	$ 80,500	$ (16,715)	-17.2%
FUND TOTAL SOURCES	$ 95,279	$ 97,215	$ 97,215	$ 77,722	$ 80,500	$ (16,715)	-17.2%
255 DETENTION OPERATIONS							
OPERATING	$ 31,233,286	$ 31,563,740	$ 31,563,740	$ 30,693,616	$ 30,675,616	$ (888,124)	-2.8%
FUND TOTAL SOURCES	$ 31,233,286	$ 31,563,740	$ 31,563,740	$ 30,693,616	$ 30,675,616	$ (888,124)	-2.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 64,135,504	$ 58,453,083	$ 67,031,106	$ 60,917,419	$ 62,216,307	$ (4,814,799)	-7.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ (111,461)	$ -	$ -	$ -	$ 14,743,225	$ 14,743,225	N/A
DEPARTMENT TOTAL SOURCES	$ 64,024,043	$ 58,453,083	$ 67,031,106	$ 60,917,419	$ 76,959,532	$ 9,928,426	14.8%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 61,557,344	$ 61,380,923	$ 61,380,923	$ 60,527,995	$ 74,452,020	$ (13,071,097)	-21.3%
NON-RECURRING	(549)	-	-	-	-	-	N/A
FUND TOTAL USES	$ 61,556,795	$ 61,380,923	$ 61,380,923	$ 60,527,995	$ 74,452,020	$ (13,071,097)	-21.3%
251 SHERIFF GRANTS							
OPERATING	$ 6,079,630	$ 4,824,306	$ 8,542,329	$ 6,323,119	$ 5,709,844	$ 2,832,485	33.2%
FUND TOTAL USES	$ 6,079,630	$ 4,824,306	$ 8,542,329	$ 6,323,119	$ 5,709,844	$ 2,832,485	33.2%
203 SHERIFF DONATIONS							
OPERATING	$ 46,350	$ 26,300	$ 26,300	$ 20,422	$ 26,300	$ -	0.0%
NON-RECURRING	-	-	20,000	-	-	20,000	100.0%
FUND TOTAL USES	$ 46,350	$ 26,300	$ 46,300	$ 20,422	$ 26,300	$ 20,000	43.2%
212 SHERIFF RICO							
OPERATING	$ 1,892,458	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000	$ 655,000	24.7%
FUND TOTAL USES	$ 1,892,458	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000	$ 655,000	24.7%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,356,528	$ -	$ 2,205,000	$ 173,334	$ 1,560,000	$ 645,000	29.3%
NON-RECURRING	-	-	-	-	2,000,000	(2,000,000)	N/A
FUND TOTAL USES	$ 1,356,528	$ -	$ 2,205,000	$ 173,334	$ 3,560,000	$ (1,355,000)	-61.5%
252 INMATE SERVICES							
OPERATING	$ 14,162,169	$ 10,799,768	$ 10,799,768	$ 10,130,290	$ 10,799,768	$ -	0.0%
NON-RECURRING	(262)	-	9,262	9,262	23,000,000	(22,990,738)	#######
FUND TOTAL USES	$ 14,161,907	$ 10,799,768	$ 10,809,030	$ 10,139,552	$ 33,799,768	$ (22,990,738)	-212.7%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 97,215	$ 97,215	$ 2,344	$ 80,500	$ 16,715	17.2%
NON-RECURRING	-	600,000	600,000	600,000	-	600,000	100.0%
FUND TOTAL USES	$ -	$ 697,215	$ 697,215	$ 602,344	$ 80,500	$ 616,715	88.5%
255 DETENTION OPERATIONS							
OPERATING	$ 180,257,843	$ 182,132,904	$ 182,132,904	$ 176,410,790	$ 173,059,942	$ 9,072,962	5.0%
NON-RECURRING	-	500,000	500,000	221,563	-	500,000	100.0%
FUND TOTAL USES	$ 180,257,843	$ 182,632,904	$ 182,632,904	$ 176,632,353	$ 173,059,942	$ 9,572,962	5.2%
DEPARTMENT OPERATING TOTAL USES	$ 265,352,322	$ 259,261,416	$ 267,839,439	$ 254,857,220	$ 267,688,374	$ 151,065	0.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ (811)	$ 1,100,000	$ 1,129,262	$ 830,825	$ 25,000,000	$ (23,870,738)	#######
DEPARTMENT TOTAL USES	$ 265,351,511	$ 260,361,416	$ 268,968,701	$ 255,688,045	$ 292,688,374	$ (23,719,673)	-8.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
EXECUTIVE MANAGEMENT	34.00	32.00	32.00	45.00	46.00	14.00	43.8%
FINANCIAL SERVICES	20.00	20.00	20.00	17.00	17.00	(3.00)	(15.0%)
HUMAN RESOURCES	40.00	32.00	32.00	35.00	33.00	1.00	3.1%
PROCUREMENT	12.00	12.00	12.00	10.00	8.00	(4.00)	(33.3%)
RISK MANAGEMENT	2.00	1.00	1.00	-	-	(1.00)	(100.0%)
PROGRAM TOTAL	109.00	98.00	98.00	109.00	106.00	8.00	8.2%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	34.00	34.00	34.00	39.00	39.00	5.00	14.7%
PROGRAM TOTAL	34.00	34.00	34.00	39.00	39.00	5.00	14.7%
CENTRALIZED MCSO OPERATIONS							
EMPLOYEE PROFESSIONAL STANDARD	34.00	32.00	32.00	31.00	31.00	(1.00)	(3.1%)
FLEET MANAGEMENT	2.00	2.00	2.00	4.00	4.00	2.00	100.0%
INFORMATION TECHNOLOGY	7.20	6.60	6.60	8.00	8.00	1.40	21.2%
MANDATED ENF AND DET TRAINING	82.00	77.00	77.00	49.00	49.00	(28.00)	(36.4%)
PROGRAM TOTAL	125.20	117.60	117.60	92.00	92.00	(25.60)	(21.8%)
CUSTODY MANAGEMENT							
ADULT DETENTION MANAGEMENT	1,490.00	1,366.00	1,366.00	1,466.00	1,447.00	81.00	5.9%
INMATE ADDICTIVE RECOVERY	17.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE CANTEEN AND SPEC SVCS	31.00	28.00	28.00	28.00	29.00	1.00	3.6%
INMATE EDUCATION	35.00	35.00	35.00	34.00	34.00	(1.00)	(2.9%)
INMATE FINGERPRINT IDENT	32.00	35.00	35.00	36.00	36.00	1.00	2.9%
INMATE LABOR	10.00	9.00	9.00	7.00	7.00	(2.00)	(22.2%)
INMATE MEALS	181.00	282.00	282.00	174.00	174.00	(108.00)	(38.3%)
INMATE RELATED MANDATES	142.00	141.00	141.00	123.00	122.00	(19.00)	(13.5%)
INMATE RELEASE	92.00	101.00	101.00	104.00	104.00	3.00	3.0%
INMATE SKILLS TRAINING	1.00	-	.00	-	-	-	N/A
INMATE TRANSPORT	269.00	263.00	263.00	269.00	267.00	4.00	1.5%
INTAKE	267.00	249.00	249.00	223.00	222.00	(27.00)	(10.8%)
PROGRAM TOTAL	2,567.00	2,516.00	2,516.00	2,471.00	2,449.00	(67.00)	(2.7%)
ENFORCEMENT							
CIVIL PROCESS	54.00	53.00	53.00	52.00	52.00	(1.00)	(1.9%)
DISASTER AND DISRUPTION RESP	-	-	.00	11.00	11.00	11.00	N/A
DISPATCH	37.00	42.00	42.00	46.00	44.00	2.00	4.8%
ENF SUPPORT AND SPEC RESPONSE	123.00	117.00	117.00	105.00	104.00	(13.00)	(11.1%)
EXTRADITIONS	4.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
INTELLIGENCE	53.00	34.00	34.00	45.00	44.00	10.00	29.4%
INVESTIGATIONS	153.00	151.00	151.00	162.00	162.00	11.00	7.3%
PATROL	295.50	304.00	304.00	348.00	345.00	41.00	13.5%
PROPERTY AND EVIDENCE	13.00	10.00	10.00	14.00	14.00	4.00	40.0%
WARRANTS INFO PROCESSING	37.00	37.00	37.00	36.00	36.00	(1.00)	(2.7%)
PROGRAM TOTAL	769.50	752.00	752.00	822.00	815.00	63.00	8.4%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	19.40	19.40	19.40	19.00	19.00	(.40)	(2.1%)
DATA CENTER	13.00	13.00	13.00	13.00	13.00	-	0.0%
DESKTOP SUPPORT	10.50	10.50	10.50	9.00	9.00	(1.50)	(14.3%)
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	5.00	5.00	.75	17.6%
INFRASTRUCTURE NETWORK SVCS	4.65	4.25	4.25	4.00	4.00	(.25)	(5.9%)
PROGRAM TOTAL	57.80	57.40	57.40	56.00	56.00	(1.40)	(2.4%)
DEPARTMENT TOTAL	3,662.50	3,575.00	3,575.00	3,589.00	3,557.00	(18.00)	(0.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Accounting Specialist	13.00	12.00	12.00	12.00	12.00	-	0.0%
Admin & Operations Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	20.00	19.00	19.00	19.00	19.00	-	0.0%
Admin/Operations Supv	1.00	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	7.00	6.00	5.00	5.00	5.00	-	0.0%
Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Care Technician	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%
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	4.00	4.00	4.00	4.00	-	0.0%
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	3.00	-	0.0%
Computer Operator	4.00	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	8.00	4.00	4.00	4.00	4.00	-	0.0%
Crime Scene Specialist-Sheriff	4.00	8.00	8.00	8.00	8.00	-	0.0%
Crime Scene Supervisor	3.00	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	8.00	8.00	8.00	8.00	8.00	-	0.0%
Detention Officer	1,896.00	1,743.00	1,743.00	1,872.00	1,848.00	105.00	6.0%
Detention Officer Captain	13.00	11.00	11.00	11.00	11.00	-	0.0%
Detention Officer Lieutenant	72.00	64.00	64.00	65.00	65.00	1.00	1.6%
Detention Officer Sergeant	215.00	201.00	201.00	207.00	201.00	-	0.0%
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%
Educator Supervisor - Detention	-	-	1.00	1.00	1.00	-	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	25.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	5.00	6.00	6.00	6.00	6.00	-	0.0%
Environmental Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Equipment Operator	1.00	3.00	3.00	3.00	3.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	-	-	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	15.00	15.00	15.00	15.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	12.00	15.00	15.00	15.00	15.00	-	0.0%
Food Service Worker	7.00	77.00	77.00	10.00	10.00	(67.00)	(87.0%)
Food Services Assistant Manager	-	-	1.00	1.00	1.00	-	0.0%
Food Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	10.00	17.00	17.00	12.00	12.00	(5.00)	(29.4%)
Food Services Supervisor	-	-	1.00	1.00	1.00	-	0.0%
General Laborer	33.00	58.00	58.00	34.00	34.00	(24.00)	(41.4%)
General Laborer Supervisor	4.00	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%
Human Resources Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Internal Auditor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	5.00	2.00	2.00	2.00	2.00	-	0.0%
IS Project Manager - Sr/Ld	1.00	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	54.00	63.00	63.00	63.00	63.00	-	0.0%
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	19.00	17.00	17.00	17.00	17.00	-	0.0%
Law Enforcement Lieutenant	36.00	32.00	32.00	32.00	30.00	(2.00)	(6.3%)
Law Enforcement Officer	632.00	621.00	621.00	595.00	595.00	(26.00)	(4.2%)
Law Enforcement Sergeant	92.00	89.00	89.00	89.00	89.00	-	0.0%
Legal Support Specialist	12.00	11.00	11.00	11.00	11.00	-	0.0%
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	2.00	2.00	2.00	-	0.0%
Materials Handling Worker	20.00	18.00	18.00	18.00	18.00	-	0.0%
Materials Inventory Specialist	5.00	5.00	-	-	-	-	N/A
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	60.00	59.00	59.00	59.00	59.00	-	0.0%
Office Assistant Specialized	32.00	28.00	28.00	28.00	28.00	-	0.0%
Operations Support Analyst	3.00	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	4.00	6.00	5.00	5.00	5.00	-	0.0%
Operations/Program Supervisor	8.00	7.00	5.00	5.00	5.00	-	0.0%
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	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	.50	-	-	-	-	-	N/A
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	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	6.00	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%
Property & Evidence Custodian	-	-	5.00	5.00	5.00	-	0.0%
Psychologist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	46.00	48.00	48.00	48.00	48.00	-	0.0%
Sheriff Record Specialist Lead	5.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	7.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	46.00	43.00	43.00	43.00	43.00	-	0.0%
Social Worker Supervisor	7.00	8.00	8.00	8.00	8.00	-	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	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	2.00	7.00	7.00	7.00	7.00	-	0.0%
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	**3,662.50**	**3,575.00**	**3,575.00**	**3,589.00**	**3,557.00**	**(18.00)**	**(0.5%)**

Staffing by Fund

FULL TIME EQUIVALENT (FTE)		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	908.50	919.00	919.00	973.00	971.00	52.00	5.7%
251	SHERIFF GRANTS	29.00	18.00	18.00	29.00	29.00	11.00	61.1%
252	INMATE SERVICES	164.00	95.00	95.00	95.00	95.00	-	0.0%
255	DETENTION OPERATIONS	2,561.00	2,543.00	2,543.00	2,492.00	2,462.00	(81.00)	(3.2%)
Department Total		**3,662.50**	**3,575.00**	**3,575.00**	**3,589.00**	**3,557.00**	**(18.00)**	**(0.5%)**

Significant Variance Analysis

- Inactivate two vacant Law Enforcement Lieutenant positions (2.0 FTE) in the General Fund (100) and four vacant Detention Officer Sergeant positions (4.0 FTE) in the Detention Fund (255) based on staffing ratio benchmarks from similar jurisdictions.
- Inactivate 20 vacant Detention Officer and two vacant Detention Officer Sergeant positions (22.0 FTE) at the Towers Jail in the Detention Fund (255) based on declines in inmate population.
- Shift 32.1 FTE positions from the General Fund (100) to the Detention Fund (255) and 85.0 FTE positions from the Detention Fund (255) to the General Fund (100) in order to align the function of the positions with the funding source.

General Adjustments

Target Adjustments:

General Fund (100)

- Increase budget by $1,521,418 for restatement of risk management charges from Non-Departmental.
- Increase budget by $1,704,580 for restatement of equipment services charges for vehicle maintenance and repair.
- Increase budget by $2,047,987 for restatement of baseline telecommunications.
- Increase budget by $879,721 for restatement of radio communications.

Detention Fund (255)

- Decrease budget by $1,568,151 for restatement of risk management charges from Non-Departmental.
- Increase budget by $1,019,005 for restatement of radio communications.

Base Adjustments:

General Fund (100)

- Increase revenue budget by $117,525 for Intergovernmental Charges for Services due to increases from agreements with municipalities to provide contract law enforcement and communication services.
- Increase revenue budget by $105,000 for projected increases in Civil/Tax Sale Fees.
- Decrease Regular Benefits by $478,224 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $930,781 for retirement contribution rate increase.
- Decrease Temporary Pay expenditure budget by $100,000 based on FY 2011 forecasted spending.
- Decrease expenditure budget by $565,071 due to decreases in Other Benefits, Other Services, and Debt Service per FY 2011 forecast and FY 2012 requested budget.
- Increase expenditure budget by $2,425,353 due a reduction in the indirect cost allocation to the Detention Fund (255) based on FY 2010 actual expenditures.

- o Increase expenditure budget by $4,499,343 for law enforcement positions (53.9 FTE) shifted from the Detention Fund (255) in order to align the function of the positions with the funding source.
- o Reduce the expenditure budget by $199,771 as a result of inactivating two regular vacant Law Enforcement Lieutenant positions (2.0 FTE) based on staffing ratio benchmarks from similar jurisdictions.

Sheriff RICO Fund (212)

- Reduce revenue and expenditure appropriations by $655,000 to right-size to anticipated revenue.

Sheriff Jail Enhancement Fund (214)

- Reduce revenue and expenditure appropriations by $645,000 to right-size to anticipated revenue.
- (Non Recurring) Budget expenditures of $2,000,000 for mandated State contribution.

Sheriff Grants Fund (251)

- Decrease Regular Benefits by $14,268 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $25,993 for retirement contribution rate increase.
- Reduce General Supplies by $11,725 for structural balance.
- Reduce revenues and expenditures by $2,832,485 to reconcile with anticipated grant revenue in FY 2012.

Inmate Services Fund (252)

- Decrease Regular Benefits by $46,740 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $31,507 for retirement contribution rate increase.
- Increase expenditure budget by $27,692 for banking fees that will be charged to the department for the first time in FY 2012.
- Increase expenditure budget by $7,200 in General Supplies to reinstate a uniform allowance for detention staff ($300 each).
- (Non Recurring) Budget revenue of $14,743,225 transferred from the General Fund (100) for repayment of spending on law enforcement functions.
- (Non Recurring) Budget expenditures of $21,000,000 for mandated State contribution.

Inmate Health Services Fund (254)

- Reduce revenue and expenditure appropriations by $16,715 to right-size to anticipated revenue.

Detention Fund (255)

- Decrease Regular Benefits by $1,224,588 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase Regular Benefits by $925,274 for retirement contribution rate increase.
- Decrease expenditure budget by $484,959 to right-size Overtime pay and benefits based on FY 2011 forecasted spending.
- Decrease expenditure budget by $130,274 due to decreases in Other Benefits and Rent and Operating Leases per FY 2011 forecast and FY 2012 requested budget.
- Decrease expenditure budget by $2,425,353 due a reduction in the indirect cost allocation from the General Fund (100) based on FY 2010 actual expenditures.

- Decrease expenditure budget by $4,499,343 due to law enforcement positions (53.9 FTE) shifted to the General Fund (100) in order to align the function of the positions with the funding source.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	72.0%	N/A	70.0%	70.2%	N/A	N/A
Percent of adult inmate participants who receive GEDs	11.5%	N/A	18.8%	15.0%	N/A	N/A
Percent of Eligible inmate population participating in education classes	59.6%	63.0%	63.4%	61.6%	-1.4%	-2.3%
Percent of fingerprint sets processed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of available inmate labor hours worked	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Accurate inmate releases (inmates released according to procedure)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requested items sold	77.3%	77.0%	77.0%	77.0%	0.0%	0.0%
Percent of MEAL activity food costs avoided using donated food	N/A	N/A	N/A	N/A	N/A	N/A
Percent of prisoners handled within 24 hours (booked/classified/or released)	99.6%	100.0%	99.9%	100.0%	0.0%	0.0%
Percent of Inmates not assaulted by other inmates while in custody	99.8%	99.6%	99.7%	99.8%	0.2%	0.2%
Percent 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	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	72.0%	N/A	70.0%	72.0%	N/A	N/A
Output	# of Alpha program participants	1,162	656	909	728	72	11.0%
Output	Number of Inmates graduating from Alpha classes	259	260	211	168	(92)	-35.4%
Demand	# of Alpha program applicants	800	1,224	894	620	(604)	-49.3%
Efficiency	Cost per Alpha program participant	$ 676.60	$ 2,181.36	$ 1,056.84	$ 2,298.85	$ (117.49)	-5.4%
Revenue							
	251 - SHERIFF GRANTS	$ 58,204	$ 86,523	$ 55,083	$ 61,841	$ (24,682)	-28.5%
	TOTAL SOURCES	$ 58,204	$ 86,523	$ 55,083	$ 61,841	$ (24,682)	-28.5%
Expenditure							
	251 - SHERIFF GRANTS	$ 52,230	$ 75,028	$ 71,997	$ 61,614	$ 13,414	17.9%
	252 - INMATE SERVICES	716,065	1,355,947	888,667	1,611,351	(255,404)	-18.8%
	255 - DETENTION OPERATIONS	17,920	-	-	600	(600)	N/A
	TOTAL USES	$ 786,215	$ 1,430,975	$ 960,664	$ 1,673,565	$ (242,590)	-17.0%

Activity Narrative: This activity is slated for expansion using the Inmate Services Fund (252).

Base Adjustments:

Inmate Services Fund (252)

- Decrease Other Services by $19,659 for structural balance.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult inmate participants who receive GEDs	11.5%	N/A	18.8%	15.0%	N/A	N/A
Result	% of Eligible inmate population participating in education classes	59.6%	63.0%	63.4%	61.6%	(1.4%)	-2.2%
Output	# of Inmates participating in education classes	1,990	2,199	2,028	1,924	(275)	-12.5%
Output	# of inmate population eligible for education classes	3,339	3,488	3,198	3,123	(365)	-10.5%
Demand	Number of Inmate population eligible for education classes	3,339	3,488	3,198	3,123	(365)	-10.5%
Efficiency	Cost per inmate education participant	$ 157.04	$ 208.06	$ 165.67	$ 289.18	$ (81.11)	-39.0%
Revenue							
	251 - SHERIFF GRANTS	$ 354,314	$ 411,947	$ 437,819	$ 351,119	$ (60,828)	-14.8%
	TOTAL SOURCES	$ 354,314	$ 411,947	$ 437,819	$ 351,119	$ (60,828)	-14.8%
Expenditure							
	251 - SHERIFF GRANTS	$ 266,450	$ 355,860	$ 300,553	$ 346,725	$ 9,135	2.6%
	252 - INMATE SERVICES	837,617	1,325,596	918,550	1,780,346	(454,750)	-34.3%
	255 - DETENTION OPERATIONS	145,696	148,683	124,615	98,435	50,248	33.8%
	TOTAL USES	$ 1,249,763	$ 1,830,139	$ 1,343,718	$ 2,225,506	$ (395,367)	-21.6%

Activity Narrative: Additional funding has been budgeted in the Inmate Services Fund (252) to allow for expansion of jail education programs. The number of participants in these programs will depend on several factors, including the ability to appropriately staff the programs.

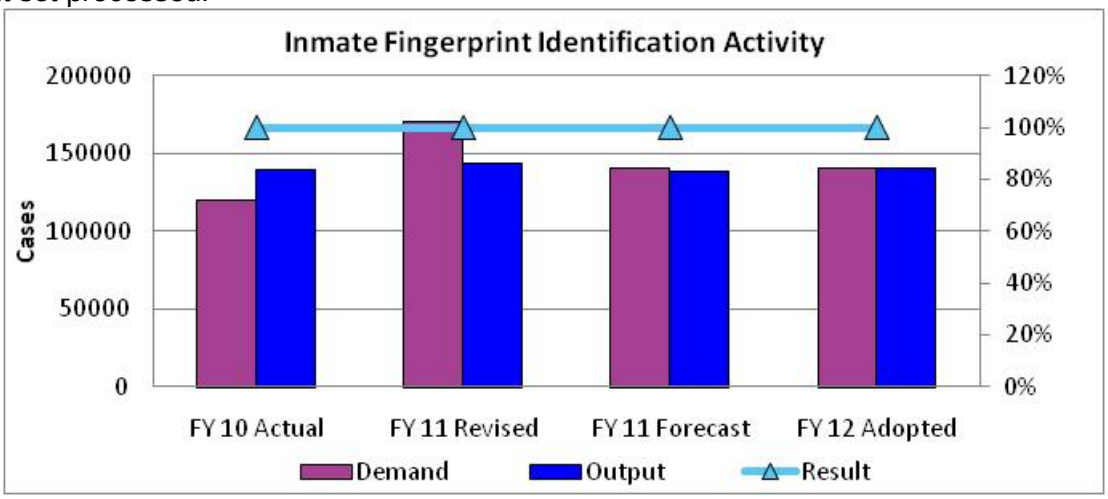
Inmate Fingerprint Identification Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fingerprint sets processed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of Fingerprint sets processed (verified)	139,287	144,296	138,477	141,200	(3,096)	-2.1%
Demand	Number of Fingerprint sets taken	120,462	170,448	140,742	141,200	(29,248)	-17.2%
Efficiency	Cost per fingerprint set processed (verified)	$ 10.87	$ 12.27	$ 11.98	$ 12.38	$ (0.11)	-0.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 1,514,718	$ 1,770,705	$ 1,659,314	$ 1,748,090	$ 22,615	1.3%
	TOTAL USES	$ 1,514,718	$ 1,770,705	$ 1,659,314	$ 1,748,090	$ 22,615	1.3%

Activity Narrative: The number of bookings has decreased which has slightly raised the cost per fingerprint set processed.



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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of available inmate labor hours worked	100.0%	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	3,509,352	-	0.0%
Demand	Number of Inmate labor hours worked	3,509,352	3,509,352	3,509,352	3,509,352	-	0.0%
Efficiency	INLA Cost Per Inmate Labor Hour Worked	$ 0.16	$ 0.17	$ 0.15	$ 0.12	$ 0.05	31.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 565,978	$ 604,180	$ 526,486	$ 411,228	$ 192,952	31.9%
	TOTAL USES	$ 565,978	$ 604,180	$ 526,486	$ 411,228	$ 192,952	31.9%

Activity Narrative: The number of inmate labor hours reported has not been impacted by the decrease in inmate population.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Accurate inmate releases (inmates released according to procedure)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Inmates released	121,627	124,036	118,513	113,000	(11,036)	-8.9%
Demand	# of Inmates ordered for release	121,628	124,036	118,513	113,000	(11,036)	-8.9%
Efficiency	Cost per inmate released	$ 36.43	$ 41.20	$ 40.36	$ 45.31	$ (4.12)	-10.0%
Revenue							
	251 - SHERIFF GRANTS	$ 136,500	$ 138,600	$ 184,100	$ 138,600	$ -	0.0%
	TOTAL SOURCES	$ 136,500	$ 138,600	$ 184,100	$ 138,600	$ -	0.0%
Expenditure							
	251 - SHERIFF GRANTS	$ 137,077	$ 139,764	$ 149,025	$ 136,885	$ 2,879	2.1%
	214 - SHERIFF JAIL ENHANCEMENT	5,119	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	4,288,758	4,970,155	4,634,475	4,983,659	(13,504)	-0.3%
	TOTAL USES	$ 4,430,954	$ 5,109,919	$ 4,783,500	$ 5,120,544	$ (10,625)	-0.2%

Activity Narrative: The decrease in inmates released is consistent with the overall decrease in inmate population.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of requested items sold	77.3%	77.0%	77.0%	77.0%	0.0%	0.0%
Output	# of items sold	301,000	308,916	296,127	292,168	(16,748)	-5.4%
Demand	# of items requested	389,221	404,324	385,376	377,824	(26,500)	-6.6%
Efficiency	Cost per item sold	$ 17.35	$ 12.63	$ 14.74	$ 15.86	$ (3.23)	-25.6%
Revenue							
	252 - INMATE SERVICES	$ 10,380,552	$ 10,799,768	$ 10,652,046	$ 10,799,768	$ -	0.0%
	TOTAL SOURCES	$ 10,380,552	$ 10,799,768	$ 10,652,046	$ 10,799,768	$ -	0.0%
Expenditure							
	203 - SHERIFF DONATIONS	$ 32,179	$ -	$ -	$ -	$ -	N/A
	252 - INMATE SERVICES	5,182,968	3,900,524	4,365,845	4,627,711	(727,187)	-18.6%
	255 - DETENTION OPERATIONS	6,484	-	-	5,000	(5,000)	N/A
	TOTAL USES	$ 5,221,631	$ 3,900,524	$ 4,365,845	$ 4,632,711	$ (732,187)	-18.8%

Activity Narrative: Items not sold are items requested by indigent inmates. Indigent inmates receive certain items at no cost.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Inmates transported to court	142,769	148,016	137,014	134,388	(13,628)	-9.2%
Demand	# of Court ordered transports	142,769	148,016	137,014	134,388	(13,628)	-9.2%
Efficiency	Cost per inmate transported to court	$ 132.36	$ 122.84	$ 139.63	$ 131.20	$ (8.36)	-6.8%
Expenditure							
	100 - GENERAL	$ -	$ 1,264,236	$ 2,069,082	$ 3,240,363	$ (1,976,127)	-156.3%
	252 - INMATE SERVICES	1,502,426	-	22,268	8,065	(8,065)	N/A
	255 - DETENTION OPERATIONS	17,394,237	16,917,834	17,040,161	14,383,286	2,534,548	15.0%
	TOTAL USES	$ 18,896,663	$ 18,182,070	$ 19,131,511	$ 17,631,714	$ 550,356	3.0%

Activity Narrative: Court Security falls in this activity. Court Security is funded by the General Fund (100) and staffed with Law Enforcement Officers. The Law Enforcement positions assigned specifically to inmate transport are being converted to Detention Officers as positions become vacant. These positions will continue to be funded with the Detention Fund (255).

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Inmate Skills Training Participants	5,402	6,464	5,488	4,512	(1,952)	-30.2%
Demand	# of Inmates Eligible for Skills Training	5,402	6,464	5,488	4,512	(1,952)	-30.2%
Efficiency	Cost of skills training program per participant	$ 79.84	$ 107.25	$ 91.95	$ 604.51	$ (497.26)	-463.7%
Revenue							
	203 - SHERIFF DONATIONS	$ 18,178	$ 15,000	$ 15,440	$ 19,296	$ 4,296	28.6%
	TOTAL SOURCES	$ 18,178	$ 15,000	$ 15,440	$ 19,296	$ 4,296	28.6%
Expenditure							
	203 - SHERIFF DONATIONS	$ 519	$ 35,000	$ 1,400	$ 19,299	$ 15,701	44.9%
	252 - INMATE SERVICES	430,782	658,239	503,227	2,708,239	(2,050,000)	-311.4%
	TOTAL USES	$ 431,301	$ 693,239	$ 504,627	$ 2,727,538	$ (2,034,299)	-293.4%

Activity Narrative: The FY 2012 budget includes funding from the Inmate Services Fund (252) for improving and expanding this activity's programs.

Base Adjustments:

Inmate Services Fund (252)

- (Non Recurring) Budget expenditures of $2,000,000 to develop programs promoting inmate welfare.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Inmates receiving mandated services	8,055	8,927	8,148	7,600	(1,327)	-14.9%
Demand	# of Inmates requiring inmate related mandated services	8,055	8,927	8,148	7,600	(1,327)	-14.9%
Efficiency	Mandated inmate service cost per inmate	$ 262.78	$ 257.14	$ 209.82	$ 261.02	$ (3.88)	-1.5%
Expenditure							
	203 - SHERIFF DONATIONS	$ -	$ 50	$ 16	$ -	$ 50	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	306	-	-	-	-	N/A
	252 - INMATE SERVICES	1,514,825	1,367,571	1,326,070	1,872,033	(504,462)	-36.9%
	255 - DETENTION OPERATIONS	6,950,957	7,814,284	6,019,654	6,062,833	1,751,451	22.4%
	TOTAL USES	$ 8,466,088	$ 9,181,905	$ 7,345,740	$ 7,934,866	$ 1,247,039	13.6%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of MEAL activity food costs avoided using donated food	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Inmate Meals Served	10,761,746	13,462,552	11,520,705	10,082,076	(3,380,476)	-25.1%
Output	$ of MEAL activity food costs	4,580,385	18,038,080	11,267,405	17,029,282	(1,008,798)	-5.6%
Demand	# of Inmate Meals Needed	10,761,746	13,462,552	11,520,705	10,081,776	(3,380,776)	-25.1%
Efficiency	Cost per Meal Served (fully loaded)	$ 1.62	$ 1.52	$ 1.38	$ 1.64	$ (0.11)	-7.6%
Revenue							
	255 - DETENTION OPERATIONS	$ -	$ -	$ 13,339	$ 18,000	$ 18,000	N/A
	TOTAL SOURCES	$ -	$ -	$ 13,339	$ 18,000	$ 18,000	N/A
Expenditure							
	252 - INMATE SERVICES	$ 1,850,723	$ 2,017,515	$ 1,921,203	$ 52,715	$ 1,964,800	97.4%
	255 - DETENTION OPERATIONS	15,605,145	18,449,010	14,021,353	16,434,014	2,014,996	10.9%
	TOTAL USES	$ 17,455,868	$ 20,466,525	$ 15,942,556	$ 16,486,729	$ 3,979,796	19.4%

Activity Narrative: Currently, there is no method to calculate the percent of costs avoided using donated food. Food donations have decreased in recent years due to the declining economy.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of prisoners handled within 24 hours (booked/classified/or released)	99.6%	100.0%	99.9%	100.0%	0.0%	0.0%
Output	# of inmates booked and classified or released	120,453	130,600	120,812	113,256	(17,344)	-13.3%
Demand	# of Prisoners requiring booking (presented for booking)	120,485	130,648	120,842	113,256	(17,392)	-13.3%
Efficiency	Cost per prisoner booked	$ 123.89	$ 118.05	$ 117.33	$ 114.09	$ 3.96	3.4%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 10,874	$ -	$ -	$ -	$ -	N/A
	252 - INMATE SERVICES	2,053,806	69,727	68,413	74,797	(5,070)	-7.3%
	255 - DETENTION OPERATIONS	12,858,524	15,347,951	14,106,692	12,847,036	2,500,915	16.3%
	TOTAL USES	$ 14,923,204	$ 15,417,678	$ 14,175,105	$ 12,921,833	$ 2,495,845	16.2%

Adult Detention Management Activity

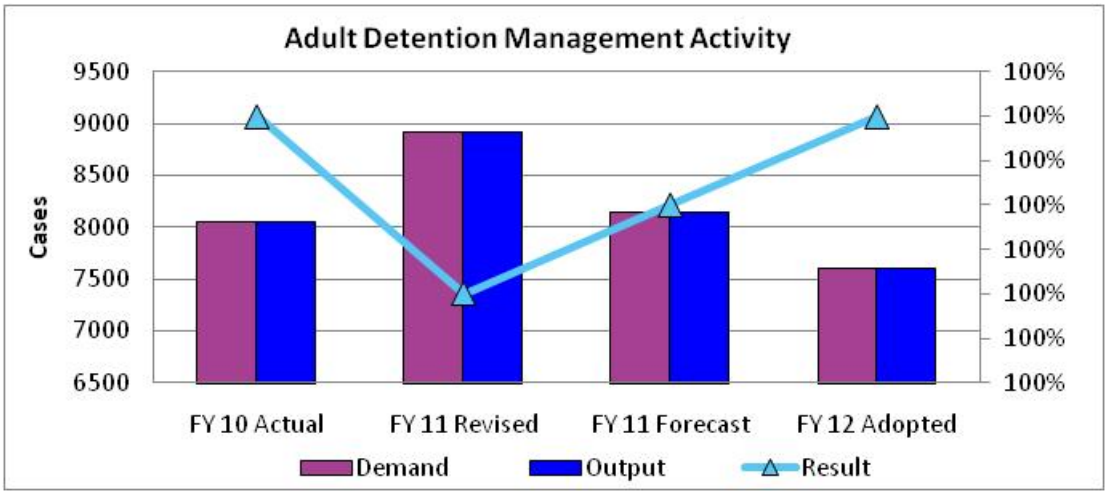
The purpose of the Adult Detention Management Activity is to provide security, safety, care, custody, and control services to Maricopa County Sheriff's Office staff and inmates so that they can live and work in safe and secure facilities.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Inmates not assaulted by other inmates while in custody	99.8%	99.6%	99.7%	99.8%	0.2%	0.2%
Output	# Inmates Detained	8,055	8,927	8,148	7,600	(1,327)	-14.9%
Demand	Number of inmates requiring detention	8,055	8,927	8,148	7,600	(1,327)	-14.9%
Efficiency	Quarterly cost per inmate detained	$ 2,724.19	$ 2,310.76	$ 2,516.97	$ 2,781.62	$ (470.86)	-20.4%
Revenue							
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,838,066	$ 2,205,000	$ 850,164	$ 1,560,000	$ (645,000)	-29.3%
	254 - INMATE HEALTH SERVICES	87,565	97,215	76,295	80,500	(16,715)	-17.2%
	255 - DETENTION OPERATIONS	31,233,286	31,563,740	30,680,277	30,657,616	(906,124)	-2.9%
	TOTAL SOURCES	$ 33,158,917	$ 33,865,955	$ 31,606,736	$ 32,298,116	$ (1,567,839)	-4.6%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,307,600	$ 2,205,000	$ 173,334	$ 1,560,000	$ 645,000	29.3%
	254 - INMATE HEALTH SERVICES	-	97,215	2,344	80,500	16,715	17.2%
	255 - DETENTION OPERATIONS	86,460,319	80,210,461	81,857,330	82,920,699	(2,710,238)	-3.4%
	TOTAL USES	$ 87,767,919	$ 82,512,676	$ 82,033,008	$ 84,561,199	$ (2,048,523)	-2.5%

Activity Narrative: Due to the decreased inmate population and recent staff realignments, 53.9 FTE positions were shifted from the Detention Fund (255) to the General Fund (100) and 26.0 FTE Detention vacant positions were inactivated. Even though inmate population is lower, budgeted expenditures in this activity have increased due to increases for Regular Pay, Fringe Benefits, and Other Personal Services, and in the General Supplies budget to fund a uniform allowance. Regular pay has increased in this activity due to an increase of 81.0 FTE shifted from other activities. The booking and per diem rates charged to cities and towns for holding inmates in County detention facilities were left flat in FY 2012 at $188.48 and $73.54, respectively. These rates and the methodology used to develop them will be reviewed by an outside consultant in FY 2012.

Jail Housing Rates		
	FY 2011	FY 2012
Booking	$188.48	$188.48
Per Diem	$73.54	$73.54



Base Adjustments:

Detention Fund (255)

- Reduce booking and per diem revenue by $888,124 based on FY 2011 forecast. This decline in revenue is due to the decline in inmate population.

- Increase expenditure budget by $664,500 in General Supplies to reinstate a uniform allowance for detention staff ($300 each).
- Reduce expenditure budget by $1,088,490 due to the inactivation of 20 Detention Officer and two Detention Officer Sergeant vacant positions at Towers Jail (22.0 FTE). This reduction in staffing levels will not negatively affect detention operations as the inmate population has declined in recent years.
- Reduce expenditure budget by $260,583 as a result of inactivation four vacant Detention Officer Sergeant positions (4.0 FTE) based on staffing ratio benchmarks from similar jurisdictions.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of vehicles receiving preventative maintenance in 24 hrs. or less	72.0%	73.0%	81.0%	81.0%	8.0%	11.0%
Percent of Information System Availability (24x7)	100.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Applicants that meet Sheriff's Office new hire standards	58.0%	14.3%	22.0%	24.0%	9.7%	67.8%
Prcent FTE meeting mandated proficiency	N/A	100.0%	45.7%	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of vehicles receiving preventative maintenance in 24 hrs. or less	72.0%	73.0%	81.0%	81.0%	8.0%	11.0%
Output	# of Vehicles on preventive maintenance inventory (assigned vehicles managed)	724	743	736	728	(15)	-2.0%
Demand	# of vehicles in MCSO fleet	744	764	750	735	(29)	-3.8%
Efficiency	Cost per vehicle managed	$ 82.70	$ 67.60	$ 88.84	$ 107.55	$ (39.95)	-59.1%
Expenditure							
	100 - GENERAL	$ (23,133)	$ (69,148)	$ (48,513)	$ 48,874	$ (118,022)	170.7%
	255 - DETENTION OPERATIONS	262,548	270,057	309,885	264,299	5,758	2.1%
	TOTAL USES	$ 239,415	$ 200,909	$ 261,372	$ 313,173	$ (112,264)	-55.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Information System Availability (24x7)	100.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Days information/telecommunications systems operational (24x7)	365	365	364	365	-	0.0%
Demand	Number of Days information/telecommunications systems required	365	365	365	365	-	0.0%
Efficiency	MCSI cost per operational day	$ 5,628.95	$ 8,622.81	$ 5,869.63	$ 6,153.56	$ 2,469.25	28.6%
Revenue							
	100 - GENERAL	$ 118,629	$ 111,038	$ 121,995	$ 182,115	$ 71,077	64.0%
	TOTAL SOURCES	$ 118,629	$ 111,038	$ 121,995	$ 182,115	$ 71,077	64.0%
Expenditure							
	100 - GENERAL	$ 1,069,293	$ 1,381,257	$ 615,834	$ 1,513,748	$ (132,491)	-9.6%
	252 - INMATE SERVICES	(262)	20,200	6,732	10,000	10,200	50.5%
	255 - DETENTION OPERATIONS	1,058,891	1,819,073	1,513,981	722,301	1,096,772	60.3%
	TOTAL USES	$ 2,127,922	$ 3,220,530	$ 2,136,547	$ 2,246,049	$ 974,481	30.3%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Applicants that meet Sheriff's Office new hire standards	58.0%	14.3%	22.0%	24.0%	9.7%	68.1%
Output	# of new hire standards reviews conducted	330	804	441	78	(726)	-90.3%
Demand	# of new hire standards reviews required	410	804	561	318	(486)	-60.4%
Efficiency	Cost per Sheriff's Office applicant standards review	$ 6,412.09	$ 2,941.57	$ 5,087.66	$ 30,371.49	$ (27,429.92)	-932.5%
Expenditure							
	100 - GENERAL	$ 694,915	$ 1,715,041	$ 1,134,797	$ 855,020	$ 860,021	50.1%
	255 - DETENTION OPERATIONS	1,421,076	649,982	1,108,861	1,513,956	(863,974)	-132.9%
	TOTAL USES	$ 2,115,991	$ 2,365,023	$ 2,243,658	$ 2,368,976	$ (3,953)	-0.2%

Activity Narrative: Internal Affairs comprises more than half of this activity. Only data associated with hiring background checks and interview components is reported, which results in an artificially high cost per Sheriff's Office applicant standards review.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% FTE meeting mandated proficiency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of Mandated Proficiency Standards Training Program Participants	2,783	2,794	2,751	2,689	(105)	-3.8%
Output	# FTE	-	2,794	3,055	2,689	(105)	-3.8%
Demand	# of MCSO FTE who are required to meet mandated proficiency standards	2,783	2,794	2,751	2,689	(105)	-3.8%
Efficiency	Cost per mandated training program participant	$ 387.19	$ 459.86	$ 390.63	$ 346.49	$ 113.37	24.7%
Revenue							
	251 - SHERIFF GRANTS	$ 63,408	$ 73,846	$ 68,380	$ 3,376	$ (70,470)	-95.4%
	TOTAL SOURCES	$ 63,408	$ 73,846	$ 68,380	$ 3,376	$ (70,470)	-95.4%
Expenditure							
	100 - GENERAL	$ 839,522	$ 305,395	$ (249,582)	$ 315,133	$ (9,738)	-3.2%
	251 - SHERIFF GRANTS	46,947	-	55,183	3,376	(3,376)	N/A
	255 - DETENTION OPERATIONS	3,423,349	4,833,990	4,492,118	3,408,344	1,425,646	29.5%
	TOTAL USES	$ 4,309,818	$ 5,139,385	$ 4,297,719	$ 3,726,853	$ 1,412,532	27.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of level 1 priority calls dispatched under threshold (within standards--10 seconds)	91.4%	91.0%	93.0%	93.0%	2.0%	2.2%
Percent of Zero-injury Enforcement Support Specialized Responses	N/A	N/A	N/A	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	N/A
Percent subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Jail and Criminal Intelligence items forwarded to law enforcement	N/A	9.2%	9.2%	9.2%	0.0%	0.0%
Percent of General investigation cases cleared by arrest	16.9%	N/A	16.9%	16.9%	N/A	N/A
Percent of cases cleared	33.8%	N/A	36.9%	36.9%	N/A	N/A
Percent of Participants (respondents) who benefit from MCSO crime prevention program	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Priority 1 calls responded to within 5 minutes or less	53.2%	50.7%	50.2%	50.0%	-0.7%	-1.4%
Percent of item records managed with automation	N/A	N/A	N/A	N/A	N/A	N/A
Percent Calls for SMI evaluations resulting in transport to a non-jail facility	N/A	N/A	N/A	N/A	N/A	N/A
Percent of missions resulting in rescue	97.0%	100.0%	100.0%	98.5%	-1.5%	-1.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of items served or processed	31,257	39,696	26,445	39,570	(126)	-0.3%
Output	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of items received for action	39,936	54,824	37,869	45,722	(9,102)	-16.6%
Efficiency	Cost per item served or procesed (as defined)	$ 126.60	$ 103.19	$ 156.37	$ 103.01	$ 0.18	0.2%
Revenue							
	100 - GENERAL	$ 718,172	$ 489,000	$ 609,421	$ 639,000	$ 150,000	30.7%
	TOTAL SOURCES	$ 718,172	$ 489,000	$ 609,421	$ 639,000	$ 150,000	30.7%
Expenditure							
	100 - GENERAL	$ 3,956,996	$ 4,096,183	$ 4,135,209	$ 4,076,193	$ 19,990	0.5%
	255 - DETENTION OPERATIONS	252	102	81	-	102	100.0%
	TOTAL USES	$ 3,957,248	$ 4,096,285	$ 4,135,290	$ 4,076,193	$ 20,092	0.5%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Police Service Communications Dispatched	230,849	234,944	225,056	223,009	(11,935)	-5.1%
Demand	# of Incoming police service communications	230,849	234,944	225,056	223,009	(11,935)	-5.1%
Efficiency	Cost per Police Service call dispatched.	$ 10.92	$ 13.58	$ 12.22	$ 14.15	$ (0.58)	-4.2%
Revenue							
	100 - GENERAL	$ 427,858	$ 312,858	$ 285,417	$ 270,587	$ (42,271)	-13.5%
	TOTAL SOURCES	$ 427,858	$ 312,858	$ 285,417	$ 270,587	$ (42,271)	-13.5%
Expenditure							
	100 - GENERAL	$ 1,362,570	$ 1,798,499	$ 1,358,101	$ 1,678,074	$ 120,425	6.7%
	255 - DETENTION OPERATIONS	1,157,148	1,391,249	1,391,223	1,478,231	(86,982)	-6.3%
	TOTAL USES	$ 2,519,718	$ 3,189,748	$ 2,749,324	$ 3,156,305	$ 33,443	1.0%

Activity Narrative: The Detention Fund portion of this activity represents the communication within the jails that is handled through the Dispatch Activity.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Days MCSO is prepared to respond to threats and disasters.	365	367	275	365	(2)	-0.5%
Demand	# of Days MCSO is required to be prepared to respond to threats and disasters	365	367	275	365	(2)	-0.5%
Efficiency	Preparedness cost per day	$ 2,303.46	$ 2,921.64	$ 6,903.73	$ 4,918.11	$ (1,996.47)	-68.3%
Revenue							
	251 - SHERIFF GRANTS	$ 1,415,810	$ 3,120,210	$ 1,323,457	$ 866,523	$ (2,253,687)	-72.2%
	TOTAL SOURCES	$ 1,415,810	$ 3,120,210	$ 1,323,457	$ 866,523	$ (2,253,687)	-72.2%
Expenditure							
	100 - GENERAL	$ 25,385	$ 3,485	$ 463,286	$ 928,588	$ (925,103)	-26545.3%
	251 - SHERIFF GRANTS	813,842	1,063,736	1,419,119	866,523	197,213	18.5%
	255 - DETENTION OPERATIONS	1,536	5,020	16,121	-	5,020	100.0%
	TOTAL USES	$ 840,763	$ 1,072,241	$ 1,898,526	$ 1,795,111	$ (722,870)	-67.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	% of Zero-injury Enforcement Support Specialized Responses	N/A	N/A	N/A	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	N/A
Output	Number of Calls for Service Responses by Patrol Resources Bureau units	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Enforcement Support Specialized Responses	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Court employees surveyed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of Calls for Service requiring Patrol Resource Bureau assistance	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per Enforcement Support Specialized Response	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 392,848	$ 340,000	$ 296,786	$ 340,000	$ -	0.0%
	251 - SHERIFF GRANTS	-	1,600,000	1,200,000	1,600,000	-	0.0%
	203 - SHERIFF DONATIONS	9,821	10,500	7,718	6,436	(4,064)	-38.7%
	TOTAL SOURCES	$ 402,669	$ 1,950,500	$ 1,504,504	$ 1,946,436	$ (4,064)	-0.2%
Expenditure							
	100 - GENERAL	$ 9,042,130	$ 10,029,179	$ 8,395,939	$ 9,566,853	$ 462,326	4.6%
	251 - SHERIFF GRANTS	-	3,718,023	1,361,166	1,604,353	2,113,670	56.8%
	203 - SHERIFF DONATIONS	13,652	9,700	18,990	7,001	2,699	27.8%
	212 - SHERIFF RICO	92,225	-	-	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	27,514	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	646,872	670,667	607,790	447,053	223,614	33.3%
	TOTAL USES	$ 9,822,393	$ 14,427,569	$ 10,383,885	$ 11,625,260	$ 2,802,309	19.4%

Activity Narrative: The department reports that this activity is comprised of multiple significant service areas where data is tracked separately and cannot be reported under one number.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	(%) Subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# Subjects returned	422	528	456	384	(144)	-27.3%
Demand	# Requests for return of subjects	422	528	456	384	(144)	-27.3%
Efficiency	Cost per subject returned	$ 2,616.08	$ 1,664.81	$ 2,154.49	$ 2,835.99	$ (1,171.18)	-70.3%
Expenditure							
	100 - GENERAL	$ -	$ 14,509	$ 4,816	$ 274	$ 14,235	98.1%
	255 - DETENTION OPERATIONS	1,103,984	864,513	977,630	1,088,748	(224,235)	-25.9%
	TOTAL USES	$ 1,103,984	$ 879,022	$ 982,446	$ 1,089,022	$ (210,000)	-23.9%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Jail and Criminal Intelligence items forwarded to law enforcement	N/A	N/A	N/A	8.2%	9.2%	9.2%
Output	# Jail and criminal intelligence items processed (reviewed/analyzed)	40,476	N/A	24,345	48,690	N/A	N/A
Demand	Number of intelligence items/requests (jail and criminal) received	40,476	N/A	24,345	48,690	N/A	N/A
Efficiency	Cost per intelligence item analyzed	$ 107.53	N/A	$ 124.59	$ 66.84	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ 1,200,000	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 1,200,000	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 174,260	$ 100,082	$ 389,267	$ 911,713	$ (811,631)	-811.0%
	251 - SHERIFF GRANTS	1,510,106	-	-	-	-	N/A
	212 - SHERIFF RICO	16,335	-	-	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	1,914	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	2,649,754	2,665,839	2,643,797	2,342,802	323,037	12.1%
	TOTAL USES	$ 4,352,369	$ 2,765,921	$ 3,033,064	$ 3,254,515	$ (488,594)	-17.7%

Activity Narrative: This data include Jail Intelligence information only.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of General investigation cases cleared by arrest	16.9%	N/A	7.7%	16.9%	N/A	N/A
Result	% of cases cleared	33.8%	33.8%	36.9%	36.9%	3.1%	9.2%
Output	Number of cases investigated (open cases)	16,319	9,384	6,548	6,548	(2,836)	-30.2%
Output	# of Cases Cleared	5,522	5,808	4,724	4,152	(1,656)	-28.5%
Demand	# of Cases assigned/undertaken (cases to be handled)	4,664	9,384	6,534	3,684	(5,700)	-60.7%
Efficiency	Cost per case investigated	$ 1,003.14	$ 1,868.33	$ 2,546.13	$ 2,714.16	$ (845.83)	-45.3%
Revenue							
	251 - SHERIFF GRANTS	$ 2,660,967	$ 2,561,652	$ 2,346,838	$ 2,412,674	$ (148,978)	-5.8%
	212 - SHERIFF RICO	1,920,393	2,655,000	1,268,926	2,000,000	(655,000)	-24.7%
	TOTAL SOURCES	$ 4,581,360	$ 5,216,652	$ 3,615,764	$ 4,412,674	$ (803,978)	-15.4%
Expenditure							
	100 - GENERAL	$ 7,988,455	$ 7,606,188	$ 8,234,848	$ 8,891,233	$ (1,285,045)	-16.9%
	251 - SHERIFF GRANTS	2,381,867	2,575,092	2,472,128	2,395,655	179,437	7.0%
	212 - SHERIFF RICO	1,704,645	2,655,000	1,268,926	2,000,000	655,000	24.7%
	214 - SHERIFF JAIL ENHANCEMENT	779	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	4,294,428	4,696,152	4,696,157	4,485,464	210,688	4.5%
	TOTAL USES	$ 16,370,174	$ 17,532,432	$ 16,672,059	$ 17,772,352	$ (239,920)	-1.4%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Participants (respondents) who benefit from MCSO crime prevention program	N/A	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	N/A	N/A	N/A	N/A	N/A
Demand	# Community outreach program participants	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per community outreach participant	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1	$ 1,855	$ 599	$ -	$ 1,855	100.0%
	203 - SHERIFF DONATIONS	-	750	-	-	750	100.0%
	TOTAL USES	$ 1	$ 2,605	$ 599	$ -	$ 2,605	100.0%

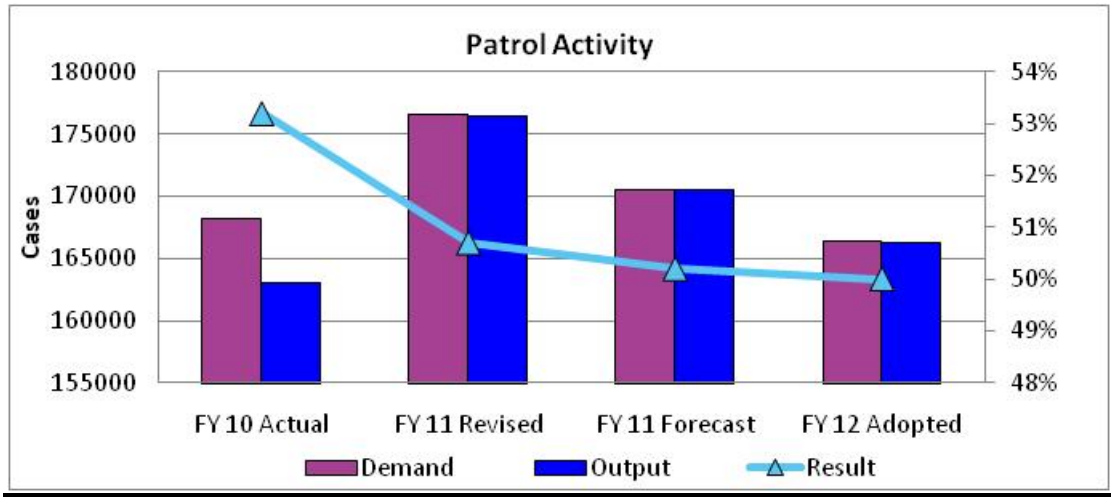
Activity Narrative: This activity is not used in FY 2012.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Priority 1 calls responded to within 5 minutes or less	53.2%	50.7%	50.2%	50.0%	(0.7%)	-1.4%
Output	# of Radio calls for service responses (# of responses)	168,031	176,464	170,510	166,308	(10,156)	-5.8%
Output	# of Priority 1 calls responded to	1,899	1,924	1,932	1,920	(4)	-0.2%
Demand	# Radio calls for service dispatched to patrol (# of incidents)	168,157	176,580	170,585	166,372	(10,208)	-5.8%
Efficiency	Cost per call for service response	$ 159.87	$ 151.00	$ 163.33	$ 179.61	$ (28.61)	-18.9%
Revenue							
	100 - GENERAL	$ 9,474,040	$ 9,334,858	$ 9,225,933	$ 9,438,577	$ 103,719	1.1%
	251 - SHERIFF GRANTS	893,422	549,551	613,628	216,837	(332,714)	-60.5%
	TOTAL SOURCES	$ 10,367,462	$ 9,884,409	$ 9,839,561	$ 9,655,414	$ (228,995)	-2.3%
Expenditure							
	100 - GENERAL	$ 25,842,024	$ 25,904,054	$ 27,293,722	$ 29,653,301	$ (3,749,247)	-14.5%
	251 - SHERIFF GRANTS	871,110	596,696	467,311	216,837	379,859	63.7%
	203 - SHERIFF DONATIONS	-	750	-	-	750	100.0%
	212 - SHERIFF RICO	5,178	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	144,042	144,620	89,124	-	144,620	100.0%
	TOTAL USES	$ 26,862,354	$ 26,646,120	$ 27,850,157	$ 29,870,138	$ (3,224,018)	-12.1%



Base Adjustments:

General Fund (100)

- Increase expenditure budget by $405,000 in General Supplies to reinstate a uniform allowance for law enforcement staff ($600 each).

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of item records managed with automation	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of items of property and evidence stored	N/A	N/A	22,429	26,680	N/A	N/A
Output	Number of item records managed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of items of property and evidence required to be stored.	30,655	N/A	N/A	13,340	N/A	N/A
Efficiency	Cost per item stored	N/A	N/A	$ 39.83	$ 36.18	N/A	N/A
Revenue							
	100 - GENERAL	$ 5,388	$ 14,000	$ 4,672	$ 14,000	$ -	0.0%
	TOTAL SOURCES	$ 5,388	$ 14,000	$ 4,672	$ 14,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 368,999	$ 258,997	$ 292,065	$ 273,060	$ (14,063)	-5.4%
	255 - DETENTION OPERATIONS	496,912	547,071	601,198	692,293	(145,222)	-26.5%
	TOTAL USES	$ 865,911	$ 806,068	$ 893,263	$ 965,353	$ (159,285)	-19.8%

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide aid in missions involving the life or health of any person so that individuals can be rescued or recovered.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to conduct or coordinate search and rescue operations involving the life or health of a person.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of missions resulting in rescue	97.0%	100.0%	100.0%	98.5%	(1.5%)	-1.5%
Output	# Search and rescue missions undertaken	45	52	38	96	44	84.6%
Demand	# Search and rescue incidents	45	52	38	96	44	84.6%
Efficiency	Cost per search and rescue mission undertaken	$ (772.20)	$ 2,045.73	$ 591.26	$ 263.68	$ 1,782.05	87.1%
Expenditure							
	100 - GENERAL	$ (34,749)	$ 106,328	$ 22,452	$ 25,313	$ 81,015	76.2%
	203 - SHERIFF DONATIONS	-	50	16	-	50	100.0%
	TOTAL USES	$ (34,749)	$ 106,378	$ 22,468	$ 25,313	$ 81,065	76.2%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of Items Processed	51,783	50,528	49,899	49,988	(540)	-1.1%
Demand	Number of Items received	77,448	77,920	70,441	70,180	(7,740)	-9.9%
Efficiency	Cost per item processed	$ 30.07	$ 36.09	$ 34.06	$ 36.86	$ (0.77)	-2.1%
Revenue							
	100 - GENERAL	$ 57,184	$ 65,000	$ 54,799	$ 55,000	$ (10,000)	-15.4%
	251 - SHERIFF GRANTS	-	-	-	58,874	58,874	N/A
	TOTAL SOURCES	$ 57,184	$ 65,000	$ 54,799	$ 113,874	$ 48,874	75.2%
Expenditure							
	100 - GENERAL	$ 1,556,953	$ 1,823,660	$ 1,681,213	$ 1,783,772	$ 39,888	2.2%
	251 - SHERIFF GRANTS	-	-	18,451	58,874	(58,874)	N/A
	TOTAL USES	$ 1,556,953	$ 1,823,660	$ 1,699,664	$ 1,842,646	$ (18,986)	-1.0%

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
% of facilities cleaned to standard	N/A	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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of facilities cleaned	N/A	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	N/A
Efficiency	Average cost per facility cleaned	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 2,627	$ 8,168	$ 165,002	$ 300,604	$ (292,436)	-3580.3%
	255 - DETENTION OPERATIONS	2,029,926	1,941,823	1,990,797	2,127,184	(185,361)	-9.5%
	TOTAL USES	$ 2,032,553	$ 1,949,991	$ 2,155,799	$ 2,427,788	$ (477,797)	-24.5%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 61,380,923**	**$ 11,141,754**
FY 2011 Revised Budget		**$ 61,380,923**	**$ 11,141,754**
Adjustments:			
Restatements		**$ 6,153,686**	**$ -**
Risk Mgt Chgs from Non Dept		*1,521,418*	-
Equip Svcs Chgs from Non Dept		*1,704,560*	-
Telecomm Chgs from Non Dept		*2,047,987*	-
Radio Chgs from Non Dept		*879,721*	-
FY 2012 Budget Target		**$ 67,534,609**	**$ 11,141,754**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 452,557**	**$ -**
Emp Health Dental Prem Realloc		*(478,224)*	-
Retirement Contributions		*930,781*	-
Base Adjustments		**$ (459,842)**	**$ -**
Other Base Adjustments		*(260,071)*	-
Uniform Allowance	*$ 405,000*		
Rightsize Temp Pay	*(100,000)*		
Rightsize Personal Services, Supplies, Services per FY11 Forecast & FY12 Request	*(565,071)*		
Vacant Position Elimination		*(199,771)*	-
Inactivate Two Law Enforcement Lieutenant Vacancies (Per Benchmark Staffing)	*$ (199,771)*		
Fees and Other Revenues		**$ -**	**$ 222,525**
ProgRevenue Volume Inc/Dec		*-*	*222,525*
Increase in IGA Revenue	*$ 117,525*		
Increase in Civil/Tax Sale Fees	*105,000*		
Reallocations		**$ 6,924,696**	**$ -**
Reallocation Between Funds		*2,425,353*	-
Indirect Cost Allocation to Detention Fund (Updated based on FY10 Actuals)	*$ 2,425,353*		
Reallocation of Sheriff General and Detention Funds		*4,499,343*	-
Law Enforcement Positions Shifted from Detention Fund	*$ 4,499,343*		
FY 2012 Adopted Budget		**$ 74,452,020**	**$ 11,364,279**
Percent Change from Target Amount		*10.2%*	*2.0%*

Sheriff Donations Fund (203)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 26,300**	**$ 26,300**
FY 2011 Revised Budget	**$ 26,300**	**$ 26,300**
FY 2012 Budget Target	**$ 26,300**	**$ 26,300**
FY 2012 Adopted Budget	**$ 26,300**	**$ 26,300**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 122,604	$ 131,940	$ 131,940	$ 105,651	$ 109,220
Sources:					
Operating	$ 29,396	$ 26,300	$ 26,300	$ 23,991	$ 26,300
Total Sources:	$ 29,396	$ 26,300	$ 26,300	$ 23,991	$ 26,300
Uses:					
Operating	$ 46,350	$ 26,300	$ 26,300	$ 20,422	$ 26,300
Non-Recurring	-	-	20,000	-	-
Total Uses:	$ 46,350	$ 26,300	$ 46,300	$ 20,422	$ 26,300
Structural Balance	$ (16,954)	$ -	$ -	$ 3,569	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 105,651	$ 131,940	$ 111,940	$ 109,220	$ 109,220
Total Ending Spendable Fund Balance	$ 105,651	$ 131,940	$ 111,940	$ 109,220	$ 109,220

Sheriff RICO Fund (212)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ 1,327,500**	**$ 1,327,500**
RICO Fund Increase	*C-50-11-062-M-00*	*1,327,500*	*1,327,500*
Supplemental Funding			
Mid Year Adjustments		**$ 1,327,500**	**$ 1,327,500**
Establish FY 2011 RICO Approp	*C-49-11-009-2-00*	*1,327,500*	*1,327,500*
FY 2011 Revised Budget		**$ 2,655,000**	**$ 2,655,000**
FY 2012 Budget Target		**$ 2,655,000**	**$ 2,655,000**
Adjustments:			
Base Adjustments		**$ (655,000)**	**$ (655,000)**
Other Base Adjustments		*(655,000)*	*(655,000)*
FY 2012 Adopted Budget		**$ 2,000,000**	**$ 2,000,000**
Percent Change from Target Amount		*-24.7%*	*-24.7%*

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (27,933)	$ 10,575	$ 10,575	$ -	$ -
Sources:					
Operating	$ 1,920,393	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000
Total Sources:	$ 1,920,393	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000
Uses:					
Operating	$ 1,892,458	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000
Total Uses:	$ 1,892,458	$ -	$ 2,655,000	$ 1,268,926	$ 2,000,000
Structural Balance	$ 27,935	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 10,575	$ 10,575	$ -	$ -
Total Ending Spendable Fund Balance	$ -	$ 10,575	$ 10,575	$ -	$ -

Sheriff Jail Enhancement Fund (214)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ 1,102,500**	**$ 1,102,500**
Jail Enhancement Fund Increase	*C-50-11-066-M-00*	*1,102,500*	*1,102,500*
Supplemental Funding			
Mid Year Adjustments		**$ 1,102,500**	**$ 1,102,500**
Establish FY 2011 JEF Approp	*C-49-11-008-2-00*	*1,102,500*	*1,102,500*
FY 2011 Revised Budget		**$ 2,205,000**	**$ 2,205,000**
FY 2012 Budget Target		**$ 2,205,000**	**$ 2,205,000**
Adjustments:			
Base Adjustments		**$ (645,000)**	**$ (645,000)**
Other Base Adjustments		*(645,000)*	*(645,000)*
FY 2012 Adopted Budget		**$ 1,560,000**	**$ 1,560,000**
Percent Change from Target Amount		*-29.3%*	*-29.3%*
		Expenditures	**Revenue**
NON-RECURRING			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Other Mandates		**$ 2,000,000**	**$ -**
State Contribution		*2,000,000*	*-*
FY 2012 Adopted Budget		**$ 2,000,000**	**$ -**
Percent Change from Target Amount			

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 884,969	$ 1,339,166	$ 1,339,166	$ 1,366,514	$ 2,043,344
Sources:					
Operating	$ 1,838,066	$ -	$ 2,205,000	$ 850,164	$ 1,560,000
Total Sources:	$ 1,838,066	$ -	$ 2,205,000	$ 850,164	$ 1,560,000
Uses:					
Operating	$ 1,356,528	$ -	$ 2,205,000	$ 173,334	$ 1,560,000
Non-Recurring	-	-	-	-	2,000,000
Total Uses:	$ 1,356,528	$ -	$ 2,205,000	$ 173,334	$ 3,560,000
Structural Balance	$ 481,538	$ -	$ -	$ 676,830	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,366,514	$ 1,339,166	$ 1,339,166	$ 2,043,344	$ 43,344
Total Ending Spendable Fund Balance	$ 1,366,514	$ 1,339,166	$ 1,339,166	$ 2,043,344	$ 43,344

Sheriff Grants Fund (251)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 4,824,306**	**$ 4,824,306**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,718,023**	**$ 3,718,023**
Sheriff Illegal Immigration	*C-50-11-005-G-00*	*1,600,000*	*1,600,000*
Sheriff FY 11 Grant Recon	*C-50-11-040-2-00*	*2,118,023*	*2,118,023*
FY 2011 Revised Budget		**$ 8,542,329**	**$ 8,542,329**
FY 2012 Budget Target		**$ 8,542,329**	**$ 8,542,329**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 11,725**	**$ -**
Emp Health Dental Prem Realloc		*(14,268)*	*-*
Retirement Contributions		*25,993*	*-*
Base Adjustments		**$ (11,725)**	**$ -**
Other Base Adjustments		*(11,725)*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (2,832,485)**	**$ (2,832,485)**
Grant Reconciliation		*(2,832,485)*	*(2,832,485)*
FY 2012 Adopted Budget		**$ 5,709,844**	**$ 5,709,844**
Percent Change from Target Amount		*-33.2%*	*-33.2%*

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (1,448,590)	$ (952,145)	$ (952,145)	$ (668,500)	$ (687,225)
Sources:					
Operating	$ 6,782,625	$ 4,824,306	$ 8,542,329	$ 6,304,394	$ 5,709,844
Total Sources:	$ 6,782,625	$ 4,824,306	$ 8,542,329	$ 6,304,394	$ 5,709,844
Uses:					
Operating	$ 6,079,630	$ 4,824,306	$ 8,542,329	$ 6,323,119	$ 5,709,844
Total Uses:	$ 6,079,630	$ 4,824,306	$ 8,542,329	$ 6,323,119	$ 5,709,844
Structural Balance	$ 702,995	$ -	$ -	$ (18,725)	$ -
Accounting Adjustments	$ 77,095	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(668,500)	(952,145)	(952,145)	(687,225)	(687,225)
Total Ending Spendable Fund Balance	$ (668,500)	$ (952,145)	$ (952,145)	$ (687,225)	$ (687,225)

Inmate Services Fund (252)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 10,799,768**	**$ 10,799,768**
FY 2011 Revised Budget			**$ 10,799,768**	**$ 10,799,768**
FY 2012 Budget Target			**$ 10,799,768**	**$ 10,799,768**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (15,233)**	**$ -**
Emp Health Dental Prem Realloc			*(46,740)*	-
Retirement Contributions			*31,507*	-
Base Adjustments			**$ 34,892**	**$ -**
Banking Fees			*27,692*	-
Other Base Adjustments			*7,200*	-
Uniform Allowance		*$ 7,200*		
Structural Balance			**$ (19,659)**	**$ -**
Structural Balance			*(19,659)*	-
FY 2012 Adopted Budget			**$ 10,799,768**	**$ 10,799,768**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 9,262**	**$ -**
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*9,262*	-
FY 2011 Revised Budget			**$ 9,262**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (9,262)**	**$ -**
ASRS PEHPEP Liability	*C-49-11-013-M-00*		*(9,262)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 2,000,000**	**$ 14,743,225**
Other Base Adjustments			*2,000,000*	-
Development of Programs to Promote Inmate Welfare		*$ 2,000,000*		
Repayment of Inmate Svs Funds			-	*14,743,225*
Other Mandates			**$ 21,000,000**	**$ -**
State Contribution			*21,000,000*	-
FY 2012 Adopted Budget			**$ 23,000,000**	**$ 14,743,225**
Percent Change from Target Amount				

Inmate Services Fund (252) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 11,847,961	$ 8,308,126	$ 8,308,126	$ 8,212,216	$ 8,773,511
Sources:					
Operating	$ 10,526,160	$ 10,799,768	$ 10,799,768	$ 10,700,847	$ 10,799,768
Non-Recurring	-	-	-	-	14,743,225
Total Sources:	$ 10,526,160	$ 10,799,768	$ 10,799,768	$ 10,700,847	$ 25,542,993
Uses:					
Operating	$ 14,162,169	$ 10,799,768	$ 10,799,768	$ 10,130,290	$ 10,799,768
Non-Recurring	(262)	-	9,262	9,262	23,000,000
Total Uses:	$ 14,161,907	$ 10,799,768	$ 10,809,030	$ 10,139,552	$ 33,799,768
Structural Balance	$ (3,636,009)	$ -	$ -	$ 570,557	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 8,212,216	$ 8,308,126	$ 8,298,864	$ 8,773,511	$ 516,736
Total Ending Spendable Fund Balance	$ 8,212,216	$ 8,308,126	$ 8,298,864	$ 8,773,511	$ 516,736

Inmate Health Services Fund (254)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 97,215**	**$ 97,215**
FY 2011 Revised Budget	**$ 97,215**	**$ 97,215**
FY 2012 Budget Target	**$ 97,215**	**$ 97,215**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ (16,715)**
ProgRevenue Volume Inc/Dec	-	*(16,715)*
Structural Balance	**$ (16,715)**	**$ -**
Structural Balance	*(16,715)*	-
FY 2012 Adopted Budget	**$ 80,500**	**$ 80,500**
Percent Change from Target Amount	*-17.2%*	*-17.2%*

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 529,416	$ 620,590	$ 620,590	$ 624,695	$ 100,073
Sources:					
Operating	$ 95,279	$ 97,215	$ 97,215	$ 77,722	$ 80,500
Total Sources:	$ 95,279	$ 97,215	$ 97,215	$ 77,722	$ 80,500
Uses:					
Operating	$ -	$ 97,215	$ 97,215	$ 2,344	$ 80,500
Non-Recurring	-	600,000	600,000	600,000	-
Total Uses:	$ -	$ 697,215	$ 697,215	$ 602,344	$ 80,500
Structural Balance	$ 95,279	$ -	$ -	$ 75,378	$ -
Ending Spendable Fund Balance:					
Restricted	$ 624,695	$ 20,590	$ 20,590	$ 100,073	$ 100,073
Total Ending Spendable Fund Balance	$ 624,695	$ 20,590	$ 20,590	$ 100,073	$ 100,073

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 182,132,904**	**$ 31,563,740**
FY 2011 Revised Budget			**$ 182,132,904**	**$ 31,563,740**
Adjustments:				
Restatements			**$ (549,146)**	**$ -**
Risk Mgt Chgs from Non Dept			*(1,568,151)*	*-*
Radio Chgs from Non Dept			*1,019,005*	*-*
FY 2012 Budget Target			**$ 181,583,758**	**$ 31,563,740**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (299,314)**	**$ -**
Emp Health Dental Prem Realloc			*(1,224,588)*	*-*
Retirement Contributions			*925,274*	*-*
Base Adjustments			**$ (1,299,806)**	**$ -**
Other Base Adjustments			*49,267*	*-*
Uniform Allowance	*$*	*664,500*		
Rightsize Overtime		*(484,959)*		
Rightsize Personal Services, Supplies, Services per FY11 Forecast & FY12 Request		*(130,274)*		
Vacant Position Elimination			*(1,349,073)*	*-*
Inactivate 20 Detention Officer and Two D.O. Sergeant Vacancies at Towers Jail	*$*	*(1,088,490)*		
Inactivate Four D.O. Sergeant Vacancies (Per Benchmark Staffing)		*(260,583)*		
Fees and Other Revenues			**$ -**	**$ (888,124)**
ProgRevenue Volume Inc/Dec			*-*	*(888,124)*
Reduce Booking and Per Diem Revenue Based on FY11 Forecast	*$*	*(888,124)*		
Reallocations			**$ (6,924,696)**	**$ -**
Reallocation Between Funds			*(2,425,353)*	*-*
Indirect Cost Allocation from General Fund (Updated based on FY10 Actuals)	*$*	*(2,425,353)*		
Reallocation of Sheriff General and Detention Funds			*(4,499,343)*	*-*
Law Enforcement Positions Shifted to General Fund		*(4,499,343)*		
FY 2012 Adopted Budget			**$ 173,059,942**	**$ 30,675,616**
Percent Change from Target Amount			*-4.7%*	*-2.8%*

Superior Court

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

The mission of the Superior Court is to provide equal justice under law to litigants, defendants, victims, and the public so that they can resolve disputes.

Vision

The Superior Court of Arizona in Maricopa County will be the leader in delivering justice through innovation and effective programs.

Strategic Goals

Access to Justice	**By June 30, 2013 95% of civil cases filed in the Superior Court will be resolved within 18 months and 99% resolved after 24 months.** Status: This is a new goal for FY 2012.
Access to Justice	**By June 30, 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% will be resolved within 365 days.** Status: This is a new goal for FY 2012.
Access to Justice	**By June 30, 2013, 96% of family cases filed in Superior Court will be resolved within 12 months and 99% after 24 months.** Status: This is a new goal for FY 2012.
Access to Justice	**By June 30, 2014, 85% of probate cases filed in the Superior Court will meet case monitoring compliance standards. The other 15% will meet case monitoring standards by June 30, 2015.** Status: This is a new goal for FY 2012.
Citizen Satisfaction	**By June 30, 2014, 85% of the Superior Court users surveyed agree that the Court treats its customers with fairness, equality and respect.** Status: This is a new goal for FY 2012.
Citizen Satisfaction	**By June 30, 2014, 90% of the Superior Court users surveyed agree that the Court is accessible.** Status: This is a new goal for FY 2012.

Department Specific

By June 30, 2014, voluntary workforce turnover will be at 10% or lower.

Status: This is a new goal for FY 2012.

Department Specific

By June 30, 2015, 85% of the Superior Court Judicial Officers and Administrators surveyed, agree that the Court Management System meets their needs.

Status: This is a new goal for FY 2012.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CPAD - CAPITAL ADJUDICATION	$ 177,516	$ 177,516	$ 177,516	$ 186,853	$ 180,856	$ 3,340	1.9%
FELA - FELONY ADJUDICATION	2,986,447	3,103,250	3,796,374	3,386,576	4,044,865	248,491	6.5%
80CJ - CRIMINAL JUSTICE	$ 3,163,963	$ 3,280,766	$ 3,973,890	$ 3,573,429	$ 4,225,721	$ 251,831	6.3%
CVAD - CIVIL ADJUDICATION	$ 3,781,586	$ 4,133,307	$ 4,133,307	$ 3,657,636	$ 3,703,500	$ (429,807)	-10.4%
80CV - CIVIL AND TAX JUSTICE	$ 3,781,586	$ 4,133,307	$ 4,133,307	$ 3,657,636	$ 3,703,500	$ (429,807)	-10.4%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 2,881,400	$ 2,285,758	$ 2,464,590	$ 2,259,670	$ 2,619,064	$ 154,474	6.3%
FPST - FAMILY POST DECREE JUDGMENT	1,422,388	1,350,182	1,350,182	1,368,950	1,426,151	75,969	5.6%
80FA - FAMILY ADJUDICATION	$ 4,303,788	$ 3,635,940	$ 3,814,772	$ 3,628,620	$ 4,045,215	$ 230,443	6.0%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 100,365	$ 262,016	$ 262,016	$ 116,726	$ 142,590	$ (119,426)	-45.6%
JDEP - JUV DEPENDENCY ADJUDICATION	864,448	906,632	906,632	844,266	818,108	(88,524)	-9.8%
80JJ - JUVENILE JUSTICE	$ 964,813	$ 1,168,648	$ 1,168,648	$ 960,992	$ 960,698	$ (207,950)	-17.8%
CITR - CT INTERPRETATION TRANSLATION	$ 220	$ 500	$ 500	$ -	$ 500	$ -	0.0%
CSEC - COURT SECURITY	322,707	8,601	8,601	43,789	2,800	(5,801)	-67.4%
JURR - JURORS	898,607	915,083	915,083	767,477	837,300	(77,783)	-8.5%
OCRK - COURT RECORD KEEPING	66,999	65,040	65,040	64,302	65,040	-	0.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,754,374	1,713,500	1,713,500	1,725,559	1,713,500	-	0.0%
80OS - COURT OPERATIONS SUPPORT	$ 3,042,907	$ 2,702,724	$ 2,702,724	$ 2,601,127	$ 2,619,140	$ (83,584)	-3.1%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 490,858	$ 464,531	$ 464,531	$ 440,955	$ 464,531	$ -	0.0%
PBMH - PROBATE AND MENTAL HEALTH	-	-	-	-	250,000	250,000	N/A
80PM - PROBATE MENTAL HEALTH COURT	$ 490,858	$ 464,531	$ 464,531	$ 440,955	$ 714,531	$ 250,000	53.8%
BDGT - BUDGETING	$ -	$ 172,073	$ 172,073	$ -	$ -	$ (172,073)	-100.0%
HRAC - HUMAN RESOURCES	-	1,500	1,500	6,146	1,500	-	0.0%
ODIR - EXECUTIVE MANAGEMENT	41	4,500	4,500	1,500	151,200	146,700	3260.0%
PROC - PROCUREMENT	466	500	500	570	100	(400)	-80.0%
99AS - ADMINISTRATIVE SERVICES	$ 507	$ 178,573	$ 178,573	$ 8,216	$ 152,800	$ (25,773)	-14.4%
GGOV - GENERAL GOVERNMENT	$ 91,956	$ -	$ -	$ 88,984	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 91,956	$ -	$ -	$ 88,984	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 30,000	$ -	$ -	$ -	$ -	$ -	N/A
DESK - DESKTOP SUPPORT	1,608,668	1,637,580	1,637,580	1,582,759	1,560,000	(77,580)	-4.7%
99IT - INFORMATION TECHNOLOGY	$ 1,638,668	$ 1,637,580	$ 1,637,580	$ 1,582,759	$ 1,560,000	$ (77,580)	-4.7%
TOTAL PROGRAMS	**$ 17,479,046**	**$ 17,202,069**	**$ 18,074,025**	**$ 16,542,718**	**$ 17,981,605**	**$ (92,420)**	**-0.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CPAD - CAPITAL ADJUDICATION	$ 469,820	$ 557,778	$ 557,779	$ 503,307	$ 475,433	$ 82,346	14.8%
FELA - FELONY ADJUDICATION	15,199,566	17,746,371	18,439,495	18,677,803	18,530,195	(90,700)	-0.5%
80CJ - CRIMINAL JUSTICE	$ 15,669,386	$ 18,304,149	$ 18,997,274	$ 19,181,110	$ 19,005,628	$ (8,354)	0.0%
CVAD - CIVIL ADJUDICATION	$ 6,643,924	$ 8,705,512	$ 8,709,066	$ 9,116,497	$ 9,357,031	$ (647,965)	-7.4%
TAXA - TAX ADJUDICATION	391,525	481,655	481,655	478,727	492,228	(10,573)	-2.2%
80CV - CIVIL AND TAX JUSTICE	$ 7,035,449	$ 9,187,167	$ 9,190,721	$ 9,595,224	$ 9,849,259	$ (658,538)	-7.2%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 7,892,400	$ 9,401,038	$ 9,779,870	$ 9,550,198	$ 10,184,683	$ (404,813)	-4.1%
FPST - FAMILY POST DECREE JUDGMENT	3,895,847	4,294,767	4,494,767	4,366,079	4,788,372	(293,605)	-6.5%
80FA - FAMILY ADJUDICATION	$ 11,788,247	$ 13,695,805	$ 14,274,637	$ 13,916,277	$ 14,973,055	$ (698,418)	-4.9%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 3,714,532	$ 4,876,385	$ 4,880,069	$ 4,591,454	$ 4,763,550	$ 116,519	2.4%
JDEP - JUV DEPENDENCY ADJUDICATION	3,933,499	4,678,861	4,678,861	4,543,722	4,579,451	99,410	2.1%
80JJ - JUVENILE JUSTICE	$ 7,648,031	$ 9,555,246	$ 9,558,930	$ 9,135,176	$ 9,343,001	$ 215,929	2.3%
CITR - CT INTERPRETATION TRANSLATION	$ 3,406,305	$ 3,950,804	$ 3,950,806	$ 3,515,703	$ 3,862,835	$ 87,971	2.2%
CSEC - COURT SECURITY	6,474,037	5,767,108	5,817,139	6,156,796	5,970,060	(152,921)	-2.6%
JURR - JURORS	4,875,815	4,533,821	4,538,775	4,247,539	4,319,479	219,296	4.8%
OCRK - COURT RECORD KEEPING	3,855,165	4,284,597	4,484,596	3,788,778	4,004,218	480,378	10.7%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,411,265	3,907,107	3,907,107	3,471,887	3,857,908	49,199	1.3%
80OS - COURT OPERATIONS SUPPORT	$ 22,022,587	$ 22,443,437	$ 22,698,423	$ 21,180,703	$ 22,014,500	$ 683,923	3.0%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 1,880,929	$ 2,242,955	$ 2,355,956	$ 2,266,611	$ 2,065,609	$ 290,347	12.3%
PBMH - PROBATE AND MENTAL HEALTH	845,571	888,053	888,051	895,397	1,819,092	(931,041)	-104.8%
80PM - PROBATE MENTAL HEALTH COURT	$ 2,726,500	$ 3,131,008	$ 3,244,007	$ 3,162,008	$ 3,884,701	$ (640,694)	-19.8%
BDGT - BUDGETING	$ 102,046	$ 234,404	$ 222,180	$ 79,009	$ 71,088	$ 151,092	68.0%
FSAC - FINANCIAL SERVICES	45,375	344,198	344,198	87,706	544,787	(200,589)	-58.3%
HRAC - HUMAN RESOURCES	1,624,390	1,784,735	1,784,737	1,651,957	1,748,630	36,107	2.0%
ODIR - EXECUTIVE MANAGEMENT	3,271,642	3,323,682	3,311,210	3,220,943	3,608,788	(297,578)	-9.0%
PROC - PROCUREMENT	386,228	485,985	485,986	308,869	492,914	(6,928)	-1.4%
RMGT - RISK MANAGEMENT	-	463,316	463,316	446,645	463,316	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 5,429,681	$ 6,636,320	$ 6,611,627	$ 5,795,129	$ 6,929,523	$ (317,896)	-4.8%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 367,968	$ 372,513	$ 372,513	$ 377,975	$ 1,415,516	$ (1,043,003)	-280.0%
99GV - GENERAL GOVERNMENT	$ 367,968	$ 372,513	$ 372,513	$ 377,975	$ 1,415,516	$ (1,043,003)	-280.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,344,148	$ 2,150,961	$ 4,225,960	$ 3,379,029	$ 5,290,912	$ (1,064,952)	-25.2%
DACR - DATA CENTER	2,356,613	1,514,061	1,514,061	1,139,688	1,200,920	313,141	20.7%
DESK - DESKTOP SUPPORT	489,692	379,360	879,359	270,014	324,481	554,878	63.1%
HDSP - HELP DESK SUPPORT	453,826	544,547	544,548	461,816	561,585	(17,037)	-3.1%
99IT - INFORMATION TECHNOLOGY	$ 5,644,279	$ 4,588,929	$ 7,163,928	$ 5,250,547	$ 7,377,898	$ (213,970)	-3.0%
TOTAL PROGRAMS	**$ 78,332,128**	**$ 87,914,574**	**$ 92,112,060**	**$ 87,594,149**	**$ 94,793,081**	**$ (2,681,021)**	**-2.9%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,541,925	$ 1,488,714	$ 1,667,546	$ 1,301,085	$ 1,932,995	$ 265,449	15.9%
SUBTOTAL	$ 1,541,925	$ 1,488,714	$ 1,667,546	$ 1,301,085	$ 1,932,995	$ 265,449	15.9%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,725,215	$ 1,946,118	$ 1,946,118	$ 1,936,295	$ 2,469,404	$ 523,286	26.9%
0635 - OTHER CHARGES FOR SERVICES	13,088,279	13,669,817	14,362,941	13,182,852	13,445,786	(917,155)	-6.4%
SUBTOTAL	$ 15,813,494	$ 15,615,935	$ 16,309,059	$ 15,119,147	$ 15,915,190	$ (393,869)	-2.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,539	$ 2,900	$ 2,900	$ 1,423	$ 2,100	$ (800)	-27.6%
SUBTOTAL	$ 1,539	$ 2,900	$ 2,900	$ 1,423	$ 2,100	$ (800)	-27.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 91,956	$ 62,920	$ 62,920	$ 88,984	$ 104,920	$ 42,000	66.8%
0650 - MISCELLANEOUS REVENUE	30,132	31,600	31,600	32,079	26,400	(5,200)	-16.5%
SUBTOTAL	$ 122,088	$ 94,520	$ 94,520	$ 121,063	$ 131,320	$ 36,800	38.9%
ALL REVENUES	$ 17,479,046	$ 17,202,069	$ 18,074,025	$ 16,542,718	$ 17,981,605	$ (92,420)	-0.5%
TOTAL SOURCES	$ 17,479,046	$ 17,202,069	$ 18,074,025	$ 16,542,718	$ 17,981,605	$ (92,420)	-0.5%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 51,642,307	$ 59,271,577	$ 59,280,293	$ 58,508,598	$ 59,455,321	$ (175,028)	-0.3%
0705 - TEMPORARY PAY	456,967	694,764	694,765	679,818	683,203	11,562	1.7%
0710 - OVERTIME	115,291	122,613	122,613	137,307	115,058	7,555	6.2%
0750 - FRINGE BENEFITS	16,753,266	19,861,668	19,865,175	20,583,185	21,739,182	(1,874,007)	-9.4%
0790 - OTHER PERSONNEL SERVICES	95,708	244,260	235,003	33,230	32,540	202,463	86.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,434,234)	(15,061,450)	(15,073,920)	(14,997,848)	(14,426,320)	(647,600)	-4.3%
0796 - PERSONNEL SERVICES ALLOC-IN	8,989,995	9,617,230	9,617,230	9,342,693	8,935,140	682,090	7.1%
SUBTOTAL	$ 63,619,300	$ 74,750,662	$ 74,741,159	$ 74,286,983	$ 76,534,124	$ (1,792,965)	-2.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,966,283	$ 2,158,000	$ 3,514,098	$ 2,589,229	$ 2,182,996	$ 1,331,102	37.9%
0803 - FUEL	10,414	16,200	16,200	11,077	16,200	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	488,745	-	280,200	68,759	110,000	170,200	60.7%
SUBTOTAL	$ 2,465,442	$ 2,174,200	$ 3,810,498	$ 2,669,065	$ 2,309,196	$ 1,501,302	39.4%
SERVICES							
0810 - LEGAL SERVICES	$ 5,678,199	$ 5,188,787	$ 5,119,324	$ 4,676,066	$ 5,112,166	$ 7,158	0.1%
0811 - HEALTH CARE SERVICES	486,863	474,000	474,000	221,340	270,607	203,393	42.9%
0812 - OTHER SERVICES	2,169,369	2,093,207	3,502,467	2,452,374	3,661,506	(159,039)	-4.5%
0820 - RENT & OPERATING LEASES	120,340	116,858	116,858	137,992	153,269	(36,411)	-31.2%
0825 - REPAIRS AND MAINTENANCE	1,027,690	992,343	992,343	928,134	974,200	18,143	1.8%
0839 - INTERNAL SERVICE CHARGES	343,811	348,400	348,400	341,653	1,508,971	(1,160,571)	-333.1%
0841 - TRAVEL	83,782	105,072	105,072	118,145	107,200	(2,128)	-2.0%
0842 - EDUCATION AND TRAINING	42,658	35,819	35,819	46,716	36,700	(881)	-2.5%
0843 - POSTAGE/FREIGHT/SHIPPING	528,176	508,800	508,800	517,407	513,982	(5,182)	-1.0%
0850 - UTILITIES	7,505	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	463,316	463,316	446,645	463,316	-	0.0%
SUBTOTAL	$ 10,488,393	$ 10,326,602	$ 11,666,399	$ 9,886,472	$ 12,801,917	$ (1,135,518)	-9.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 1,532,985	$ -	$ 1,230,894	$ 663,633	$ 3,100,000	$ (1,869,106)	-151.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	6,771	-	-	-	-	-	N/A
0950 - DEBT SERVICE	219,237	663,110	663,110	87,996	47,844	615,266	92.8%
SUBTOTAL	$ 1,758,993	$ 663,110	$ 1,894,004	$ 751,629	$ 3,147,844	$ (1,253,840)	-66.2%
ALL EXPENDITURES	$ 78,332,128	$ 87,914,574	$ 92,112,060	$ 87,594,149	$ 94,793,081	$ (2,681,021)	-2.9%
TOTAL USES	$ 78,332,128	$ 87,914,574	$ 92,112,060	$ 87,594,149	$ 94,793,081	$ (2,681,021)	-2.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,758,686	$ 1,393,080	$ 1,393,080	$ 1,285,618	$ 1,302,200	$ (90,880)	-6.5%
FUND TOTAL SOURCES	$ 1,758,686	$ 1,393,080	$ 1,393,080	$ 1,285,618	$ 1,302,200	$ (90,880)	-6.5%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 1,541,924	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400	$ 677,920	29.2%
FUND TOTAL SOURCES	$ 1,541,924	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400	$ 677,920	29.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 607,758	$ 570,600	$ 570,600	$ 598,086	$ 570,600	$ -	0.0%
FUND TOTAL SOURCES	$ 607,758	$ 570,600	$ 570,600	$ 598,086	$ 570,600	$ -	0.0%
256 PROBATE FEES							
OPERATING	$ 498,003	$ 464,531	$ 464,531	$ 447,155	$ 464,531	$ -	0.0%
FUND TOTAL SOURCES	$ 498,003	$ 464,531	$ 464,531	$ 447,155	$ 464,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,537,309	$ 1,390,000	$ 1,390,000	$ 1,467,843	$ 1,390,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,537,309	$ 1,390,000	$ 1,390,000	$ 1,467,843	$ 1,390,000	$ -	0.0%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 6,734,907	$ 6,477,000	$ 6,477,000	$ 5,739,510	$ 5,797,540	$ (679,460)	-10.5%
FUND TOTAL SOURCES	$ 6,734,907	$ 6,477,000	$ 6,477,000	$ 5,739,510	$ 5,797,540	$ (679,460)	-10.5%
261 LAW LIBRARY							
OPERATING	$ 1,514,531	$ 1,425,000	$ 1,425,000	$ 1,495,374	$ 1,425,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,514,531	$ 1,425,000	$ 1,425,000	$ 1,495,374	$ 1,425,000	$ -	0.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 2,196,920	$ 2,329,600	$ 3,022,724	$ 2,611,528	$ 3,022,724	$ -	0.0%
FUND TOTAL SOURCES	$ 2,196,920	$ 2,329,600	$ 3,022,724	$ 2,611,528	$ 3,022,724	$ -	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 617,142	$ 585,000	$ 585,000	$ 592,161	$ 585,000	$ -	0.0%
FUND TOTAL SOURCES	$ 617,142	$ 585,000	$ 585,000	$ 592,161	$ 585,000	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 111,120	$ 115,921	$ 115,921	$ 106,422	$ 115,921	$ -	0.0%
FUND TOTAL SOURCES	$ 111,120	$ 115,921	$ 115,921	$ 106,422	$ 115,921	$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 172,630	$ 115,007	$ 115,007	$ 173,438	$ 115,007	$ -	0.0%
FUND TOTAL SOURCES	$ 172,630	$ 115,007	$ 115,007	$ 173,438	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 188,116	$ 190,682	$ 190,682	$ 180,157	$ 190,682	$ -	0.0%
FUND TOTAL SOURCES	$ 188,116	$ 190,682	$ 190,682	$ 180,157	$ 190,682	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,479,046	$ 17,202,069	$ 18,074,025	$ 16,542,718	$ 17,981,605	$ (92,420)	-0.5%
DEPARTMENT TOTAL SOURCES	$ 17,479,046	$ 17,202,069	$ 18,074,025	$ 16,542,718	$ 17,981,605	$ (92,420)	-0.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 63,925,495	$ 71,111,106	$ 72,298,636	$ 69,758,597	$ 73,456,676	$ (1,158,040)	-1.6%
NON-RECURRING	-	-	-	-	3,100,000	(3,100,000)	N/A
FUND TOTAL USES	$ 63,925,495	$ 71,111,106	$ 72,298,636	$ 69,758,597	$ 76,556,676	$ (4,258,040)	-5.9%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 1,691,200	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400	$ (677,920)	-29.2%
FUND TOTAL USES	$ 1,691,200	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400	$ (677,920)	-29.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 319,419	$ 570,600	$ 570,600	$ 390,286	$ 570,600	$ -	0.0%
NON-RECURRING	-	-	400,000	400,000	300,000	100,000	25.0%
FUND TOTAL USES	$ 319,419	$ 570,600	$ 970,600	$ 790,286	$ 870,600	$ 100,000	10.3%
256 PROBATE FEES							
OPERATING	$ 389,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ -	0.0%
NON-RECURRING	-	100,000	213,000	213,000	100,000	113,000	53.1%
FUND TOTAL USES	$ 389,531	$ 564,531	$ 677,531	$ 677,531	$ 564,531	$ 113,000	16.7%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,695,930	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ -	0.0%
NON-RECURRING	-	-	200,000	200,000	312,500	(112,500)	-56.3%
FUND TOTAL USES	$ 1,695,930	$ 1,390,000	$ 1,590,000	$ 1,590,000	$ 1,702,500	$ (112,500)	-7.1%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 6,033,579	$ 6,477,000	$ 6,477,000	$ 6,419,827	$ 5,797,540	$ 679,460	10.5%
NON-RECURRING	488,202	559,000	1,784,000	1,552,000	232,000	1,552,000	87.0%
FUND TOTAL USES	$ 6,521,781	$ 7,036,000	$ 8,261,000	$ 7,971,827	$ 6,029,540	$ 2,231,460	27.0%
261 LAW LIBRARY							
OPERATING	$ 827,291	$ 1,425,000	$ 1,425,000	$ 1,172,519	$ 1,425,000	$ -	0.0%
NON-RECURRING	298,420	-	-	-	-	-	N/A
FUND TOTAL USES	$ 1,125,711	$ 1,425,000	$ 1,425,000	$ 1,172,519	$ 1,425,000	$ -	0.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,795,871	$ 2,329,600	$ 3,022,724	$ 2,385,294	$ 3,022,724	$ -	0.0%
NON-RECURRING	-	-	-	-	100,000	(100,000)	N/A
FUND TOTAL USES	$ 1,795,871	$ 2,329,600	$ 3,022,724	$ 2,385,294	$ 3,122,724	$ (100,000)	-3.3%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 445,580	$ 585,000	$ 585,000	$ 585,000	$ 585,000	$ -	0.0%
NON-RECURRING	-	335,479	535,479	396,059	312,500	222,979	41.6%
FUND TOTAL USES	$ 445,580	$ 920,479	$ 1,120,479	$ 981,059	$ 897,500	$ 222,979	19.9%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ -	0.0%
FUND TOTAL USES	$ 115,921	$ 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%
NON-RECURRING	-	-	-	-	200,000	(200,000)	N/A
FUND TOTAL USES	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 390,682	$ (200,000)	-104.9%
DEPARTMENT OPERATING TOTAL USES	$ 77,545,506	$ 86,920,095	$ 88,979,581	$ 84,833,090	$ 90,136,081	$ (1,156,500)	-1.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ 786,622	$ 994,479	$ 3,132,479	$ 2,761,059	$ 4,657,000	$ (1,524,521)	-48.7%
DEPARTMENT TOTAL USES	$ 78,332,128	$ 87,914,574	$ 92,112,060	$ 87,594,149	$ 94,793,081	$ (2,681,021)	-2.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	-	(.50)	(100.0%)
EXECUTIVE MANAGEMENT	10.50	11.50	11.50	16.50	8.00	(3.50)	(30.4%)
FINANCIAL SERVICES	1.50	1.50	1.50	1.50	-	(1.50)	(100.0%)
HUMAN RESOURCES	7.95	6.95	6.95	6.75	-	(6.95)	(100.0%)
PROCUREMENT	.30	.30	.30	-	-	(.30)	(100.0%)
RISK MANAGEMENT	.25	.25	.25	.25	-	(.25)	(100.0%)
PROGRAM TOTAL	21.00	21.00	21.00	25.50	8.00	(13.00)	(61.9%)
COMMUNITY SUPERVISION							
JUV COMP MONITORING SUPVN	-	-	.00	-	6.00	6.00	N/A
JUV PRE DISP INVESTIGATIONS	29.10	29.20	29.20	27.10	44.53	15.33	52.5%
JUV RESTITUTION AND PUBLIC SVC	6.00	6.00	6.00	6.00	5.60	(.40)	(6.7%)
ADMINISTRATIVE SERVICES							
BUDGETING	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
EXECUTIVE MANAGEMENT	40.00	41.00	41.00	42.00	41.00	-	0.0%
FINANCIAL SERVICES	31.00	31.00	31.00	31.00	33.00	2.00	6.5%
HUMAN RESOURCES	32.50	31.50	31.50	31.50	30.50	(1.00)	(3.2%)
PROCUREMENT	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	121.50	121.50	121.50	122.50	121.50	-	0.0%
CIVIL AND TAX JUSTICE							
CIVIL ADJUDICATION	94.00	99.00	99.00	105.00	106.00	7.00	7.1%
TAX ADJUDICATION	6.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	100.00	104.00	104.00	110.00	111.00	7.00	6.7%
COURT OPERATIONS SUPPORT							
COURT RECORD KEEPING	42.50	47.50	47.50	44.50	44.50	(3.00)	(6.3%)
COURT SECURITY	139.00	133.00	133.00	134.00	133.00	-	0.0%
CT INTERPRETATION TRANSLATION	39.50	41.10	41.10	41.10	41.00	(.10)	(0.2%)
JURORS	13.00	14.00	14.00	14.00	15.00	1.00	7.1%
PUB INFO AND COMMUNITY OUTRCH	41.50	36.50	36.50	35.50	35.50	(1.00)	(2.7%)
PROGRAM TOTAL	275.50	272.10	272.10	269.10	269.00	(3.10)	(1.1%)
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	6.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
FELONY ADJUDICATION	242.00	243.00	243.00	243.00	235.00	(8.00)	(3.3%)
PROGRAM TOTAL	248.00	249.00	249.00	248.00	240.00	(9.00)	(3.6%)
FAMILY ADJUDICATION							
FAMILY POST DECREE JUDGMENT	54.00	52.00	52.00	52.00	54.00	2.00	3.8%
FAMILY PRE DECREE JUDGMENT	125.00	121.00	121.00	121.00	122.00	1.00	0.8%
PROGRAM TOTAL	179.00	173.00	173.00	173.00	176.00	3.00	1.7%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	38.00	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	14.00	14.00	14.00	14.00	14.00	-	0.0%
HELP DESK SUPPORT	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	75.00	75.00	75.00	75.00	75.00	-	0.0%
JUVENILE JUSTICE							
JUV DELINQUENCY ADJUDICATION	60.50	61.30	61.30	63.00	62.00	.70	1.1%
JUV DEPENDENCY ADJUDICATION	62.00	63.50	63.50	62.00	62.00	(1.50)	(2.4%)
PROGRAM TOTAL	122.50	124.80	124.80	125.00	124.00	(.80)	(0.6%)
PROBATE MENTAL HEALTH COURT							
ESTATE PROB AND TRUST ADMIN	29.00	30.00	30.00	30.00	26.00	(4.00)	(13.3%)
PROBATE AND MENTAL HEALTH	13.00	12.00	12.00	12.00	23.00	11.00	91.7%
PROGRAM TOTAL	42.00	42.00	42.00	42.00	49.00	7.00	16.7%
DEPARTMENT TOTAL	1,163.50	1,161.40	1,161.40	1,164.60	1,165.50	4.10	0.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	5.00	5.00	5.00	6.00	7.00	2.00	40.0%
Accounting Specialist	16.00	16.00	16.00	18.00	18.00	2.00	12.5%
Admin & Operations Mgr	11.00	8.00	8.00	-	-	(8.00)	(100.0%)
Admin/Office Support	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Admin/Office Support Supv	2.00	1.00	1.00	-	-	(1.00)	(100.0%)
Admin/Operations Specialist	21.00	21.80	21.80	21.00	19.00	(2.80)	(12.8%)
Admin/Operations Supv	11.00	9.00	9.00	1.00	1.00	(8.00)	(88.9%)
Administrative Specialist	1.50	2.00	2.00	-	-	(2.00)	(100.0%)
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	3.00	5.00	5.00	2.00	2.00	(3.00)	(60.0%)
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	5.00	-	-	2.00	2.00	2.00	N/A
Attorney - Associate	-	5.00	5.00	-	-	(5.00)	(100.0%)
Attorney - Senior Law Researcher	-	-	-	4.00	4.00	4.00	N/A
Bailiff	114.00	114.00	114.00	114.00	114.00	-	0.0%
Business/Systems Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	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	10.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	10.00	11.00	11.00	11.00	11.00	-	0.0%
Court Commissioner	58.00	58.00	58.00	59.00	59.00	1.00	1.7%
Court Interpreter	31.50	32.10	32.10	32.10	32.00	(.10)	(0.3%)
Court Interpreter Manager	-	-	-	1.00	1.00	1.00	N/A
Court Interpreter Supervisor	3.00	4.00	4.00	4.00	4.00	-	0.0%
Court Reporter	55.50	56.50	56.50	53.50	51.50	(5.00)	(8.8%)
Court Reporter Manager	-	-	-	1.00	1.00	1.00	N/A
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	1.00	-	0.0%
Deputy Director	8.00	8.00	8.00	5.00	5.00	(3.00)	(37.5%)
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator Bachelor's	2.00	5.00	5.00	5.00	5.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst - Dept	4.00	4.00	4.00	4.00	4.00	-	0.0%
Financial Supervisor - Dept	3.00	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	7.00	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 Associate	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
Human Resources Mngr - Courts	-	-	-	-	-	-	N/A
Human Resources Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Support Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
IT Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	3.00	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	152.00	152.00	157.00	158.00	6.00	3.9%
Justice System Administrator	-	-	-	6.00	7.00	7.00	N/A
Justice System Clerk	165.00	164.00	164.00	163.00	162.00	(2.00)	(1.2%)
Justice System Clerk Lead	21.00	20.00	20.00	19.00	19.00	(1.00)	(5.0%)
Justice System Clerk Supv	26.00	24.00	24.00	27.00	29.00	5.00	20.8%
Justice System Manager	-	-	-	11.00	11.00	11.00	N/A
Legal Assistant	12.00	12.00	12.00	13.00	14.00	2.00	16.7%
Librarian	5.00	5.00	5.00	5.00	5.00	-	0.0%
Library Clerk	.50	.50	.50	.50	.50	-	0.0%
Library Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	5.00	5.00	5.00	5.00	5.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Management Analyst	8.00	9.00	9.00	10.00	9.00	-	0.0%
Materials Handling Worker	5.00	5.00	5.00	-	-	(5.00)	(100.0%)
Materials Inventory Specialist	-	-	-	5.00	5.00	5.00	N/A
Office Assistant	4.50	4.50	4.50	4.50	4.50	-	0.0%
Office Assistant Specialized	23.00	20.00	20.00	19.00	18.00	(2.00)	(10.0%)
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Operations/Program Supervisor	2.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PC/LAN Tech Support	10.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	6.00	6.00	6.00	6.00	6.00	-	0.0%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	2.00	1.00	1.00	4.00	4.00	3.00	300.0%
Program Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Programmer/Analyst	9.00	9.00	9.00	9.00	9.00	-	0.0%
Programmer/Analyst - Sr/Ld	5.00	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	123.00	115.00	115.00	113.00	113.00	(2.00)	(1.7%)
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	9.00	11.00	11.00	11.00	11.00	-	0.0%
Social Worker	4.00	5.00	5.00	5.00	7.00	2.00	40.0%
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	1.00	-	0.0%
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%
Trades Generalist	5.00	5.00	5.00	6.00	5.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	8.00	8.00	8.00	8.00	8.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	-	1.00	1.00	1.00	N/A
Web Designer/Developer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**1,163.50**	**1,161.40**	**1,161.40**	**1,164.60**	**1,165.50**	**4.10**	**0.4%**

Staffing by Fund

DEPARTMENT/FUND		FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	1,101.00	1,099.60	1,099.60	1,102.60	1,103.50	3.90	0.4%
208	JUDICIAL ENHANCEMENT	5.00	4.00	4.00	7.00	7.00	3.00	75.0%
238	SUPERIOR COURT GRANTS	25.50	25.80	25.80	23.00	23.00	(2.80)	(10.9%)
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total		**1,163.50**	**1,161.40**	**1,161.40**	**1,164.60**	**1,165.50**	**4.10**	**0.4%**

Significant Variance Analysis

Six (6.0 FTE) positions were added due to higher workload and an increasing complexity of probate cases; and 1.0 FTE Trades Generalist was shifted to the Adult Probation Department (110). Multiple intra-departmental shifts of positions (between market titles, funds and activities) were made for FY 2012 based upon changing workloads and areas of need.

General Adjustments

Target Adjustments:

General Fund (100)

- Increase budget by $12,955 for restatement of risk management charges from Non-Departmental.
- Increase budget by $28,633 for restatement of equipment service charges for vehicle maintenance and repair.
- Increase budget by $1,259,917 for restatement of baseline telecommunications.

Base Adjustments:

General Fund (100)

- Increase regular benefits by $879,090 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $456,349 for a retirement contribution rate increase.
- Reduce revenue by $90,880 due to fewer lengthy trials (decline in intergovernmental charges from the State of Arizona Lengthy Trial Fund), and a decline in fines, forfeits and miscellaneous fees.
- Increase expenditures by $250,990 to offset the health and dental fixed benefit rate differential for judges who choose to participate in the State benefit plan rather than the less costly County benefit plan. The County began paying the entire cost of Superior Court Judges salaries and benefits in FY 2011.
- Reduce administrative personal services indirect cost allocations-out to the Superior Court Special Revenue Fund (259) by $627,311 due to a decline in complex civil litigation fees.
- Reduce General Fund expenditures by $51,761 and shift 1.0 FTE Trades Generalist position to the Adult Probation Department (110), including $36,145 for salaries and $15,616 for benefits.
- Reduce debt service expenditures by $615,266 resulting from less frequent replacement of technology. The County has discontinued the practice of replacing computers and other technology on a regular cycle.
- Reduce other operating expenditures by $796,592, including reductions in general supplies, personal services allocations-out, fringe benefits, postage/shipping, health care services and legal services; and increases in repairs and maintenance, rent and operating leases non-capital equipment, overtime pay, temporary pay and regular pay.
- Reduce internal service charge expenditures by $80,735 as a correction to the telecommunications Target restatement.

General Fund (100)
Non Recurring/Non Project (0001)

- Increase expenditure budget by $3,100,000 to support the rewrite of the Integrated Court Information System (iCIS), allowing the Superior Court to address data center upgrades, case management systems, and electronic courtroom support.

Superior Court Judicial Enhancement Fund (208)

- Increase regular benefits by $5,460 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $2,617 for a retirement contribution rate increase.
- Reduce other services by $8,077 to maintain structural balance.

Superior Court Judicial Enhancement Fund (208)
Non Recurring/Non Project (0001)

- Increase expenditure budget by $300,000 to support the rewrite of the Integrated Court Information System (iCIS), allowing the Superior Court to address data center upgrades, case management systems, and electronic courtroom support.

Superior Court Grants Fund (238)

- Increase regular benefits by $17,940 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $7,871 for a retirement contribution rate increase.
- Increase Grant Fund revenue by $677,920 based on an anticipated increase in Title IV-D intergovernmental charges for services from the Arizona Department of Economic Security, and on other pending grants.
- Reconcile Grant Fund expenditures with an increase of $652,109 in other expenditures.

Superior Court Special Revenue Fund (259)

- Reduce administrative personal services indirect cost allocations-in from the General Fund (100) by $627,311.
- Reduce remaining expenditures by $52,149, including reductions in legal service and other services, and increases in general supplies and postage/freight/shipping.
-

Superior Court Special Revenue Fund (259)
Non Recurring/Non Project (0001)

- The one-time expenditure of $1,400,000 budgeted and forecasted for FY 2011 will not be repeated from the Special Revenue Fee Fund in FY 2012. The non-recurring expenditure was for consultants for the Integrated Court Information System (iCIS) upgrades. The contract consultants have been 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)

- Carry-over $232,000 from the FY 2011 one-time expenditure budget of $384,000 for the Jury Rewrite Project. The funding is being 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 2012.

Superior Court Fill the Gap Fund (264)

- Increase regular benefits by $24,960 for employee health and dental fixed benefit rate based on switching from an individual department rate to a countywide rate.
- Increase regular benefits by $10,927 for a retirement contribution rate increase.
- Reduce general supplies by $35,887 to maintain structural balance.

Superior Court Fill the Gap Fund (264)
Non Recurring/Non Project (0001)

- Increase expenditure budget by $100,000 to support the rewrite of the Integrated Court Information System (iCIS), allowing the Superior Court to address data center upgrades, case management systems, and electronic courtroom support.

Strategic Business Plan Update

The Superior Court went through a systematic and facilitated review and update of their strategic business plan; the changes are reflected in this document. All of the Court's activities and performance measures were validated and reworded with a renewed customer focus and clarification of the measures.

The former Tax Adjudication Program is eliminated, and its two activities (large record tax adjudication and small record tax adjudication) are brought into the combined Civil and Tax Justice Program. The new program now includes the civil adjudication activity and the tax adjudication activity.

The Juvenile Justice Program maintains its two activities: the juvenile delinquency adjudication activity and the juvenile dependency adjudication activity. The purpose statements are updated.

The Court Operations Support Program maintains four of its six activities: court record-keeping; jurors; court security; and public information and community outreach. Its two other activities (court translation and court interpretation) are now combined into a new court interpretation and translation activity.

The Criminal Justice Program continues the capital adjudication activity, and combines the felony DUI adjudication activity and the general felony adjudication activity into a new felony adjudication activity.

The Family Adjudication maintains its two activities: the family pre-decree/judgment activity and the family post-decree/judgment activity. The purpose statements are updated.

The former Mental Health Program and Probate Court Program are now merged into a new Probate and Mental Health Court Program. The new program includes two activities: the estate probates and trust administration activity and the probate and mental health activity.

Programs and Activities

Civil and Tax Justice Program

The purpose of the Civil and Tax Justice Program is to provide resolutions in civil and tax cases to litigants so they can have fair and timely justice.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Civil cases resolved within 18 months.	96.5%	95.0%	95.2%	95.0%	0.0%	0.0%
Percent of tax cases resolved within 9 months (KRM).	N/A	N/A	N/A	89.5%	N/A	N/A

- Activities that comprise this program include:
  - Civil Adjudication
  - Tax Adjudication

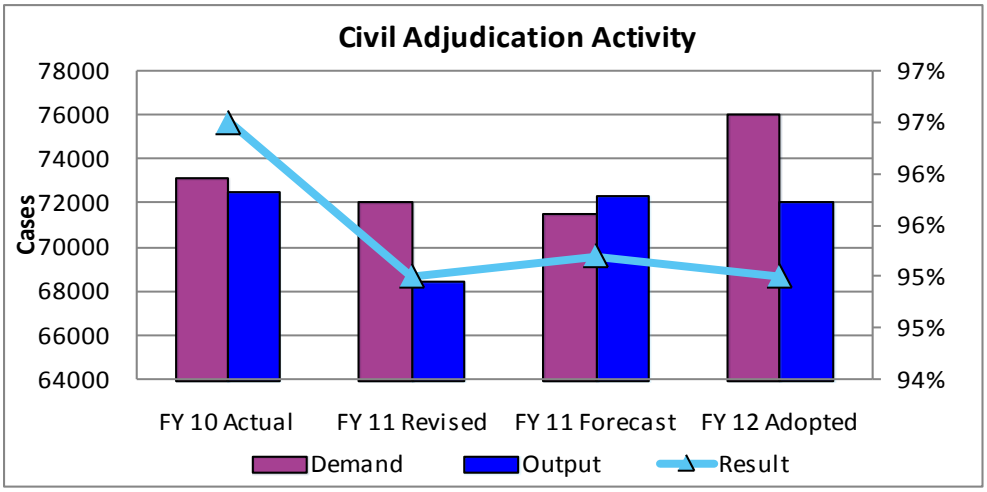
Civil Adjudication Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil cases resolved within 18 months.	96.5%	95.0%	95.2%	95.0%	0.0%	0.0%
Output	Number of Civil cases resolved.	72,465	68,400	72,285	72,000	3,600	5.3%
Demand	Number of Civil (CVAD) cases filed.	73,046	72,000	71,500	76,000	4,000	5.6%
Efficiency	Cost per Civil case resolved.	$ 91.68	$ 127.33	$ 126.12	$ 129.96	$ (2.63)	-2.1%
Revenue							
	259 - SUPERIOR COURT SPECIAL REV	$ 3,781,586	$ 4,133,307	$ 3,657,636	$ 3,703,500	$ (429,807)	-10.4%
	TOTAL SOURCES	$ 3,781,586	$ 4,133,307	$ 3,657,636	$ 3,703,500	$ (429,807)	-10.4%
Expenditure							
	100 - GENERAL	$ 3,098,300	$ 4,671,238	$ 5,099,400	$ 5,647,810	$ (976,572)	-20.9%
	208 - JUDICIAL ENHANCEMENT	94,720	94,332	66,542	65,721	28,611	30.3%
	259 - SUPERIOR COURT SPECIAL REV	3,450,904	3,943,496	3,950,555	3,643,500	299,996	7.6%
	TOTAL USES	$ 6,643,924	$ 8,709,066	$ 9,116,497	$ 9,357,031	$ (647,965)	-7.4%

Activity Narrative: The increase in civil case filings is directly related to the economic downturn being experienced in Maricopa County. The General Fund will support 60.4% of the activity (compared with 53.6% in FY 2011) due to a reduction in revenue in the Superior Court Special Revenue Fund (259) along with an intra-departmental shift of 7.0 FTE positions funded from the General Fund to the Civil Adjudication Activity, due to the number of civil cases filed.



Tax Adjudication Activity

The purpose of the 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of tax cases resolved within 9 months (KRM).	N/A	N/A	N/A	89.5%	N/A	N/A
Output	Number of Large Record Tax cases resolved.	N/A	N/A	N/A	1,000	N/A	N/A
Output	Number of Small Record Tax cases resolved.	N/A	N/A	N/A	900	N/A	N/A
Output	Number of all record tax cases resolved.	N/A	N/A	N/A	1,900	N/A	N/A
Demand	Number of Large Record Tax cases filed.	N/A	N/A	N/A	1,425	N/A	N/A
Demand	Number of Small Record Tax cases filed.	N/A	N/A	N/A	1,050	N/A	N/A
Efficiency	Cost per tax case resolved.	N/A	N/A	N/A	$ 259.07	N/A	N/A
Expenditure							
	100 - GENERAL	$ 391,525	$ 481,655	$ 478,727	$ 492,228	$ (10,573)	-2.2%
	TOTAL USES	$ 391,525	$ 481,655	$ 478,727	$ 492,228	$ (10,573)	-2.2%

Activity Narrative: This is a new Activity for FY 2012, merging the former Large and Small Tax Adjudication Activities into one activity.

Court Operations Support Program

The purpose of the Court Operations Support Program is to provide ancillary support services to defendants, justice partners, and the public so they can receive timely and just resolutions.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Spanish Interpretations.	N/A	N/A	N/A	88.4%	N/A	N/A
Percent of people screened without incident.	N/A	N/A	96.5%	96.0%	N/A	N/A
Percent of Jurors reporting for service.	N/A	N/A	N/A	10.0%	N/A	N/A
Percent of hearings recorded electronically.	N/A	N/A	N/A	N/A	N/A	N/A
Percent of user satisfaction.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Court Interpretation & Translation
- Jurors
- Public Information & Community Outreach
- Court Security
- Court Record Keeping

Court Interpretation and Translation Activity

The purpose of the Court Interpretation and Translation Activity is to provide interpretation and translation 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Spanish Interpretations.	N/A	N/A	N/A	88.4%	N/A	N/A
Output	Number of Interpretation requests completed.	N/A	N/A	N/A	43,980	N/A	N/A
Demand	Number of Interpretation requests received.	N/A	N/A	N/A	44,000	N/A	N/A
Efficiency	Cost per Interpretation request completed.	N/A	N/A	N/A	$ 87.83	N/A	N/A
Revenue							
	100 - GENERAL	$ 220	$ 500	$ -	$ 500	$ -	0.0%
	TOTAL SOURCES	$ 220	$ 500	$ -	$ 500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,151,249	$ 3,725,004	$ 3,261,120	$ 3,631,995	$ 93,009	2.5%
	259 - SUPERIOR COURT SPECIAL REV	59,800	-	-	-	-	N/A
	264 - SUPERIOR COURT FILL THE GAP	195,256	225,802	254,583	230,840	(5,038)	-2.2%
	TOTAL USES	$ 3,406,305	$ 3,950,806	$ 3,515,703	$ 3,862,835	$ 87,971	2.2%

Activity Narrative: New Activity for FY 2012, merging the former Court Interpretation and the Translation activities into one activity.

Court Security Activity

The purpose of the Court Security Activity is to provide physical and electronic deterrent services to Court participants 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people screened without incident.	N/A	N/A	96.5%	96.0%	N/A	N/A
Output	Number of people screened.	3,724,866	3,750,000	3,212,264	3,200,000	(550,000)	-14.7%
Demand	Number of people entering court facilities.	3,724,866	3,750,000	3,212,264	3,200,000	(550,000)	-14.7%
Efficiency	Cost per person screened.	$ 1.74	$ 1.55	$ 1.97	$ 1.87	$ (0.32)	-20.4%
Revenue							
	100 - GENERAL	$ 322,707	$ 8,601	$ 43,789	$ 2,800	$ (5,801)	-67.4%
	TOTAL SOURCES	$ 322,707	$ 8,601	$ 43,789	$ 2,800	$ (5,801)	-67.4%
Expenditure							
	100 - GENERAL	$ 6,474,037	$ 5,817,139	$ 6,156,796	$ 5,970,060	$ (152,921)	-2.6%
	TOTAL USES	$ 6,474,037	$ 5,817,139	$ 6,156,796	$ 5,970,060	$ (152,921)	-2.6%

Activity Narrative: The number of people entering each court facility declined during FY 2011. It is unknown how the opening of the new downtown court tower in mid-FY 2012 will affect the system-wide number of people entering court facilities.

Jurors Activity

The purpose of the Jurors Activity is to provide impartial jury panels to defendants and litigants so that they can benefit from 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jurors reporting for service.	N/A	N/A	N/A	10.0%	N/A	N/A
Output	Number of jurors sent to a courtroom.	N/A	N/A	42,850	40,320	N/A	N/A
Demand	Number of jurors reporting for service.	N/A	N/A	50,092	48,000	N/A	N/A
Efficiency	Cost per juror sent to a courtroom.	N/A	N/A	$ 99.13	$ 107.13	N/A	N/A
Revenue							
	100 - GENERAL	$ 803,574	$ 794,083	$ 653,408	$ 716,300	$ (77,783)	-9.8%
	259 - SUPERIOR COURT SPECIAL REV	95,033	121,000	114,069	121,000	-	0.0%
	TOTAL SOURCES	$ 898,607	$ 915,083	$ 767,477	$ 837,300	$ (77,783)	-8.5%
Expenditure							
	100 - GENERAL	$ 4,762,514	$ 4,397,775	$ 4,092,224	$ 4,198,479	$ 199,296	4.5%
	259 - SUPERIOR COURT SPECIAL REV	113,301	141,000	155,315	121,000	20,000	14.2%
	TOTAL USES	$ 4,875,815	$ 4,538,775	$ 4,247,539	$ 4,319,479	$ 219,296	4.8%

Activity Narrative: The jury trial rate during FY 2011 has been lower than expected. Though Civil case filings have increased, these types of cases are not cases suited for jury trials.

Court Record Keeping Activity

The purpose of the Court Record Keeping Activity is to provide a court case record to court participants and litigants so they can be ensured an 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 Superior Court.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of hearings recorded electronically.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of hours of Court proceedings that were recorded.	218,115	215,000	218,736	218,736	3,736	1.7%
Demand	Number of hours of Court proceedings that need to be recorded.	218,115	215,000	218,736	218,736	3,736	1.7%
Efficiency	Cost per hour of Court proceedings recorded.	$ 17.67	$ 20.86	$ 17.32	$ 18.31	$ 2.55	12.2%
Revenue							
	259 - SUPERIOR COURT SPECIAL REV	$ 66,999	$ 65,040	$ 64,302	$ 65,040	$ -	0.0%
	TOTAL SOURCES	$ 66,999	$ 65,040	$ 64,302	$ 65,040	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,778,834	$ 4,350,093	$ 3,723,738	$ 3,939,178	$ 410,915	9.4%
	259 - SUPERIOR COURT SPECIAL REV	65,040	65,040	65,040	65,040	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	11,291	69,463	-	-	69,463	100.0%
	TOTAL USES	$ 3,855,165	$ 4,484,596	$ 3,788,778	$ 4,004,218	$ 480,378	10.7%

Activity Narrative: The Superior Court has not begun collecting data on the new output associated with recording hearings electronically.

Public Information & Community Outreach Activity

The purpose of the Public Information and Community Outreach Activity is to provide website access to the public and litigants so they can access case information and court forms 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of user satisfaction.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of website sessions completed.	312,221,460	270,878,184	289,871,560	290,000,000	19,121,816	7.1%
Demand	Number of website sessions requested.	313,376,090	270,878,184	290,548,410	300,000,000	29,121,816	10.8%
Efficiency	Cost per website session.	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ (0.00)	-33.0%
Revenue							
	100 - GENERAL	$ 2,068	$ 500	$ -	$ 500	$ -	0.0%
	259 - SUPERIOR COURT SPECIAL REV	252,600	288,000	246,795	288,000	-	0.0%
	261 - LAW LIBRARY	1,499,706	1,425,000	1,478,764	1,425,000	-	0.0%
	TOTAL SOURCES	$ 1,754,374	$ 1,713,500	$ 1,725,559	$ 1,713,500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 2,011,834	$ 2,194,107	$ 2,039,810	$ 2,144,908	$ 49,199	2.2%
	259 - SUPERIOR COURT SPECIAL REV	273,720	288,000	259,558	288,000	-	0.0%
	261 - LAW LIBRARY	1,125,711	1,425,000	1,172,519	1,425,000	-	0.0%
	TOTAL USES	$ 3,411,265	$ 3,907,107	$ 3,471,887	$ 3,857,908	$ 49,199	1.3%

Activity Narrative: Activity revenue and expenditures are kept relatively steady for FY 2012, even with a budgeted 7.1% increase in the number of website sessions completed. If statewide eFiling of cases are moved to the State Administrative Office of the Courts, the number of visits to the County website could decline.

Criminal Justice Program

The purpose of the Criminal Justice Program is to provide felony cases to defendants, victims, and the public so they can have timely and just legal resolutions.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of Capital cases resolved within 545 days.	8.2%	33.3%	27.5%	30.0%	-3.3%	-10.0%
Percent of General Felony cases resolved within 180 days.	82.1%	90.0%	85.3%	81.4%	-8.6%	-9.5%

Activities that comprise this program include:

- Capital Adjudication
- Felony Adjudication

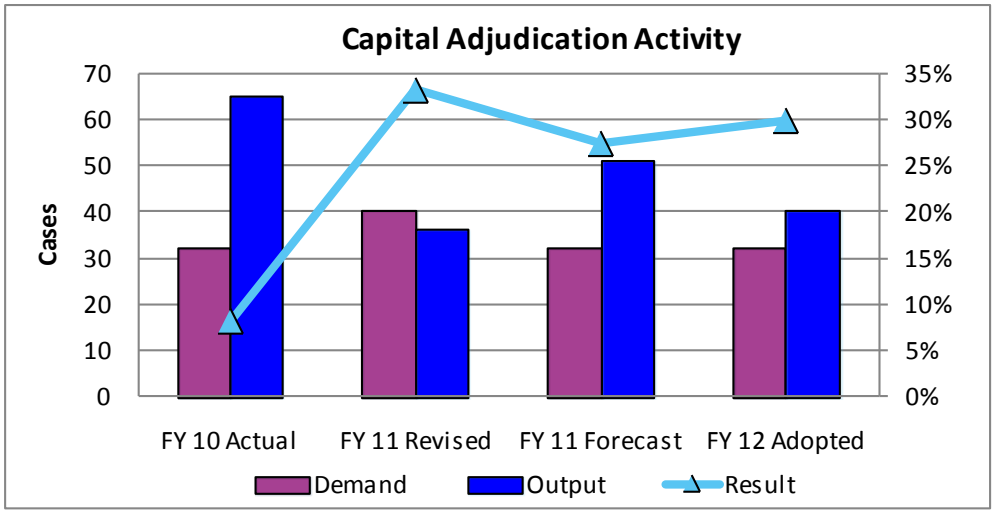
Capital Adjudication Activity

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital cases resolved within 545 days.	8.2%	33.3%	27.5%	30.0%	(3.3%)	-10.0%
Output	Number of Capital cases resolved.	65	36	51	40	4	11.1%
Demand	Number of Capital cases filed.	32	40	32	32	(8)	-20.0%
Efficiency	Cost per Capital case resolved.	$ 7,228.00	$ 15,493.86	$ 9,868.76	$ 11,885.83	$ 3,608.04	23.3%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 177,516	$ 177,516	$ 186,853	$ 180,856	$ 3,340	1.9%
	TOTAL SOURCES	$ 177,516	$ 177,516	$ 186,853	$ 180,856	$ 3,340	1.9%
Expenditure							
	100 - GENERAL	$ 292,306	$ 377,671	$ 316,454	$ 291,535	$ 86,136	22.8%
	238 - SUPERIOR COURT GRANTS	177,514	180,108	186,853	183,898	(3,790)	-2.1%
	TOTAL USES	$ 469,820	$ 557,779	$ 503,307	$ 475,433	$ 82,346	14.8%

Activity Narrative: An 11.1% budgeted decline in the number of Capital cases resolved in FY 2012 would allow for a continued decline in the backlog of Capital cases in Maricopa County. County Attorney filing policies will define the activity demand.



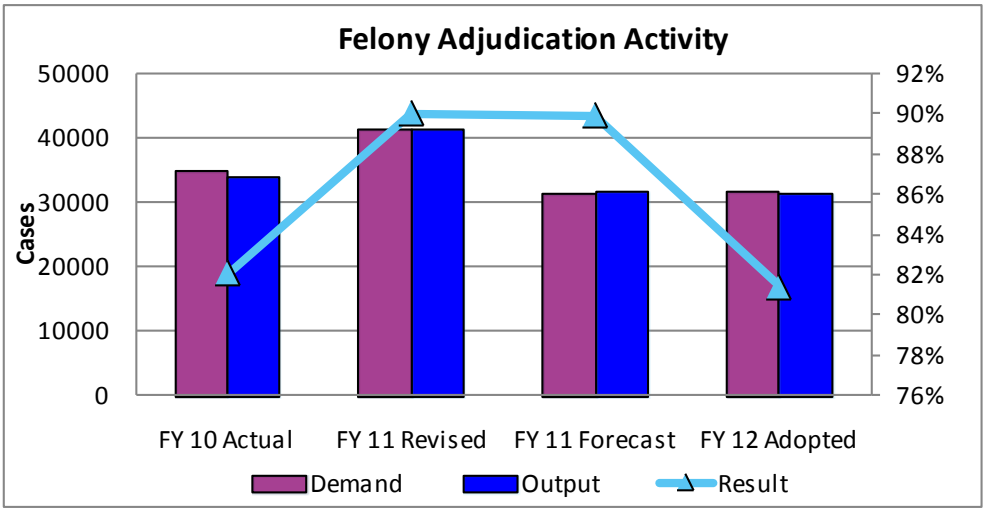
Felony Adjudication Activity

The purpose of the General Felony Adjudication Activity is to provide resolved felony cases to defendants and victims so they can be afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of General Felony cases resolved within 180 days.	82.1%	90.0%	89.9%	81.4%	(8.6%)	-9.5%
Output	Number of General Felony cases resolved.	33,573	41,000	31,415	31,200	(9,800)	-23.9%
Demand	Number of General Felony cases filed.	34,538	41,000	31,305	31,600	(9,400)	-22.9%
Efficiency	Cost per General Felony case resolved.	$ 452.73	$ 449.74	$ 594.55	$ 593.92	$ (144.18)	-32.1%
Revenue							
	100 - GENERAL	$ 58	$ 500	$ 69	$ 100	$ (400)	-80.0%
	238 - SUPERIOR COURT GRANTS	140,894	142,550	147,094	391,441	248,891	174.6%
	208 - JUDICIAL ENHANCEMENT	595,076	570,600	581,608	570,600	-	0.0%
	259 - SUPERIOR COURT SPECIAL REV	56,070	60,000	46,277	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	2,194,349	3,022,724	2,611,528	3,022,724	-	0.0%
	TOTAL SOURCES	$ 2,986,447	$ 3,796,374	$ 3,386,576	$ 4,044,865	$ 248,491	6.5%
Expenditure							
	100 - GENERAL	$ 13,328,447	$ 15,442,644	$ 16,279,918	$ 15,227,276	$ 215,368	1.4%
	238 - SUPERIOR COURT GRANTS	172,541	145,940	147,094	394,815	(248,875)	-170.5%
	208 - JUDICIAL ENHANCEMENT	49,254	63,452	60,080	56,220	7,232	11.4%
	259 - SUPERIOR COURT SPECIAL REV	60,000	60,000	60,000	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,589,324	2,727,459	2,130,711	2,791,884	(64,425)	-2.4%
	TOTAL USES	$ 15,199,566	$ 18,439,495	$ 18,677,803	$ 18,530,195	$ (90,700)	-0.5%

Activity Narrative: A decline in crime rates have resulted in a 22.9% decline in the budgeted demand for this activity. Total budgeted expenditures will increase by 0.5% in FY 2012, due almost entirely to a reallocation of Grant Fund (238) revenue to this activity.



Family Adjudication Program

The purpose of the Family Adjudication Program is to provide resolved pre-decree and post-decree cases to litigants so they can have timely and just legal resolutions.

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of Pre-Decree Family Court cases resolved within 12 months.	96.9%	92.0%	97.3%	96.1%	4.1%	4.4%
Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	95.7%	-4.3%	-4.3%

Program Results

Activities that comprise this program include:

- Family Pre Decree/Judgment
- Family Post Decree/Judgment

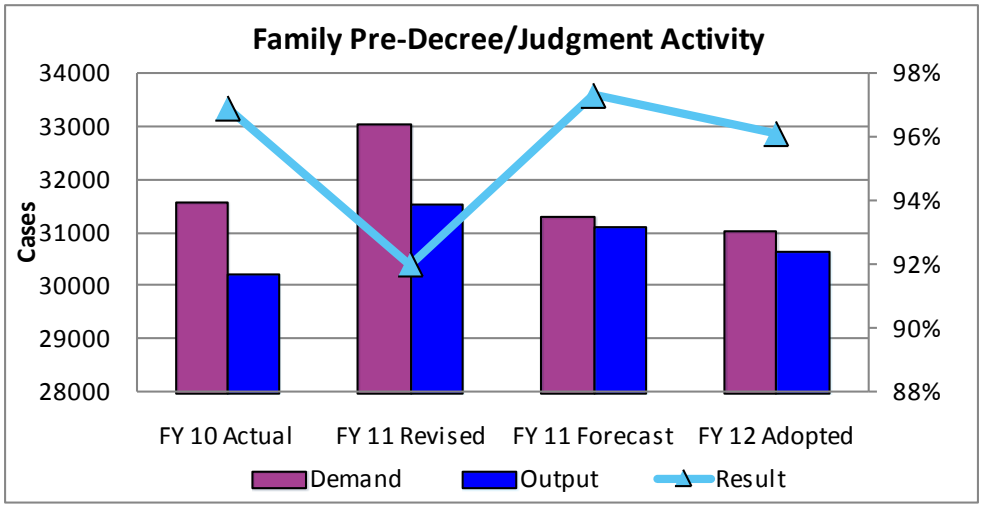
Family Pre-Decree/Judgment Activity

The purpose of the Family Pre-Decree/Judgment Activity is to provide resolved pre-decree Family Court cases to litigants so they can receive timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Family Adjudication Program. A.R.S. Title 25 includes the statutes regarding Marital and Domestic Relations, including Marriage; Husband and Wife, Property and Contract Rights; Dissolution of Marriage; Child Custody and Visitation; Family Support Duties; Maternity and Paternity Proceedings; Covenant Marriage; Uniform Child Custody Jurisdiction and Enforcement Act; and Uniform Interstate Family Support Act.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	96.9%	92.0%	97.3%	96.1%	4.1%	4.4%
Output	Number of Pre-Decree Family Court cases resolved.	30,177	31,500	31,072	30,600	(900)	-2.9%
Demand	Number of Pre-Decree Family Court cases filed.	31,527	33,000	31,256	31,000	(2,000)	-6.1%
Efficiency	Cost per Pre-Decree Family Court case resolved.	$ 261.54	$ 310.47	$ 307.36	$ 332.83	$ (22.36)	-7.2%
Revenue							
	100 - GENERAL	$ 30	$ 32,896	$ -	$ 100	$ (32,796)	-99.7%
	238 - SUPERIOR COURT GRANTS	228,702	810,766	523,239	998,036	187,270	23.1%
	257 - CONCILIATION COURT FEES	1,531,682	1,390,000	1,462,257	1,390,000	-	0.0%
	259 - SUPERIOR COURT SPECIAL REV	842,454	-	-	-	-	N/A
	276 - SPOUSAL MAINT ENF ENHANCEMENT	109,558	115,921	104,914	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	168,974	115,007	169,260	115,007	-	0.0%
	TOTAL SOURCES	$ 2,881,400	$ 2,464,590	$ 2,259,670	$ 2,619,064	$ 154,474	6.3%
Expenditure							
	100 - GENERAL	$ 4,699,276	$ 6,847,823	$ 7,023,336	$ 7,126,722	$ (278,899)	-4.1%
	238 - SUPERIOR COURT GRANTS	348,912	912,976	523,239	998,036	(85,060)	-9.3%
	208 - JUDICIAL ENHANCEMENT	65,690	66,219	68,732	66,497	(278)	-0.4%
	257 - CONCILIATION COURT FEES	1,695,930	1,590,000	1,590,000	1,702,500	(112,500)	-7.1%
	259 - SUPERIOR COURT SPECIAL REV	851,664	131,924	113,963	60,000	71,924	54.5%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	115,921	115,921	115,921	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	115,007	115,007	115,007	115,007	-	0.0%
	TOTAL USES	$ 7,892,400	$ 9,779,870	$ 9,550,198	$ 10,184,683	$ (404,813)	-4.1%

Activity Narrative: The FY 2012 expenditure increase of $404,813 is due to the non-recurring contract cost increase discussed in the next paragraph, an internal transfer of two positions to this activity, and to fringe benefit rate increases.



Conciliation Court Fees Fund (257)
Non Recurring/Non Project (0001)

- The one-time expenditure budget of $312,500 ($112,500 above the amount budgeted for FY 2011) 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.

Family Post-Decree/Judgment Activity

The purpose of the Family Post-Decree/Judgment Activity is to provide resolved post-decree Family Court cases to litigants so they can receive timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Family Adjudication Program. A.R.S. Title 25 includes the statutes regarding Marital and Domestic Relations, including Marriage; Husband and Wife, Property and Contract Rights; Dissolution of Marriage; Child Custody and Visitation; Family Support Duties; Maternity and Paternity Proceedings; Covenant Marriage; Uniform Child Custody Jurisdiction and Enforcement Act; and Uniform Interstate Family Support Act.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	95.7%	(4.3%)	-4.3%
Output	Number of Post-Decree Family Court cases resolved.	18,560	22,000	18,930	18,400	(3,600)	-16.4%
Demand	Number of Post-Decree Family Court cases filed.	18,560	22,000	18,930	19,000	(3,000)	-13.6%
Efficiency	Cost per Post-Decree Family Court case resolved.	$ 209.91	$ 204.31	$ 230.64	$ 260.24	$ (55.93)	-27.4%
Revenue							
	100 - GENERAL	$ 629,522	$ 550,500	$ 586,282	$ 580,100	$ 29,600	5.4%
	238 - SUPERIOR COURT GRANTS	-	24,000	21,102	70,369	46,369	193.2%
	271 - EXPEDITED CHILD SUPPORT	607,892	585,000	584,461	585,000	-	0.0%
	282 - DOM REL MEDIATION EDUCATION	184,974	190,682	177,105	190,682	-	0.0%
	TOTAL SOURCES	$ 1,422,388	$ 1,350,182	$ 1,368,950	$ 1,426,151	$ 75,969	5.6%
Expenditure							
	100 - GENERAL	$ 3,185,832	$ 3,159,606	$ 3,173,236	$ 3,429,821	$ (270,215)	-8.6%
	238 - SUPERIOR COURT GRANTS	-	24,000	21,102	70,369	(46,369)	-193.2%
	208 - JUDICIAL ENHANCEMENT	73,753	-	-	-	-	N/A
	271 - EXPEDITED CHILD SUPPORT	445,580	1,120,479	981,059	897,500	222,979	19.9%
	282 - DOM REL MEDIATION EDUCATION	190,682	190,682	190,682	390,682	(200,000)	-104.9%
	TOTAL USES	$ 3,895,847	$ 4,494,767	$ 4,366,079	$ 4,788,372	$ (293,605)	-6.5%

Activity Narrative: The FY 2012 expenditure increase of $293,605 is due to the net non-recurring contract cost increase discussed in the next paragraph, an internal transfer of one position to this activity, and to fringe benefit rate increases.

Expedited Child Support Fund (271) / Domestic Relations Mediation Education Fund (282)
Non Recurring/Non Project (0001)

- A one-time expenditure of $512,500 is budgeted for outside vendors contracted to provide parenting conferences for litigants in Family Court. The amount includes $312,500 from the Expedited Child Support Fund ($84,059 below the amount budgeted for FY 2011), and a new expenditure of $200,000 from the Domestic Relations Mediation Education Fund. 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 provide adjudicated dependency and delinquency matters to juveniles so they can have timely and just legal resolutions.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Percent of adjudication hearings for non-detained juveniles held within 30 days.	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of preliminary protective hearings held within 7 days after removal from home.	N/A	N/A	N/A	97.6%	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 provide adjudicated dependency and delinquency matters to juveniles so they can 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days.	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Number of Delinquency cases resolved.	12,258	13,000	10,712	10,400	(2,600)	-20.0%
Output	Number of hearings.	N/A	N/A	N/A	10,800	N/A	N/A
Demand	Number of Delinquency cases filed.	11,787	13,500	10,594	11,200	(2,300)	-17.0%
Efficiency	Cost per Delinquency case resolved.	$ 303.03	$ 375.39	$ 428.63	$ 458.03	$ (82.64)	-22.0%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 100,365	$ 262,016	$ 116,726	$ 142,590	$ (119,426)	-45.6%
	TOTAL SOURCES	$ 100,365	$ 262,016	$ 116,726	$ 142,590	$ (119,426)	-45.6%
Expenditure							
	100 - GENERAL	$ 3,620,652	$ 4,519,642	$ 4,358,672	$ 4,525,382	$ (5,740)	-0.1%
	238 - SUPERIOR COURT GRANTS	93,880	132,741	116,726	143,959	(11,218)	-8.5%
	208 - JUDICIAL ENHANCEMENT	-	227,686	116,056	94,209	133,477	58.6%
	TOTAL USES	$ 3,714,532	$ 4,880,069	$ 4,591,454	$ 4,763,550	$ 116,519	2.4%

Activity Narrative: The hearing-related Result and Output measures are new for FY 2012.

Juvenile Dependency Adjudication Activity

The purpose of the Juvenile Dependency Adjudication Activity is to provide established dependency to juveniles so they can ensure 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of preliminary protective hearings held within 7 days after removal from home.	N/A	N/A	N/A	97.6%	N/A	N/A
Output	Number of Dependency cases resolved.	8,426	8,800	8,994	8,400	(400)	-4.5%
Output	Number of preliminary protective hearings.	N/A	N/A	N/A	8,400	N/A	N/A
Demand	Number of Dependency cases filed.	8,487	9,000	9,354	8,400	(600)	-6.7%
Efficiency	Cost per Dependency case resolved.	$ 466.83	$ 531.69	$ 505.19	$ 545.17	$ (13.48)	-2.5%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 864,448	$ 906,632	$ 844,266	$ 818,108	$ (88,524)	-9.8%
	TOTAL SOURCES	$ 864,448	$ 906,632	$ 844,266	$ 818,108	$ (88,524)	-9.8%
Expenditure							
	100 - GENERAL	$ 3,068,087	$ 3,751,146	$ 3,672,098	$ 3,687,596	$ 63,550	1.7%
	238 - SUPERIOR COURT GRANTS	865,412	927,715	844,266	837,644	90,071	9.7%
	208 - JUDICIAL ENHANCEMENT	-	-	27,358	54,211	(54,211)	N/A
	TOTAL USES	$ 3,933,499	$ 4,678,861	$ 4,543,722	$ 4,579,451	$ 99,410	2.1%

Activity Narrative: The hearing-related Result and Output measures are new for FY 2012.

Probate and Mental Health Court Program

The purpose of the Probate and Mental Health Court Program is to provide resolved probate and mental health cases to litigants so they can have timely and just legal resolutions.

Program Results

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	96.0%	-4.0%	-4.0%
Percent of probate cases in compliance with case-processing standards.	N/A	N/A	N/A	96.0%	N/A	N/A

Activities that comprise this program include:

- Estate Probates & Trust Administration
- Probate and Mental Health

Estate Probates & Trust Administration Activity

The purpose of the Estate Probates and Trust Administration Activity is to provide case reviews that are completed within required due dates to litigants so they can have their property and rights protected.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of probate.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	96.0%	(4.0%)	-4.0%
Output	Number of active Cases reviewed.	39,392	34,000	36,545	36,000	2,000	5.9%
Demand	Number of active Cases requiring review.	39,392	34,000	36,545	36,000	2,000	5.9%
Efficiency	Cost per Case reviewed.	$ 47.75	$ 69.29	$ 62.02	$ 57.38	$ 11.91	17.2%
Revenue							
	256 - PROBATE FEES	$ 490,858	$ 464,531	$ 440,955	$ 464,531	$ -	0.0%
	TOTAL SOURCES	$ 490,858	$ 464,531	$ 440,955	$ 464,531	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,491,398	$ 1,621,288	$ 1,586,532	$ 1,501,078	$ 120,210	7.4%
	208 - JUDICIAL ENHANCEMENT	-	57,137	2,548	-	57,137	100.0%
	256 - PROBATE FEES	389,531	677,531	677,531	564,531	113,000	16.7%
	TOTAL USES	$ 1,880,929	$ 2,355,956	$ 2,266,611	$ 2,065,609	$ 290,347	12.3%

Activity Narrative: An expenditure increase of 12.3% is included for FY 2012, most of which provides for 6.0 FTE new Probate staff. The number of active cases reviewed is estimated to increase by 5.9% for FY 2012.

Base Adjustments:

General Fund (100)

Increase General Fund expenditures by $374,679 and add 6.0 FTE Probate staff, including $270,032 for salaries and $103,747 for benefits.

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 increased demand and output, expanding the number of cases requiring additional work outside the normal expertise of court administration and judicial officers.

Probate and Mental Health Activity

The purpose of the Probate and Mental Health Activity is to provide resolved probate, mental health, and competency issues to litigants and defendants so they can 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Probate cases in compliance with case-processing standards.	N/A	N/A	N/A	96.0%	N/A	N/A
Output	Number of Mental Health cases resolved.	N/A	N/A	N/A	2,600	N/A	N/A
Output	Number of Probate cases.	N/A	N/A	N/A	36,000	N/A	N/A
Demand	Number of Mental Health cases filed.	N/A	N/A	N/A	2,600	N/A	N/A
Efficiency	Cost per Mental Health case resolved.	N/A	N/A	N/A	$ 699.65	N/A	N/A
Revenue							
	238 - SUPERIOR COURT GRANTS	$ -	$ -	$ -	$ 250,000	$ 250,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 250,000	$ 250,000	N/A
Expenditure							
	100 - GENERAL	$ 845,571	$ 888,051	$ 895,397	$ 1,569,092	$ (681,041)	-76.7%
	238 - SUPERIOR COURT GRANTS	-	-	-	250,000	(250,000)	N/A
	TOTAL USES	$ 845,571	$ 888,051	$ 895,397	$ 1,819,092	$ (931,041)	-104.8%

Activity Narrative: This activity is new for FY 2012. Both the Estates Probate and Trust Administration Activity and the Probate and Mental Health Activity were free-standing programs prior to being combined into the new Probate and Mental Health Program for FY 2012. Some shifting of budget and positions was initiated for FY 2012 as the new activities became better defined.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 71,111,106**	**$ 1,393,080**
Adjustments:	Agenda Item:			
Reallocations			**$ 1,187,530**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*1,187,530*	*-*
FY 2011 Revised Budget			**$ 72,298,636**	**$ 1,393,080**
Adjustments:				
Reallocations			**$ (1,187,530)**	**$ -**
Jud Branch Interdeptl Transfer	*MEMO*		*(1,187,530)*	*-*
Restatements			**$ 1,301,505**	**$ -**
Risk Mgt Chgs from Non Dept			*12,955*	*-*
Equip Svcs Chgs from Non Dept			*28,633*	*-*
Telecomm Chgs from Non Dept			*1,226,618*	*-*
Radio Chgs from Non Dept			*33,299*	*-*
FY 2012 Budget Target			**$ 72,412,611**	**$ 1,393,080**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 1,335,439**	**$ -**
Emp Health Dental Prem Realloc			*879,090*	*-*
Retirement Contributions			*456,349*	*-*
Base Adjustments			**$ (1,117,914)**	**$ -**
Other Base Adjustments			*(1,117,914)*	*-*
Increase Personal Services for 6.0 FTE New Probate Positions	*$*	*374,679*		
Reduce I.T. Debt Service Expenditures		*(615,266)*		
Reduce Other Operating Expenditures		*(796,592)*		
Correction to Telecomm Restatement		*(80,735)*		
Fees and Other Revenues			**$ -**	**$ (90,880)**
ProgRevenue Volume Inc/Dec			*-*	*(90,880)*
Reduce Revenue Due to Declines in Lengthy Trials, Fines, Forfeits and Misc Rev.	*$*	*(90,880)*		
Other Mandates			**$ 250,990**	**$ -**
100% Sup Court Judges Salaries			*250,990*	*-*
Increase Regular Benefits to Fund State Fixed Benefit Differential	*$*	*250,990*		
Reallocations			**$ 575,550**	**$ -**
Reallocation Between Funds			*627,311*	*-*
Reduce Indirect Cost Allocations-Out to Superior Court Special Revenue Fund (259)	*$*	*627,311*		
Reallocation Between Depts			*(51,761)*	*-*
Shift 1.0 FTE Trades Generalist to Adult Probation Department (110)	*$*	*(51,761)*		
FY 2012 Adopted Budget			**$ 73,456,676**	**$ 1,302,200**
Percent Change from Target Amount			*1.4%*	*-6.5%*

General Fund (100) (continued)

		Expenditures	Revenue
Integrated Court Info Rewrite			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ 3,100,000*	*$ -*
Integrated Court Information System iCIS Rewrite	*$ 3,100,000*		
FY 2012 Adopted Budget		**$ 3,100,000**	**$ -**
Percent Change from Target Amount			

Superior Court Judicial Enhancement Fund (208)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 570,600**	**$ 570,600**
FY 2011 Revised Budget		**$ 570,600**	**$ 570,600**
FY 2012 Budget Target		**$ 570,600**	**$ 570,600**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 8,077**	**$ -**
Emp Health Dental Prem Realloc		*5,460*	*-*
Retirement Contributions		*2,617*	*-*
Base Adjustments		**$ (8,077)**	**$ -**
Other Base Adjustments		*(8,077)*	*-*
FY 2012 Adopted Budget		**$ 570,600**	**$ 570,600**
Percent Change from Target Amount		*0.0%*	*0.0%*

		Expenditures	Revenue
Integrated Court Info Rewrite			
FY 2011 Adopted Budget		**$ -**	**$ -**
FY 2011 Revised Budget		**$ -**	**$ -**
FY 2012 Budget Target		**$ -**	**$ -**
FY 2012 Tentative Budget		**$ -**	**$ -**
Percent Change from Target Amount			
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ 300,000*	*$ -*
Integrated Court Information System (iCIS) Rewrite	*$ 300,000*		
FY 2012 Adopted Budget		**$ 300,000**	**$ -**
Percent Change from Target Amount			

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 571,893	$ 1,029,293	$ 1,029,293	$ 1,318,846	$ 1,582,748
Sources:					
Clerk of the Superior Court (160)	$ 1,185,113	$ 1,100,000	$ 1,100,000	$ 1,169,953	$ 1,100,000
Superior Court (800)	607,758	570,600	570,600	598,086	570,600
Operating	$ 1,792,871	$ 1,670,600	$ 1,670,600	$ 1,768,039	$ 1,670,600
Total Sources:	$ 1,792,871	$ 1,670,600	$ 1,670,600	$ 1,768,039	$ 1,670,600
Uses:					
Clerk of the Superior Court (160)	$ 521,441	$ 1,100,000	$ 1,100,000	$ 633,351	$ 1,100,000
Superior Court (800)	319,419	570,600	570,600	390,286	570,600
Operating	$ 840,860	$ 1,670,600	$ 1,670,600	$ 1,023,637	$ 1,670,600
Clerk of the Superior Court (160)	$ 205,056	$ 279,000	$ 279,000	$ 80,500	$ -
Superior Court (800)	-	-	400,000	400,000	300,000
Non-Recurring	$ 205,056	$ 279,000	$ 679,000	$ 480,500	$ 300,000
Total Uses:	$ 1,045,916	$ 1,949,600	$ 2,349,600	$ 1,504,137	$ 1,970,600
Structural Balance	$ 952,011	$ -	$ -	$ 744,402	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,318,846	$ 750,293	$ 350,293	$ 1,582,748	$ 1,282,748
Total Ending Spendable Fund Balance	$ 1,318,846	$ 750,293	$ 350,293	$ 1,582,748	$ 1,282,748

Superior Court Grants Fund (238)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 2,145,648**	**$ 2,145,648**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 178,832**	**$ 178,832**
Superior Court FY 11 Grant Recon	*C-80-11-011-2-00*	*178,832*	*178,832*
FY 2011 Revised Budget		**$ 2,324,480**	**$ 2,324,480**
FY 2012 Budget Target		**$ 2,324,480**	**$ 2,324,480**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 25,811**	**$ -**
Emp Health Dental Prem Realloc		*17,940*	*-*
Retirement Contributions		*7,871*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 652,109**	**$ 677,920**
Grant Reconciliation		*652,109*	*677,920*
FY 2012 Adopted Budget		**$ 3,002,400**	**$ 3,002,400**
Percent Change from Target Amount		*29.2%*	*29.2%*

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ (25,995)	$ (25,995)	$ (25,995)	$ (151,702)	$ (151,702)
Sources:					
Operating	$ 1,541,924	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400
Total Sources:	$ 1,541,924	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400
Uses:					
Operating	$ 1,691,200	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400
Total Uses:	$ 1,691,200	$ 2,145,648	$ 2,324,480	$ 1,845,426	$ 3,002,400
Structural Balance	$ (149,276)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 23,569	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(151,702)	(25,995)	(25,995)	(151,702)	(151,702)
Total Ending Spendable Fund Balance	$ (151,702)	$ (25,995)	$ (25,995)	$ (151,702)	$ (151,702)

Probate Fees Fund (256)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 464,531**	**$ 464,531**
FY 2011 Revised Budget			**$ 464,531**	**$ 464,531**
FY 2012 Budget Target			**$ 464,531**	**$ 464,531**
FY 2012 Adopted Budget			**$ 464,531**	**$ 464,531**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 100,000**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 113,000**	**$ -**
NCSC Probate Procedures Study	*C-80-11-004-2-00*		*113,000*	-
FY 2011 Revised Budget			**$ 213,000**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (213,000)**	**$ -**
NCSC Probate Procedures Study	*C-80-11-004-2-00*		*(113,000)*	-
Other Non-Recurring			*(100,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 100,000**	**$ -**
Other Non-Recurring			*100,000*	-
Contract Accountants and Investigators		*$ 100,000*		
FY 2012 Adopted Budget			**$ 100,000**	**$ -**
Percent Change from Target Amount				

Probate Fees Fund (256) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 470,663	$ 547,249	$ 547,249	$ 579,135	$ 348,759
Sources:					
Operating	$ 498,003	$ 464,531	$ 464,531	$ 447,155	$ 464,531
Total Sources:	$ 498,003	$ 464,531	$ 464,531	$ 447,155	$ 464,531
Uses:					
Operating	$ 389,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531
Non-Recurring	-	100,000	213,000	213,000	100,000
Total Uses:	$ 389,531	$ 564,531	$ 677,531	$ 677,531	$ 564,531
Structural Balance	$ 108,472	$ -	$ -	$ (17,376)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 579,135	$ 447,249	$ 334,249	$ 348,759	$ 248,759
Total Ending Spendable Fund Balance	$ 579,135	$ 447,249	$ 334,249	$ 348,759	$ 248,759

Conciliation Court Fees Fund (257)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 1,390,000**	**$ 1,390,000**
FY 2011 Revised Budget			**$ 1,390,000**	**$ 1,390,000**
FY 2012 Budget Target			**$ 1,390,000**	**$ 1,390,000**
FY 2012 Adopted Budget			**$ 1,390,000**	**$ 1,390,000**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 200,000**	**$ -**
Parent Conf Non Recurring Exp	*C-80-11-007-2-00*		*200,000*	-
FY 2011 Revised Budget			**$ 200,000**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (200,000)**	**$ -**
Parent Conf Non Recurring Exp	*C-80-11-007-2-00*		*(200,000)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 312,500**	**$ -**
Other Non-Recurring			*312,500*	-
Parent Conference Report Providers		*$ 312,500*		
FY 2012 Adopted Budget			**$ 312,500**	**$ -**
Percent Change from Target Amount				

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 693,397	$ 387,127	$ 387,127	$ 534,774	$ 412,617
Sources:					
Operating	$ 1,537,309	$ 1,390,000	$ 1,390,000	$ 1,467,843	$ 1,390,000
Total Sources:	$ 1,537,309	$ 1,390,000	$ 1,390,000	$ 1,467,843	$ 1,390,000
Uses:					
Operating	$ 1,695,930	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000
Non-Recurring	-	-	200,000	200,000	312,500
Total Uses:	$ 1,695,930	$ 1,390,000	$ 1,590,000	$ 1,590,000	$ 1,702,500
Structural Balance	$ (158,621)	$ -	$ -	$ 77,843	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 534,774	$ 387,127	$ 187,127	$ 412,617	$ 100,117
Total Ending Spendable Fund Balance	$ 534,774	$ 387,127	$ 187,127	$ 412,617	$ 100,117

Superior Court Special Revenue Fund (259)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 6,477,000**	**$ 6,477,000**
FY 2011 Revised Budget		**$ 6,477,000**	**$ 6,477,000**
FY 2012 Budget Target		**$ 6,477,000**	**$ 6,477,000**
Adjustments:			
Base Adjustments		**$ (52,149)**	**$ -**
Other Base Adjustments		*(52,149)*	-
Fees and Other Revenues		**$ -**	**$ (679,460)**
ProgRevenue Volume Inc/Dec		-	*(679,460)*
Reallocations		**$ (627,311)**	**$ -**
Reallocation Between Funds		*(627,311)*	-
Reduce Allocations-In from Superior Court General Fund (100)	*$ (627,311)*		
FY 2012 Adopted Budget		**$ 5,797,540**	**$ 5,797,540**
Percent Change from Target Amount		*-10.5%*	*-10.5%*
		Expenditures	**Revenue**
JURY SYSTEM REWRITE			
FY 2011 Adopted Budget		**$ 384,000**	**$ -**
FY 2011 Revised Budget		**$ 384,000**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ (384,000)*	*$ -*
FY 2012 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 232,000**	**$ -**
Non Recurring Carry Forward		*232,000*	-
Jury System Rewrite Program Resources	*$ 232,000*		
FY 2012 Adopted Budget		**$ 232,000**	**$ -**
Percent Change from Target Amount			

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 2,577,395	$ 2,358,138	$ 2,358,138	$ 2,790,518	$ 558,201
Sources:					
Operating	$ 6,734,907	$ 6,477,000	$ 6,477,000	$ 5,739,510	$ 5,797,540
Total Sources:	$ 6,734,907	$ 6,477,000	$ 6,477,000	$ 5,739,510	$ 5,797,540
Uses:					
Operating	$ 6,033,579	$ 6,477,000	$ 6,477,000	$ 6,419,827	$ 5,797,540
Non-Recurring	488,202	559,000	1,784,000	1,552,000	232,000
Total Uses:	$ 6,521,781	$ 7,036,000	$ 8,261,000	$ 7,971,827	$ 6,029,540
Structural Balance	$ 701,328	$ -	$ -	$ (680,317)	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,790,518	$ 1,799,138	$ 574,138	$ 558,201	$ 326,201
Total Ending Spendable Fund Balance	$ 2,790,518	$ 1,799,138	$ 574,138	$ 558,201	$ 326,201

Law Library Fees Fund (261)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 1,425,000**	**$ 1,425,000**
FY 2011 Revised Budget	**$ 1,425,000**	**$ 1,425,000**
FY 2012 Budget Target	**$ 1,425,000**	**$ 1,425,000**
FY 2012 Adopted Budget	**$ 1,425,000**	**$ 1,425,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Law Library Fees Fund (261) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 930,737	$ 1,414,890	$ 1,414,890	$ 1,319,555	$ 1,642,410
Sources:					
Operating	$ 1,514,531	$ 1,425,000	$ 1,425,000	$ 1,495,374	$ 1,425,000
Total Sources:	$ 1,514,531	$ 1,425,000	$ 1,425,000	$ 1,495,374	$ 1,425,000
Uses:					
Operating	$ 827,291	$ 1,425,000	$ 1,425,000	$ 1,172,519	$ 1,425,000
Non-Recurring	298,420	-	-	-	-
Total Uses:	$ 1,125,711	$ 1,425,000	$ 1,425,000	$ 1,172,519	$ 1,425,000
Structural Balance	$ 687,240	$ -	$ -	$ 322,855	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,319,555	$ 1,414,890	$ 1,414,890	$ 1,642,410	$ 1,642,410
Total Ending Spendable Fund Balance	$ 1,319,555	$ 1,414,890	$ 1,414,890	$ 1,642,410	$ 1,642,410

Superior Court Fill the Gap Fund (264)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 2,329,600**	**$ 2,329,600**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 693,124**	**$ 693,124**
State Aid to Courts FY 2011	*C-80-11-005-2-00*		*693,124*	*693,124*
FY 2011 Revised Budget			**$ 3,022,724**	**$ 3,022,724**
FY 2012 Budget Target			**$ 3,022,724**	**$ 3,022,724**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 35,887**	**$ -**
Emp Health Dental Prem Realloc			*24,960*	-
Retirement Contributions			*10,927*	-
Base Adjustments			**$ (35,887)**	**$ -**
Other Base Adjustments			*(35,887)*	-
FY 2012 Adopted Budget			**$ 3,022,724**	**$ 3,022,724**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
Integrated Court Info Rewrite				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
FY 2012 Tentative Budget			**$ -**	**$ -**
Percent Change from Target Amount				
Adjustments:				
Information and Communications Technology				
Other IT Non-Recurring			*$ 100,000*	*$ -*
Integrated Court Information System (iCIS) Rewrite		*$ 100,000*		
FY 2012 Adopted Budget			**$ 100,000**	**$ -**
Percent Change from Target Amount				

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 4,071	$ 533,818	$ 533,818	$ 405,116	$ 631,350
Sources:					
Operating	$ 2,196,920	$ 2,329,600	$ 3,022,724	$ 2,611,528	$ 3,022,724
Total Sources:	$ 2,196,920	$ 2,329,600	$ 3,022,724	$ 2,611,528	$ 3,022,724
Uses:					
Operating	$ 1,795,871	$ 2,329,600	$ 3,022,724	$ 2,385,294	$ 3,022,724
Non-Recurring	-	-	-	-	100,000
Total Uses:	$ 1,795,871	$ 2,329,600	$ 3,022,724	$ 2,385,294	$ 3,122,724
Structural Balance	$ 401,049	$ -	$ -	$ 226,234	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 405,116	$ 533,818	$ 533,818	$ 631,350	$ 531,350
Total Ending Spendable Fund Balance	$ 405,116	$ 533,818	$ 533,818	$ 631,350	$ 531,350

Expedited Child Support Fund (271)

			Expenditures	Revenue
OPERATING				
FY 2011 Adopted Budget			**$ 585,000**	**$ 585,000**
FY 2011 Revised Budget			**$ 585,000**	**$ 585,000**
FY 2012 Budget Target			**$ 585,000**	**$ 585,000**
FY 2012 Adopted Budget			**$ 585,000**	**$ 585,000**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ 335,479**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 200,000**	**$ -**
Parent Conf Non Recurring Exp	*C-80-11-007-2-00*		*200,000*	-
FY 2011 Revised Budget			**$ 535,479**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (535,479)**	**$ -**
Parent Conf Non Recurring Exp	*C-80-11-007-2-00*		*(200,000)*	-
Other Non-Recurring			*(335,479)*	-
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 312,500**	**$ -**
Other Non-Recurring			*312,500*	-
Parent Conference Report Providers		*$ 312,500*		
FY 2012 Adopted Budget			**$ 312,500**	**$ -**
Percent Change from Target Amount				

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 625,493	$ 765,037	$ 765,037	$ 797,055	$ 408,157
Sources:					
Operating	$ 617,142	$ 585,000	$ 585,000	$ 592,161	$ 585,000
Total Sources:	$ 617,142	$ 585,000	$ 585,000	$ 592,161	$ 585,000
Uses:					
Operating	$ 445,580	$ 585,000	$ 585,000	$ 585,000	$ 585,000
Non-Recurring	-	335,479	535,479	396,059	312,500
Total Uses:	$ 445,580	$ 920,479	$ 1,120,479	$ 981,059	$ 897,500
Structural Balance	$ 171,562	$ -	$ -	$ 7,161	$ -
Ending Spendable Fund Balance:					
Restricted	$ 797,055	$ 429,558	$ 229,558	$ 408,157	$ 95,657
Total Ending Spendable Fund Balance	$ 797,055	$ 429,558	$ 229,558	$ 408,157	$ 95,657

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 115,921**	**$ 115,921**
FY 2011 Revised Budget	**$ 115,921**	**$ 115,921**
FY 2012 Budget Target	**$ 115,921**	**$ 115,921**
FY 2012 Adopted Budget	**$ 115,921**	**$ 115,921**
Percent Change from Target Amount	*0.0%*	*0.0%*

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 141,860	$ 124,627	$ 124,627	$ 137,058	$ 127,559
Sources:					
Operating	$ 111,120	$ 115,921	$ 115,921	$ 106,422	$ 115,921
Total Sources:	$ 111,120	$ 115,921	$ 115,921	$ 106,422	$ 115,921
Uses:					
Operating	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ 115,921
Total Uses:	$ 115,921	$ 115,921	$ 115,921	$ 115,921	$ 115,921
Structural Balance	$ (4,801)	$ -	$ -	$ (9,499)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 137,058	$ 124,627	$ 124,627	$ 127,559	$ 127,559
Total Ending Spendable Fund Balance	$ 137,058	$ 124,627	$ 124,627	$ 127,559	$ 127,559

Children's Issues Education Fund (281)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 115,007**	**$ 115,007**
FY 2011 Revised Budget	**$ 115,007**	**$ 115,007**
FY 2012 Budget Target	**$ 115,007**	**$ 115,007**
FY 2012 Adopted Budget	**$ 115,007**	**$ 115,007**
Percent Change from Target Amount	*0.0%*	*0.0%*

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 300,337	$ 323,407	$ 323,407	$ 357,961	$ 416,392
Sources:					
Operating	$ 172,630	$ 115,007	$ 115,007	$ 173,438	$ 115,007
Total Sources:	$ 172,630	$ 115,007	$ 115,007	$ 173,438	$ 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	$ 57,623	$ -	$ -	$ 58,431	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 357,961	$ 323,407	$ 323,407	$ 416,392	$ 416,392
Total Ending Spendable Fund Balance	$ 357,961	$ 323,407	$ 323,407	$ 416,392	$ 416,392

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
OPERATING		
FY 2011 Adopted Budget	**$ 190,682**	**$ 190,682**
FY 2011 Revised Budget	**$ 190,682**	**$ 190,682**
FY 2012 Budget Target	**$ 190,682**	**$ 190,682**
FY 2012 Adopted Budget	**$ 190,682**	**$ 190,682**
Percent Change from Target Amount	*0.0%*	*0.0%*

Domestic Relation Mediation Education Fund (282) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2011 Adopted Budget			**$ -**	**$ -**
FY 2011 Revised Budget			**$ -**	**$ -**
FY 2012 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 200,000**	**$ -**
Other Non-Recurring			*200,000*	-
Parent Conference Report Providers	*$*	*200,000*		
FY 2012 Adopted Budget			**$ 200,000**	**$ -**
Percent Change from Target Amount				

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 276,288	$ 271,728	$ 271,728	$ 273,722	$ 263,197
Sources:					
Operating	$ 188,116	$ 190,682	$ 190,682	$ 180,157	$ 190,682
Total Sources:	$ 188,116	$ 190,682	$ 190,682	$ 180,157	$ 190,682
Uses:					
Operating	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 190,682
Non-Recurring	-	-	-	-	200,000
Total Uses:	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 390,682
Structural Balance	$ (2,566)	$ -	$ -	$ (10,525)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 273,722	$ 271,728	$ 271,728	$ 263,197	$ 63,197
Total Ending Spendable Fund Balance	$ 273,722	$ 271,728	$ 271,728	$ 263,197	$ 63,197

Treasurer

Analysis by Carmine L. Davis, Management and 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 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ODIR - EXECUTIVE MANAGEMENT	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%
TOTAL PROGRAMS	**$ 738**	**$ 353,841**	**$ 353,841**	**$ 124,719**	**$ 353,841**	**$ -**	**0.0%**
USES							
ACCT - AGENCY ACCOUNTING	$ 125,445	$ 111,140	$ 111,139	$ 113,210	$ 111,773	$ (634)	-0.6%
TRAC - TREASURER ACCOUNTING	280,276	303,830	303,831	316,049	336,931	(33,100)	-10.9%
43AP - ACCOUNTING	$ 405,721	$ 414,970	$ 414,970	$ 429,259	$ 448,704	$ (33,734)	-8.1%
CLTS - CLIENT SERVICE	$ 648,889	$ 649,466	$ 649,465	$ 659,356	$ 651,487	$ (2,022)	-0.3%
TXSV - TAX SERVICES	654,583	827,486	827,486	717,193	907,807	(80,321)	-9.7%
43TP - PROPERTY TAX	$ 1,303,472	$ 1,476,952	$ 1,476,951	$ 1,376,549	$ 1,559,294	$ (82,343)	-5.6%
BDGT - BUDGETING	$ 6,552	$ -	$ -	$ -	$ -	$ -	N/A
FSAC - FINANCIAL SERVICES	136,461	146,311	146,312	142,516	135,168	11,144	7.6%
HRAC - HUMAN RESOURCES	51,449	51,715	51,716	51,728	52,417	(701)	-1.4%
ODIR - EXECUTIVE MANAGEMENT	813,142	1,071,431	1,071,427	918,681	898,374	173,053	16.2%
PROC - PROCUREMENT	20,578	17,826	17,826	18,855	17,333	493	2.8%
99AS - ADMINISTRATIVE SERVICES	$ 1,028,182	$ 1,287,283	$ 1,287,281	$ 1,131,780	$ 1,103,292	$ 183,989	14.3%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 228,449	$ (228,449)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	19,980	2,273	2,273	2,265	2,273	-	0.0%
99GV - GENERAL GOVERNMENT	$ 19,980	$ 2,273	$ 2,273	$ 2,265	$ 230,722	$ (228,449)	-10050.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 372,285	$ 861,836	$ 861,838	$ 873,286	$ 1,101,404	$ (239,566)	-27.8%
DACR - DATA CENTER	31,703	58,411	58,411	62,211	59,223	(812)	-1.4%
DESK - DESKTOP SUPPORT	33,770	68,385	68,386	68,215	69,270	(884)	-1.3%
99IT - INFORMATION TECHNOLOGY	$ 437,758	$ 988,632	$ 988,635	$ 1,003,712	$ 1,229,897	$ (241,262)	-24.4%
TOTAL PROGRAMS	**$ 3,195,113**	**$ 4,170,110**	**$ 4,170,110**	**$ 3,943,565**	**$ 4,571,909**	**$ (401,799)**	**-9.6%**

Sources and Uses by Category

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 738	$ 49,500	$ 49,500	$ 26,998	$ 49,500	$ -	0.0%
SUBTOTAL	$ 738	$ 49,500	$ 49,500	$ 26,998	$ 49,500	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
SUBTOTAL	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
ALL REVENUES	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%
TOTAL SOURCES	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%

CATEGORY	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,257,105	$ 2,711,966	$ 2,711,966	$ 2,713,045	$ 2,955,333	$ (243,367)	-9.0%
0705 - TEMPORARY PAY	37,436	28,301	28,301	31,984	28,302	(1)	0.0%
0710 - OVERTIME	-	6,336	6,336	2,172	6,336	-	0.0%
0750 - FRINGE BENEFITS	745,316	895,124	895,124	936,135	1,020,326	(125,202)	-14.0%
0790 - OTHER PERSONNEL SERVICES	18,280	20,000	20,000	17,880	8,000	12,000	60.0%
SUBTOTAL	$ 3,058,137	$ 3,661,727	$ 3,661,727	$ 3,701,216	$ 4,018,297	$ (356,570)	-9.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 25,165	$ 28,000	$ 28,000	$ 18,412	$ 23,000	$ 5,000	17.9%
0803 - FUEL	325	500	500	265	500	-	0.0%
SUBTOTAL	$ 25,490	$ 28,500	$ 28,500	$ 18,677	$ 23,500	$ 5,000	17.5%
SERVICES							
0810 - LEGAL SERVICES	$ 44,498	$ 35,000	$ 35,000	$ 11,847	$ 10,000	$ 25,000	71.4%
0812 - OTHER SERVICES	13,952	163,933	163,933	106,746	135,892	28,041	17.1%
0820 - RENT & OPERATING LEASES	4,819	8,000	8,000	7,457	8,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	3,723	219,950	219,950	46,477	9,815	210,135	95.5%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	228,449	(228,449)	N/A
0839 - INTERNAL SERVICE CHARGES	4,523	5,000	5,000	5,065	79,956	(74,956)	-1499.1%
0841 - TRAVEL	4,391	3,000	3,000	1,188	3,000	-	0.0%
0842 - EDUCATION AND TRAINING	180	5,000	5,000	18,290	15,000	(10,000)	-200.0%
0843 - POSTAGE/FREIGHT/SHIPPING	35,400	40,000	40,000	26,602	40,000	-	0.0%
SUBTOTAL	$ 111,486	$ 479,883	$ 479,883	$ 223,672	$ 530,112	$ (50,229)	-10.5%
ALL EXPENDITURES	$ 3,195,113	$ 4,170,110	$ 4,170,110	$ 3,943,565	$ 4,571,909	$ (401,799)	-9.6%
TOTAL USES	$ 3,195,113	$ 4,170,110	$ 4,170,110	$ 3,943,565	$ 4,571,909	$ (401,799)	-9.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 738	$ 49,500	$ 49,500	$ 26,998	$ 49,500	$ -	0.0%
FUND TOTAL SOURCES	$ 738	$ 49,500	$ 49,500	$ 26,998	$ 49,500	$ -	0.0%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 738	$ 353,841	$ 353,841	$ 124,719	$ 353,841	$ -	0.0%

FUND / FUNCTION CLASS	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,151,415	$ 3,865,769	$ 3,865,769	$ 3,845,844	$ 4,267,568	$ (401,799)	-10.4%
NON-RECURRING	43,698	-	-	-	-	-	N/A
FUND TOTAL USES	$ 3,195,113	$ 3,865,769	$ 3,865,769	$ 3,845,844	$ 4,267,568	$ (401,799)	-10.4%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
FUND TOTAL USES	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 3,151,415	$ 4,170,110	$ 4,170,110	$ 3,943,565	$ 4,571,909	$ (401,799)	-9.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 43,698	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL USES	$ 3,195,113	$ 4,170,110	$ 4,170,110	$ 3,943,565	$ 4,571,909	$ (401,799)	-9.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ACCOUNTING							
AGENCY ACCOUNTING	1.19	1.29	1.29	1.29	1.29	-	0.0%
TREASURER ACCOUNTING	4.79	4.59	4.59	5.59	4.59	-	0.0%
PROGRAM TOTAL	5.98	5.88	5.88	6.88	5.88	-	0.0%
ADMINISTRATIVE SERVICES							
BUDGETING	-	-	.00	.10	-	-	N/A
EXECUTIVE MANAGEMENT	8.87	7.82	7.82	7.72	8.92	1.10	14.1%
FINANCIAL SERVICES	1.50	1.10	1.10	1.10	1.00	(.10)	(9.1%)
HUMAN RESOURCES	.95	.90	.90	.90	.90	-	0.0%
PROCUREMENT	.70	.30	.30	.30	.30	-	0.0%
PROGRAM TOTAL	12.02	10.12	10.12	10.12	11.12	1.00	9.9%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	9.00	9.00	9.00	11.00	2.00	22.2%
DATA CENTER	-	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	11.00	11.00	11.00	13.00	2.00	18.2%
PROPERTY TAX							
CLIENT SERVICE	13.00	11.00	11.00	11.00	11.00	-	0.0%
TAX SERVICES	10.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	23.00	22.00	22.00	22.00	22.00	-	0.0%
DEPARTMENT TOTAL	41.00	49.00	49.00	50.00	52.00	3.00	6.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Admin & Operations Mgr	(1.00)	-	-	-	-	-	N/A
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Manager	1.00	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	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 Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	-	1.00	1.00	-	-	(1.00)	(100.0%)
Business/Systems Analyst-Sr/Ld	-	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%
Computer Operator	-	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	-	-	-	-	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	N/A
Financial Manager - County	1.00	2.00	2.00	2.00	2.00	-	0.0%
Financial Supervisor - County	1.00	-	-	-	-	-	N/A
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Auditor	-	-	-	-	1.00	1.00	N/A
IS Architect	-	-	-	-	1.00	1.00	N/A
IT Consultant	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	11.00	8.00	8.00	8.00	8.00	-	0.0%
Office Assistant Specialized	8.00	7.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	-	1.00	1.00	2.00	2.00	1.00	100.0%
Programmer/Analyst - Sr/Ld	-	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**41.00**	**49.00**	**49.00**	**50.00**	**52.00**	**3.00**	**6.1%**

Staffing by Fund

DEPARTMENT/FUND	FY 2010 ADOPTED	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	41.00	49.00	49.00	50.00	52.00	3.00	6.1%
Department Total	**41.00**	**49.00**	**49.00**	**50.00**	**52.00**	**3.00**	**6.1%**

General Adjustments

General Fund

Personnel: Health insurance premiums for medical and dental coverage are being calculated using a countywide rate for FY 2012 instead of the department specific rate used in FY 2011. This fixed benefit change results in a $13,524 decrease to the department budget as they were paying a higher fixed rate in FY 2011. Additionally, retirement/long-term disability charges are increasing, impacting the department by $24,576. The FY 2012 operating budget also includes the addition of a Chief Auditor for the department in the amount of $82,340.

Internal Services Restatement: The FY 2012 budget includes a restatement of internal service charges in the General Fund that formerly had been budgeted centrally in Non Departmental.

- $6,179 is restated for FY 2012 consolidated risk management charges.
- $170 is a restatement of the estimated FY 2011 vehicle maintenance and repair costs.
- $73,609 is a restatement of FY 2011 baseline telecommunications.

Taxpayer Information Fund

Personnel: The FY 2012 operating budget includes the addition of a Database Administrator and Software Architect.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	%
Month-end Closings - Percent time month-end balance/close by due date	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

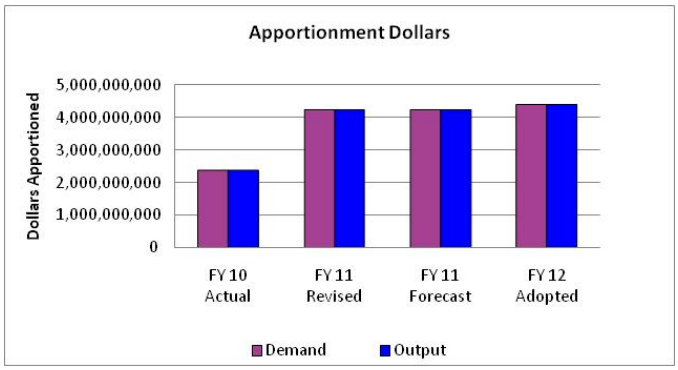
- Agency Accounting
- Treasurer Accounting

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Month-end Closings - Percent of time month-end balance/close by due date	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of dollars actually apportioned	2,375,186,500	4,229,000,000	4,238,737,800	4,409,737,800	180,737,800	4.3%
Output	Number of month-end balances/closes	6	12	12	12	-	0.0%
Output	Number of days to balance or close month-end	4	8	8	8	-	0.0%
Demand	Number of apportionment dollars anticipated	2,375,186,500	4,229,000,000	4,238,737,800	4,409,737,800	180,737,800	4.3%
Demand	Number of days anticipated to balance or close month-end (historical)	4	8	8	8	-	0.0%
Efficiency	Expenditure per dollar apportioned	$ 0.000053	$ 0.000026	$ 0.000027	$ 0.000025	$ 0.000001	3.6%
Efficiency	Expenditure per days to balance or close month-end	$ 31,361.25	$ 13,892.38	$ 14,151.25	$ 13,971.63	$ (79.25)	-0.6%
Expenditure							
	100 - GENERAL	$ 125,445	$ 111,139	$ 113,210	$ 111,773	$ (634)	-0.6%
	TOTAL USES	$ 125,445	$ 111,139	$ 113,210	$ 111,773	$ (634)	-0.6%



Activity Narrative: The Agency Accounting Activity is anticipating an increase in the dollars apportioned in FY 2012, requiring a small increase in resources to accommodate the demand.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Output	Number of Treasurer's Journal Entries created	1,030	2,600	2,709	2,709	109	4.2%
Output	Number of Cash Receipts Processed	5,260	11,100	11,195	11,177	77	0.7%
Demand	Number of Treasurer's Journal Entries expected (historical)	1,030	2,600	2,709	2,709	109	4.2%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	5,260	11,100	11,177	11,177	77	0.7%
Efficiency	Expenditure per Treasurer's Journal Entries	$ 272.11	$ 116.86	$ 116.67	$ 124.37	$ (7.52)	-6.4%
Efficiency	Expenditure per Number of Cash Receipts Processed	$ 53.28	$ 27.37	$ 28.23	$ 30.15	$ (2.77)	-10.1%
Expenditure							
	100 - GENERAL	$ 280,276	$ 303,831	$ 316,049	$ 336,931	$ (33,100)	-10.9%
	TOTAL USES	$ 280,276	$ 303,831	$ 316,049	$ 336,931	$ (33,100)	-10.9%

Activity Narrative: The number of journal entries and cash receipts processed in FY 2012 is anticipated to increase, requiring a small increase in resources to accommodate the demand.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Payments Posted - Percent of Levy collected	N/A	99.0%	45.6%	100.0%	1.0%	1.0%
Percentage of levy collected by LockBox facility	N/A	39.1%	39.1%	33.8%	(5.3%)	-13.5%
Percent of Tax Bills Correctly Mailed	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Back Tax Sale - Percent of Back Tax Collected	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Client Services Activity
- Tax Service Activity

Client Services Activity

The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).

Mandates: A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §41-1279.21 establishes powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §42-18055 establishes when a tax is paid, the County Treasurer will record the date of payment and credit the payment to the person or property that is liable for the tax; A.R.S. §42-18056 establishes the process of accepting a partial payment or payments of the tax, and if any part of the tax or any installment remains unpaid at the date of delinquency, the delinquency relates only to the amount remaining unpaid, and the issuing of a receipt stating that it covers a partial payment of taxes; A.R.S. §42-18401 establishes collection of personal property tax by seizure and sale; A.R.S. §42-18116 establishes that the purchaser of a tax lien will pay the purchase price in cash at the time of sale. If the purchaser fails to pay the amount due the County Treasurer may resell the tax lien if the sale has not been closed. If the sale has been closed the Treasurer may either advertise for resale, or recovery on reneged bid; and the purchaser shall pay a processing fee; A.R.S. §42-18121 establishes payment of subsequent taxes by certificate holder; A.R.S. §42-18122 establishes if a tax lien is assigned to the state, the County Treasurer shall sell, assign and deliver the certificate of purchase to any person who pays to the County Treasurer the whole amount then due under the certificate, including interest, penalties and charges, and in addition the entire amount of subsequent taxes assessed on the property described in the certificate; A.R.S. §42-18151 establishes who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 establishes when a lien may be redeemed; A.R.S. §42-18153 establishes the amount required for redemption; A.R.S. §42-18154 establishes the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee.

Measure Type	Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Payments Posted - Percent of Levy collected	N/A	99.0%	45.6%	100.0%	1.0%	1.0%
Result	Percentage of levy collected by Lock Box facility	N/A	39.1%	39.1%	33.8%	(5.3%)	-13.5%
Output	Number of Lock Box payments posted.	410,000	750,000	750,000	750,000	-	0.0%
Output	Amount of levy collected	2,375,186,500	4,064,128,000	4,418,805,800	4,700,000,000	635,872,000	15.6%
Output	Amount of Levy	45,933,260,000	4,064,128,000	4,418,801,800	4,700,000,000	635,872,000	15.6%
Output	Number of tax payments posted	1,545,000	2,783,536	2,940,168	2,800,000	16,464	0.6%
Demand	Number of payments anticipated (parcels x 2)	1,545,000	2,800,000	2,800,000	2,800,000	-	0.0%
Demand	Number of Lock Box payments anticipated (historical)	404,327	750,000	750,000	750,000	-	0.0%
Efficiency	Expenditure per Number of tax payments posted	$ 0.42	$ 0.23	$ 0.22	$ 0.23	$ 0.00	0.3%
Efficiency	Expenditure per Number of Lock Box payments posted	$ 1.58	$ 0.87	$ 0.88	$ 0.87	$ (0.00)	-0.3%
Expenditure							
	100 - GENERAL	$ 648,889	$ 649,465	$ 659,356	$ 651,487	$ (2,022)	-0.3%
	TOTAL USES	$ 648,889	$ 649,465	$ 659,356	$ 651,487	$ (2,022)	-0.3%

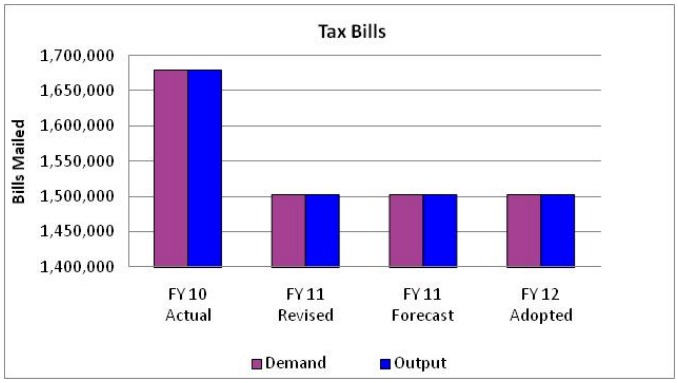
Activity Narrative: The Client Services Activity is anticipating an increase in the amount of the levy collected in FY 2012; consequently, expenditures are projected to increase slightly and efficiencies are expected to improve.

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 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Tax Bills Correctly Mailed	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Back Tax Sale - Percent of Tax Bills Collected	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Tax Bills Correctly Mailed	1,679,956	1,503,768	2,368,409	1,503,768	-	0.0%
Output	Number of Tax Bills Liens Sold at Sale	25,800	22,352	11,176	22,352	-	0.0%
Output	Number of Tax Bills mailed	1,679,956	1,503,768	2,368,409	1,503,768	-	0.0%
Output	Amount of Tax Bills	N/A	39,884,088	19,942,044	39,884,088	-	0.0%
Demand	Number of Total Taxable Parcels in County	1,681,459	1,690,000	2,461,525	1,690,000	-	0.0%
Demand	Number of Parcels with Delinquent Tax Bills	258,000	29,668	53,871	29,668	-	0.0%
Efficiency	Expenditure per Number of Tax Bills Correctly Mailed	$ 0.39	$ 0.55	$ 0.30	$ 0.60	$ (0.05)	-9.7%
Efficiency	Expenditure per Number of Tax Bills Liens Sold at Sale	$ 25.37	$ 37.02	$ 64.17	$ 40.61	$ (3.59)	-9.7%
Expenditure							
	100 - GENERAL	$ 654,583	$ 827,486	$ 717,193	$ 907,807	$ (80,321)	-9.7%
	TOTAL USES	$ 654,583	$ 827,486	$ 717,193	$ 907,807	$ (80,321)	-9.7%



Activity Narrative: The number of taxable parcels and delinquent tax bills are both expected to remain flat in FY 2012. However, there is 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 2011 Adopted Budget		**$ 3,865,769**	**$ 49,500**
FY 2011 Revised Budget		**$ 3,865,769**	**$ 49,500**
Adjustments:			
Restatements		**$ 79,958**	**$ -**
Risk Mgt Chgs from Non Dept		*6,179*	*-*
Equip Svcs Chgs from Non Dept		*170*	*-*
Telecomm Chgs from Non Dept		*73,609*	*-*
FY 2012 Budget Target		**$ 3,945,727**	**$ 49,500**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 11,052**	**$ -**
Emp Health Dental Prem Realloc		*(13,524)*	*-*
Retirement Contributions		*24,576*	*-*
Base Adjustments		**$ 82,340**	**$ -**
Other Base Adjustments		*82,340*	*-*
Chief Auditor Position	*$ 82,340*		
FY 2012 Tentative Budget		**$ 4,039,119**	**$ 49,500**
Percent Change from Target Amount		*2.4%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 228,449**	**$ -**
Other Base Adjustments		*228,449*	*-*
Software Architect Position	*$ 122,618*		
Database Administrator Position	*105,831*		
FY 2012 Adopted Budget		**$ 4,267,568**	**$ 49,500**
Percent Change from Target Amount		*8.2%*	*0.0%*

Taxpayer Information Fund (741)

		Expenditures	Revenue
OPERATING			
FY 2011 Adopted Budget		**$ 304,341**	**$ 304,341**
FY 2011 Revised Budget		**$ 304,341**	**$ 304,341**
FY 2012 Budget Target		**$ 304,341**	**$ 304,341**
Software Architect Position	*$ 122,619*		
Database Administrator Position	*105,832*		
Total	*$ 228,451*		
FY 2012 Tentative Budget		**$ 304,341**	**$ 304,341**
Percent Change from Target Amount		*0.0%*	*0.0%*
Software Architect Position	*$ (122,619)*		
Database Administrator Position	*(105,832)*		
State Mandates	*$ 228,451*		
Total	*$ -*		
FY 2012 Adopted Budget		**$ 304,341**	**$ 304,341**
Percent Change from Target Amount		*0.0%*	*0.0%*

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2010 ACTUAL	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 ADOPTED
Beginning Spendable Fund Balance	$ 223,360	$ 223,360	$ 223,360	$ 278,170	$ 278,170
Sources:					
Operating	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341
Total Sources:	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341
Uses:					
Operating	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341
Total Uses:	$ -	$ 304,341	$ 304,341	$ 97,721	$ 304,341
Accounting Adjustments	$ 54,810	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 278,170	$ 223,360	$ 223,360	$ 278,170	$ 278,170
Total Ending Spendable Fund Balance	$ 278,170	$ 223,360	$ 223,360	$ 278,170	$ 278,170

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

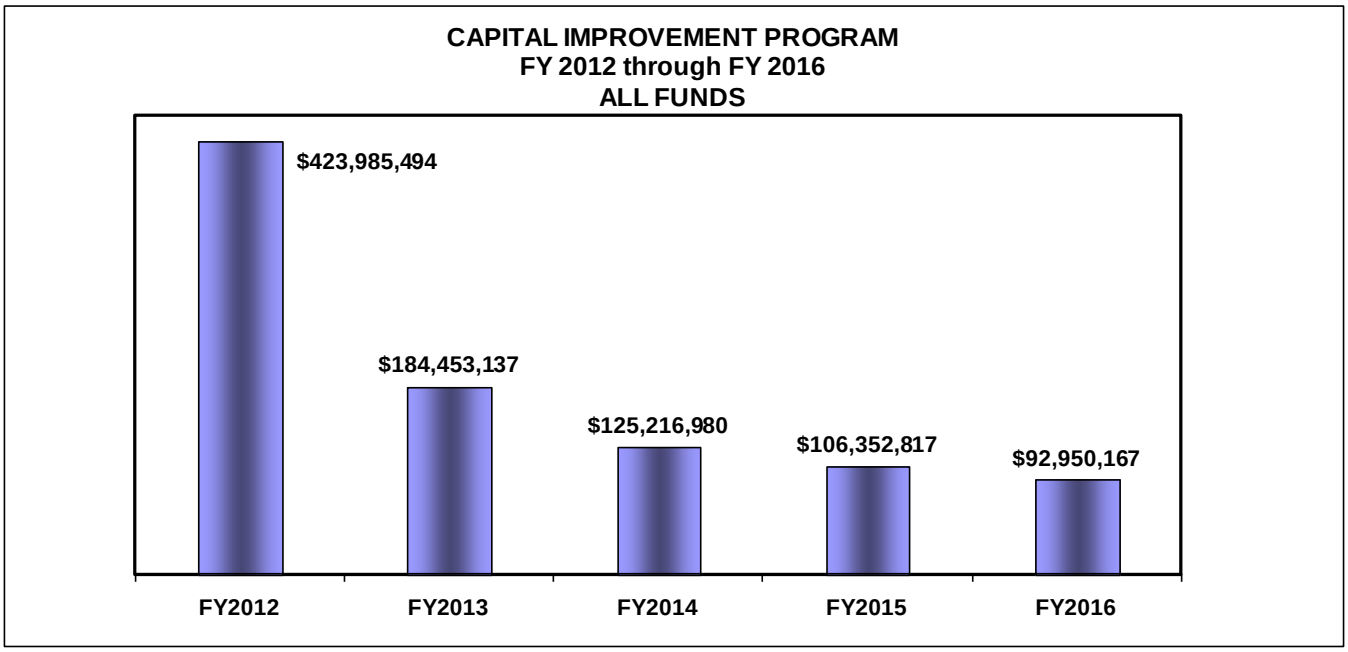
A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

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.

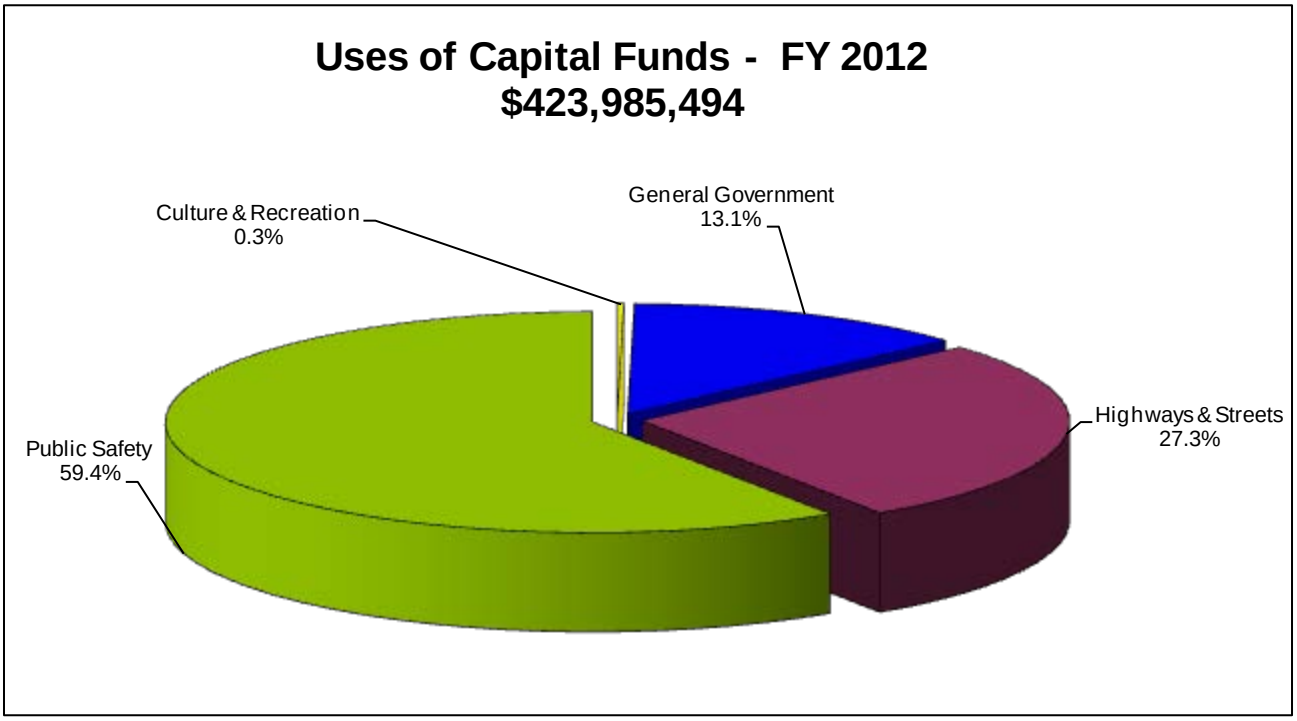
The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP. The Facility CIP includes typical land and building improvements as described above. The Technology CIP includes the major technology projects that substantially impact the way the County does business. Project codes allow the County to segregate all costs associated with a project which then allows Finance to appropriately capitalize the expenses. The Transportation CIP, more commonly known as the Transportation Improvement Program (TIP), includes projects that are associated with roads and bridges. The County groups similar individual projects into funding bins which is the level at which the Board of Supervisors approves funding. The bin system allows the Department to shift resources between individual projects providing for a more efficient operation.

The CIP spans a five-year period beginning with Fiscal Year 2011-12 and ending Fiscal Year 2015-16. The total anticipated cost for projects presented in the FY 2011-12 CIP is $933 million.

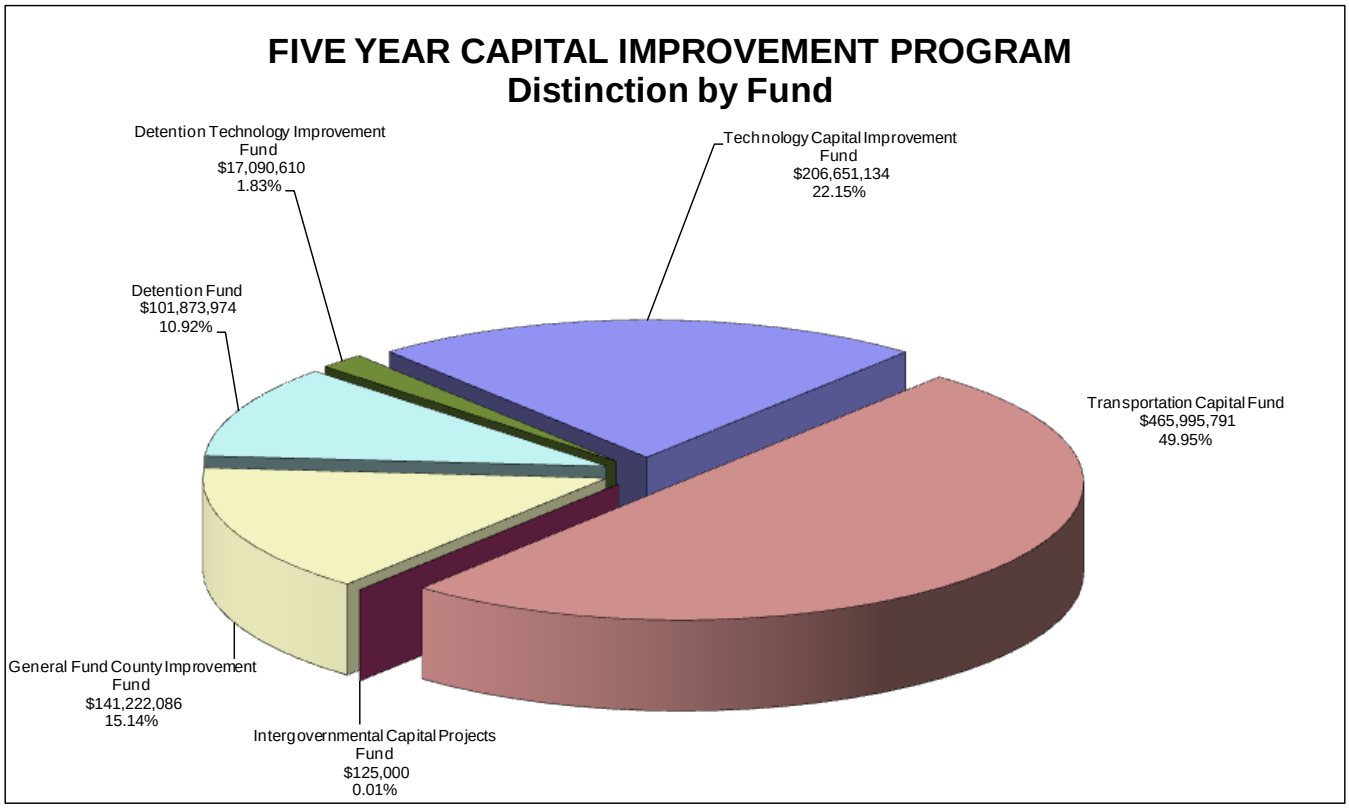


The largest portion of expenditures for the County's five-year Capital Improvement Program is the new Court Tower project and other public safety related projects with 59.4% of the total. Transportation Projects (Highways and Streets) make up the second largest portion of the Capital Improvement Program, at 27.3% of the total. The remaining 13.3% 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 2010-11 Capital Improvement Program.

CIP Allocation by Fund	ADOPTED FY 2011 THROUGH FY 2015	ADOPTED FY 2012 THROUGH FY 2016	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 305,585	$ 125,000	$ 180,585
445 GENERAL FUND COUNTY IMPROVEMENT	245,477,581	141,222,086	104,255,495
460 TECHNOLOGY CAPITAL IMPROVEMENT	151,700,000	206,651,134	(54,951,134)
Subtotal General Fund	$ 397,483,166	$ 347,998,220	$ 49,484,946
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 410,177,136	$ 465,995,791	$ (55,818,655)
455 DETENTION CAPITAL PROJECTS	101,686,195	101,873,974	(187,779)
461 DETENTION TECHNOLOGY IMPROVEMENT	10,000,000	17,090,610	(7,090,610)
Subtotal Special Revenue	$ 521,863,331	$ 584,960,375	$ (63,097,044)
TOTAL MARICOPA COUNTY	**$ 919,346,497**	**$ 932,958,595**	**$ (13,612,098)**



Capital Projects Budget

The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2012 Maricopa County Capital Projects budget is $424 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 2011 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2011 ADOPTED	FY 2011 REVISED	FY 2011 FORECASTED	FY 2012 ADOPTED
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 232,683	$ 389,383	$ 334,443	$ 125,000
445 GENERAL FUND COUNTY IMPROVEMENT	196,836,794	197,464,364	135,457,347	95,154,377
460 TECHNOLOGY CAPITAL IMPROVEMENT	56,134,813	56,134,813	41,367,362	99,002,554
Subtotal General Fund	$ 253,204,290	$ 253,988,560	$ 177,159,152	$ 194,281,931
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 98,872,518	$ 98,897,237	$ 72,849,798	$ 115,550,123
455 DETENTION CAPITAL PROJECTS	69,929,821	69,299,796	15,755,823	101,873,974
461 DETENTION TECHNOLOGY IMPROVEMENT	5,718,000	5,718,000	1,959,340	12,279,466
Subtotal Special Revenue	$ 174,520,339	$ 173,915,033	$ 90,564,961	$ 229,703,563
TOTAL MARICOPA COUNTY	**$ 427,724,629**	**$ 427,903,593**	**$ 267,724,113**	**$ 423,985,494**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016
GENERAL FUND PROJECTS					
Chambers Swing Space Remodel	$ 135,749	$ 139,821	$ 144,016	$ 148,337	$ 152,787
Court Tower	5,459,162	11,280,498	11,501,364	11,730,718	11,968,909
Maricopa Regional Trail System	-	113,983	124,257	117,478	-
MCSO Crime Lab Relocation	43,119	66,620	68,618	70,677	72,797
General Fund Subtotal	$ 5,638,030	$ 11,600,922	$ 11,838,255	$ 12,067,210	$ 12,194,493

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

One capital project is budgeted for support from the Intergovernmental Capital Projects Fund (422), a total of ten (10) projects for support from the General Fund (445), and three (3) capital projects in the Detention Capital Project Fund (455). The projects are as follows:

422 INTERGOVERNMENTAL CAPITAL PROJECTS FUND	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 2016	5-Year Total	Total Project	Page
Vulture Mountain Study	$ -	$ 50,000	$ 125,000	$ -	$ -	$ -	$ -	$ 125,000	$ 175,000	994
TOTAL FUND 422	**$ -**	**$ 50,000**	**$ 125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**	**$ 175,000**	

445 GENERAL FUND COUNTY IMPROVEMENT FUND	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 2016	5-Year Total	Total Project	Page
Chambers Swing Space Remodel	$ -	$ 419,174	$ 2,399,905	$ -	$ -	$ -	$ -	$ 2,399,905	$ 2,819,079	979
Clerk of Superior Court Remodel	-	-	8,229,359	-	-	-	-	8,229,359	8,229,359	981
Court Tower	45,656,922	120,985,196	50,548,800	-	-	-	-	50,548,800	217,190,918	983
Energy Conservation Projects	-	5,083,452	4,873,635	-	-	-	-	4,873,635	9,957,087	985
Maricopa Regional Trail System	1,665,553	391,261	875,477	776,334	794,725	496,650	-	2,943,186	5,000,000	986
MCSO Crime Lab Relocation	23,138	1,985,907	2,606,806	-	-	-	-	2,606,806	4,615,851	989
Old Courthouse Remodel/Rehabilitation	-	-	2,373,811	-	-	-	-	2,373,811	2,373,811	990
Sheriff's Headquarter Project	-	-	20,000,000	44,000,000	-	-	-	64,000,000	64,000,000	992
Southeast Facility Remodel	-	-	3,178,584	-	-	-	-	3,178,584	3,178,584	993
Vulture Mountain Study	-	32,000	68,000	-	-	-	-	68,000	100,000	994
TOTAL FUND 445	**$ 47,345,613**	**$ 128,896,990**	**$ 95,154,377**	**$ 44,776,334**	**$ 794,725**	**$ 496,650**	**$ -**	**$ 141,222,086**	**$ 317,464,689**	

455 DETENTION CAPITAL PROJECTS FUND	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 2016	5-Year Total	Total Project	Page
Court Tower	$ -	$ -	$ 28,391,973	$ -	$ -	$ -	$ -	$ 28,391,973	$ 28,391,973	983
Energy Conservation Projects	-	8,629,421	5,342,176	-	-	-	-	5,342,176	13,971,597	985
Sheriff's Headquarter Project	-	-	16,000,000	-	-	-	-	16,000,000	16,000,000	992
Project Reserve	-	-	52,139,825	-	-	-	-	52,139,825	52,139,825	
TOTAL FUND 455	**$ -**	**$ 8,629,421**	**$ 101,873,974**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 101,873,974**	**$ 110,503,395**	

Chambers Swing Space Remodel

Project Location:	301 S. 4th Avenue
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	October, 2011

Project Description

The project consists of the renovation of the Chambers Building first floor space into a permanent swing space to accommodate future projects requiring temporary employee relocations.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents. The purpose of remodeling space at the Chambers Building is to provide a permanent location to be utilized for temporary department relocations to accommodate remodeling of their existing space.

Strategic Goals Addressed

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

- Facilities Operations & Maintenance Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of county facilities	75.6%	79.2%	81.0%
Percent of MC departments and agency customers who are satified or very satisfied with the services of Facilities Mgmt & Operations per the annual Customer Satisfaction Survey	93.6%	92.2%	93.0%

Funding/Cost Summary

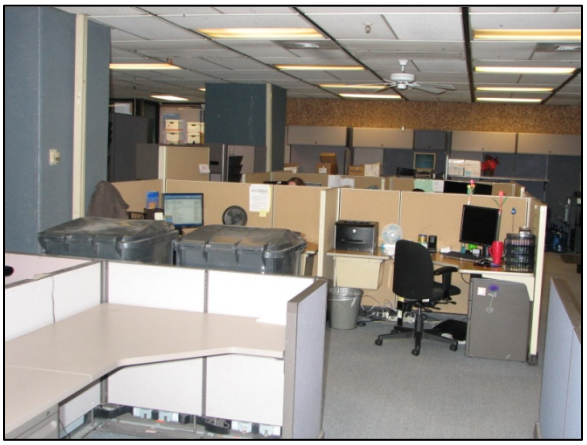
Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 419,174	$ 2,399,905	$ -	$ -	$ -	$ -	$ 2,399,905	$ 2,819,079
Project Total	**$ -**	**$ 419,174**	**$ 2,399,905**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,399,905**	**$ 2,819,079**

Operating Cost Summary

	FY2011	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 32,661	$ 33,641	$ 34,650	$ 35,690	$ 36,760
Supplies & Services	-	103,088	$ 106,181	$ 109,366	$ 112,647	$ 116,026
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 135,749	$ 139,821	$ 144,016	$ 148,337	$ 152,787
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 32,661	$ 33,641	$ 34,650	$ 35,690	$ 36,760
Supplies & Services	-	103,088	106,181	109,366	112,647	116,026
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 135,749	$ 139,821	$ 144,016	$ 148,337	$ 152,787

Clerk of the Superior Court Remodel

Project Location:	201 W. Jefferson Street
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	October, 2012



Project Description

The remodel project is designed to update and bring into compliance the Clerk of the Superior Court space located in the Central and West Court buildings. The existing space requires environmental remediation, refurbishment and a new configuration to come into compliance with the current ADA and Maricopa County space standards. Staff will be transitioned into swing space during the complete remodel and rehabilitation.

Purpose Statement

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. The remodel will enhance the Clerk of the Court's ability to meet their docketing and case filing needs.

Strategic Goals Addressed

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.

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.

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.

Strategic Plan Programs Supported

- Court Records Program

Strategic Plan Activities Supported

- Case Establishment Activity
- Electronic Document Activity

Result Measures

Measure	FY 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of Adult cases established within stated time frames	99.95%	98.86%	98.86%
Percent of electronic documents available within established timeframes	77.70%	74.67%	78.62%
Percent of incomplete or inaccurate electronic documents in a statistical sample of eFiled and scanned electronic court documents after the intial audit	0.12%	0.12%	0.12%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 8,229,359	$ -	$ -	$ -	$ -	$ 8,229,359	$ 8,229,359
Project Total	**$ -**	**$ -**	**$ 8,229,359**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,229,359**	**$ 8,229,359**

Operating Cost Summary

There is no operating cost impact as the equivalent staff will be relocating to the newly remodeled space.

Court Tower

Project Location:	175 W. Madison Street - Phoenix
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	February, 2012

Project Description

The new 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 just south of the current Superior Court buildings. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, a food service area and related space for Court support, and the County's Restorative Justice Program.

Purpose Statement

The new Court Tower will serve as the anchor facility for the full service downtown courthouse square. 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 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 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 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Financing Series 2008 (441)	$ 46,506,143	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 46,506,143
Financing Series 2007 (440)	48,269,919	-	-	-	-	-	-	-	48,269,919
General Fund Cty Improv (445)	45,656,922	120,985,196	50,548,800	-	-	-	-	50,548,800	217,190,918
Detention Fund (455)	-	-	28,391,973	-	-	-	-	28,391,973	28,391,973
Project Total	**$ 140,432,984**	**$ 120,985,196**	**$ 78,940,773**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 78,940,773**	**$ 340,358,953**

Operating Cost Summary

	FY2011	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 576,464	$ 576,887	$ 594,193	$ 612,018	$ 630,377
Supplies & Services	3,379,163	4,882,698	10,703,611	10,907,171	11,118,700	11,338,532
Capital Outlay	-	-	-	-	-	-
Total	$ 3,379,163	$ 5,459,162	$ 11,280,498	$ 11,501,364	$ 11,730,718	$ 11,968,909
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 576,464	$ 576,887	$ 594,193	$ 612,018	$ 630,377
Supplies & Services	3,379,163	4,882,698	10,703,611	10,907,171	11,118,700	11,338,532
Capital Outlay	-	-	-	-	-	-
Total	$ 3,379,163	$ 5,459,162	$ 11,280,498	$ 11,501,364	$ 11,730,718	$ 11,968,909

Energy Conservation Projects

Project Location: Countywide
County District(s): All
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June, 2012

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 $25,831,159.

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 Planning and Energy Management

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 5,083,452	$ 4,873,635	$ -	$ -	$ -	$ -	$ 4,873,635	$ 9,957,087
Detention Fund (455)	-	8,629,421	5,342,176	-	-	-	-	5,342,176	13,971,597
Intergovernmental Cap Proj (422)	-	90,585	-	-	-	-	-	-	90,585
Other Sources (234)	-	949,237	131,956	-	-	-	-	131,956	1,081,193
Other Sources (654)	-	182,216	-	-	-	-	-	-	182,216
Other Sources (990)	-	548,481	-	-	-	-	-	-	548,481
	-	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 15,483,392**	**$ 10,347,767**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,347,767**	**$ 25,831,159**

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.

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, 2015

Project Description

The Maricopa Trail program will design and build a regional trail to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link communities and assist them in becoming more livable by creating 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 2011, 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 3 additional trailheads at Lake Pleasant, 7th Street and Linda Lane, and on the Flood Control District McMicken Dam. Also, a one mile portion of Segment 7 will be built on the west end of South Mountain Park.

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 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of trail users satisfied with condition of trail	91%	91%	91%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$1,665,553	$ 391,261	$ 875,477	$ 776,334	$ 794,725	$ 496,650	$ -	$ 2,943,186	$ 5,000,000
Intergovernmental Cap Proj (422)	996,937	-	-	-	-	-	-	-	996,937
Project Total	**$2,662,490**	**$ 391,261**	**$ 875,477**	**$ 776,334**	**$ 794,725**	**$ 496,650**	**$ -**	**$ 2,943,186**	**$ 5,996,937**

Operating Cost Summary

	FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Managing Dept Operating Costs						
Personal Services	$ 141,261	$ 154,620	$ 162,351	$ 170,469	$ 178,992	$ -
Supplies & Services	250,000	600,000	500,000	500,000	200,000	-
Capital Outlay	-	-	-	-	-	-
Total	$ 391,261	$ 754,620	$ 662,351	$ 670,469	$ 378,992	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 141,261	$ 154,620	$ 256,334	$ 274,725	$ 283,249	$ -
Supplies & Services	250,000	600,000	520,000	520,000	213,221	-
Capital Outlay	-	-	-	-	-	-
Total	$ 391,261	$ 754,620	$ 776,334	$ 794,725	$ 496,470	$ -
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ 93,983	$ 104,257	$ 104,257	$ -
Supplies & Services	-	-	20,000	20,000	13,221	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ 113,983	$ 124,257	$ 117,478	$ -

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

The project is to remodel building 1916 at the Durango Complex for occupation by the Maricopa County Sheriff's Office Crime Lab and position them for certification by the State.

Purpose Statement

To relocate MCSO Crime Lab from their current location in the First Avenue Jail so that facility can be demolished.

Result Measures

Measure	FY 2010-11 Year-To-Date Actual	FY 2010-11 Year-End Projected	FY 2012 Projected with Capital Improvement
Number of Cases Cleared	1,820	3,640	4,152
Percent of Cases Cleared by Arrest	20%	20%	20%
Number of Warrants Processed	2,435	49,270	49,270

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 23,138	$ 1,985,907	$ 2,606,806	$ -	$ -	$ -	$ -	$ 2,606,806	$ 4,615,851
Project Total	**$ 23,138**	**$ 1,985,907**	**$ 2,606,806**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,606,806**	**$ 4,615,851**

Operating Cost Summary

	FY2011	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016
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

Old Courthouse Remodel/Rehabilitation

Project Location:	125 W. Washington Street
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	February, 2012

Project Description

The original county courthouse at 125 W. Washington Street was built in 1929. Restoration and rehabilitation measures are necessary to keep this historic building functional. It will include restoring the steel frames and fixed transoms, sashes and replacing 1/16-inch-thick glazing with more energy efficient glazing for the exterior windows. The cast iron ornaments and window surrounds will also be restored. Fixed and operable soundproofing window systems will be placed on the interior side of the east-facing courtrooms and judges' chambers. Fixed and operable interior window coverings to lessen the sound infiltration and increase energy efficiency will also be installed.

In addition the project will repair the leak above the sixth floor roof/gutter system, deteriorated/damaged roof drains, leaders, vents, and similar items, and replace damaged or missing clay roof tiles with replica or similar clay tiles above the 6th floor. Deteriorated mortar joints located in all façades will be restored; deteriorated terra cotta ornaments will also be repaired. Non-original stucco will be removed from exterior east façade and replica cast stone veneer will be installed. Other aesthetic improvements will also be made. The project will also provide electrical and HVAC infrastructure improvements to support the proposed Justice Museum.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

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

- Facilities Operations & Maintenance Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of county facilities	75.6%	79.2%	81.0%
Percent of MC departments and agency customers who are satified or very satisfied with the services of Facilities Mgmt & Operations per the annual Customer Satisfaction Survey	93.6%	92.2%	93.0%

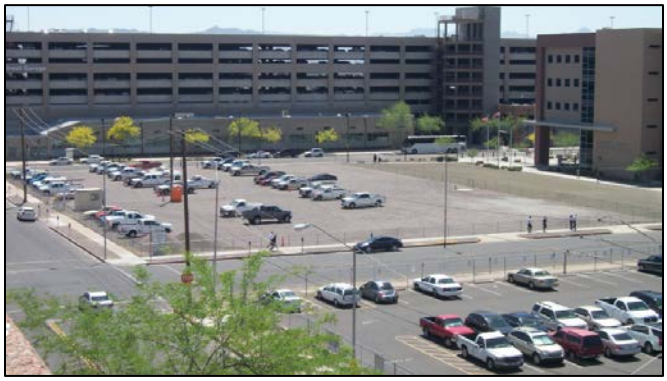
Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 2,373,811	$ -	$ -	$ -	$ -	$ 2,373,811	$ 2,373,811
Project Total	**$ -**	**$ -**	**$ 2,373,811**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,373,811**	**$ 2,373,811**

Sheriff's Headquarters Relocation Project

Project Location: 5th Avenue and Madison
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: August, 2013

Project Description



The project is to provide a newly constructed facility to house the operations of the Maricopa County Sheriff's Executive Headquarters as well as new space for the Emergency 911 Call Center and MCSO Communications Operations.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

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

- Facilities Operations & Maintenance Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of county facilities	75.6%	79.2%	81.0%
Percent of MC departments and agency customers who are satified or very satisfied with the services of Facilities Mgmt & Operations per the annual Customer Satisfaction Survey	93.6%	92.2%	93.0%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 20,000,000	$ 44,000,000	$ -	$ -	$ -	$ 64,000,000	$ 64,000,000
Detention Fund (455)	-	-	16,000,000	-	-	-	-	16,000,000	16,000,000
Project Total	**$ -**	**$ -**	**$ 36,000,000**	**$ 44,000,000**	**$ -**	**$ -**	**$ -**	**$ 80,000,000**	**$ 80,000,000**

Southeast Facility Remodel

Project Location: 222 E. Javelina Avenue - Mesa
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: April, 2012

Project Description

The project will provide for the remodel of County Attorney, Public Defender and Adult Probation areas for staff relocations to include upgrading electrical and HVAC distribution systems to support the upgrade of the IT system in the County Attorney areas. This will include upgrading all cabling to CAT 6 standards. The project also includes remodeling the Hurley Building to relocate Facilities Management staff from the Southeast Court Facility. This will include bringing County Information Technology infrastructure to this building which currently is not connected to the County system.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents. The purpose of remodeling space at the Southeast Facility is to provide improved efficiency and better space utilization for the court and county departments that work in that facility.

Strategic Goals Addressed

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

- Facilities Operations & Maintenance Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

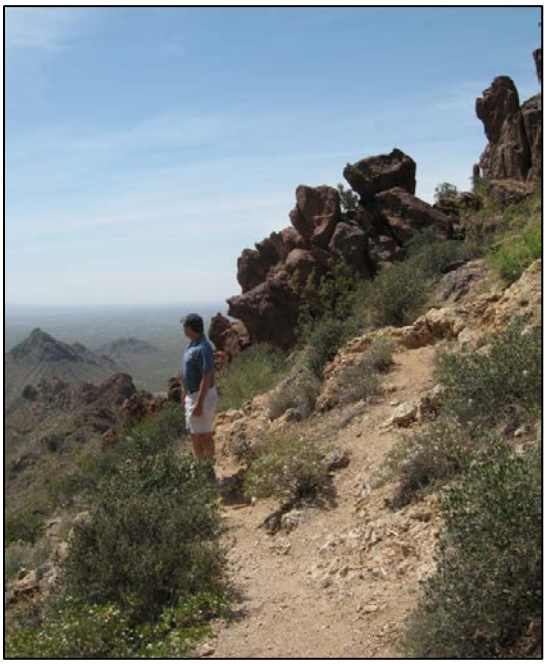
Measure	FY 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of county facilities	75.6%	79.2%	81.0%
Percent of MC departments and agency customers who are satified or very satisfied with the services of Facilities Mgmt & Operations per the annual Customer Satisfaction Survey	93.6%	92.2%	93.0%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 3,178,584	$ -	$ -	$ -	$ -	$ 3,178,584	$ 3,178,584
Project Total	**$ -**	**$ -**	**$ 3,178,584**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,178,584**	**$ 3,178,584**

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, 2012



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 to undergo several assessments and has indicated that it may take more than two years for their staff to prepare these studies. In addition, BLM requires an area master plan to 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 also include some of the facilities found at other Regional Mountain Parks.

The project is funded at $150,000 with $100,000 in Fund 445 and $50,000 in Fund 422, transferred from the Park's Enhancement Fund (Fund 241). For FY12, the total project budget will increase to $275,000 with an additional $125,000 transferred to Fund 422 from the Park's Enhancement Fund (Fund 241). Park master planning will allow for refinement of the estimated total project costs. At this time, initial infrastructure costs are 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 2011 Year-To-Date Actual	FY 2011 Year-End Projected	FY 2012 Projected with Capital Improvement
Percent increase in regional park acreage over previous year	0%	0%	50%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 32,000	$ 68,000	$ -	$ -	$ -	$ -	$ 68,000	$ 100,000
Intergovernmental Cap Proj (422)	-	50,000	125,000	-	-	-	-	125,000	175,000
Project Total	**$ -**	**$ 82,000**	**$ 193,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 193,000**	**$ 275,000**

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.

Technology Capital Improvement Program

Summary

Technology capital improvement projects are budgeted in both the Technology Improvement Fund (460) and the Detention Technology Improvement Fund (461). The projects typically require more than one year to complete and these funds are utilized to capture all costs associated with the project so that the Finance Department can appropriately capitalize the projects.

Project Detail

A total of eleven capital projects are identified as follows:

460 TECHNOLOGY IMPROVEMENT FUND	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project	Page
Contact Center System	$ -	$ 2,102,550	$ 1,726,088	$ 1,125,262	$ -	$ -	$ -	$ 2,851,350	$ 4,953,900	997
County Telephone System	-	998,400	17,287,800	6,000,000	4,800,000	-	-	28,087,800	29,086,200	999
Court Security Integration	-	-	1,000,000	-	-	-	-	1,000,000	1,000,000	1000
Enterprise Data Center	-	-	12,151,400	-	-	-	-	12,151,400	12,151,400	1002
Infrastructure Refresh Phase 2	-	342,289	13,729,990	10,327,430	-	-	-	24,057,420	24,399,709	1003
Integrated Workplace Mgmt System	-	-	1,123,000	-	-	-	-	1,123,000	1,123,000	1005
Radio System	-	6,300,000	39,655,342	25,197,944	35,197,944	10,000,000	15,000,000	125,051,230	131,351,230	1007
Sheriff 911 Center Equipment	-	142,000	8,108,000	-	-	-	-	8,108,000	8,250,000	1008
Sheriff HQ IT Infrastructure	-	-	4,220,934	-	-	-	-	4,220,934	4,220,934	1009
Project Total	**$ -**	**$ 9,885,239**	**$ 99,002,554**	**$ 42,650,636**	**$ 39,997,944**	**$ 10,000,000**	**$ 15,000,000**	**$ 206,651,134**	**$ 216,536,373**	

461 DETENTION TECHNOLOGY IMPROVEMENT	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project	Page
Correctional Health Zone H	$ -	$ -	$ 3,349,950	$ -	$ -	$ -	$ -	$ 3,349,950	$ 3,349,950	998
Electronic Medical Records System	-	1,959,340	3,229,516	4,207,000	604,144	-	-	8,040,660	10,000,000	1001
NICE Vision System	-	-	5,700,000	-	-	-	-	5,700,000	5,700,000	1006
Project Total	**$ -**	**$ 1,959,340**	**$ 12,279,466**	**$ 4,207,000**	**$ 604,144**	**$ -**	**$ -**	**$ 17,090,610**	**$ 19,049,950**	

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. This project will replace the legacy contact center technology with a modern, state of the art system designed to improve functionality and meet the County's needs for many years.

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.

Result Measures

RESULT MEASURE	FY 2010 Actual	FY 2011 Forecast	FY 2012 Projected with Capital Improvement
Percent of time Voice Systems are operational during a quarter 24/7.	99.3%	99.5%	99.8%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ 2,102,550	$ 1,726,088	$ 1,125,262	$ -	$ -	$ -	$ 2,851,350	$ 4,953,900
Project Total	**$ -**	**$ 2,102,550**	**$ 1,726,088**	**$ 1,125,262**	**$ -**	**$ -**	**$ -**	**$ 2,851,350**	**$ 4,953,900**

Operating Cost Summary

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Post-Deployment Managing Dept Operating Costs						
Supplies & Services	$ -	$ -	$ -	$ 391,230	$ 391,230	$ 391,230
Total	$ -	$ -	$ -	$ 391,230	$ 391,230	$ 391,230

Correctional Health Zone H Infrastructure

Project Location: Correctional Health Services
Managing Department: Correctional Health Services
Project Partner(s): Office of Enterprise Technology
Scheduled Completion Date: FY 2012

Project Description

The Correctional Health Zone H Infrastructure project will provide a reliable and stable network platform for Correctional Health Services that will ensure maintainability and operational excellence for its existing systems and any new technology it wishes to incorporate.

Purpose Statement

The purpose of the Correctional Health Zone H Infrastructure project is to ensure timely and satisfactory installment of infrastructure critical to Correctional Health Services' needs so it can meet its strategic goals and deliver results to its clients with maximum efficiency and effectiveness.

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 Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Detention Tech Impr Fund (461)	$ -	$ -	$ 3,349,950	$ -	$ -	$ -	$ -	$ 3,349,950	$ 3,349,950
Project Total	**$ -**	**$ -**	**$ 3,349,950**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,349,950**	**$ 3,349,950**

Operating Cost Summary

Operating costs have yet to be determined.

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 2014

Project Description

The current telephone system is a Nortel SL-100 system which includes voice mail and call center systems. The new Court Tower 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.

Result Measures

RESULT MEASURE	FY 2010 Actual	FY 2011 Forecast	FY 2012 Projected with Capital Improvement
Percent of time Voice Systems are operational during a quarter 24/7.	99.3%	99.5%	99.8%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ 998,400	$ 17,287,800	$ 6,000,000	$ 4,800,000	$ -	$ -	$ 28,087,800	$ 29,086,200
Project Total	**$ -**	**$ 998,400**	**$ 17,287,800**	**$ 6,000,000**	**$ 4,800,000**	**$ -**	**$ -**	**$ 28,087,800**	**$ 29,086,200**

Operating Cost Summary

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ 200,443	$ 345,744	$ 356,115	$ 366,799
Supplies & Services	-	-	2,021,760	2,695,680	3,369,600	3,369,600
Capital Outlay	-	-	-	-	1,216,426	405,475
Total	$ -	$ -	$ 2,222,203	$ 3,041,424	$ 4,942,141	$ 4,141,874

Court Security Integration

Project Location: 175 W. Madison Street - Phoenix
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: FY 2012

Project Description

This project will replace the outdated Security Command Center (SCC) in the Central Court Building with a new SCC in the new downtown Court Tower. The current Security Command Center is outdated and operating at maximum capacity. A new system located in the new Court Tower building will provide for additional capacity, remote monitoring of seventeen outlying County facilities along with internet addressable equipment for added system flexibility.

Purpose Statement

The purpose of the Court Security Integration Project is to ensure that County information technology systems and equipment are able to operate seamlessly and consistently for all users. The new data center will meet all prevailing industry standards for effective and secure data center operations.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000
Project Total	**$ -**	**$ -**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,000,000**

Electronic Medical Records

Project Location: Correctional Health Services
Managing Department: Correctional Health Services
Project Partner(s): Office of Enterprise Technology
Scheduled Completion Date: FY 2014

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 Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Detention Tech Imp Fund (461)	$ -	$ 1,959,340	$ 3,229,516	$ 4,207,000	$ 604,144	$ -	$ -	$ 8,040,660	$ 10,000,000
Project Total	**$ -**	**$ 1,959,340**	**$ 3,229,516**	**$ 4,207,000**	**$ 604,144**	**$ -**	**$ -**	**$ 8,040,660**	**$ 10,000,000**

Operating Cost Summary

Operating costs have yet to be determined.

Enterprise Data Center

Project Location: 175 W. Madison Street - Phoenix
Managing Department: Office of Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2012

Project Description

The County's current enterprise data center is in the basement of the downtown Administration Building. Due to multiple deficiencies of the current location, the data center will be moved to a more appropriate location in the new downtown Court Tower. This project will address the infrastructure and equipment needs that are required to relocate the data center to its new location along with the cost of upgrading data center equipment that is due for lifecycle replacement.

Purpose Statement

The purpose of the Enterprise Data Center Project is to ensure that County information technology systems and equipment are able to operate seamlessly and consistently for all users. The new data center will meet all prevailing industry standards for effective and secure data center operations.

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 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ -	$ 12,151,400	$ -	$ -	$ -	$ -	$ 12,151,400	$ 12,151,400
Project Total	**$ -**	**$ -**	**$ 12,151,400**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,151,400**	**$ 12,151,400**

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 2016

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 2012 and includes the completion of studies on the two remaining large campuses as well as other remote locations to determine the project plan and requirements of the refresh.

Durango Campus: The project will complete the Durango Campus Zone 3 refresh over two years and fund the study to determine Zone 2 needs.

Southeast Regional Facility: Completion of Zone 2 infrastructure needs study.

Remote County Locations: Completion of Zone 2 and Zone 3 infrastructure needs study.

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.

Result Measures

RESULT MEASURE	FY 2010 Actual	FY 2011 Forecast	FY 2012 Projected with Capital Improvement
Percent of customers satisfied with Help Desk calls processed.	96%	96%	98%

Funding/Cost Summary

Technology Capital Improvement Fund (460)	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Infrastructure Refresh Phase 2									
Southeast Campus Infrastructure Study	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000
Remote Site Infrastructure	-	-	307,711	-	-	-	-	307,711	307,711
Durango Infrastructure	-	342,289	13,322,279	10,327,430	-	-	-	23,649,709	23,991,998
Project Total	**$ -**	**$ 342,289**	**$ 13,729,990**	**$ 10,327,430**	**$ -**	**$ -**	**$ -**	**$ 24,057,420**	**$ 24,399,709**

Operating Cost Summary

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Post-Deployment Managing Dept Operating Costs						
Supplies & Services	$ -	$ -	$ -	$ -	$ 1,200,000	$ 2,000,000
Total	$ -	$ -	$ -	$ -	$ 1,200,000	$ 2,000,000

Integrated Workplace Management System

Project Location: Facilities Management
Managing Department: Public Works Information Technology
Project Partner(s): Office of Enterprise Technology
Scheduled Completion Date: FY 2012

Project Description

Implement an Integrated Workplace Management System (IWMS) to provide a standard repository for building and equipment information to County departments for many uses including Risk Management, Telecommunication Operations, Real Estate, and Facilities Management. An automated system will allow building design and space configuration information to be stored in a centralized database as well as allow for ease in relocations, remodels and other building configuration scenarios. Building renewal and preventive maintenance schedules can be automatically configured to create appropriate work orders for Facilities Management personnel.

Purpose Statement

The purpose of the IWMS is to ensure that County space is properly maintained, insured and has appropriate information technology assigned for the various uses of the County. The IWMS will create a central shared database of space information that can be utilized by many departments in their efforts to provide services for County property and space functions.

Strategic Goals Addressed

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.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ -	$ 1,123,000	$ -	$ -	$ -	$ -	$ 1,123,000	$ 1,123,000
Project Total	**$ -**	**$ -**	**$ 1,123,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,123,000**	**$ 1,123,000**

Nice Vision Replacement

Project Location: County Jail Facilities
Managing Department: Sheriff's Office
Project Partner(s): None
Scheduled Completion Date: FY 2012

Project Description

The Nice Vision Replacement project will upgrade and/or replace the current video surveillance system that is in place throughout the Maricopa County jail system. The system must accurately and reliably record 24 hours per day, 7 days per week and store approximately six months of data. This system allows for monitoring of the facilities, inmates and Officers. It is used to conduct random inspections of staff to verify that security walks are being conducted in accordance with policy, and is frequently used to resolve complaints of misconduct or mistreatment of inmates and staff. The stored data is requested regularly during the course of litigation.

Purpose Statement

The purpose of the Nice Vision Replacement project is to ensure the accurate and reliable recording of daily events at the jail facilities so that staff and inmates' activities can be monitored.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Detention Tech Imp Fund (461)	$ -	$ -	$ 5,700,000	$ -	$ -	$ -	$ -	$ 5,700,000	$ 5,700,000
Project Total	**$ -**	**$ -**	**$ 5,700,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,700,000**	**$ 5,700,000**

Radio System

Project Location: Various locations around the County
Managing Department: Office of Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2017

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.

Result Measure

RESULT MEASURE	FY 2010 Actual	FY 2011 Forecast	FY 2012 Projected with Capital Improvement
Percent of time Smartzone System is operating at 100 percent of capacity during a quarter.	100%	100%	100%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ 6,300,000	$ 39,655,342	$ 25,197,944	$ 35,197,944	$ 10,000,000	$ 15,000,000	$ 125,051,230	$ 131,351,230
Project Total	**$ -**	**$ 6,300,000**	**$ 39,655,342**	**$ 25,197,944**	**$ 35,197,944**	**$ 10,000,000**	**$ 15,000,000**	**$ 125,051,230**	**$ 131,351,230**

Operating Cost Summary

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Post-Deployment Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ 178,786	$ 323,445	$ 397,222	$ 409,138
Supplies & Services	-	205,920	205,920	462,251	2,225,702	3,537,738
Capital Outlay	-	42,000	678,000	2,798,000	3,940,000	3,798,000
Total	$ -	$ 247,920	$1,062,706	$3,583,696	$6,562,924	$ 7,744,876

Sheriff 911 Center Equipment

Project Location: 911 Call Center
Managing Department: Maricopa County Sheriff's Office
Project Partner(s): None
Scheduled Completion Date: August, 2013

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 visitors have reliable access to 911 dispatchers to accommodate the reporting of emergencies and the dispatching of officers.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ 142,000	$ 8,108,000	$ -	$ -	$ -	$ -	$ 8,108,000	$ 8,250,000
Project Total	**$ -**	**$ 142,000**	**$ 8,108,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,108,000**	**$ 8,250,000**

Sheriff Headquarters IT Infrastructure

Project Location: 5th Avenue and Madison
Managing Department: Facilities Management
Project Partner(s): Sheriff Information Technology
Scheduled Completion Date: August, 2013

Project Description

The Maricopa County Sheriff's Office will be relocating to a new facility at 5th Avenue and Madison in Phoenix. All studies of the infrastructure needs for this facility indicate that additional information technology infrastructure will be required to make the space usable for the Sheriff's operations.

Purpose Statement

The purpose of this project is to provide information technology infrastructure for the new Sheriff's Headquarters.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Tech Cap Impr Fund (460)	$ -	$ -	$ 4,220,934	$ -	$ -	$ -	$ -	$ 4,220,934	$ 4,220,934
Project Total	**$ -**	**$ -**	**$ 4,220,934**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,220,934**	**$ 4,220,934**

Transportation Capital Improvement Program

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. TIP funding is approved at the bin level, which are groupings of similar projects. Each bin has a reserve to provide funding for additional scoping studies or for projects that were not completed as planned by the end of the prior fiscal year. 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.

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.

Federal funding and partner contributions are projected to be $55,085,485, an increase of $16.3 million over FY 2011. Federal funding for FY 2012 is projected to be $40,379,487 with the majority of the federal funding ($34.9 million) for the Northern Parkway project. Partnership contributions are projected to be $14,705,998 with the majority of the funding also for the Northern Parkway project.

The Transportation priorities for the next five years are to continue the established priorities:

- Complete regional significant projects as planned.
- Maintain the existing system through increased emphasis on pavement preservation.
- Reduce congestion through intersection improvements and the use of Intelligent Transportation Systems to improve traffic flow.
- Reduce dust pollution by continuing to pave system dirt roads.
- Start new regional significant projects as funding allows.

A significant portion of the FY 2012 Transportation Improvement Program (TIP) expenditures planned over the next five years will be for projects from the Arterial Street Life Cycle Program (ALCP) of the Maricopa Association of Governments (MAG) Regional Transportation Plan (RTP).

The TIP expenditure budget is $115,550,123. The major expenditure is for Northern Parkway Phase 1 which is 41% of the FY 2012 budget. Construction authorization is expected in April 2011 to allow construction to begin in FY 2012 and completed in FY 2013. Other major construction expenditures include repairs to the historic Old U.S. 80 Bridge which are planned to be completed in time for the State Centennial Celebration; improvements to County Arterials ($10.4 million); Pavement Preservation ($13.6 million); Safety Improvements ($4.7 million); Dust Mitigation ($4.2 million) and Traffic Improvements ($8.4 million).

A total of 22 projects are planned to be completed in FY2012.

Project Detail

A total of 12 capital project bins and 1 project are budgeted for as follows:

234 TRANSPORTATION CAPITAL PROJECTS	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project	Page
Bridge Preservation	$ 2,501,249	$ 954,830	$ 8,440,000	$ 1,570,000	$ 1,570,000	$ 1,030,000	$ 1,030,000	$ 13,640,000	$ 17,096,079	1013
County Arterials	7,711,011	12,947,261	10,445,000	8,765,000	14,660,000	20,175,000	17,334,000	71,379,000	92,037,273	1015
Dust Mitigation	243,038	780,244	4,170,000	3,980,000	3,030,000	3,030,000	3,030,000	17,240,000	18,263,282	1018
Intelligent Transportation Systems	625,347	963,262	2,500,000	1,201,000	340,000	1,710,000	280,000	6,031,000	7,619,609	1020
MAG ALCP Projects	7,789,496	12,740,234	48,550,000	36,750,000	35,457,000	41,503,000	35,543,000	197,803,000	218,332,730	1023
Partnership Support	5,163,646	900,568	2,825,000	2,175,000	2,175,000	2,140,000	2,140,000	11,455,000	17,519,214	1027
Pavement Preservation	2,113,247	5,401,446	13,580,000	9,070,000	4,030,000	4,030,000	4,030,000	34,740,000	42,254,693	1029
Transportation Planning	8,492,639	1,392,655	1,630,000	1,630,000	1,630,000	1,630,000	1,630,000	8,150,000	18,035,294	1031
Right-of-way	6,703,931	158,704	280,000	280,000	280,000	280,000	280,000	1,400,000	8,262,635	1032
Safety Improvement Projects	698,856	1,057,250	4,730,000	8,170,000	10,155,000	7,555,000	510,000	31,120,000	32,876,106	1033
Traffic Improvements	1,905,288	1,353,049	8,400,000	9,940,000	2,480,000	2,230,000	2,230,000	25,280,000	28,538,337	1035
Transportation Administration	7,124,353	458,142	9,868,167	9,288,167	8,013,167	10,543,167	9,913,167	47,625,835	55,208,329	1039
Energy Conservation Projects	-	817,218	131,956	-	-	-	-	131,956	949,174	985
Project Total	**$ 51,072,102**	**$ 39,924,862**	**$ 115,550,123**	**$ 92,819,167**	**$ 83,820,167**	**$ 95,856,167**	**$ 77,950,167**	**$ 465,995,791**	**$ 556,992,755**	

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 2010 Actual	FY 2011 Forecast	FY 2012 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
T254 Flood Control District

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Old US 80 Bridge at Gila River	5	3rd Qtr FY 2012
Riggs Road at Sonoqui Wash	1	3rd Qtr FY 2012
Miller Road Bridge at Buckeye Irrigation Canal	4	4th Qtr FY 2012

Purpose Statement:

The purpose of the Bridge Preservation project is to construct new bridges and box culverts and 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 large vehicles 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 $6.2M with $4M budget in FY 2012 to complete construction.

T254 – Riggs Road at Sonoqui Wash

The Flood Control District will construct the bridge as part of their channelization project. The County will contribute $2M to construct the bridge in FY 2012.

T304 – Miller Road Bridge at Buckeye Irrigation Canal

The canal bridge deck is cracking. The bridge will be rehabilitated to increase the load carrying capacity of the bridge to allow heavier vehicles to use the bridge. A total of $1.2M is budget in FY 2012 to complete the project.

In addition to the above projects, funding has been budgeted to begin scoping studies (preliminary design and cost estimate) to determine the type and cost of improvements need for two additional projects.

T383 – 75th Ave Bridge at the Salt River

The purpose of this study is to determine the type and cost of a bridge at 75th Ave across the Salt River.

T386 – Salome Bridge at Central Arizona Project Canal

The Salome Bridge is on a favored route for overweight vehicles entering the metropolitan area from the west. The purpose of this study is to determine if it is feasible to increase the bridge rating to accommodate heavier vehicles. A total of $35K is budgeted for staff to complete the study during FY 2012.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$2,501,249	$ 954,830	$6,940,000	$1,570,000	$1,570,000	$1,030,000	$1,030,000	$12,140,000	$15,596,079
Grant Funds	-	-	1,500,000	-	-	-	-	1,500,000	1,500,000
Project Total	**$2,501,249**	**$ 954,830**	**$8,440,000**	**$1,570,000**	**$1,570,000**	**$1,030,000**	**$1,030,000**	**$13,640,000**	**$17,096,079**
Cost by Sub-Project	**Previous Actuals**	**Projected FY 2011**	**Year 1 FY 2012**	**Year 2 FY 2013**	**Year 3 FY 2014**	**Year 4 FY 2015**	**Year 5 FY 2016**	**5-Year Total**	**Total Project**
T188 - Old US 80 Bridge @ Gila River	$2,069,375	$ 80,984	$4,040,000	$ -	$ -	$ -	$ -	$ 4,040,000	$ 6,190,359
T254 - Riggs Rd at Sonoqui Wash	359,396	650,380	2,000,000	-	-	-	-	2,000,000	3,009,776
T304 - Miller Rd Bridge at BID Canal	72,478	159,366	1,200,000	-	-	-	-	1,200,000	1,431,844
T383 - 75th Ave Bridge at Salt River	-	-	170,000	540,000	540,000	-	-	1,250,000	1,250,000
T392 - Salome Bridge at CAP Canal	-	64,100	35,000			-	-	35,000	99,100
Bin BRIG Project Reserve	-	-	995,000	1,030,000	1,030,000	1,030,000	1,030,000	5,115,000	5,115,000
Project Total	**$2,501,249**	**$ 954,830**	**$8,440,000**	**$1,570,000**	**$1,570,000**	**$1,030,000**	**$1,030,000**	**$13,640,000**	**$17,096,079**

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 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
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
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -

County Arterials

Managing Department: Transportation
Project Partner(s): T098 – Town of Gilbert
T178 – Town of Queen Creek, Pinal County
T251 – Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Williams Field Road from Gilbert to Lindsay Road	1	2nd QTR FY 2012
Ellsworth Road from Hunt Highway to Riggs Road	1	2nd QTR FY 2012
Deer Valley Road El Mirage to Lake Pleasant	4	4th QTR FY 2013
Dysart at Camelback	4	4th QTR FY 2012
New River Road: Country Club to 27th Ave	3	4th QTR FY 2015
New River Road: Desert Hills to 10th St	3	4th QTR FY 2016
New River Road: 10th St to Circle Mountain	3	4th QTR FY 2016

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:

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. Construction will begin in the summer of 2011 once right-of-way condemnation is complete. Estimated cost to complete the project is $4.4M.

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 $16.1M. A total of $220K is budgeted in FY 2012 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 $24.4M. A total of $525,000 is budgeted in FY 2012 for design.

T251 – Riggs Road from Ellsworth to Meridian

The purpose of this project is to complete a cultural resource data recovery and archaeological investigation prior to starting design of the interim roadway. The County will contribute a total of $2.1M toward the project. Construction is not programmed at this time and is subject to obtaining funding.

T320 – Dysart at Camelback

This project is a result of a scoping study of Dysart Road from Indian School to Glendale. The study recommended improvement of the Dysart and Camelback intersection to improve safety, reduce congestion, and improve traffic flow. A total of $1.4M is budgeted in FY 2012 to complete construction of the intersection.

T327 – New River Road: Country Club to 27th Avenue

This project is a result of a scoping study for New River Road. It will add a dual center turning lane, paved shoulders, drainage improvement and alignment improvements so travelers will have a safer route to travel. Total cost is estimated to be $12M with $610K budgeted in FY 2012. Construction is tentatively planned for FY 2015.

T360 – New River Road: Desert Hills to 10th Street

This project is also the result of a scoping study for New River Road. It will add a dual center turning lane, paved shoulders, drainage improvement and alignment improvements so travelers will have a safer route to travel. Total cost is estimated to be $12M. Construction is tentatively planned for FY 2016 with the design starting in FY 2013.

T375 – Riggs Road from Hawes to Ellsworth

In addition to the other projects, funding has been budgeted to begin a scoping study (preliminary design and cost estimate) to determine the type and cost of improvements need for this additional project. When Riggs road is completed to Meridian it is expected to generate sufficient traffic volume that this segment of Riggs Road will also require improvement so that motorists will have a safer, less congested route to travel. A total of $240K is budgeted in FY 2012 to determine the type of improvements required.

T381 – New River Road: 10th Street to Circle Mountain

This project is also the result of a scoping study for New River Road. It will add a dual center turning lane, paved shoulders, drainage improvement and alignment improvements so travelers will have a safer route to travel. Total cost is estimated to be $10M. Construction is tentatively planned for FY 2016 with $30K budgeted to start design in FY 2012.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 7,711,011	$ 3,447,261	$ 8,445,000	$ 8,765,000	$ 6,360,000	$ 20,175,000	$ 17,334,000	$ 61,079,000	$ 72,237,273
Partnership Contributions/IGA/IDA	-	9,500,000	-	-	8,300,000	-	-	8,300,000	17,800,000
Grant Funds	-	-	2,000,000	-	-	-	-	2,000,000	2,000,000
Project Total	**$ 7,711,011**	**$ 12,947,261**	**$ 10,445,000**	**$ 8,765,000**	**$ 14,660,000**	**$ 20,175,000**	**$ 17,334,000**	**$ 71,379,000**	**$ 92,037,273**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T098 - Williams FLD: Gilbert -Lindsay	$ 602,483	$ 320,207	$ 4,350,000	$ -	$ -	$ -	$ -	$ 4,350,000	$ 5,272,690
T178 - Ellsworth RD: Hunt Hwy - Riggs	4,778,275	11,064,773	220,000	-	-	-	-	220,000	16,063,048
T248 - Deer Valley: EL Mirage to LK P	1,524,865	578,540	525,000	4,025,000	8,500,000	9,250,000	-	22,300,000	24,403,405
T251 - Riggs: Ellsworth to Meridian	34,357	10,310	2,050,000	-	-	-	-	2,050,000	2,094,667
T320 - Dysart Indian School to Glendale	162,429	92,481	1,390,000	-	-	-	-	1,390,000	1,644,910
T327 - New River Road: Country Rd to 27th Ave	608,603	844,403	610,000	2,790,000	1,870,000	5,175,000	-	10,445,000	11,898,006
T360 - New River Rd: Dsrt Hills to 10th St	-	36,547	-	290,000	1,800,000	2,350,000	7,570,000	12,010,000	12,046,547
T375 - Riggs Rd: Hawes to Ellsworth	-	-	240,000	-	-	-	-	240,000	240,000
T381 - New River: 10th St to Cir Mtn	-	-	30,000	630,000	1,430,000	1,430,000	6,310,000	9,830,000	9,830,000
T382 - New River: W Cir Mtn to Skunk Creek	-	-	-	-	30,000	940,000	2,424,000	3,394,000	3,394,000
Bin ARTS Project Reserve	-	-	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	5,150,000	5,150,000
Project Total	**$ 7,711,011**	**$ 12,947,261**	**$ 10,445,000**	**$ 8,765,000**	**$ 14,660,000**	**$ 20,175,000**	**$ 17,334,000**	**$ 71,379,000**	**$ 92,037,273**

Operating Cost Summary:

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Project Operating Costs for User Department						
Personal Sevices	$ 92,235	$ 95,002	$ 115,388	$ 118,850	$ 122,415	$ 141,418
Supplies & Services	119,098	122,671	151,574	156,121	160,805	187,678
Capital Outlay	25,850	26,626	35,652	36,721	37,823	46,150
Total	$ 237,183	$ 244,298	$ 302,614	$ 311,692	$ 321,043	$ 375,246
Post Construction User Department Operating Costs						
Personal Sevices	$ 92,235	$ 112,028	$ 115,388	$ 118,850	$ 137,299	$ 146,528
Supplies & Services	119,098	147,159	151,574	156,121	182,212	195,028
Capital Outlay	25,850	34,613	35,652	36,721	44,805	48,547
Total	$ 237,183	$ 293,800	$ 302,614	$ 311,692	$ 364,317	$ 390,103
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 17,026	$ -	$ -	$ 14,884	$ 5,110
Supplies & Services	-	24,488	-	-	21,407	7,350
Capital Outlay	-	7,988	-	-	6,983	2,397
Total	$ -	$ 49,502	$ -	$ -	$ 43,274	$ 14,857

Dust Mitigation

Managing Department: Transportation
Project Partner(s): T249 Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Fig Springs: New River to 7th Avenue	3	4th Qtr FY 2013
Forest Road: McDowell to Rio Verde	2	4th Qtr FY 2012
Low volume Roads CAT III	2,5	2nd Qtr FY 2012

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:

T184 – Fig Springs: New River to 7th Avenue

This project will pave Fig Springs from New River to 7th Avenue to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. The estimated cost is $1.9M with $710K budgeted in FY 2012.

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 $516K with $380K budgeted in FY 2012 to complete construction.

T363 – Low Volume Roads Category III

This project will pave 105th Street from Jensen to McKellips, Shawnee Drive from 37th Avenue to 35th Avenue, and Ivanhoe Street from Dusty Lane to 45th Avenue to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. The estimated construction cost is $823K with $650K budgeted in FY 2012 to complete construction.

T366 – Low Volume Roads Scoping Study

In addition to the above projects, $400K has been budgeted in FY 2012 to identify the next group of unpaved roads and to begin scoping studies (preliminary design and cost estimate) to determine the type and cost of improvements need to pave them for dust mitigation.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 243,038	$ 780,244	$ 3,770,000	$ 3,980,000	$ 3,030,000	$ 3,030,000	$ 3,030,000	$ 16,840,000	$ 17,863,282
Grant Funds	-	-	400,000	-	-	-	-	400,000	400,000
Project Total	**$ 243,038**	**$ 780,244**	**$ 4,170,000**	**$ 3,980,000**	**$ 3,030,000**	**$ 3,030,000**	**$ 3,030,000**	**$ 17,240,000**	**$ 18,263,282**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T184 - Fig Springs: New River to 7th Ave	$ 123,035	$ 134,474	$ 710,000	$ 950,000	$ -	$ -	$ -	$ 1,660,000	$ 1,917,509
T249 - Forest RD McDowell - Rio Verde	120,004	16,147	380,000	-	-	-	-	380,000	516,151
T363 - CAT III Roads	-	173,025	650,000	-	-	-	-	650,000	823,025
T366 - LVR Scoping	-	456,598	400,000	-	-	-	-	400,000	856,598
Bin DMIT Project Reserve	-	-	2,030,000	3,030,000	3,030,000	3,030,000	3,030,000	14,150,000	14,150,000
Project Total	**$ 243,038**	**$ 780,244**	**$ 4,170,000**	**$ 3,980,000**	**$ 3,030,000**	**$ 3,030,000**	**$ 3,030,000**	**$ 17,240,000**	**$ 18,263,282**

Operating Cost Summary:

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Project Operating Costs for User Department						
Personal Sevices	$ 16,530	$ 17,026	$ 17,537	$ 25,288	$ 31,008	$ 37,048
Supplies & Services	$ 23,775	$ 24,488	$ 25,223	$ 36,371	$ 44,598	$ 53,286
Capital Outlay	7,755	7,988	8,227	11,864	14,547	17,381
Total	$ 48,060	$ 49,502	$ 50,987	$ 73,523	$ 90,153	$ 107,715
Post Construction User Department Operating Costs						
Personal Sevices	$ 16,530	$ 19,296	$ 24,551	$ 30,105	$ 35,969	$ 42,158
Supplies & Services	23,775	27,753	35,312	43,299	51,734	60,636
Capital Outlay	7,755	9,053	11,518	14,123	16,875	19,778
Total	$ 48,060	$ 56,102	$ 71,382	$ 87,527	$ 104,578	$ 122,572
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 2,270	$ 7,015	$ 4,817	$ 4,961	$ 5,110
Supplies & Services	-	3,265	10,089	6,928	7,136	7,350
Capital Outlay	-	1,065	3,291	2,260	2,328	2,397
Total	$ -	$ 6,600	$ 20,395	$ 14,004	$ 14,425	$ 14,857

Intelligent Transportation Systems (ITS)

Managing Department: Transportation
Project Partner(s): All – MAG has allocated Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
99th Avenue: Olive to Bell Road	4	2nd Qtr FY 2012
Bell Road: State Route 303 to 75th Avenue	4	4th Qtr FY 2012
Olive Avenue: Litchfield Road to State Route 101	4	4th Qtr FY 2013
MCDOT Traffic Management Center Upgrade	5	4th Qtr FY 2012
MC 85 from Litchfield Road to 83rd Ave	5	4th Qtr FY 2015

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. A total of $260K is budgeted in FY 2012 to complete construction.

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 2012 with an estimated total project cost of $844K. A total of $705K is budgeted for FY 2012 to complete the project.

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 $924K.

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 2013. The FY 2012 budget includes $5K for staff to secure federal funding and start the construction process.

T321 – MCDOT Traffic Management Center Relocation

The purpose of this project is to make building modifications prior to installing equipment and software upgrades for 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. It is being handled as a separate project to avoid federal oversight requirements. Cost to complete the modifications is $700K.

T352 – MC 85 from Litchfield Road to 83rd Avenue

The purpose of this project is to install fiber optic cable and wireless connections along MC 85 between Litchfield Road and 83rd Avenue so that commuters will have a faster and safer commute. Construction for this project is planned for FY 2015 with design starting in FY 2014.

T389 – E-Intellidrive Study Phase III

Part of a national study this study will install new technology (equipment and software) on a County corridor to demonstrate signal operations for emergency and transit vehicles. A total of $15K is budgeted for FY 2012 to complete the study.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 625,347	$ 963,262	$ 889,838	$ 1,201,000	$ 340,000	$ 1,710,000	$ 280,000	$ 4,420,838	$ 6,009,447
Grant Funds	-	-	1,610,162	-	-	-	-	1,610,162	1,610,162
Project Total	**$ 625,347**	**$ 963,262**	**$ 2,500,000**	**$ 1,201,000**	**$ 340,000**	**$ 1,710,000**	**$ 280,000**	**$ 6,031,000**	**$ 7,619,609**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T287 - 99th Ave: Olive to Bell INTL	$ 195,111	$ 679,984	$ 260,000	$ -	$ -	$ -	$ -	$ 260,000	$ 1,135,095
T288 - Bell Rd SR303 to 75th INTL	55,643	83,535	705,000	-	-	-	-	705,000	844,178
T289 - MCDOT TMC Upgrade	314,397	75,109	535,000	-	-	-	-	535,000	924,506
T292 - Olive Ave: Litchfield Rd to Loop 101 INTL	60,196	40,430	5,000	921,000	-	-	-	926,000	1,026,626
T321 - TMC Building Upgrade	-	84,204	700,000	-	-	-	-	700,000	784,204
T352 - MC 85 Litchfield to 83rd Ave ITS	-	-	-	-	60,000	1,430,000	-	1,490,000	1,490,000
T389 - E-IntelliDrive Study Ph III	-	-	15,000	-	-	-	-	15,000	15,000
Bin INTL Project Reserve	-	-	280,000	280,000	280,000	280,000	280,000	1,400,000	1,400,000
Project Total	**$ 625,347**	**$ 963,262**	**$ 2,500,000**	**$ 1,201,000**	**$ 340,000**	**$ 1,710,000**	**$ 280,000**	**$ 6,031,000**	**$ 7,619,609**

Operating Cost Summary:

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Managing Dept Operating Costs						
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
Capital Outlay	-	-	-	-	-	-
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	389,325	395,312	$ 431,418
Capital Outlay	-	-	-	-	-	-
Total	$ 603,844	$ 678,922	$ 752,500	$ 796,350	$ 810,477	$ 854,887
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	60,000	90,000	90,000	120,000
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ 60,000	$ 90,000	$ 90,000	$ 120,000

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Transportation

Project Partner(s): All – Maricopa Association of Governments
T195 – Cities of El Mirage, Glendale & Surprise
T199 – City of Mesa & Salt River Pima Maricopa Indian Community (potential funding partners)
T341 – City of Surprise
T344, T367 - T370 – City of El Mirage

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Northern Avenue: Phase I Sarival to Dysart	4	4th QTR FY 2013
El Mirage Picerne to Bell	4	4th QTR FY 2013
El Mirage Northern to Olive	4	4th QTR FY 2014
Northern Avenue: Dysart to 111th Ave	4	4th QTR FY 2015
Northern Avenue: Reems & Litchfield Overpasses	4	4th QTR FY 2014
Northern Avenue: Northern at State Route 101	4	4th QTR FY 2016
El Mirage Olive to Cactus	4	To be Determined*
El Mirage Thunderbird to Grand	4	To be Determined*
Thunderbird El Mirage to Grand	4	To be Determined*
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*

*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:

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. The project is contingent on successful financial partnership formation.

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) having three travel lanes in each direction 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.

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 2010. Total cost for this first phase is $77M with $24.4M budgeted for FY 2012 to complete right-of-way acquisition and start construction. A total of $41.6M is budgeted in FY 2012 on this project.

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 2016 with $4M budget to start the project.

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 $32M, the first step is to form the financial partnership to secure MAG funding from the Regional Transportation Plan and the Salt River Indian Community. A total of $540K is budgeted in FY 2012 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. Engineering design changes reduced the cost estimate for the project to $4.3M which is a significant reduction from the initial estimate of $18.8M. The cost reduction study reduced the scope of this segment by reducing the roadway width greatly reducing the right-of-way cost. Design is underway and a total of $1M is budgeted in FY 2012. Construction is tentatively planned for FY 2013. The City of Surprise will contribute $1M toward the project.

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 $23.8M. 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 2013 and is contingent on successful financial partnership formation.

T344 – El Mirage Road: 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 $400K is budgeted in FY 2012 to begin design efforts once agreement on the project scope is reached and the financial partnership formed. The City of El Mirage will contribute $500K toward the project.

T347 – Northern Avenue: Dysart to 111th Avenue

This is the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $34.3M is budget for this phase with $3M budget for FY 2012. This schedule is contingent on sufficient funding being available.

T367 – El Mirage Road: Olive to Cactus

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 Road from two to four lanes with a dual left turn lane in the middle. A total of $430K is budgeted in FY 2012 to begin design efforts once agreement on the project scope is reached and the financial partnership formed. The City of El Mirage will be the lead agency and the County will contribute up to $6M total toward the projects in the El Mirage corridor from Northern to Picerne. Construction is contingent on funding.

T368 – El Mirage Road: Thunderbird to Grand

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 Road from two to four lanes with a dual left turn lane in the middle. The City of El Mirage will be the lead agency and the County will contribute up to $6M total toward the projects in the El Mirage corridor from Northern to Picerne. Construction is contingent on funding.

T369 – Northern Avenue: Reems and Litchfield Overpasses

These two overpasses are part of the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $8.8M is budget for this phase with $430K budgeted for FY 2012. This schedule is contingent on sufficient funding being available.

T370 –Thunderbird Road: El Mirage to Grand

This project emanated from the study of El Mirage Road from Northern to Bell (T167). The purpose of this project is to widen Thunderbird from two to four lanes with a dual left turn lane in the middle. The City of El Mirage will be the lead agency and the County will contribute up to $6M total toward the projects in the El Mirage corridor from Northern to Picerne. This schedule is contingent on sufficient funding being available.

T371 – Northern Avenue: Agua Fria Bridge

This bridge is part of the 20 year multi–phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. At the present time funding has not been programmed for this bridge in the five year spending plan.

T372 – Northern Avenue: Northern at State Route 101

This project is part of the 20 year multi–phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $9.9M is budget for this phase in the current five-year spending plan with design to start in FY 2014. This schedule is contingent on sufficient funding being available.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 7,789,496	$ 12,740,234	$ (608,656)	$ 5,909,483	$ 6,866,412	$ 20,735,597	$ 6,650,747	$ 39,553,583	$ 60,083,313
Partnership Contributions/IGA/IDA	-	-	34,869,325	18,718,000	3,982,000	16,043,000	33,101,000	106,713,325	106,713,325
Grant Funds	-	-	14,289,331	11,122,517	23,608,588	3,724,403	(5,208,747)	47,536,092	47,536,092
Project Total	**$ 7,789,496**	**$ 12,740,234**	**$ 48,550,000**	**$ 35,750,000**	**$ 34,457,000**	**$ 40,503,000**	**$ 34,543,000**	**$ 193,803,000**	**$ 214,332,730**

Negative numbers indicate repayment of prior or future expenditures

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T195 - Northern Ave: SR 303 to Grand	$ 3,929,776	$ 12,487,849	$ 41,620,000	$ 15,160,000	$ 2,141,000	$ 2,066,000	$ -	$ 60,987,000	$ 77,404,625
T199 - Dobson RD Bridge @ Salt River	3,820,568	15,131	-	-	-	-	4,075,000	4,075,000	7,910,699
T305 - Power Rd Pecos To Santan Fwy	16,603	11,856	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	4,028,459
T339 - Gilbert Rd Bridge	3,517	1,095	540,000	3,150,000	5,900,000	22,300,000	-	31,890,000	31,894,612
T341 - El Mirage Picerne to Bell	16,797	166,081	1,050,000	3,050,000	-	-	-	4,100,000	4,282,878
T342 - McKellips Rd - SR 101 to Alma School	-	-	-	-	1,100,000	2,050,000	20,650,000	23,800,000	23,800,000
T344 - El Mirage Northern to Olive	2,236	54,159	400,000	1,840,000	5,220,000	-	-	7,460,000	7,516,395
T347 - Northern Parkway: Dysart to 111th/Auga Fria	-	990	3,050,000	10,520,000	10,690,000	10,006,000	-	34,266,000	34,266,990
T367 - El Mirage: Olive to Cactus	-	3,073	430,000	430,000	-	-	-	860,000	863,073
T369 - Northern Parkway: Reems/Litchfield Overpass	-	-	430,000	570,000	7,800,000	-	-	8,800,000	8,800,000
T370 - Thunderbird: El Mirage to Grand	-	-	-	-	-	50,000	2,450,000	2,500,000	2,500,000
T372 - Northern Parkway: Northern Ave at L101	-	-	-	-	576,000	3,001,000	6,338,000	9,915,000	9,915,000
Bin ALCP Project Reserve	-	-	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	5,150,000	5,150,000
Project Total	**$ 7,789,496**	**$ 12,740,234**	**$ 48,550,000**	**$ 36,750,000**	**$ 35,457,000**	**$ 41,503,000**	**$ 35,543,000**	**$ 197,803,000**	**$ 218,332,730**

Operating Cost Summary:

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,295,952	$ 1,334,831	$ 1,416,964	$ 1,442,614	$ 1,493,334	$ 1,545,799
Supplies & Services	1,863,960	1,919,879	2,038,010	2,074,903	2,147,853	2,223,314
Capital Outlay	607,992	626,232	664,764	676,798	700,593	725,207
Total	$ 3,767,904	$ 3,880,941	$ 4,119,738	$ 4,194,315	$ 4,341,781	$ 4,494,320
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,295,952	$ 1,394,817	$ 1,400,596	$ 1,476,891	$ 1,500,776	$ 1,599,069
Supplies & Services	1,863,960	1,999,172	2,014,469	2,114,323	2,158,557	2,284,208
Capital Outlay	607,992	645,402	657,085	680,188	704,085	730,002
Total	$ 3,767,904	$ 4,039,391	$ 4,072,150	$ 4,271,402	$ 4,363,418	$ 4,613,279
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 59,986	$ (16,368)	$ 34,277	$ 7,442	$ 53,269
Supplies & Services	-	79,294	(23,541)	39,421	10,704	60,894
Capital Outlay	-	19,170	(7,679)	3,390	3,491	4,795
Total	$ -	$ 158,450	$ (47,588)	$ 77,087	$ 21,637	$ 118,958

Note: Negative Net User Department Operating Costs indicates partner assumes maintenance responsibilities

Partnership Support

Managing Department: Transportation
Project Partner(s): See Project Descriptions

Scheduled Completion Dates:

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4th QTR 2012
Small Cities Assistance Program	TBD	4th QTR 2012
Buckeye Annexation	4	1st QTR FY 2012
Arizona Benchmarking Study	All	On–going
Iron Avenue	2	1st QTR FY 2012

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 $500K to Small Cities Transportation Assistance Program (SCTAP) projects which will be selected by the Transportation Advisory Board at a future meeting.

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 2012 amount is $400K which is the fourth and final payment.

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 2010 due to budget issues. A total of $35K has been set aside in the event the study is continued in FY 2012 by the member agencies.

T388 – Iron Avenue

The County will contribute $250K to the City of Mesa for improvements to Iron Avenue.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 2,663,648	$ 483,901	$ 2,408,333	$ 1,758,333	$ 1,758,333	$ 1,723,333	$ 1,723,333	$ 9,371,665	$12,519,214
Partnership Contributions/IGA/IDA	2,499,998	416,667	416,667	416,667	416,667	416,667	416,667	2,083,335	5,000,000
Project Total	**$ 5,163,646**	**$ 900,568**	**$ 2,825,000**	**$ 2,175,000**	**$ 2,175,000**	**$ 2,140,000**	**$ 2,140,000**	**$11,455,000**	**$17,519,214**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T003 - Special Projects	$ 2,571,054	$ -	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 7,550,000	$10,121,054
T009 - Small Cities Assist Prog	1,872,592	500,568	500,000	500,000	500,000	500,000	500,000	2,500,000	4,873,160
T284 - Buckeye Annexation	700,000	400,000	400,000	-	-	-	-	400,000	1,500,000
T302 - AZ Benchmarking Study	20,000	-	35,000	35,000	35,000	-	-	105,000	125,000
T388 - Iron Ave IGA	-	-	250,000	-	-	-	-	250,000	250,000
Bin PSUP Project Reserve	-	-	130,000	130,000	130,000	130,000	130,000	650,000	650,000
Project Total	**$ 5,163,646**	**$ 900,568**	**$ 2,825,000**	**$ 2,175,000**	**$ 2,175,000**	**$ 2,140,000**	**$ 2,140,000**	**$11,455,000**	**$17,519,214**

Operating Cost Summary:

Not applicable

Pavement Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Gilbert Road Low Water Crossing Flood Repair	1,2	2nd QTR FY 2012
McDowell Road: Perryville Road to ½ mile east	4	4th QTR FY 2013
Miller Road: Interstate 10 (I– 10) to one mile north	4	4th QTR FY 2013
Sun City West Mill and Overlay Ph 2	4	2nd QTR FY 2012
Buckeye Yard Improvements	4	4th QTR FY 2013
Vehicle Locating System and Radio Upgrade	N/A	4th QTR FY 2013

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:

T285 – Gilbert Road Low Water Crossing Flood Repair

The crossing was washed out by releases from Granite Reef Dam in the midst of construction. The construction project was stopped and a damage assessment made. Construction will begin this summer and be complete in FY 2012. A total of $445K is budgeted to complete the project.

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 2012 for the purchase of the radios $2.4M to complete the total project. If funding is available this project will be accelerated.

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 $586K with $90K budgeted in FY 2012 to complete design.

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 $562K with $90K budgeted in FY 2012 to complete design.

T377 - Sun City West Mill and Overlay Phase 2

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 $6M with $1.2M budget in FY 2012 to complete the project.

T378 - Buckeye Yard Improvements

The Buckeye Yard needs major repairs to it septic system and well water system. These repairs will be started and the building replaced. Total cost is estimated to be $2.7M with $1.2M budgeted in FY 2012 to start the project.

In addition to the above project a$10M has been budget for overlay projects.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$2,113,247	$5,401,446	$13,580,000	$9,070,000	$4,030,000	$4,030,000	$4,030,000	$34,740,000	$42,254,693
Project Total	**$2,113,247**	**$5,401,446**	**$13,580,000**	**$9,070,000**	**$4,030,000**	**$4,030,000**	**$4,030,000**	**$34,740,000**	**$42,254,693**
Cost by Sub-Project	**Previous Actuals**	**Projected FY 2011**	**Year 1 FY 2012**	**Year 2 FY 2013**	**Year 3 FY 2014**	**Year 4 FY 2015**	**Year 5 FY 2016**	**5-Year Total**	**Total Project**
T285 - Gilbert Rd LWC Flood Repair	$1,181,669	$ 346,283	$ 445,000	$ -	$ -	$ -	$ -	$ 445,000	$ 1,972,952
T291 - VLS and Radio Upgrade	909,698	222,000	595,000	640,000	-	-	-	1,235,000	2,366,698
T337 - McDowell Rd Perryville to 1/2 m east	2,514	53,709	90,000	440,000	-	-	-	530,000	586,223
T338 - Miller Rd I-10 to 1 m north	19,367	13,488	90,000	440,000	-	-	-	530,000	562,855
T377 - Sun City West Mill and Overlay Ph 2	-	4,765,966	1,180,000	-	-	-	-	1,180,000	5,945,966
T387 - Buckeye Yard Improvements	-	-	1,150,000	1,520,000	-	-	-	2,670,000	2,670,000
Bin PAVE Project Reserve	-	-	10,030,000	6,030,000	4,030,000	4,030,000	4,030,000	28,150,000	28,150,000
Project Total	**$2,113,247**	**$5,401,446**	**$13,580,000**	**$9,070,000**	**$4,030,000**	**$4,030,000**	**$4,030,000**	**$34,740,000**	**$42,254,693**

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 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
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
Total	$ 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
Total	$ 96,120	$ 138,605	$ 142,763	$ 147,046	$ 151,457	$ 156,001
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -

Transportation Planning

Managing Department: Transportation
Project Partner(s): Town of Buckeye and the City of Surprise

Scheduled Completion Dates:

Study	District	Scheduled Completion
Deer Valley Parkway: US 60 to Turner Parkway	4	4th quarter of FY 2013
Wild Rose Parkway: Sun Valley to US 60	4	4th quarter of FY 2013
Candidate Assessment Reports #1,2 & 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 2012 for planning studies.

Study Descriptions:

T005 – Deer Valley Parkway: US 60 to Turner Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye and the City of Surprise are within the 13 mile study corridor. The estimated study cost is $350K. The study is planned for completion in FY 2013.

T005 – Wild Rose Parkway: Sun Valley to US 60

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye and the City of Surprise are within the 11 mile study corridor. The estimated study cost is $350K. The study is planned for completion in FY 2013.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$8,492,639	$1,392,655	$1,630,000	$1,630,000	$1,630,000	$1,630,000	$1,630,000	$8,150,000	$18,035,294
Project Total	**$8,492,639**	**$1,392,655**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$8,150,000**	**$18,035,294**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T005 - Candidate Assessment Reports	$8,492,639	$1,392,655	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$7,000,000	$16,885,294
Bin TPLN Project Reserve	-	-	230,000	230,000	230,000	230,000	230,000	1,150,000	1,150,000
Project Total	**$8,492,639**	**$1,392,655**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$1,630,000**	**$8,150,000**	**$18,035,294**

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 2012 budget is $100K to acquire right-of-way when identified.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$6,703,931	$ 158,704	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 1,400,000	$ 8,262,635
Project Total	**$6,703,931**	**$ 158,704**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 1,400,000**	**$ 8,262,635**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T008 - Prop Mgmt /Prior Years Projects	$ (145,444)	$ 18,705	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 123,261
T011 - ROW In-Fill/Road Inventory Sys	6,849,375	139,999	100,000	100,000	100,000	100,000	100,000	500,000	7,489,374
Bin RWAY Project Reserve	-	-	130,000	130,000	130,000	130,000	130,000	650,000	650,000
Project Total	**$6,703,931**	**$ 158,704**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 280,000**	**$ 1,400,000**	**$ 8,262,635**

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	4th quarter of FY 2012
New River Road: Skunk Creek to Country Road	3	4th quarter of FY 2014
MC 85 at 83rd Ave	3	4th quarter of FY 2015
New River Rd: I-17 Frontage Rd to 27th Ave	3	4th quarter of FY 2015

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 $1.4M. The Maricopa Water District requested additional right-of-way for utility relocation delaying the start of construction.

T312 – New River Road: Skunk Creek to Country Road

This project will add a dual center turning lane, paved shoulders, drainage improvement and alignment improvements eliminating the S–curve west of Figs Springs so the traveling public will have a safer commute. The estimated cost is $8M with $2M budgeted in FY 2012 to complete design and begin buying right-of-way. Construction is tentatively planned for FY 2014.

T345 – MC 85 at 83rd Avenue

This project will add a dual center turning lane, improve the 83rd Avenue intersection so the traveling public will have a safer commute. The estimated cost is $9.8M with $750K budgeted in FY 2012 to complete design and begin buying right-of-way. Construction is tentatively planned for mid FY 2014.

T376 - New River Road: I-17 Frontage Rd to 27th Avenue

This project will add a dual center turning lane, paved shoulders, drainage improvement and alignment improvements so the traveling public will have a safer commute. The estimated cost is $11.1M with $250K budgeted in FY 2012 to start design. Construction is tentatively planned to start in FY 2014.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 698,856	$ 1,057,250	$ 4,730,000	$ 8,170,000	$ 10,155,000	$ 7,555,000	$ 510,000	$ 31,120,000	$ 32,876,106
Project Total	**$ 698,856**	**$ 1,057,250**	**$ 4,730,000**	**$ 8,170,000**	**$ 10,155,000**	**$ 7,555,000**	**$ 510,000**	**$ 31,120,000**	**$ 32,876,106**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T277 - Indian School Road at Beardsley Canal	$ 153,771	$ 59,105	$ 1,180,000	$ -	$ -	$ -	$ -	$ 1,180,000	$ 1,392,876
T312 - New River Rd: Skunk Creek to Country Rd	545,085	207,497	2,040,000	2,620,000	2,550,000	-	-	7,210,000	7,962,582
T345 - MC 85 at 83rd Ave and center turn lane expansion	-	604,010	750,000	1,500,000	3,525,000	3,475,000	-	9,250,000	9,854,010
T376 - New River Rd: I-17 Frontage Rd to 27th Ave	-	186,638	250,000	3,540,000	3,570,000	3,570,000	-	10,930,000	11,116,638
Bin SAFE Project Reserve	-	-	510,000	510,000	510,000	510,000	510,000	2,550,000	2,550,000
Project Total	**$ 698,856**	**$ 1,057,250**	**$ 4,730,000**	**$ 8,170,000**	**$ 10,155,000**	**$ 7,555,000**	**$ 510,000**	**$ 31,120,000**	**$ 32,876,106**

Operating Cost Summary:

Not applicable

Traffic Improvements

Managing Department: Transportation
T272 Gila River Indian Community
T281 Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
McDowell & McKellips Intersections	2	4th Qtr FY 2012
Southern at Meridian Road	2	4th Qtr FY 2012
Bell Road intersections	4	4th Qtr FY 2012
Olive at Cotton Lane	4	4th Qtr FY 2013
Elliot at Sossaman	1	3rd Qtr FY 2013
Olive at Reems	4	4th Qtr FY 2013
Peoria and Olive signal Upgrades	4	4th Qtr FY 2012
Meeker at Wilson Way	4	4th Qtr FY 2012
R H Johnson at Trail Ridge	4	3rd Qtr FY 2013
Traffic Calming	All	On-going
Broadway at Watson	4	2nd Qtr FY 2014
Baseline at Miller	4	2nd Qtr FY 2014
Olive at Sarival	4	4th Qtr FY 2013
Fire Station at 99th Ave and Sun City Blvd	4	1st Qtr FY 2012
Peoria at 99th Ave	4	3rd Qtr FY 2012

Purpose Statement:

The purpose of the 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:

T004 – Warranted Traffic Improvements

The purpose of this Warranted Traffic Improvements 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 proposed traffic signals and 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. A total of $2M is budgeted for scoping studies in FY 2012.

T290 – McDowell Road at 92nd Street, Alma School, and Longmore, and, at two intersections on McKellips Road at Alma School and at 92nd Street

This project will install intelligent transportation system equipment at three intersections on McDowell Road at 92nd Street, Alma School, and Longmore; and, at two intersections on McKellips Road at Alma School and at 92nd Street. Design is currently in progress with $295K budget for FY 2012 to complete construction.

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 and is budgeted in FY 2012.

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 estimated cost to complete the project is $815K and is budgeted in FY 2012.

T324 – Olive at Cotton Lane

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $2M with $170K budgeted in FY 2012 to begin design.

T333 – Elliot at Sossaman

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $1M with $120K budgeted in FY 2012 to purchase right-of-way.

T334 – Olive at Reems

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $2.5M with $720K budgeted in FY 2012 to complete design and relocate utilities.

T335 – Peoria and Olive Signal Upgrades

This project will replace obsolete traffic signals to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost of completion of the project is $900K with $818K budgeted in FY 2012 to complete the installation.

T357 – Meeker at Wilson Way

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost of completion of the project is $647K with $555K budgeted in FY 2012 to complete the installation.

T358 – R H Johnson at Trail Ridge

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost of completion of the project is $407K with $355K budget in FY 2012 to complete the installation.

T365 – Traffic Calming

This project will install speed bumps and other devices on local roads to reduce traffic speed and make other minor improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $200K is budgeted in FY 2012 for this effort.

T373 – Broadway at Watson

This project will replace obsolete traffic signals to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $125K which is planned for FY 2014.

T374 – Baseline at Miller

This project will replace obsolete traffic signals to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $125K which is planned for FY 2014.

T378 – Olive at Sarival

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost of completion of the project is $3.9M with $420K budgeted in FY 2012 to start design.

T379 – Fire Station at 99th Avenue and Sun City Boulevard

At the request of the Fire Marshall, this project will install traffic signals to allow emergency vehicles to safely exit the station and safely enter traffic in response to an emergency call. The estimated cost of the project is $57K with $43K budget in FY 2012 to complete the installation

T380 – Peoria at 99th Avenue

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost of completion of the project is $380K with $350K budgeted in FY 2012 to complete the installation.

In addition to the above project a scoping study will be conducted for:

T391 – Avondale Blvd at MC 85

Requested by the City of Avondale, this study will investigate the need for pedestrian, vehicle and railroad safety improvements at this intersection. Total cost of the study is $85K with $40K budgeted in FY 2012 to complete the scoping study.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 1,905,288	$ 1,353,049	$ 8,400,000	$ 9,940,000	$ 2,480,000	$ 2,230,000	$ 2,230,000	$ 25,280,000	$ 28,538,337
Project Total	**$ 1,905,288**	**$ 1,353,049**	**$ 8,400,000**	**$ 9,940,000**	**$ 2,480,000**	**$ 2,230,000**	**$ 2,230,000**	**$ 25,280,000**	**$ 28,538,337**

Cost by Sub-Project	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
T004 - Warranted Traffic Improvements	$ 1,264,780	$ 3,239	$ 1,970,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 9,970,000	$ 11,238,019
T290 - Traffic signal Upgrade 5 locations	3,929	28,707	295,000	-	-	-	-	295,000	327,636
T315 - Southern at Meridian	242,120	192,296	1,510,000	-	-	-	-	1,510,000	1,944,416
T323 - Sun City Signal Upgrades on Bell Rd	243,809	539,133	815,000	-	-	-	-	815,000	1,597,942
T324 - Olive Ave at Cotton Lane	51,763	1,297	170,000	1,800,000	-	-	-	1,970,000	2,023,060
T333 - Elliot Rd at Sossaman	43,773	157,637	120,000	720,000	-	-	-	840,000	1,041,410
T334 - Olive at Reems	22,906	30,002	720,000	1,740,000	-	-	-	2,460,000	2,512,908
T335 - Peoria and Olive Ave Signal Upgrades	18,768	64,121	817,500	-	-	-	-	817,500	900,389
T357 - Meeker at Wilson Way	13,439	78,595	555,000	-	-	-	-	555,000	647,034
T358 - RH Johnson at Trail Ridge	-	52,487	355,000	-	-	-	-	355,000	407,487
T365 - Traffic Calming	-	64,106	200,000	200,000	200,000	200,000	200,000	1,000,000	1,064,106
T373 - Broadway at Watson Signal Installation	-	-	-	-	125,000	-	-	125,000	125,000
T374 - Baseline at Miller Signal Installation	-	-	-	-	125,000	-	-	125,000	125,000
T378 - Olive at Sarival	-	51,549	420,000	3,450,000	-	-	-	3,870,000	3,921,549
T379 - Fire Station 99th Ave and Sun City Blvd	-	14,880	42,500	-	-	-	-	42,500	57,380
T380 - Peoria at 99th Ave	-	30,000	350,000	-	-	-	-	350,000	380,000
T391 - Avondale at MC 85	-	45,000	40,000	-	-	-	-	40,000	85,000
Bin TIMP Project Reserve	-	-	20,000	30,000	30,000	30,000	30,000	140,000	140,000
Project Total	**$ 1,905,288**	**$ 1,353,049**	**$ 8,400,000**	**$ 9,940,000**	**$ 2,480,000**	**$ 2,230,000**	**$ 2,230,000**	**$ 25,280,000**	**$ 28,538,337**

Operating Cost Summary:

	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016
Current Project Operating Costs for User Department						
Personal Sevices	$ 703,638	$ 817,542	$ 899,601	$ 942,750	$ 1,026,520	$ 1,114,468
Supplies & Services	790,650	918,698	1,010,910	1,059,399	1,153,534	1,252,364
Capital Outlay	-	-	-	-	-	-
Total	$ 1,494,288	$ 1,736,240	$ 1,910,511	$ 2,002,149	$ 2,180,054	$ 2,366,832
Post Construction User Department Operating Costs						
Personal Sevices	$ 793,730	$ 873,399	$ 915,291	$ 969,686	$ 1,054,264	$ 1,143,044
Supplies & Services	891,940	981,466	1,028,543	1,089,667	1,184,711	1,284,476
Capital Outlay	-	-	-	-	-	-
Total	$ 1,685,670	$ 1,854,865	$ 1,943,834	$ 2,059,353	$ 2,238,975	$ 2,427,520
Net User Department Operating Costs (post less current)						
Personal Sevices	$ 90,092	$ 55,857	$ 15,691	$ 26,936	$ 27,744	$ 28,576
Supplies & Services	101,290	62,768	17,632	30,269	31,177	32,112
Capital Outlay	-	-	-	-	-	-
Total	$ 191,382	$ 118,625	$ 33,323	$ 57,204	$ 58,920	$ 60,688

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 $500K in FY 2012.

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 $7M has been budgeted 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 $868K 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 $1.5M is budget for scoping studies and investigations.

Funding/Cost Summary:

Funding Source	Previous Actuals	Projected FY 2011	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	5-Year Total	Total Project
Highway User Revenue Funds	$ 7,124,353	$ 387,030	$ 9,939,279	$ 9,288,167	$ 8,013,167	$ 10,543,167	$ 9,913,167	$47,696,947	$55,208,329
Project Total	**$ 7,124,353**	**$ 387,030**	**$ 9,939,279**	**$ 9,288,167**	**$ 8,013,167**	**$ 10,543,167**	**$ 9,913,167**	**$47,696,947**	**$55,208,329**
Cost by Sub-Project	**Previous Actuals**	**Projected FY 2011**	**Year 1 FY 2012**	**Year 2 FY 2013**	**Year 3 FY 2014**	**Year 4 FY 2015**	**Year 5 FY 2016**	**5-Year Total**	**Total Project**
T001 - TIP Development	$ 3,153,793	$ 416,048	$ 500,000	$ 500,000	$ 450,000	$ 450,000	$ 450,000	$ 2,350,000	$ 5,919,841
T002 - Project Reserves Account	2,211,407	-	7,000,000	5,000,000	5,000,000	5,000,000	5,000,000	27,000,000	29,211,407
T006 - Unallocated Force Account	30,820	-	868,167	1,788,167	963,167	1,993,167	1,463,167	7,075,835	7,106,655
T012 - General Civil Engineering	1,728,333	42,094	1,500,000	2,000,000	1,600,000	3,100,000	3,000,000	11,200,000	12,970,427
Project Total	**$ 7,124,353**	**$ 458,142**	**$ 9,868,167**	**$ 9,288,167**	**$ 8,013,167**	**$ 10,543,167**	**$ 9,913,167**	**$47,625,835**	**$55,208,329**

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, 2010. 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, 2010. 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, 2010.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2010

	Year Ending June 30				
	2006	2007	2008	2009	2010
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
General obligation bonds	$ 0	$ 0	$ 0	$ 0	$ 0
Lease revenue bonds (3)	81,188,067	181,245,043	173,670,000	163,900,000	153,285,000
Lease trust certificates	9,212,000	6,812,000	4,612,000	0	0
Special assessment debt with governmental commitment (1)	154,267	103,077	82,519	193,591	174,442
Certificates of participation (3)	5,115,000	4,715,000	4,295,000	3,850,000	3,385,000
Installment purchase agreements (3)	546,202	205,765	0	0	0
Capital leases	16,312,891	33,039,132	50,093,644	51,135,339	14,956,315
Total Governmental activities	$ 112,528,427	$ 226,120,017	$ 232,753,163	$ 219,078,930	$ 171,800,757
BUSINESS-TYPE ACTIVITES (4)					
Bonds and other payables:					
Lease revenue bonds (3)	$ 36,933	$ 29,957	$ 0	$ 0	$ 0
Total Business-type activities	$ 36,933	$ 29,957	$ 0	$ 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.

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.

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.

2009-10 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2009-10 Secondary Assessed Valuation	$	57,984,051,727
15% of Secondary Assessed Valuation		8,697,607,759
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	8,697,607,759

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 Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

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

History of Maricopa County's Debt Rating

Maricopa County's issuer credit rating for general obligation bonds received a change in scale on May 1, 2010 from Aa1 to Aaa from Moody's Investor Service. Moody's recalibrated its US municipal ratings from the municipal scale to the global scale to enhance the comparability of its credit ratings across its rated universe. The County's lease revenue bonds received a change in scale from a bond rating of Aa2 to Aa1 and its Certificates of Participation, Series 2000, received a change in scale from Aa3 to Aa2, effective May 1, 2010. The recalibration does not reflect a change in credit quality or a change in credit opinion of an issue or issuer, the recalibration is simply a change in scale. Moody's Investor Service - Change to Global Scale May 1, 2010

Standard & Poor's Rating Service affirmed its 'AAA' issuer credit rating (ICR) for Maricopa County's General Obligation bonds on March 28, 2011. Standard & Poor's also affirmed its bond rating of 'AA+' for Maricopa County's Lease Revenue and Refunding Bonds, Series 2007A and 2007B. Standard & Poor's Rating Service Press Release dated March 28, 2011, states "The issuer credit rating reflects what we view as the county's consistently strong and improving general fund financial position despite declines in revenue due to the recent economic downturn and the county's proactive budget adjustments…. We believe Maricopa County's strong financial management, reflected in its proactive budgetary adjustments and continued strong reserves, continues to provide support for the 'AAA' rating."

Fitch Ratings affirmed its 'AAA' issuer credit rating (ICR) for Maricopa County's General Obligation bonds on April 1, 2011. Fitch Ratings also affirmed its bond rating of AA+ on Maricopa County's Lease Revenue bonds and Certificates of Participation. Fitch Ratings Press Release dated April 1, 2011, states "County management is tenured and has demonstrated the ability to date to respond effectively to deteriorating economic and revenue forces and maintains a solid financial posture; Fitch has consistently noted management as a positive credit factor….. Despite the economic pressures and their impact on various revenue sources, the county's financial profile remains healthy. Operating reserves remain robust, as management has adjusted spending levels over the past several fiscal years."

Additional information on Maricopa County's bond ratings and the bond rating recalibration can be viewed on the Department of Finance's webpage at the following location:
http://www.maricopa.gov/Finance/debt.aspx

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA	4/01/11	Aaa	5/01/10	AAA	3/28/11
	AAA	4/25/07	Aa1	4/30/09	AAA	3/21/07
	AA+	11/11/03	Aa1	4/26/07	A+	4/11/97
	AA	12/4/01	Aa3	12/6/01	A	5/27/94
	AA	4/5/00	Aa3	5/26/00	AA	6/2/76
			A-1	11/6/98		
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment; i.e. pledged revenues for car rental service charge, debt service has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/09	Audited 6/30/10	Projected 6/30/11	Projected 6/30/12
Lease Revenue Bonds (5)	$ 163,900,000	$ 153,285,000	$ 142,140,000	$ 131,555,000
Certificates of Participation (5)	3,850,000	3,385,000	2,895,000	2,375,000
Capital Leases	51,135,339	14,956,315	6,557,176	13,583
Direct Net Debt	$ 218,885,339	$ 171,626,315	$ 151,592,176	$ 133,943,583
Overlapping Debt (1)	7,904,280,982	8,334,595,733	8,777,099,892	9,284,621,276
Overall Net Debt	$ 8,123,166,321	$ 8,506,222,048	$ 8,928,692,068	$ 9,418,564,859
Population Estimate (2)	4,023,331	4,217,427	4,328,379	4,438,459
Full Value of Taxable Property (3)	$ 516,184,657	$ 444,097,352	$ 363,787,640	$ 360,149,764
Ratios (4)				
Direct Net Debt Per Capita	$ 54	$ 41	$ 35	$ 30
Overall Net Debt Per Capita	$ 2,019	$ 2,017	$ 2,063	$ 2,122
Direct Net Debt As Percentage Of Full Value Property	0.042%	0.039%	0.042%	0.037%
Overall Net Debt As % Of FV Property	1.57%	1.92%	2.45%	2.62%
FV Property Per Capita	$ 128,298	$ 105,301	$ 84,047	$ 81,143

Notes:

(1) Projected overlapping debt for 2011 and 2012 was based on a three year average increase for general obligation Bonds: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx

(2) Projections for 2010, 2011 and 2012 are based on estimates provided by the Department of Economic Security. Source: www.workforce.az.gov

(3) Full Cash Value Taxable Property Estimates: 2011 and 2012 provided by Maricopa County Assessor's Office (in thousands of dollars).

(4) Summary of Debt Ratios:

- Direct Net Debt per capita = Direct Net Debt/Population
- Overall Net Debt per capita = Overall Net Debt/Population
- Direct Net Debt as a percentage of full value property (FV) = Direct Net Debt/FV property
- Overall Net Debt a percentage of FV Property = Overall Net Debt/FV property
- FV property per capita = FV Property/Population

(5) Governmental activities direct and overall net debt includes the applicable portion of outstanding debt obligations that were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. The debt obligations are included in the calculation as they are a direct obligation to the County and are not paid from pledged revenues. Maricopa County will be reimbursed by the Maricopa County Special Health Care District for the debt service payments paid on behalf of the County as provided for in the Intergovernmental Agreement.

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, 2010, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $3,479,043,104 and the 15 percent limit was $8,697,607,759.

Lease Revenue Bonds

On June 1, 2001, the Maricopa County Public Finance Corporation issued $124,855,000 of Lease Revenue Bonds to pay for the acquisition of, construction of, and equipment for the Public Service Building, Forensic Science Center, Superior Court Customer Service Center, parking garages, and related projects. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets and the County will make lease payments to extinguish the debt. Lease payments will equal the aggregate amount of principal and interest due at that date. Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations being made by the County. Bonds maturing on and after July 1, 2012, are subject to optional redemption in increments of $5,000 on July 1, 2011, 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 December 3, 2003, the Maricopa County Public Finance Corporation issued $16,880,000 of Lease Revenue Refunding Bonds for the current refunding of various certificates of participation (Series 2000, 1996, 1994, and 1993), capital leases, and an installment purchase contract, which were legally defeased as of June 1, 2004. The County will be obligated to make lease payments to extinguish the refunding debt when due until all lease payments under the lease have been paid. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations being made by the County. The bonds are not subject to optional redemption prior to maturity; however, in the event of nonappropriation, the bonds would terminate and be subject to special mandatory redemption at par plus accrued interest, without premium.

On August 9, 2005, the Maricopa County Public Finance Corporation defeased a portion of the Lease Revenue Bonds, Series 2001, 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. Bonds maturing on and after July 1, 2012, are callable on July 1, 2011, and are redeemable at par plus accrued interest. The outstanding principal balance of $6,000,000 will be paid by investments held in an irrevocable trust with a fair value of $7,146,209. Accordingly, the trust account assets and liability for these defeased bonds are not included in the County's financial statements. This portion of the lease revenue bonds was initially entered into by the Maricopa County Medical Center, which was transitioned to the Maricopa County Special Health Care District, a separate legal entity, on January 1, 2005. As a result of the transition, the Maricopa County Medical Center transferred this obligation to the County and the District reimburses the County for the principal and interest associated with this debt in accordance with the intergovernmental agreement between the County and the District. Although the County defeased this portion of the bonds, the District is still obligated to reimburse the County for the applicable principal and interest pursuant to the intergovernmental agreement.

On May 23, 2007, the Maricopa County Public Finance Corporation issued $108,100,000 of Lease Revenue Bonds to pay for the acquisition, construction, and renovation of 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. 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 being made by the County. Bonds maturing on and 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.

SUMMARY OF LEASE REVENUE BOND PRINCIPAL AMOUNTS OUTSTANDING BY ISSUE
As of June 30, 2010

Bond Issue	Amount
2001 Lease Revenue Bonds	$ 14,740,000
2003 Lease Revenue Refunding Bonds	2,370,000
2007A Lease Revenue Bonds	103,335,000
2007B Lease Revenue Refunding Bonds	32,840,000
Total	$ 153,285,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2010

Year Ending June 30	Principal	Interest	Total Debt Service
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	11,840,000	4,579,180	16,419,180
2016-20	28,255,000	17,505,325	45,760,325
2021-25	24,235,000	12,241,620	36,476,620
2026-30	30,565,000	5,819,825	36,384,825
2031-32	14,080,000	497,000	14,577,000
Total	$ 153,285,000	$ 64,097,880	$ 217,382,880

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, 2010

Year Ending June 30	Principal	Interest	Total Debt Service
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	1,261,778	106,848	1,368,626
2016	1,335,273	36,231	1,371,504
Total	$ 7,606,079	$ 1,216,165	$ 8,822,244

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, 2010

Bond Issue	Amount
Queen Creek Water	$ 17,728
Marquerite Drive	3,212
7th Street North	22,130
Plymouth Street	131,372
Total	$ 174,442

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, 2010. 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, 2010

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	$ 3,385,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2010

Year Ending June 30	Governmental Activities Principal	Interest	Total Debt Service
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	610,000	51,945	661,945
2016	645,000	17,737	662,737
Total	$ 3,385,000	$ 572,885	$ 3,957,885

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, 2010.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2010	
2011	$ 8,741,834
2012	6,654,323
2013	13,758
Total minimum lease payments	15,409,915
Less: Amount representing interest	(453,600)

Short-Term Borrowing

On July 1, 2009, the County renewed the $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, 2010. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2010, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2011.

On July 1, 2009, the County entered into a $5,325,903 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 June 30, 2010. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2010, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2011, for $5,649,751.

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 Chief Financial Officer coordinates the administration and issuance of debt, as designated by the County Manager.

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

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special pre-marketing efforts, or factors are present that are expected to result in an insufficient number of competitive bids. Advantages of using a competitive sale is that the issuer is getting the lowest net interest cost on that day 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

Bond Counsel renders 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

The Financial Advisor advises 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

Approved by the Board of Supervisors on December 13, 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 2012 is expected to decline by nearly $7.1 billion (15.1%) from FY 2011. The base budget will again 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 2012.

Base Budget Targets:

1. 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 2011 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) Transfer of responsibility for payment of all "base" internal service charges from Non Departmental to specific user departments.
    e) Addition of central service cost allocation charges to funds that were not assessed these charges in FY 2011 and prior years.
    f) 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 budget may provide for use of fund balances committed 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 committed for budget stabilization may be used to offset a portion of an operating deficit, so long as such use meets the criteria set forth in the Board's budget adoption action and 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 2012 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 theses sources are forecasted to exceed the appropriation. Such requests must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed expenditure level is fully funded. Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.

6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.

7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

8. All positions must be fully funded in accordance with the Funded Positions Policy (B3001). In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.

9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.

10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a monthly (except July) summary of budget variances by major fund and department or by lower appropriation level, and Office of Management and Budget will investigate any negative year-to-date variances.

11. Any departments with a negative year-to-date expenditure or revenue variance in the General and/or Detention Funds must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. Upon request, a written explanation and corrective action plan may also be required for negative variances in other funds. 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 taxes 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 taxes 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 commit a portion of the fund balance in the General Fund for budget stabilization purposes. The General Fund committed balance will be sufficient to eliminate cash flow borrowing in the General Fund and in other funds as necessary.

2. Spendable beginning fund balances will be estimated and included in the annual budget. Fund balances may be appropriated for the following specific uses, consistent with the legally-authorized purposes of the fund:

   - *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. Proceeds from the sale of real property will be set aside 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.

4. In cases where an expenditure can be funded by more than one component of fund balance (restricted, committed, assigned or unassigned), the following is the flow assumption:

   - First, expenditures will draw on unassigned fund balances,

- Second, expenditures will draw on assigned fund balances (if applicable),
- Third, expenditures will draw on committed fund balances, and
- Fourth, expenditures will draw on restricted fund balances.

5. Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined below.

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 burden at current or lower levels.

2. The Board of Supervisors/Board of Directors may reduce property taxes under the following conditions:

   - The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
   - The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
   - The fund balance in the General Fund 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

A. Introduction

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

B. Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

C. New Position Establishment Policy Guidelines

1. In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:
   - Working title and description of the position or positions requested.
   - The number of positions requested and FTE value(s) of the position(s) requested.
   - A brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
   - The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
   - The funding source of the position(s) and location in the current budget.
   - A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
   - Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction

2. The County Department/Special District Director, Elected Official or Chief Deputy to an Elected Official must sign all position requests.

3. Position requests must be sent to the Office of Management and Budget (OMB) for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

4. On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

5. If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

D. <u>Position Funding Policy Guidelines</u>

1. Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

2. Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

3. Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

4. County Departments/Special Districts with vacant underfunded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

5. OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

6. If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

   - The position or positions' contribution to provision of service and results.
   - The full cost to continue the position.

- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

7. If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

A. Purpose

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

B. Definitions

Managing for Results System – Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

Strategic Plan – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

C. General Policy

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

D. General Requirements

1. Planning for Results
   - Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.
   - All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

- All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy.
- The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

2. Budgeting for Results
   - The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
   - The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

3. Reporting Results
   - Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
   - The Office of Management and Budget will prepare and distribute a summary of measures.

4. Evaluating Results
   - Internal Audit will review and report on strategic plans and performance measures.

5. Decision Making and Accountability
   - The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
   - Management will consider performance information in making policy and program decisions.

Policy for Administering Grants

A. Purpose

The purpose of this policy is to serve as the framework for Maricopa County Departments and Special Districts (Flood Control District, Library District, and Stadium District) to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District are met.

B. Definitions

Central Service Costs (2 CFR Part 225 (OMB Circular A-87)) – refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with 2 CFR Part 225 (Federal Office of Management and Budget Circular A-87).

Department – refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead – Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency – refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs – refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind – refers to contributions in the form of goods or services rather than in cash.

One-time Grants – refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or services which has a limited life.

Ongoing Grants – refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Special District – Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

C. Policy

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

1. The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.
2. Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or Special District pursuing a particular grant.
3. Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.
4. Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.
5. To minimize interest expense to Maricopa County, Departments/Special Districts will try and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed $100,000, or on a monthly basis.
6. Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.
7. Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.
   - Indirect costs will always be included (applied for) in the financial section of the grant application.
   - Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.
8. Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.
9. Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

D. Guidelines

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at ebc.maricopa.gov/library/finance. The Maricopa County Grant Manual may be updated by the Department of Finance, as determined necessary, to accommodate the effective administration of this policy.

1. Initial Grant Application

a) Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding provided the grant meets the following requirements:

   (1) There is no matching requirement of funds;
   (2) Indirect costs are fully recoverable; and
   (3) There is no future or ongoing contributions required after the grant period ends.

In addition, the Director of the Department or Special District shall certify that the grant being applied for meets the above requirements.
Departments that wish to apply for grants that do NOT meet one or more of the above requirements must obtain Board of Supervisors/Board of Directors approval prior to submission of the application.

b) Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

c) Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.

d) Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.

e) Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

2. On-Going Grant Application

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

3. Funding

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors. The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MFR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors /Board of Directors at the time of submittal for consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

4. Claiming Reimbursement

a) Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

b) Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach $100,000, unless otherwise established by the grantor.

c) At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150 day timeframe. All unresolved grant balances/(deficits) after the 150 day timeframe will be reported to the County Manager by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

5. Indirect Costs (2 CFR Part 225 (OMB Circular A-87) Charges)

2 CFR Part 225 (Federal Office of Management and Budget Circular A-87) recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

a) 2 CFR Part 225 (OMB Circular A-87) County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States

Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the in-kind match before utilizing County Overhead (A-87). If the required match exceeds the amount of in-kind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial in-kind impact.

b) Departmental Indirect Cost Allocation Plan(s). The County's 2 CFR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide 2 CFR Part 225 (OMB Circular A-87) indirect rate. In these cases, the Departmental 2 CFR Part 225 (OMB Circular A-87) rate shall be satisfied first. Any remaining funds will then be applied to the County-wide 2 CFR Part 225 (OMB Circular A-87) rate.

County Departments Providing Grant Services to Outside Entities

Maricopa County Departments that are allowed to perform grant financial services for entities outside of the County and are not considered to be subrecipients may recover indirect costs and/or user charges for the administration of grants. If these outside entities are allowed by their grantors to recover indirect costs and/or charge a user fee to reimburse Maricopa County for services rendered, the monies must be deposited back to the funding source where the support services were initially provided. For example, a General Fund Department being reimbursed for grant management activities shall remit the reimbursement back to the General Fund.

Specific accounting information and examples can be found in the County Grant Manual located at ebc.Maricopa.gov/library/finance.

6. Purchase of Computing and Network Systems Relating to Grant Supported Programs

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

7. Department of Finance Responsibility

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

a) Review and approve grant agenda items when they comply with County policy and the County Grant Manual.

b) Establish a Board approved grant on the County financial system when all supporting documentation is provided.

c) Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.

d) Monitor that grant expenditures do not exceed grant awards.

e) Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.

f) Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.

g) Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.

h) Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).

i) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

8. Office of Management and Budget Responsibilities

a) Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.

b) Review and recommend approval of Department's/Special District's proposed grant budget.

c) Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.

d) Review and take action as necessary to correct any deficit in Grant Funded Budgets.
e) Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.

f) Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.

g) Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.

h) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

9. Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

a) Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to report any discrepancies.

b) Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).

c) Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (unreimburseable expense). The Department/Special District must develop a plan of action to resolve the deficit. For departments, the plan should only consider utilizing General Funds as a last option.

d) Prepare the Indirect Cost Allocation Plan in the format defined by the Department of Finance. Obtain Departmental/Special District approval of the Indirect Cost Allocation Plan and provide a complete copy of the plan with all supporting documenting to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.

e) Ensure that grant expenditures do not exceed grant awards.

f) Comply with all reporting requirements as defined by the grantor and County-wide Grant Policy and Manual.

g) Comply with all record retention requirements as defined by the grantor.

E. <u>Related Documents:</u>

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

Non Departmental 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 2012 Budget Calendar

12/13/2010	Board Approves FY 2011-12 Budgeting for Results Guidelines and Priorities
December	OMB Issues Department Budget Targets, Internal Charges, Forms and Instructions
Early Jan - Late Feb	Departments Submit Budget Requests
March and April 2011	Elected Official and Judicial Branch Budget Presentations to the Board of Supervisors
2/10/2011	Assessed Values and Levy Limits Reported by Assessor
3/11/2011	Departments Submit Final CIP Budgets
Late Jan - Early Mar	OMB Analyzes Department Budgets, Develops Recommendations
March	OMB and Departments Review Budget Recommendations
April	OMB Consolidates Budget, Prepares Budget Document
5/23/2011	FY 2012 Recommended Budget Presentation Tentative Adoption of FY 2012 Budget
May - June	Publication of Tentative Budget and Truth in Taxation Notice
6/20/2011	Final Adoption of FY 2012 Budget
8/15/2011	Adoption of the FY 2012 Property Tax Levy

Fund Descriptions

100 **General Fund: T**he General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

201 **Adult Probation Fees:** Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 **Sheriff Donations:** Accounts for and segregates funds to be used in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 **Justice Court Judicial Enhancement:** Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 **Court Document Retrieval:** Accounts for the collection of an additional filing or appearance fee, not to exceed $15, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.

207 **Palo Verde:** Palo Verde receives an annual allocation from the State of Arizona. Expenditures are utilized for nuclear disaster training.

208 **Judicial Enhancement:** Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.

209 **Public Defender Training:** Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.

210 **Waste Management:** Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.

211 **Adult Probation Grants:** Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention, and criminal justice records improvement.

212 **Sheriff RICO:** This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by federal law relating to the disposition of any property that is transferred to a law enforcement agency.

213 **County Attorney RICO:** Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.

214 **Sheriff Jail Enhancement Fund:** Per A.R.S. §41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.

215 **Emergency Management:** Emergency Management activity consists of disaster planning and training.

216 **Clerk of the Court Grants:** Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 **CDBG Housing Trust:** Accounts for the grant funds that are utilized to expand the supply of low-income housing through the rehabilitation and reconstruction of single family occupancy homes.

218 **Clerk of Court Fill the Gap:** This fund was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

219 **County Attorney Grants:** Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.

220 **Diversion:** A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration. Funds are used to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.

221 **County Attorney Fill the Gap:** County Attorney Fill the GAP was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 **Human Services Grants:** Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 **Transportation Grants:** Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

224 **Medical Examiner Grant Fund:** Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.

225 **Spur Cross Ranch Conservation:** To account for the money collected from a Town- imposed ½% transaction privilege tax for the operation of the County Park.

226 **Planning and Development Fees:** Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

227 **Juvenile Probation Grants:** Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 **Juvenile Probation Special Fees:** This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.

229 **Juvenile Restitution Fund:** Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.

230 **Parks 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.
651	Gain on Fixed Assets	Gains received from the sale of fixed assets.
652	Proceeds From Financing	Proceeds from financing transactions.
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.
803	Fuel	Amounts paid for fuel.
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.
805	Supplies - Allocation Out	Used to allocate supply charges to another fund/department.
806	Supplies - Allocation In	Used to allocate supply charges from another fund/department.
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.

Object	Description	Comment
855	Interest Expense	Interest charges for negative cash and investment balances.
861	Gain/Loss on Fixed Assets	Used to record gain/loss on disposition/sale of fixed assets.
865	Depreciation	Expense charged for the loss of value of an asset as a result of it's use.
872	Services - Allocation Out	Used to allocate service charges to another fund/department.
873	Services - Allocation In	Used to allocate service charges from another fund/department.
880	Transfers Out	Movement of monies between (outflow) funds within the County.
890	Loss on Fixed Assets	Used to record loss on disposition/sale of fixed assets.
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.
955	Capital - Allocation Out	Used to allocate capital charges to another fund/department.
956	Capital - Allocation In	Used to allocate capital charges from another fund/department.

Statutory Requirements

The following sections of the Arizona Revised Statutes are relevant to Maricopa County's budget and budget process:

§42-17101. Annual county and municipal financial statement and estimate of expenses

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.

2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.

3. A summary schedule of estimated expenditures and revenues that shall be:

(a) Entered in the minutes of the governing body.

(b) Prepared according to forms supplied by the auditor general.

§42-17102. Contents of estimate of expenses

A. The annual estimate of expenses of each county, city and town shall include:

1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
2. The amounts necessary to pay the interest and principal of outstanding bonds.
3. The items and amounts of each special levy provided by law.
4. An amount for unanticipated contingencies or emergencies.
5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes.
6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions.
7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year.
8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year.
9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies.
10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year.

11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue.
12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year.
13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter.
14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax.
15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax.
16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year.
17. The total expenditure limitation for the current fiscal year.
18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter.

B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings:
   1. The amounts that are estimated as required for each department, public office or official.
   2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense.

C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.

§42-17103. Publication of estimates of expenses and notice of public hearing and special meeting

A. The governing body of each county, city or town shall publish the estimates of expenses, or a summary of the estimate of expenses and a notice of a public hearing and special meeting of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth sources and uses of funds, and include consolidated revenues and expenditures by category, department and fund, truth in taxation calculations, and primary and secondary property tax levies. A complete copy of the estimate of expenses shall be made available at the city, town or county libraries, and city, town or county administrative offices.

B. The estimates and notice shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town.
C. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.

§42-17104. Hearing and special meeting on expenditures and tax levy

A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the fourteenth day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy.
B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.

§42-17105. Adoption of budget

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

§42-17106. Expenditures limited to budgeted purposes; transfer of monies

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

§42-17107. Truth in taxation notice and hearing; roll call vote on tax increase; definition

A. On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the governing body of the county, city or town the total net primary assessed values that are required to compute the levy limit prescribed by section 42-17051. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town:

1. The governing body shall publish a notice that meets the following requirements:
   (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing.
   (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published.
   (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.
   (d) The notice shall be in the following form, with the "truth in taxation hearing notice of tax increase" headline in at least eighteen point type:

Truth in Taxation Hearing

Notice of Tax Increase

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

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

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

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

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104.
3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice.
4. The governing body shall consider a motion to levy the increased property taxes by roll call vote.
5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission.
6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.

B. If the governing body fails to comply with the requirements of this section, the governing body shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.

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

§42-17151. County, municipal, community college and school tax levy

A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall:

1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.
2. Designate the amounts to be levied for each purpose appearing in the adopted budget.
3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year.

B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission.

C. Within three days after the final levies are determined for a county, city, town or community college district, the chief county fiscal officer shall notify the property tax oversight commission of the amount of the primary property tax levied.

MARICOPA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2012

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2011	ACTUAL EXPENDITURES/ EXPENSES** 2011	FUND BALANCE/ NET ASSETS*** (****) July 1,2011**	PROPERTY TAX REVENUES 2012(*****)	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/ EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 1,003,894,259	$ 824,202,154	$ 225,405,703	Primary: $ 472,831,017	$ 585,636,129	$	$	$	$ 287,111,445	$ 996,761,404	$ 996,761,404
2. General Fund - Override Election				Secondary:							
3. Total General Fund	1,003,894,259	824,202,154	225,405,703	472,831,017	585,636,129				287,111,445	996,761,404	996,761,404
4. Special Revenue Funds	841,098,423	727,463,416	102,394,142	80,656,525	588,971,767	200,000		194,324,622	96,126,199	870,420,857	870,420,857
5. Debt Service Funds Available	24,235,415	24,235,415	15,588,671		5,869,927			24,778,935	115,500	46,122,033	26,040,385
6. Less: Designation for Future Debt Retirement			15,588,671		4,492,977					20,081,648	
7. Total Debt Service Funds	24,235,415	24,235,415			1,376,950			24,778,935	115,500	26,040,385	26,040,385
8. Capital Projects Funds	494,495,074	294,303,818	264,458,914		68,279,993			181,830,015	30,580,428	483,988,494	483,988,494
9. Internal Service Funds	220,080,630	197,600,682	33,954,562		184,725,667			13,000,000		231,680,229	231,680,229
10. Eliminations Funds	(197,440,887)	(189,857,717)			(185,063,790)			(413,933,572)	(413,933,572)	(185,063,790)	(185,063,790)
11.											
10. Total Eliminations Funds	(197,440,887)	(189,857,717)			(185,063,790)			(413,933,572)	(413,933,572)	(185,063,790)	(185,063,790)
11. TOTAL ALL FUNDS	$ 2,386,362,914	$ 1,877,947,769	$ 626,213,321	$ 553,487,542	$ 1,243,926,716	$ 200,000	$	$	$	$ 2,423,827,579	$ 2,423,827,579

EXPENDITURE LIMITATION COMPARISON	2011	2012
1. Budgeted expenditures/expenses	$ 2,386,362,914	$ 2,423,827,579
2. Add/subtract: estimated net reconciling items	277,347,853	(289,349,346)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,663,710,767	2,134,478,233
4. Less: estimated exclusions	(1,478,837,860)	(991,158,148)
5. Amount subject to the expenditure limitation	$ 1,184,872,907	$ 1,143,320,085
6. EEC expenditure limitation	$ 1,184,872,908	$ 1,143,320,086

* 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 Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).
(****) 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.) as well as those amounts that are restricted, committed or assigned.
(*****) Anticipated amount of Property Tax collections .

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2012

	2011	2012
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 517,847,364	$ 538,196,523
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	$ 492,224,342	$ 477,571,468
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	68,019,592	62,401,172
Library District	20,479,676	19,070,066
Total secondary property taxes	$ 88,499,268	$ 81,471,238
C. Total property tax levy amounts	$ 580,723,610	$ 559,042,706
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 477,457,612	$ 463,244,324
(2) Prior years' levies	9,893,322	9,586,693
(3) Total primary property taxes	$ 487,350,934	$ 472,831,017
B. Secondary property taxes		
(1) **Current** year's levy	$ 85,844,290	$ 79,027,101
(2) Prior years' levies	1,772,602	1,629,424
(3) Total secondary property taxes	$ 87,616,892	$ 80,656,525
C. Total property taxes collected **	$ 574,967,826	$ 553,487,542
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.0508	1.2407
(2) Secondary property tax rate		
General Fund - Override election		
(3) Total county tax rate	1.0508	1.2407
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1489	0.1780
Library District	0.0412	0.0492

* 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 2011-12 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 $477,571,468; for Flood Control District is $62,401,172 and for Library District is $19,070,066.

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCES OF REVENUES	ESTIMATED REVENUES ** 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Taxes			
TAX PENALTIES & INTEREST	$ 21,000,000	$ 25,000,000	$ 23,300,000
PAYMENTS IN LIEU OF TAXES	10,060,000	10,568,220	11,775,550
STATE SHARED SALES TAX	369,740,752	369,732,348	369,740,752
STATE SHARED VEHICLE LICENSE	113,380,026	113,301,612	111,119,076
Licenses and permits			
LICENSES AND PERMITS	2,285,000	2,290,629	2,203,000
Intergovernmental			
GRANTS	22,538	20,530	
OTHER INTERGOVERNMENTAL	4,041,475	3,833,857	4,773,201
Charges for services			
INTERGOV CHARGES FOR SERVICES	12,057,601	12,113,117	11,717,822
OTHER CHARGES FOR SERVICES	26,411,426	28,007,844	28,283,339
PATIENT SERVICES REVENUE	7,200	14,237	6,876
Fines and forfeits			
FINES & FORFEITS	14,440,741	13,812,675	14,036,087
Investments			
INTEREST EARNINGS	7,000,000	8,184,033	5,000,000
Miscellaneous			
MISCELLANEOUS REVENUE	4,228,226	4,644,224	3,680,426
Total General Fund	$ **584,674,985**	$ **591,523,326**	$ **585,636,129**

* 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.

Road Fund			
TRANSPORTATION OPERATIONS	$ 98,401,418	$ 96,232,755	$ 88,078,036
Total Road Fund	$ 98,401,418	$ 96,232,755	$ 88,078,036
Health Services Fund			
PATIENT SERVICES REVENUE	$ 1,445,642	$ 1,503,763	$ 1,561,500
Total Health Services Fund	$ 1,445,642	$ 1,503,763	$ 1,561,500
List Fund:			
GRANTS, MISC. REVENUE, ETC.	$ 516,887,343	$ 488,097,051	$ 499,332,231
Total	$ 516,887,343	$ 488,097,051	$ 499,332,231
Total Special Revenue Funds	$ **616,734,403**	$ **585,833,569**	$ **588,971,767**
	87,616,892	87,616,892	80,656,525
			586,932,330
			(2,039,437)
NON-DEPARTMENTAL	$ 2,699,846	$ 2,703,871	$ 1,248,182
STADIUM DISTRICT	4,621,745	4,848,977	4,621,745
Total Debt Service Funds	$ 7,321,591	$ 7,552,848	$ **5,869,927**
PUBLIC WORKS	$ 38,814,115	$ 36,137,133	$ 55,085,485
LIBRARY DISTRICT	630,000	620,603	
STADIUM DISTRICT	1,005,000	1,021,737	751,100
NON DEPARTMENTAL		45,978	806,408
FLOOD CONTROL DISTRICT	4,908,000	9,565,969	11,637,000
Total Capital Projects Funds	$ 45,357,115	$ 47,391,420	$ **68,279,993**
BUS STRATEGIES HLTH CARE PROG	$ 143,911,426	$ 137,889,683	$ 137,805,460
ENTERPRISE TECHNOLOGY	16,622,983	18,044,381	15,972,983
MATERIALS MANAGEMENT	806,795	795,958	806,795
EQUIPMENT SERVICES	16,909,239	16,356,894	13,909,239
RISK MANAGEMENT	25,052,007	25,584,843	16,231,190
Total Internal Service Funds	$ 203,302,450	$ 198,671,759	$ **184,725,667**
ELIMINATIONS	$ (197,440,887)	$ (189,857,717)	$ **(185,063,790)**
Total Eliminations Funds	$ (197,440,887)	$ (189,857,717)	$ (185,063,790)
TOTAL ALL FUNDS	$ 1,259,949,657	$ 1,241,115,205	$ **1,248,419,693**

* 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.

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget

** **Includes revenues from adopted budget plus any approved adjustments**

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2012

FUND	OTHER FINANCING 2012 SOURCES	OTHER FINANCING 2012 <USES>	INTERFUND TRANSFERS 2012 IN	INTERFUND TRANSFERS 2012 <OUT>
GENERAL FUND				
COUNTY MANAGER	$	$	$	$ 13,000,000
NON DEPARTMENTAL				274,081,445
PUBLIC HEALTH				30,000
Total General Fund	$	$	$	$ 287,111,445
SPECIAL REVENUE FUNDS				
PARKS AND RECREATION	$	$	$ 35,050	$ 160,050
			306,000	
NON DEPARTMENTAL			178,759,107	19,349,950
ANIMAL CARE AND CONTROL				1,140,559
PUBLIC HEALTH			30,000	
PUBLIC WORKS	200,000		335,740	28,411,419
FLOOD CONTROL DISTRICT				45,000,000
STADIUM DISTRICT			115,500	2,064,221
SHERIFF			14,743,225	
Total Special Revenue Funds	$ 200,000	$	$ 194,324,622	$ 96,126,199
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$	$	$ 23,578,935	$
STADIUM DISTRICT			1,200,000	115,500
Total Debt Service Funds	$	$	$ 24,778,935	$ 115,500
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 45,000,000	$
NON DEPARTMENTAL			107,554,375	30,580,428
PUBLIC WORKS			28,411,419	
STADIUM DISTRICT			864,221	
Total Capital Projects Funds	$	$	$ 181,830,015	$ 30,580,428
INTERNAL SERVICE FUNDS				
COUNTY MANAGER	$	$	$ 13,000,000	$
Total Permanent Funds	$	$	$ 13,000,000	$
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	$	$	$ (325,307,382)	$ (325,307,382)
COUNTY MANAGER			(13,000,000)	(13,000,000)
PARKS AND RECREATION			(35,050)	(35,050)
PUBLIC WORKS			(28,411,419)	(28,411,419)
FLOOD CONTROL DISTRICT			(45,000,000)	(45,000,000)
STADIUM DISTRICT			(2,179,721)	(2,179,721)
Total Eliminations Funds	$	$	$ (413,933,572)	$ (413,933,572)
TOTAL ALL FUNDS	$ 200,000	$ -	$ -	$ -
	200,000			

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
GENERAL FUND				
ADULT PROBATION	$ 58,479,190	$ (102,577)	$ 56,965,406	$ 54,654,939
AIR QUALITY				1,373,295
ANIMAL CARE AND CONTROL	257,903		257,903	257,903
ASSESSOR	23,117,643	236,139	23,019,941	23,327,979
BOARD OF SUPERVISORS DIST 1	346,428		346,428	355,672
BOARD OF SUPERVISORS DIST 2	346,428		346,428	355,672
BOARD OF SUPERVISORS DIST 3	346,428		341,896	355,672
BOARD OF SUPERVISORS DIST 4	346,428		343,102	355,672
BOARD OF SUPERVISORS DIST 5	346,428		344,725	355,672
CALL CENTER	1,363,590		1,363,590	1,573,565
CLERK OF THE BOARD	1,243,944	259,401	1,034,042	1,608,755
CLERK OF THE SUPERIOR COURT	30,185,299		29,058,523	30,561,351
CONSTABLES	2,702,337	22,538	2,617,047	2,668,485
CONTRACT COUNSEL	25,571,574	(268,530)	24,907,188	25,893,853
CORRECTIONAL HEALTH	3,071,763		3,069,826	3,071,763
COUNTY ATTORNEY	56,599,487	214,666	56,341,730	60,070,204
COUNTY ATTORNEY CIVIL	11,486,110	(276,114)	12,000,078	9,903,083
COUNTY MANAGER	5,131,362	98,300	2,960,714	4,884,709
EDUCATION SERVICES	2,298,381		2,186,569	2,087,883
ELECTIONS	20,300,000		17,378,913	14,368,149
EMERGENCY MANAGEMENT	173,881		157,557	236,250
ENTERPRISE TECHNOLOGY	7,181,486	(259,401)	6,842,117	8,449,211
ENVIRONMENTAL SERVICES	3,878,840		4,049,838	4,326,249
FINANCE	3,248,204	200,000	3,096,583	3,598,613
BUS STRATEGIES HLTH CARE PROG	217,137,087	(1)	181,179,694	237,003,448
HUMAN SERVICES	2,063,610		2,063,610	2,260,912
INTERNAL AUDIT	1,572,354		1,549,683	1,590,290
JUSTICE COURTS	14,353,098		14,345,164	15,615,281
JUVENILE DEFENDER	5,449,565	338,782	5,777,305	5,989,844
JUVENILE PROBATION	16,124,198	(1,000,000)	15,247,870	16,756,982
LEGAL ADVOCATE	9,231,434	40,898	8,772,763	9,256,389
LEGAL DEFENDER	10,483,641	83,189	10,283,112	10,268,731
MANAGEMENT AND BUDGET	2,965,780	1	2,606,594	3,224,295
MATERIALS MANAGEMENT	2,021,461		1,869,271	2,099,903
MEDICAL EXAMINER	6,757,790		6,755,174	6,911,513
NON DEPARTMENTAL	222,019,546	(2,783,074)	97,525,717	171,861,456
PARKS AND RECREATION	693,436		616,006	1,098,011
PLANNING AND DEVELOPMENT				1,015,855
PUBLIC DEFENDER	33,264,709	(194,339)	33,043,265	32,986,216
PUBLIC FIDUCIARY	2,459,102		2,440,517	3,100,020
PUBLIC HEALTH	10,752,840		10,376,015	11,034,496
PUBLIC WORKS	45,575,611	3,449,459	41,720,421	49,056,060
RECORDER	2,095,117		1,893,399	2,251,263
RESEARCH AND REPORTING	322,241		303,727	362,739
SHERIFF	61,380,923		60,527,995	74,452,020
SUPERIOR COURT	71,111,106	1,187,530	69,758,597	76,556,676
TREASURER	3,865,769		3,845,844	4,267,568
HUMAN RESOURCES	2,923,840		2,670,267	3,046,837
Total General Fund	$ 1,002,647,392	$ 1,246,867	$ 824,202,154	$ 996,761,404
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 18,408,431	$ 628,031	$ 17,332,378	$ 23,645,110
AIR QUALITY	17,048,804	180,144	14,327,781	14,784,522
ANIMAL CARE AND CONTROL	13,296,801		10,656,929	13,452,289
CLERK OF THE SUPERIOR COURT	11,929,875	709,943	9,071,798	11,756,620
CORRECTIONAL HEALTH	52,274,224		51,197,450	51,969,893
COUNTY ATTORNEY	15,736,300	2,497,754	12,703,268	17,735,873

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
SPECIAL REVENUE FUNDS (CONTINUED)				
COUNTY MANAGER	2,111,036	3,015,970	4,668,373	1,576,151
EDUCATION SERVICES	4,590,594	3,152,955	5,484,473	11,132,738
ELECTIONS	2,782,320		1,064,410	2,211,630
EMERGENCY MANAGEMENT	1,366,111	195,697	1,252,167	1,592,935
ENVIRONMENTAL SERVICES	20,854,375	7,660	18,618,350	21,803,691
FLOOD CONTROL DISTRICT	37,403,605		32,312,991	37,426,423
BUS STRATEGIES HLTH CARE PROG	6,651,736		6,280,672	6,921,762
HUMAN SERVICES	65,821,712	(2,580,796)	66,650,530	61,048,848
JUSTICE COURTS	9,740,052		6,911,629	9,330,385
JUVENILE DEFENDER		60,210	32,276	52,938
JUVENILE PROBATION	43,119,192	97,019	39,157,681	42,460,376
LEGAL ADVOCATE	37,398		14,860	63,348
LEGAL DEFENDER	160,168		94,953	195,237
LIBRARY DISTRICT	22,048,417	123,700	21,331,738	24,564,950
MEDICAL EXAMINER	53,648	328,572	358,502	160,140
NON DEPARTMENTAL	55,646,160	(6,670,129)	1,617,256	73,834,466
PARKS AND RECREATION	7,320,671	291,159	6,602,616	7,775,289
PLANNING AND DEVELOPMENT	7,834,408	309,587	7,377,596	8,312,987
PUBLIC DEFENDER	2,367,486		1,770,106	3,545,927
PUBLIC HEALTH	42,202,577	5,881,004	42,657,412	47,102,808
PUBLIC WORKS	134,643,570	512,301	127,108,115	130,485,568
RECORDER	4,548,813		3,874,016	6,944,738
SHERIFF	198,380,493	8,607,285	194,577,242	218,236,354
STADIUM DISTRICT	3,853,615	1,400,000	4,422,575	1,756,115
SUPERIOR COURT	16,803,468	3,009,956	17,835,552	18,236,405
TREASURER	304,341		97,721	304,341
Total Special Revenue Funds	$ 819,340,401	$ 21,758,022	$ 727,463,416	$ 870,420,857
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$ 17,172,330	$ 451,750	$ 17,624,080	$ 19,408,417
STADIUM DISTRICT	6,611,335		6,611,336	6,631,968
Total Debt Service Funds	$ 23,783,665	$ 451,750	$ 24,235,416	$ 26,040,385
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 60,548,481	$	$ 52,640,194	$ 60,000,000
LIBRARY DISTRICT	6,040,000		5,418,634	
NON DEPARTMENTAL	328,852,111	154,245	163,392,192	308,435,371
PUBLIC WORKS	98,872,518	24,719	72,849,798	115,550,123
STADIUM DISTRICT	3,000		3,000	3,000
Total Capital Projects Funds	$ 494,316,110	$ 178,964	$ 294,303,818	$ 483,988,494
INTERNAL SERVICE FUNDS				
BUS STRATEGIES HLTH CARE PROG	$ 145,188,761	$ 285,000	$ 130,947,656	$ 141,557,367
ENTERPRISE TECHNOLOGY	19,435,207	650,000	18,501,102	17,814,490
EQUIPMENT SERVICES	13,634,342	3,119,595	x 16,160,253	14,591,343
MATERIALS MANAGEMENT	739,379	91,440	780,763	804,333
COUNTY MANAGER				13,000,000
RISK MANAGEMENT	36,936,906		31,210,908	43,912,696
Total Internal Service Funds	$ 215,934,595	$ 4,146,035	$ 197,600,682	$ 231,680,229
ELIMINATIONS FUNDS				
ELIMINATIONS	$ (193,790,887)	$ (3,650,000)	$ (189,857,717)	$ (185,063,790)
Total Eliminations Funds	$ (193,790,887)	$ (3,650,000)	$ (189,857,717)	$ (185,063,790)
TOTAL ALL FUNDS	$ 2,362,231,276	$ 24,131,638	$ 1,877,947,769	$ 2,423,827,579

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
ADULT PROBATION:				
ADULT PROBATION FEES	$ 12,288,792	$	$ 12,194,373	$ 13,177,506
DETENTION OPERATIONS				6,028,224
ADULT PROBATION GRANTS	6,119,639	628,031	5,138,005	4,439,380
GENERAL	58,479,190	97,423	56,965,406	54,654,939
Department Total	$ 76,887,621	$ 725,454	$ 74,297,784	$ 78,300,049
AIR QUALITY:				
GENERAL	$	$	$	$ 1,373,295
AIR QUALITY FEES	13,005,400	15,462	11,028,238	11,591,040
AIR QUALITY GRANT	4,043,404	74,682	3,299,543	3,118,800
Department Total	$ 17,048,804	$ 90,144	$ 14,327,781	$ 16,083,135
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	$ 3,192,433	$	$ 2,884,839	$ 3,440,503
ANIMAL CONTROL GRANTS	1,572,785		1,100,472	1,387,617
ANIMAL CONTROL LICENSE SHELTER	8,531,583		6,671,618	8,324,169
GENERAL	257,903		257,903	257,903
Department Total	$ 13,554,704	$	$ 10,914,832	$ 13,410,192
ASSESSOR:				
GENERAL	$ 23,117,643	$ 236,139	$ 23,019,941	$ 23,327,979
Department Total	$ 23,117,643	$ 236,139	$ 23,019,941	$ 23,327,979
BOARD OF SUPERVISORS DIST 1:				
GENERAL	$ 346,428	$	$ 346,428	$ 355,672
Department Total	$ 346,428	$	$ 346,428	$ 355,672
BOARD OF SUPERVISORS DIST 2:				
GENERAL	$ 346,428	$	$ 346,428	$ 355,672
Department Total	$ 346,428	$	$ 346,428	$ 355,672
BOARD OF SUPERVISORS DIST 3:				
GENERAL	$ 346,428	$	$ 341,896	$ 355,672
Department Total	$ 346,428	$	$ 341,896	$ 355,672
BOARD OF SUPERVISORS DIST 4:				
GENERAL	$ 346,428	$	$ 343,102	$ 355,672
Department Total	$ 346,428	$	$ 343,102	$ 355,672
BOARD OF SUPERVISORS DIST 5:				
GENERAL	$ 346,428	$	$ 344,725	$ 355,672
Department Total	$ 346,428	$	$ 344,725	$ 355,672
CALL CENTER:				
GENERAL	$ 1,363,590	$	$ 1,363,590	$ 1,573,565
Department Total	$ 1,363,590	$	$ 1,363,590	$ 1,573,565

Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
BUS STRATEGIES HLTH CARE PROG:				
GENERAL	$ 217,137,087	$ (1)	$ 181,179,694	$ 237,003,448
PUBLIC HEALTH GRANTS	6,651,736		6,280,672	6,921,762
CMG HIGH OPTION	39,294,529		35,389,516	38,798,632
CMG LOW OPTION	1,204,451		1,137,886	1,201,113
OAP IN	18,246,010		16,779,477	17,985,367
OAP HIGH OPTION	29,035,684		28,622,928	29,754,654
OAP LOW OPTION	2,119,315		2,220,649	2,187,205
CHOICE FUND H.S.A.	5,480,061		5,032,553	5,514,104
FI DENTAL PPO	5,502,303		5,267,875	4,997,323
COINSURANCE	13,041,846		12,060,984	11,358,884
CONSUMER CHOICE	1,994,911		1,830,861	1,711,120
70 PERCENT STD	2,246,085		1,530,588	
60 PERCENT STD	510,935		322,394	2,173,104
50 PERCENT STD	439,219		334,473	477,494
40 PERCENT STD	202,539		79,865	234,901
BEHAVIORAL HEALTH	4,491,552		1,744,874	2,104,872
WELLNESS	810,960	285,000	650,542	3,693,698
CONTRACT ADMINISTRATION	287,611		253,470	381,852
MED INCENTIVE AND PENALTIES	3,357,648		1,000,000	
BENEFIT ADMINISTRATION	2,019,342		2,005,348	3,370,482
FLEX SPENDING HEALTH	2,261,183		2,396,360	2,804,131
FLEX SPENDING DEP CARE	715,536		741,756	989,885
VISION	1,351,050		1,447,353	1,327,632
STAND ALONE VISION	75,644			
FI PREPAID DENTAL	409,832		402,461	418,926
FI LIFE AND AD AND D	1,130,769		1,082,153	1,130,769
SUPPLEMENTAL LIFE	3,880,123		3,553,392	3,880,123
EMPLOYEE ASSISTANCE	196,253		188,938	206,332
SI DENTAL	3,510,313		3,504,378	3,573,945
DEPENDENT LIFE	506,927		508,706	506,927
VOLUNTARY BENEFITS	306,930		307,618	285,492
CIGNA FOR SENIORS	559,200		550,258	488,400
Department Total	$ 368,977,584	$ 284,999	$ 318,408,022	$ 385,482,577
CLERK OF THE BOARD:				
GENERAL	$ 1,243,944	$ 259,401	$ 1,034,042	$ 1,608,755
Department Total	$ 1,243,944	$ 259,401	$ 1,034,042	$ 1,608,755
CLERK OF THE SUPERIOR COURT:				
CHILD SUPPORT ENHANCEMENT	75,000			45,900
CLERK OF COURT FILL THE GAP	2,433,495	225,277	2,341,696	2,633,772
CLERK OF THE COURT EDMS	4,928,000		3,514,424	3,758,000
CLERK OF THE COURT GRANTS	1,350,280	484,666	1,270,526	1,834,948
COURT DOCUMENT RETRIEVAL	1,689,100		1,190,554	2,309,000
GENERAL	30,185,299		29,058,523	30,561,351
JUDICIAL ENHANCEMENT	1,379,000		713,851	1,100,000
VICTIM LOCATION	75,000		40,747	75,000
Department Total	$ 42,115,174	$ 709,943	$ 38,130,321	$ 42,317,971
CONSTABLES:				
GENERAL	$ 2,702,337	$ 22,538	$ 2,617,047	$ 2,668,485
Department Total	$ 2,702,337	$ 22,538	$ 2,617,047	$ 2,668,485

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
CORRECTIONAL HEALTH:				
CORRECTIONAL HEALTH GRANT	$ 50,000	$	$ 49,360	$ 50,000
DETENTION OPERATIONS	52,224,224		51,148,090	51,919,893
GENERAL	3,071,763		3,069,826	3,071,763
Department Total	$ 55,345,987	$	$ 54,267,276	$ 55,041,656
CONTRACT COUNSEL:				
GENERAL	$ 25,571,574	$ (268,530)	$ 24,907,188	$ 25,893,853
Department Total	$ 25,571,574	$ (268,530)	$ 24,907,188	$ 25,893,853
COUNTY ATTORNEY CIVIL:				
GENERAL	$ 11,486,110	$ (276,114)	$ 12,000,078	$ 9,903,083
Department Total	$ 11,486,110	$ (276,114)	$ 12,000,078	$ 9,903,083
COUNTY ATTORNEY:				
CHECK ENFORCEMENT PROGRAM	$ 346,000	$ 75,000	$ 344,994	$ 346,000
COUNTY ATTORNEY FILL THE GAP	1,400,000	422,754	1,744,056	1,792,043
COUNTY ATTORNEY GRANTS	7,792,090		5,237,224	6,747,174
COUNTY ATTORNEY RICO	2,000,000	2,000,000	2,000,000	6,000,000
CRIM JUSTICE ENHANCEMENT	1,449,400		1,401,778	1,056,900
DIVERSION	2,608,810		1,927,155	1,653,756
GENERAL	56,599,487	214,666	56,341,730	60,070,204
VICTIM COMP AND ASSISTANCE	100,000		33,352	100,000
VICTIM COMP RESTITUTION INT	40,000		14,709	40,000
Department Total	$ 72,335,787	$ 2,712,420	$ 69,044,998	$ 77,806,077
COUNTY MANAGER:				
DETENTION OPERATIONS	$ 1,458,856	$	$ 1,163,436	$ 1,282,863
GENERAL	5,131,362	98,300	2,960,714	4,884,709
NON DEPARTMENTAL GRANT	652,180	3,015,970	3,504,937	293,288
COUNTY MANAGER RISK MANAGEMENT				13,000,000
Department Total	$ 7,242,398	$ 3,114,270	$ 7,629,087	$ 19,460,860
EDUCATION SERVICES:				
EDUCATIONAL SUPPLEMENTAL PROG	$ 1,492,670	$	$ 1,240,075	$ 1,614,559
GENERAL	2,298,381		2,186,569	2,087,883
SCHOOL COMMUNICATION	102,240		84,758	128,763
SCHOOL GRANT	2,238,480	3,152,955	3,703,387	8,679,759
SCHOOL TRANSPORTATION	600,000		322,481	600,000
SMALL SCHOOL SERVICE	157,204		133,772	109,657
Department Total	$ 6,888,975	$ 3,152,955	$ 7,671,042	$ 13,220,621
ELECTIONS:				
ELECTIONS GRANT	$ 2,782,320	$	$ 1,064,410	$ 2,211,630
GENERAL	20,300,000		17,378,913	14,368,149
Department Total	$ 23,082,320	$	$ 18,443,323	$ 16,579,779
EMERGENCY MANAGEMENT:				
EMERGENCY MANAGEMENT	$ 968,457	$ 195,697	$ 907,237	$ 1,030,081
GENERAL	173,881		157,557	236,250
PALO VERDE	397,654		344,930	562,854
Department Total	$ 1,539,992	$ 195,697	$ 1,409,724	$ 1,829,185
ENTERPRISE TECHNOLOGY:				
GENERAL	$ 7,181,486	$ (259,401)	$ 6,842,117	$ 8,449,211
TELECOMMUNICATIONS	19,435,207	650,000	18,501,102	17,814,490
Department Total	$ 26,616,693	$ 390,599	$ 25,343,219	$ 26,263,701

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ENVIRONMENTAL SERVICES:				
ENVIRONMENTAL SERVICES GRANT	$ 740,661	$	$ 664,787	$ 689,100
ENVIRONMTL SVCS ENV HEALTH	20,113,714	7,660	17,953,563	21,114,591
GENERAL	3,878,840		4,049,838	4,326,249
Department Total	$ 24,733,215	$ 7,660	$ 22,668,188	$ 26,129,940
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	$ 13,634,342	$ 3,119,595	$ 16,160,253	$ 14,591,343
Department Total	$ 13,634,342	$ 3,119,595	$ 16,160,253	$ 14,591,343
FINANCE:				
GENERAL	$ 3,248,204	$ 200,000	$ 3,096,583	$ 3,598,613
Department Total	$ 3,248,204	$ 200,000	$ 3,096,583	$ 3,598,613
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	$ 36,603,605	$	$ 32,083,313	$ 36,860,323
FLOOD CONTROL GRANTS	800,000		229,678	566,100
FLOOD CONTROL CAPITAL PROJECTS	60,548,481		52,640,194	60,000,000
Department Total	$ 97,952,086	$	$ 84,953,185	$ 97,426,423
GENERAL COUNSEL:				
GENERAL	$	$	$	$
Department Total	$	$	$	$
HUMAN RESOURCES:				
GENERAL	$ 2,923,840	$	$ 2,670,267	$ 3,046,837
Department Total	$ 2,923,840	$	$ 2,670,267	$ 3,046,837
HUMAN SERVICES:				
CDBG HOUSING TRUST	$ 16,933,099	$ (5,740,088)	$ 13,082,756	$ 13,486,394
DETENTION OPERATIONS				1,976,289
GENERAL	2,063,610		2,063,610	2,260,912
HUMAN SERVICES GRANTS	48,888,613	3,159,292	53,567,774	45,586,165
Department Total	$ 67,885,322	$ (2,580,796)	$ 68,714,140	$ 63,309,760
INTERNAL AUDIT:				
GENERAL	$ 1,572,354	$	$ 1,549,683	$ 1,590,290
Department Total	$ 1,572,354	$	$ 1,549,683	$ 1,590,290
JUSTICE COURTS:				
GENERAL	$ 14,353,098	$	$ 14,345,164	$ 15,615,281
JUSTICE COURTS SPECIAL REVENUE	5,706,615		5,107,355	6,472,572
JUST COURTS PHOTO ENFORCEMENT	2,251,936		963,473	921,000
JUSTICE CT JUDICIAL ENHANCEMNT	1,781,501		840,801	1,936,813
Department Total	$ 24,093,150	$	$ 21,256,793	$ 24,945,666
PUBLIC ADVOCATE:				
GENERAL	$ 5,449,565	$ 338,782	$ 5,777,305	$ 5,989,844
PUBLIC DEFENDER GRANTS		60,210	32,276	52,938
Department Total	$ 5,449,565	$ 398,992	$ 5,809,581	$ 6,042,782

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JUVENILE PROBATION:				
DETENTION OPERATIONS	$ 33,206,895	$	$ 30,461,724	$ 33,027,151
GENERAL	16,124,198	(1,000,000)	15,247,870	16,756,982
JUVENILE PROBATION DIVERSION	386,633		358,481	306,633
JUVENILE PROBATION GRANTS	5,296,477	97,019	4,118,798	4,983,658
JUVENILE PROBATION SPECIAL FEE	4,204,187		4,203,190	4,132,934
JUVENILE RESTITUTION	25,000		15,488	10,000
Department Total	$ 59,243,390	$ (902,981)	$ 54,405,551	$ 59,217,358
LEGAL ADVOCATE:				
GENERAL	$ 9,231,434	$ 40,898	$ 8,772,763	$ 9,256,389
PUBLIC DEFENDER TRAINING	37,398		14,860	63,348
Department Total	$ 9,268,832	$ 40,898	$ 8,787,623	$ 9,319,737
LEGAL DEFENDER:				
GENERAL	$ 10,483,641	$ 83,189	$ 10,283,112	$ 10,268,731
LEGAL DEFENDER FILL THE GAP	59,000		59,000	59,000
PUBLIC DEFENDER TRAINING	101,168		35,953	136,237
Department Total	$ 10,643,809	$ 83,189	$ 10,378,065	$ 10,463,968
LIBRARY DISTRICT:				
LIBRARY DIST CAP IMPROVEMENT	$ 6,040,000	$	$ 5,418,634	$
LIBRARY DISTRICT GRANTS		115,000	75,000	83,564
LIBRARY DISTRICT	19,313,257	8,700	18,521,578	21,832,590
LIBRARY INTERGOVERNMENTAL	2,735,160		2,735,160	2,648,796
Department Total	$ 28,088,417	$ 123,700	$ 26,750,372	$ 24,564,950
MANAGEMENT AND BUDGET:				
GENERAL	$ 2,965,780	$ 1	$ 2,606,594	$ 3,224,295
Department Total	$ 2,965,780	$ 1	$ 2,606,594	$ 3,224,295
MATERIALS MANAGEMENT:				
GENERAL	$ 2,021,461	$	$ 1,869,271	$ 2,099,903
REPROGRAPHICS	739,379	91,440	780,763	804,333
Department Total	$ 2,760,840	$ 91,440	$ 2,650,034	$ 2,904,236
MEDICAL EXAMINER:				
GENERAL	$ 6,757,790	$	$ 6,755,174	$ 6,911,513
MEDICAL EXAMINER GRANT	53,648	328,572	358,502	160,140
Department Total	$ 6,811,438	$ 328,572	$ 7,113,676	$ 7,071,653
NON DEPARTMENTAL:				
COUNTY IMPROVEMENT DEBT	$ 9,762,550	$ 451,750	$ 10,214,300	$ 11,994,437
COUNTY IMPROVEMENT DEBT 2	7,409,780		7,409,780	7,413,980
DETENTION CAPITAL PROJECTS	69,929,821	(630,025)	15,755,823	101,873,974
DETENTION OPERATIONS	31,145,869	(33,694)	1,499,413	55,210,503
FINANCING SERIES 2007				
FINANCING SERIES 2008				
GENERAL	222,019,546	(2,783,074)	97,525,717	171,861,456
GENERAL FUND CTY IMPROV	196,836,794	627,570	135,457,347	95,154,377
INTERGOVERNMENTAL CAP PROJ	232,683	156,700	334,443	125,000
NON DEPARTMENTAL GRANT	24,026,158	(6,636,435)		18,139,553
TECHNOLOGY CAP IMPROVEMENT	56,134,813		9,885,239	99,002,554
DETENTION TECH CAP IMPROVEMENT	5,718,000		1,959,340	12,279,466
WASTE MANAGEMENT	474,133		117,843	484,410
Department Total	$ 623,690,147	$ (8,847,208)	$ 280,159,245	$ 573,539,710

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PARKS AND RECREATION:				
GENERAL	$ 693,436	$	$ 616,006	$ 1,098,011
LAKE PLEASANT RECREATION SVCS	2,357,278	200,000	2,133,695	2,738,948
PARKS AND RECREATION GRANTS	4,820	91,159	67,493	
PARKS DONATIONS	249,389		129,869	112,974
PARKS ENHANCEMENT FUND	4,232,044		3,838,598	4,407,826
PARKS SOUVENIR	137,140		154,334	184,950
SPUR CROSS RANCH CONSERVATION	340,000		278,627	330,591
Department Total	$ 8,014,107	$ 291,159	$ 7,218,622	$ 8,873,300
PLANNING AND DEVELOPMENT:				
GENERAL	$	$	$	$ 1,015,855
DEL WEBB	9		2	235
PLANNING AND DEVELOPMENT FEES	7,834,399	309,587	7,377,594	8,312,752
Department Total	$ 7,834,408	309,587	$ 7,377,596	$ 9,328,842
PUBLIC DEFENDER:				
GENERAL	$ 33,264,709	$ (194,339)	$ 33,043,265	$ 32,986,216
PUBLIC DEFENDER FILL THE GAP	1,483,701		961,360	2,678,475
PUBLIC DEFENDER GRANTS	445,651		437,724	449,732
PUBLIC DEFENDER TRAINING	438,134		371,022	417,720
Department Total	$ 35,632,195	$ (194,339)	$ 34,813,371	$ 36,532,143
PUBLIC FIDUCIARY:				
GENERAL	$ 2,459,102	$	$ 2,440,517	$ 3,100,020
Department Total	$ 2,459,102	$	$ 2,440,517	$ 3,100,020
PUBLIC HEALTH:				
GENERAL	$ 10,752,840	$	$ 10,376,015	$ 11,034,496
PUBLIC HEALTH FEES	4,965,928	53,802	3,820,738	4,578,163
PUBLIC HEALTH GRANTS	37,236,649	5,827,202	38,836,674	42,524,645
Department Total	$ 52,955,417	$ 5,881,004	$ 53,033,427	$ 58,137,304
PUBLIC WORKS:				
DETENTION OPERATIONS	$ 28,057,549	$	$ 26,261,775	$ 27,118,765
GENERAL	45,575,611	3,449,459	41,720,421	49,056,060
PUBLIC WORKS FLOOD CONTROL	34,090,553	44,300	32,520,088	35,933,801
SOLID WASTE GRANTS		22,994	15,360	
SOLID WASTE MANAGEMENT	7,643,050		7,203,148	2,183,701
TRANSPORTATION CAPITAL PROJECT	98,872,518	24,719	72,849,798	115,550,123
TRANSPORTATION GRANTS	573,971		544,195	500,000
TRANSPORTATION OPERATIONS	59,526,254	285,007	55,873,744	59,992,098
WASTE TIRE	4,752,193	160,000	4,689,805	4,757,203
Department Total	$ 279,091,699	$ 3,986,479	$ 241,678,334	$ 295,091,751
RECORDER:				
GENERAL	$ 2,095,117	$	$ 1,893,399	$ 2,251,263
RECORDERS SURCHARGE	4,548,813		3,874,016	6,944,738
Department Total	$ 6,643,930	$	$ 5,767,415	$ 9,196,001
RESEARCH AND REPORTING:				
GENERAL	$ 322,241	$	$ 303,727	$ 362,739
Department Total	$ 322,241	$	$ 303,727	$ 362,739

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RISK MANAGEMENT:				
RISK MANAGEMENT	$ 36,936,906	$	$ 31,210,908	$ 43,912,696
Department Total	$ 36,936,906	$	$ 31,210,908	$ 43,912,696
SHERIFF:				
DETENTION OPERATIONS	$ 182,632,904	$	$ 176,649,545	$ 173,059,942
GENERAL	61,380,923		60,527,995	74,452,020
INMATE HEALTH SERVICES	97,215		2,344	80,500
INMATE SERVICES	10,799,768	9,262	10,139,552	33,799,768
SHERIFF DONATIONS	26,300	20,000	20,422	26,300
SHERIFF GRANTS	4,824,306	3,718,023	6,323,119	5,709,844
SHERIFF JAIL ENHANCEMENT		2,205,000	173,334	3,560,000
SHERIFF RICO		2,655,000	1,268,926	2,000,000
Department Total	$ 259,761,416	$ 8,607,285	$ 255,105,237	$ 292,688,374
STADIUM DISTRICT:				
BALLPARK OPERATIONS	$ 3,754,472	$ 1,400,000	$ 4,352,352	$ 1,656,972
CACTUS LEAGUE OPERATIONS	99,143		70,223	99,143
LONG TERM PROJECT RESERVE	3,000		3,000	3,000
STADIUM DIST DEBT SERIES 2002	6,611,335		6,611,336	6,631,968
Department Total	$ 10,467,950	$ 1,400,000	$ 11,036,911	$ 8,391,083
SPECIAL LITIGATION:				
GENERAL	$	$	$	$
Department Total	$	$	$	$
SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	$ 115,007	$	$ 115,007	$ 115,007
CONCILIATION COURT FEES	1,390,000	200,000	1,590,000	1,702,500
DOM REL MEDIATION EDUCATION	190,682		190,682	390,682
EXPEDITED CHILD SUPPORT	920,479	200,000	981,059	897,500
GENERAL	71,111,106	1,187,530	69,758,597	76,556,676
JUDICIAL ENHANCEMENT	570,600	400,000	790,286	870,600
LAW LIBRARY	1,425,000		1,172,519	1,425,000
PROBATE FEES	564,531	113,000	677,531	564,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921		115,921	115,921
SUPERIOR COURT FILL THE GAP	2,329,600	693,124	2,385,294	3,122,724
SUPERIOR COURT GRANTS	2,145,648	178,832	1,845,426	3,002,400
SUPERIOR COURT SPECIAL REVENUE	7,036,000	1,225,000	7,971,827	6,029,540
Department Total	$ 87,914,574	$ 4,197,486	$ 87,594,149	$ 94,793,081
TREASURER:				
GENERAL	$ 3,865,769	$	$ 3,845,844	$ 4,267,568
TAXPAYER INFORMATION	304,341		97,721	304,341
Department Total	$ 4,170,110	$	$ 3,943,565	$ 4,571,909
ELIMINATIONS	$ (193,790,887)	$ (3,650,000)	$ (189,857,717)	$ (185,063,790)
Department Total	$ (193,790,887)	$ (3,650,000)	$ (189,857,717)	$ (185,063,790)
Total all Departments	$ 2,362,231,276	$ 24,131,638	$ 1,877,947,769	$ 2,423,827,579

* 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: 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 2012 to pay for an expenditure budgeted for FY 2011 for which an obligation has been incurred that cannot be paid by June 30, 2011. 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): This private, non-profit organization is responsible for determining uniform standards for treatment of accounting items, referred to commonly as the Generally Accepted Accounting Principles (GAAP).

Forecast: The Forecast scenario is an estimate of actual revenues, expenditures and performance through the end of the current fiscal year, which may be different from the Revised budget (plan). The Forecast scenario includes actual revenues, expenditures, and performance for the current fiscal year to date, plus a projection for the remainder of the Fiscal Year.

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

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

Fund Transfers: Transferring monies between funds is a tool for maintaining a structurally balanced budget.

Fund Balance/Equity: An amount composed of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

Furlough: Mandatory unpaid leave imposed on employees by a department facing a severe financial crisis.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, that serves as the County's primary operating fund.

General Obligation (GO) Bond: General Obligation Bonds are sold to raise funding for capital expenditures. General Obligation Bonds must be approved by a majority of Maricopa County residents. 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.

MCAO: Maricopa County Attorney's Office.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

Mission: A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

MMC: Maricopa Medical Center.

Object Code: Identifies the expenditure type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Output Measure: A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

Position Control Number (PCN): A position control number is assigned to a position once OMB has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

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

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

Position: A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement; are aligned with the department's Mission and Goals.

Restatement: An adjustment in historical revenue or expenditure information to present it in the current format. An example would be to restate revenue and expenditure information following a reorganization.

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer, or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Revised: The Revised budget (plan) is the Adopted budget (plan) for a Fiscal Year plus any approved adjustments. Adjustments that include changes to appropriated budgets must be approved by the Board of Supervisors.

Services: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer actually receives rather than in terms of what the department does. They should also be countable.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Business Plan: A strategic business plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors, and the public about how the department is organized to deliver results to its customers and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Supplies: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a

large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

Acknowledgements

The Fiscal Year 2011-12 Maricopa County Annual Business Strategies was made possible with the help of many dedicated individuals. Most importantly, the Board of Supervisors and the County Manager for providing the policy guidance and leadership that is the backbone of the budget process. Thanks must also be given to the Elected Officials, Deputy County Manager, Assistant County Managers, and Department Directors and Managers for their cooperation during this past year. This document could not have been produced without the conscientious and creative efforts of the budget staff of the Office of Management and Budget whose members include: Tina Allen, Lee Ann Bohn, Kimberly Bonham, Lauren Cochran, Carmine Davis, Mary Driessen, Jacqueline Edwards, Shannon Fitzgerald, Angie Flick, Cindy Goelz, Brian Hushek, Dreamlyn Johnson, Mark Mason, Jannah Oglesbee, Jack Patton, Scott Rothe, Harold Siguenza, Dexter Thomas, Sandi Wilson, Ryan Wimmer. In addition, special thanks to the following Office of Enterprise Technology team who were instrumental in providing the system support and reports needed to produce this document: Andy Duclos, Patricia Encinas, Tamy Harmon, Dean Johnson, Duane Lee, Rick Pope and Enrique Ramirez and to the following Business Strategies and Health Care Programs staff, Chris Bradley, Kirk Jaeger and Janet Woolum, for providing guidance and support on the County's Managing for Results initiative.