MARICOPA COUNTY

FY 2013 Annual Business Strategies Recommended Budget

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Maricopa County Mission Statement

The Mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe 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 recreational lands
- Contribute to an effective 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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Motions

Tentative Budget Adoption

1) Approve the Fiscal Year 2013 Tentative Budget by total appropriation, pursuant to A.R.S. §§ 42-17101 and 42-17102, for each department, fund and function class in the amount of $2,312,626,774.

2) Approve the Tentative Maricopa County primary property tax levy for Fiscal Year 2013, which is an overall tax reduction of $60,475,682 or 12.45% pursuant to A.R.S. § 42-17107. The estimated savings in County primary property taxes on a $100,000 residential property is $17.65 or 12.45%.

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, Public Advocate 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.
   d) The budgets for Operating Major Maintenance Projects will be appropriated at the department, fund and function category rather than department, fund and function class.

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

Transmittal Letter

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

The FY 2013 recommended budget was developed with the expectation that Maricopa County would require another disciplined operating budget. The economy continues to be sluggish and difficult to predict. While economists are expecting a return to steady growth, the pace has been slow. This slow growth in revenues is creating budgetary caution. The economy continues to be sluggish and difficult to predict. At the beginning of the fiscal year, strong year-over-year jail excise and state-shared sales taxes provided hope that the fiscal corner had been turned. Sales and jail taxes grew year-over-year at 6% plus from July through November, and then dropped from December through April. The average growth of state-shared sales taxes was 3.14%, and jail excise taxes was 4.4% for the past 5 months, thus lowering expectations. Vehicle license tax (VLT) collections are of greater concern. Year-to-date, the VLT revenues are $1.2 million below last year through April. This revenue stream has been difficult to trend. For FY 2013, the budget for this revenue stream is very conservative.

The 2013 budget guidelines approved by the Board of Supervisors on December 12, 2011, set a probability of subdued budgetary growth. With the exception of those departments with very critical needs, departmental budgets are flat or slightly lower than in FY 2012. Expansions of services or new programs are in the criminal justice arena where investment in funding will result in increased public safety, decreased jail populations or greater efficiencies.

The recommended expenditure budget appropriation is $2,312,626,774, which is a net *decrease* of $37,784,025 from the FY 2012 revised budget. The decrease is due to a $33 million operating budget reduction and a $4.7 million reduction in capital and technology improvements and other one-time expenses. The State of Arizona assisted with the reduction in costs by eliminating the county contributions that had previously been required.

The operating budget *decreased* by $32,993,769 or 2.0%, as compared to the 2012 revised budget. In addition to the $26.1 million decrease in county contributions to the state, there were also decreases in mandated health care programs, a reduction in the number of man hours anticipated, elimination of vacant positions, program cost decreases occurred because of volume reductions, and general contingency was reduced. These reductions were offset slightly by the following increases: jail maintenance of effort, a new justice court precinct, retirement contribution increases, and justice system contingencies.

The Tentative Budget followed the *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors. 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 rate from FY 2011, resulting in a significant decrease in property taxes.
2. No anticipated employee compensation funding.
3. Departmental budget targets flat to last year with adjustments for Board approved changes, state mandates, and the decrease in budgeted hours.
4. Base budget should be within the target, and structural balance should be maintained within funds, whenever possible.
5. The General Fund will not backfill reductions in grant funding.
6. Internal Service Funds (ISFs) charges will be allocated to funds/activities.
7. State contributions will be paid from Special Revenue Funds, if necessary.
8. No budget reductions anticipated, but departments should be prepared to offer reduction of up to 5%.
9. No additional funding is expected for new or expanded programs. Requests for additional funding must be for critical issues only.
10. Use of fund balances reserves will be considered if recommended for uses in accordance with Reserve and Tax Reduction Policy.
11. The Capital Improvement Program (CIP) will be developed within available non recurring sources to meet strategic goals and long-range infrastructure needs.
12. New Information Technology Projects will be considered when there is a three year ROI or are of a critical operational nature.

The guidelines adopted by the Board were closely followed during the development of the FY 2013 budget. Elected Officers and the Management Team within Maricopa County were cognizant of the fiscal constraints and worked collaboratively with the Office of Management and Budget to reach budget agreements and to achieve structural balance. All of the Elected Row Officers signed their budget agreements during the budget cycle. The cooperation of all of the County officers was necessary for achieving a budget that will move the County forward while attaining a significant reduction in property taxes for the citizens of Maricopa County.

Revenue Outlook

Maricopa County has a philosophy of budgeting revenues very conservatively. This approach has allowed us to maintain fiscal stability, structurally balance the budget, and fund new capital and technology without incurring debt. For the last decade, Maricopa County has been able to obtain a fund balance pick-up at year end to utilize for cash expenditures, allowing us to avoid interest costs and General Obligation Bonds.

Revenues for FY 2012 did grow, but only slightly. The State-shared Sales tax collections are $22.6 million or 7.4% above budget year-to-date. The FY 2012 budget was adopted with the expectation that there would be a decline from FY 2011. Receipts for FY 2011 were $380.8 million, and the FY 2012 sales tax revenue was budgeted at $369.7 million. The Jail Excise taxes are $5.2 million or 5.7% over budget year-to-date. Again, the budget for FY 2012 is 1.2% lower than actual for FY 2011. State-shared Vehicle License taxes (VLT) are over budget by $1.7 million in the General Fund and $242,688 in the Highway User Revenue Funds

(HURF). However, this revenue has been sporadic and was under budget for eight of the last ten months in the General Fund. In the Transportation fund, HURF revenue collections have been ahead of budget for all ten months of the fiscal year but behind the prior year actuals. However, the positive variance has receded in recent months. A 14.4% positive variance was achieved in July 2011. The margin has narrowed in subsequent months and was only 2.8% in April.

The recommended revenue budget for FY 2013 includes the following assumptions. These growth increases have been applied to the FY 2012 forecast.

State Shared Sales Tax:	+2.0%
Vehicle License Tax:	Flat
Jail Excise Tax:	+3.8%
Highway User Revenue:	+1.4%

Maricopa County utilizes Elliott Pollack and Company as our economist, along with data from Marshal Vest at the University of Arizona. Each year we compare the year-to-date actual financial results with the forecast information received through the economists. For the past several years, the Office of Management and Budget has budgeted revenues at a lower level than recommended by the economists. This strategy has served us well. State-shared sales taxes are budgeted to be $404,078,237, which is $9.4 million below the estimate received by Pollack. The difference is a combination of the economist estimating a growth factor of 3.5% versus 2.0% by the budget office, and the year-end FY 2012 forecast being utilized by the County being approximately $2.9 million lower than that of our economist.

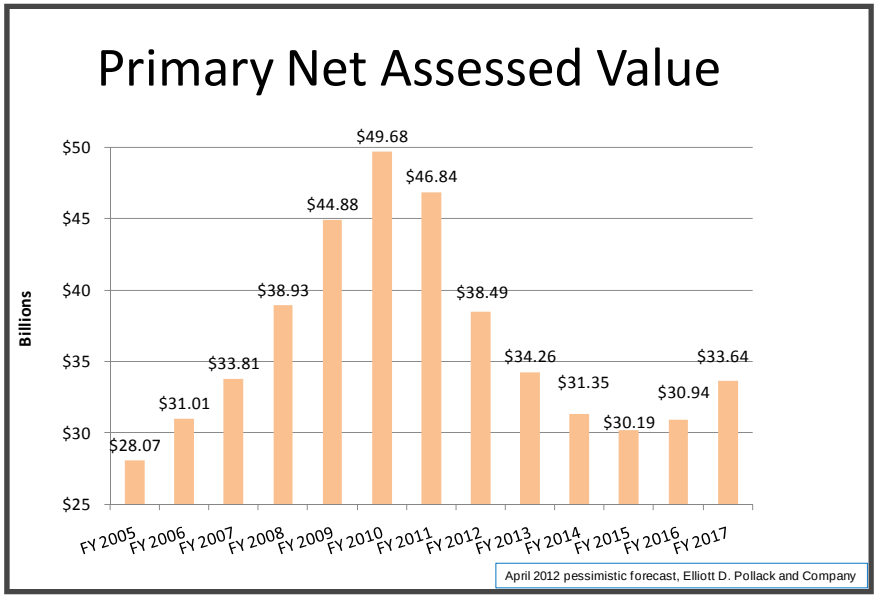
State-shared Vehicle License Taxes are hard to determine. New car sales are a significant factor in receiving increased revenues, since the vehicle's depreciated value is utilized to assess the tax. For FY 2012, the forecast shows a decline of 3.9% or $4.4 million over FY 2011. The FY 2013 budget is flat to forecast. This is slightly less than the Pollack forecast of 2.0% growth.

The Jail Excise Tax is a local tax approved by the voters in 1998 for use in building and operating the adult and juvenile detention facilities and to lower the inmate and juvenile populations. This revenue has had the strongest performance in the past year. We are expecting a 4.0% growth when we end FY 2012. The growth factor for the FY 2013 budget is 3.8% or $4.4 million. This is consistent with the growth projections recommended by Elliott Pollack and Company.

Highway User Revenues Funds (HURF) are collected principally from a $0.18 per gallon tax on fuel sold within the State of Arizona. This is state-shared revenue that is distributed to the counties and deposited in the Transportation Operating Fund. The budgeted increase for next year is 1.4%. This is only slightly less than our economist's forecast. However, there has been a formula adjustment made by the State of Arizona which will result in additional revenue being received. Therefore, this revenue will be adjusted upward in the final budget.

Property Taxes

Maricopa County's primary property tax levy, excluding the SRP payment in lieu of taxes, will drop by $52.5 million in FY 2013. The net assessed value has dropped by $4.2 billion from FY 2012, but the tax rate being applied has remained flat at 1.2407 per $100 of assessed valuation. The budget guidelines acknowledged this issue and the Board of Supervisors called for the Office of Management and Budget to maintain the same tax rate as was adopted in FY 2012. For most taxpayers, because their homes are losing assessed value and the property tax rate is remaining flat, they will be receiving a property tax reduction. The average impact on a residential property tax owner is a $19.59 tax reduction. The Full Cash median home value in FY 2012 was $124,500 and has dropped to $111,000 for FY 2013. The recommended FY 2013 budgeted levy, including the SRP payment in lieu of taxes, is $433.5 million as compared with $485.6 million in the FY 2012 adopted budget.



Property tax assessed valuations have declined significantly over the past several years. This decline is forecasted to continue through FY 2015. In FY 2010, our primary net assessed value was $49.68 billion in Maricopa County. When we reach the bottom of the valuation decline in FY 2015, it is expected to be $31.35 billion. This is a 40.4% decrease over a 5 year period. These significant declines in the property tax assessed valuations have caused our revenues to contract, budgets to tighten, and 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.

The Board of Supervisors has made a conscious decision to set the property tax levy significantly below the legally assessed maximum levy calculation. The maximum tax levy could have been $558.2 million. Maricopa County is under the limit by $133.1 million. In addition, using the state mandated "Truth in Taxation" levy calculation, the Board's tax rate will be $0.1765 below the "Truth in Taxation" tax rate, and the County is under the "Truth in Taxation" levy by $60.5 million. Utilizing the median-valued home of $111,000, the property tax bill on that home would have been $157.31 using the Truth in Taxation rate. The County tax bill on a median home will be $137.72, a savings of $19.59 or 12.5%.

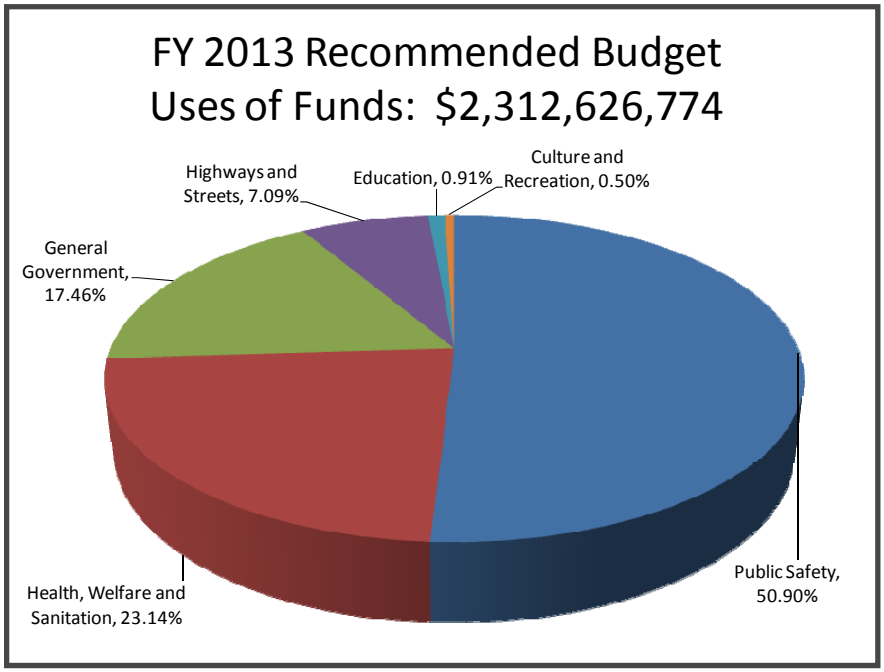
Another way that Maricopa County has saved our taxpayers money is by not issuing any General Obligation Bond debt since 1986. In the late-nineties, the Board of Supervisors decided to utilize a "pay as you go" capital plan for large capital improvement projects. Last

year, they expanded this category to also include large technology projects. This means that the County is paying cash for the Sheriff's 911 Center and Headquarters Building, 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 those approved in 1986.

Finally, the last significant issue to discuss are 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 $7.8 million, and the Library District is lowering its levy by $2.1 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.

Expenditure Uses

Maricopa County's expenditures are primarily made up of criminal justice and health care related costs. The chart below outlines the expenditure uses for FY 2013.



The largest category is criminal justice and public safety. It comprises 50.90% of our expenditures. A number of departments and offices are part of the public safety category including: Superior Court, Adult Probation, Juvenile Probation, County Attorney, Sheriff, Clerk of the Superior Court, Public Defense Services, Emergency Management, Justice Courts, Public Fiduciary, Planning and Development, and Constables. Last year these expenses were 50.44% of the budget. There will be more on the specifics of justice and law enforcement in a later section.

The other large category is Health, Welfare and Sanitation which is 23.14% of the total expenditures. This category is made up of Public Health, Health Care Programs, Correctional Health, Medical Examiner, Human Services, Animal Care and Control, Air Quality, Environmental Services and Waste Resources and Recycling. Demand for services is on the rise in these departments. The largest portion of this category is the Arizona Health Care Cost Containment Systems (AHCCCS) and Arizona Long Term Care System (ALTCS) programs that are managed by the State of Arizona but funded partially by Arizona counties. There is a section below that outlines the costs within the recommended budget for Health Care Programs.

Other costs that make up the countywide expenditures are: General Government (17.46%), Highway and Streets (7.09%), Education (0.91%), and Culture and Recreation (0.50%).

Structurally Balanced Budgeting and Historical Overview

The great recession that hit the world in 2008 and has continued through the last several years had a devastating impact on many governments around the nation. Certainly, weathering the storm was not for the weary. In Maricopa County, we worked through the fiscal downturn by following the fiscal policies that have brought success to our County for many decades. The Board of Supervisors has adopted conservative budget policies and practices that are grounded in good government principals. Structural balance is our most basic of those principals. It means that recurring revenues meet or exceed recurring expenditures. Because of structural balance, we have been able to fund capital building and technology projects with cash and keep our expenditures in check. This intense fiscal control is present in the FY 2013 budget.

The County has been ratcheting down expenditures since FY 2007, 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 2008 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 FY 2008. The Board of Supervisors implemented a freeze on hiring, capital and contingency funds. Administrative budgets in all departments and offices 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 and revenue reduction.

The FY 2009 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 FTE vacant and filled positions were eliminated during this fiscal year. It was also necessary to utilize our budget stabilization account to pay-off debt and lower the burden on operating expenditures.

The FY 2010 budget included additional budget balancing reductions of $130.3 million. The largest reductions included $24.5 million from the elimination of vacant positions, $47.3 million from the reduced cost of providing services; $12.9 million due to paying off capital leases, and $53.7 million in Non Departmental expenditures.

The FY 2011 budget included operating and non-operating budget reductions of $87.3 million. Many FY 2011 reductions occurred in Non Departmental, where most countywide expenditures are budgeted. The reductions which were 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 FY 2012 budget again had operational cost savings. The operating budget was reduced by $38.7 million. Savings were associated with $4.7 million elimination of vacant positions and increased vacancy savings. Reductions in grants and intergovernmental agreements totaled over $20 million. 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 occurred due to lower volumes and other program reductions throughout County departments.

The recommended budget for FY 2013 includes many additional reductions in order to maintain structural balance. The net change in mandated state health contributions is a $4.2 million reduction. Moving the primary and general election costs from operating to non recurring is a $5.1 million decline. Elimination of the state/county contribution resulted in a $26.1 million in savings. Finally, there was $11.4 million in reduction in costs due to volume changes, efficiencies and abolishing vacant positions.

There are two fund types that are not in structural balance in FY 2013. The first one being the self-funded insurance programs funded through the Benefits Trust Funds. These Benefits Trust Funds are several different product lines offered by the Employee Benefits division of Business Strategies and Health Care Programs. The types of funds include various medical plans, two dental plans, wellness, vision care, and short disabilities. During the FY 2013 plan redesign, adjustments have been made to the medical plans that are carrying a negative balance. Collectively, the employee benefit plans have a significant positive fund balance.

The Risk Management Fund is also not in structural balance due to anticipated large, non-routine claims that may hit in the coming fiscal year. A non recurring contingency has been set aside to assist if any of these liabilities occur in FY 2013.

Econometric and Demographic Trends

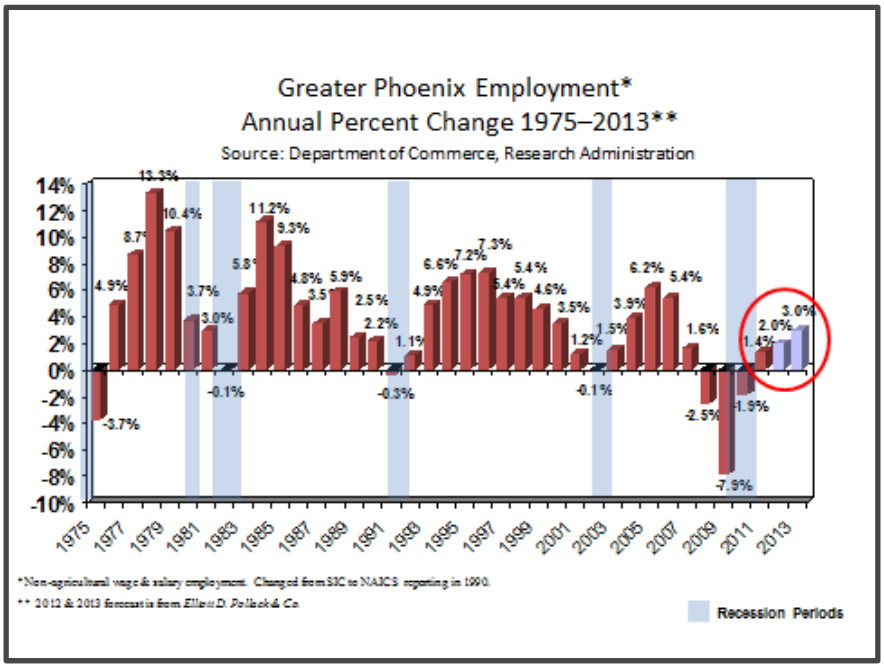
The economic outlook for the nation, state, and Maricopa County has improved over the past year. Foreclosures are declining, and housing prices are rebounding. Economists are predicting a return to steady growth. In fact, the real GDP at a national level has been growing since 2010. All economic indicators are growing, however, quite slowly. This is not what happened in the Greater Phoenix area during past recessionary cycles. In the past, Maricopa County has been one of the first areas to recover. While our fundamental economic base is sound because of the sharp decline that was experienced during this recession, recovery will be exceedingly gradual. Elliott Pollack, our commissioned economist, cautioned Maricopa County in his last quarterly update. He stated that the recession is officially over but that the County should “take care with spending.” This budget attempts to do just that. While we are beginning to return to normalcy, there is still a very cautionary tone to this plan.

"The full recovery date for the County continues to be 2015 for most economic statistics. This includes the absorption of all excess housing, a full employment recovery, a full retail sales activity recovery, and the absorption of all excess commercial real estate."

Elliott D. Pollack and Company, April 2012

The Office of Management and Budget continues to track the economic trends, with the help of the University of Arizona, State of Arizona economic information and Elliott Pollack's quarterly updates. The major changes in the economic data are shown below.

- **Consumer Spending modest**
- **Excess industrial capacity**
- **Modest housing recovery**
- **Limited commerical construction**
- **Continued pressure on state and local governments**
- **Limited policy options for the Federal government**



The State of Arizona has grown at a tremendous rate for the last 50 plus years. From 1950 – 1960, we placed 4th in population growth. From 1960 – 2006, Arizona was in either 2nd or 3rd place for population growth each year. However, from 2007 – 2010, the State of Arizona ranked 44th in population growth. During that same period, our employment growth was 49th and our personal income growth was 46th out of the 50 states. In fact, in Greater Phoenix, from 2009-2011, there was a significant decline in jobs according to the Department of Commerce (see chart above). This recent recession was clearly not in line with our explosive growth history.

On a positive note, employment statistics are improving. The region is beginning to reclaim our past growth history. This is necessary in order for the County to achieve financial recovery at the personal, governmental, and commercial levels. Growth in jobs over the next several years will be modest but increasing. By 2013, we should see 3.0% job growth in the Greater Phoenix area. The Phoenix-Mesa employment growth rates will place us 5th in national job growth by the end of 2012, according to Arizona State University and the U.S. Bureau of Labor Statistics.

Economic Development

Maricopa County has continued to support efforts to develop and expand the regional economy. The budget continues County financial support of more than $1.1 million for several key regional non-profit economic development agencies, including the Greater Phoenix Economic Council, the Greater Phoenix Chamber of Commerce Bid Source Program, and the Greater Phoenix Convention and Visitors Bureau. The budget also includes continued support for the International Genomics Consortium.

Along with these ongoing efforts, Maricopa County has participated in major regional economic development projects that create high-paying, export-oriented jobs and capital investment. County funds are allocated judiciously after careful fiscal impact analysis and review by the County's Economic Development Committee. This year, the County has committed $1 million as part of a package of incentives to locate a new IT center to support the world-wide operations of Silicon Valley Bank (SVB). SVB plans to create 460 new jobs with salaries averaging $88,000 per year at its new IT center in Tempe. County funds will be provided only when jobs are created and can be taken back if the jobs are not maintained. The County's investment will be recovered in additional new tax revenue within a few years.

Meanwhile, the $20 million set aside last year for the First Solar plant in Mesa remains with the County, as the firm has indefinitely put off plans to create the new jobs required for the incentive. Originally, First Solar was to invest up to $1.6 billion in capital investments. The County is investigating the expansion plan with First Solar and our legal counsel. If the new manufacturing jobs are not going to materialize, then it may be possible to release the funds for utilization in other economic or non recurring projects.

State Budget Impacts

After years of increasing cost shifts to local governments as a means to balance its budget, the State of Arizona passed a budget for FY 2013 which reversed many of the prior burdens. The County no longer is required to make a contribution to the State of Arizona which cost the County $26.4 million in FY 2012. Another huge positive development was the reversal of the law that would have shifted responsibility to the County to house inmates sentenced to less than a year. This unfunded mandate would have resulted in additional on-going operating costs of over $30 million. While the state continued the diversion of Highway User Revenue Funds to fund the Department of Public Safety, they reversed the action taken in FY 2012 to divert an additional amount to the state's Motor Vehicle Division. This change should result in the restoration of almost $6.7 million in funding to the County's Transportation Department. This revenue restoration is not reflected in the recommended budget but will be adjusted prior to final budget adoption. Also continuing is the requirement to have the County pay 50% of the cost of treatment and confinement associated with Sexually Violent Persons, as well as Maricopa County paying 100% of Superior Court Judges' salaries.

A new impact of FY 2013 involves the closing of the State Capital Post-Conviction Public Defender's Office. These responsibilities will now need to be handled by the County's Public Defense System. The initial estimate of the cost for this shift if $650,000. The state also will be sweeping Court Funds, which could ultimately result in less special revenue funds for the Court system in the County. On the horizon for FY 2014, the state passed legislation that will

divert a portion of the State-shared Sales Tax to fund infrastructure improvements for the benefit of a manufacturing facility. This will cost the County approximately $2.5 million of revenue.

A good news item for public employees is that there was legislative action taken to reverse the cost share for contributions to the Arizona State Retirement System (ASRS). In the prior year, the law was changed to require employees to pay 53% of the contribution and lowered the employer rated to 47%. A recent action taken during the 2012 legislative session restores the cost share to a 50%/50% split. The County will not be impacted by this change because the budget for FY 2012 had originally assumed that the split would be at 50%. Funding is included in the FY 2013 budget for the 50% split.

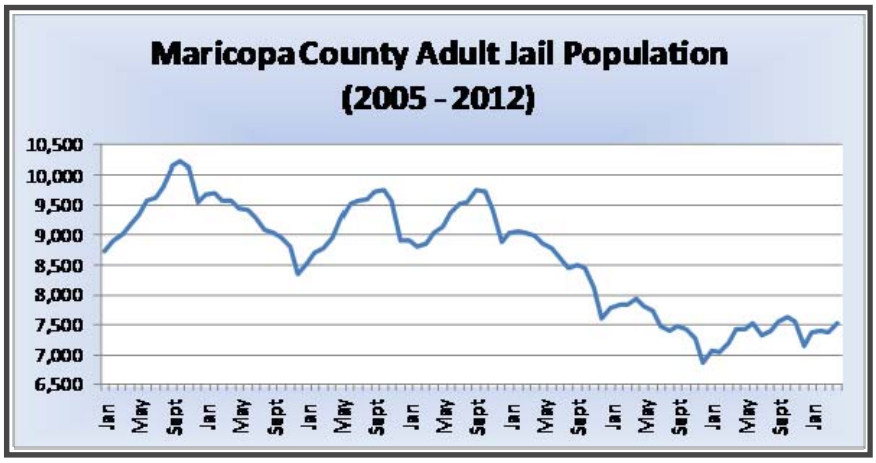
Justice and Public Safety

Justice and Public Safety continues to be our largest expenditure category, composing over 50.9% of our annual expenses. The percentage continues to grow with each subsequent fiscal year. This year is not an exception. In the coming fiscal year, the County will confront managing the adult and juvenile detention populations, aging jail facilities, the need for new technology, the expansion of a new justice court, analyzing opportunities to reduce recidivism through new programs and dealing with a continued backlog of capital defense cases. These are a few of the challenges expected in FY 2013.

Public Defense Services continues to deal with the aftermath of the capital case crisis that began in 2006. As background, once a capital case has completed the trial and appeal phases, it enters the post-conviction relief (PCR) phase during which the defendant's conviction and sentence are essentially reviewed for errors. Attorney appointments to capital (PCR) cases are made by the Supreme Court. Historically, very few attorneys met the Supreme Court's standard for trying capital PCR cases. As a result, many defendants waited years before they were appointed counsel, and a backlog developed. In 2011, the Supreme Court relaxed its standard. More attorneys qualified to handle these cases under the new rule, and the Supreme Court proceeded with appointing counsel to backlogged cases. The County's PCR caseload spiked from a steady level of three to four cases annually to thirty-two.

While the State of Arizona's Office of Post-Conviction Relief (an agency funded jointly by the State and counties) could handle a handful of cases each year with their small team of in-house attorneys, they did not have the capacity to respond to this spike. As stated, contract attorneys are appointed to these cases by the State Supreme Court, but the County must cover the costs. Besides the financial burden stemming from the sheer volume of cases, there appears to be a growing number of requests for two, rather than the traditional one, defense attorneys to be appointed at the PCR phase. In FY 2012, capital PCR cases were expected to cost the County $2.5 million more than budgeted. Further exacerbating the growing expense of capital PCR cases is the State's recent decision to no longer fund its Office of Post-Conviction Relief beginning in FY 2013. As a result, the State will no longer handle any capital PCR cases and will no longer bear any of the associated expenses. Indigent Defense is currently determining how best to handle this change and minimize the additional financial burden to the County. A budgetary adjustment will be necessary between the recommended tentative and final budget to accommodate the state funding change.

Over the past several years, volumes in the criminal justice system have been stagnant or reduced. This is true for the adult and juvenile detention populations as well. However, while both show downward trends, it is important to note that the staffing levels have been reduced. By eliminating vacant positions, the functional capacity in both the adult and juvenile systems has been reduced as well. The monthly data for adult population shows that the County has hit a six year low point of 6,859 (monthly average) in December 2010, and has been slowing climbing since that lowermost point. The April adult inmate population average is 7,525. The Sheriff's Office will see a 4.9% increase in their detention budget for FY 2013, primarily due to an increase in the administrative allocation from the General Fund and an increase in fuel costs and IT software needs. In addition, a staffing study is being completed by MGT of America, Inc., to evaluate the appropriate staffing levels in the jail facilities.



Juvenile detention's average daily population has experienced similar declines. As of today, juvenile is slightly over their functional capacity. While the population soared to over 440 in 2006, it is now hovering around 240. 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 and probation functions has been reduced in recent years. In the FY 2013 budget, there has been further reduction in both the General Fund and the Detention Fund, as vacant positions were either transferred to special revenue funds or deleted due to volume reductions.

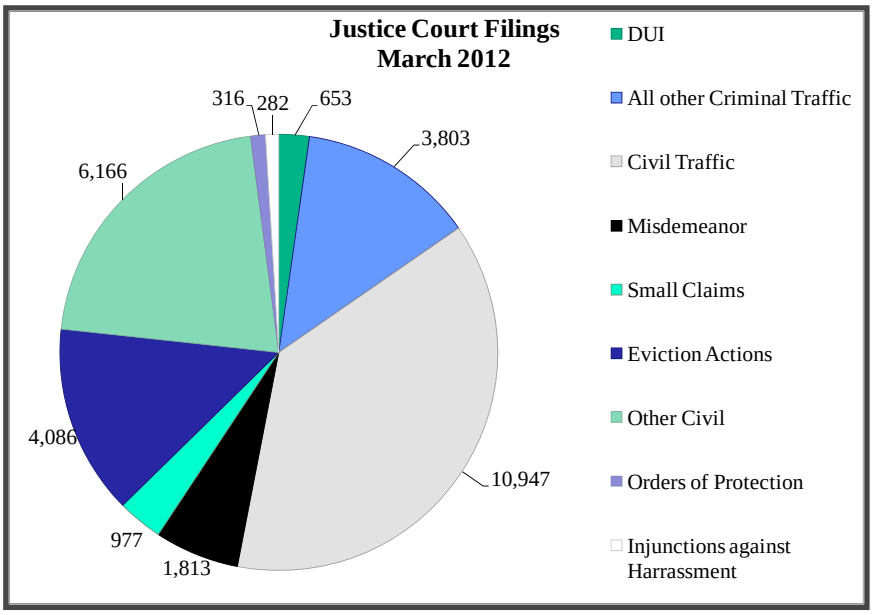
On the law enforcement side, the Maricopa County Sheriff's Office (MCSO) is funded primarily with General Fund revenues. The FY 2013 recommended budget has a 3.9% reduction in expenses. This is primarily due to a reallocation of administrative costs between the Detention and General Funds. However, it is offset by an increase in fuel costs, training expenses, expansion of the shift differential and a decrease in vacancy savings. The Office of Management and Budget (OMB) has been leading the collaborative efforts with Sheriff's Office, mandated by the Board Resolution that was approved on June 20, 2011. This resolution calls for County Administration to work jointly with MCSO on internal audits, financial controls, IT collaborative activities, operational efficiency reviews, and oversight functions. As a result, there have been significant progresses made in improving operations and policies, as well as recommending investments in new and replacement technology that can save money and advance the office into new business models. As part of the resolution actions, MCSO is working cooperatively on four distinct staffing and best practices studies with OMB. An outside consulting firm, MGT of America, Inc., will determine if additional staff is needed in enforcement, detention, administrative functions and information technology. Contingency

funds have been set aside to support additional staff or one-time infrastructure costs if the studies recommend new staff or related technological or infrastructure improvements.

The mission of the Maricopa County Attorney's Office (MCAO) is to provide quality prosecution, victims' services, crime prevention and legal counsel for County government. Case filings are up over this time last year, and total cases terminated are down. The pending active case inventory in Superior Court is creeping upward, indicating that the caseloads are on the rise. This MCAO continues to undergo change under its new leadership. Staffing levels are being re-evaluated, and key programs, such as training, are being resurrected. The budget for FY 2013 is increasing by 1.4% due to a decrease in personnel savings. A number of positions previously left vacant are being filled as case filings increase.

Another change in the MCAO recommended budget is the merging of the civil division with the prosecution budget. This change was completed in the recommended budget. A restatement of $8.3 million was made to consolidate these two branches into one budget. The County Attorney's Civil Legal Services division provides legal advice and representation to County officers and administrators during litigation and with other legal matters. In the coming year, the Civil Legal Services division has begun to take a more active role in the Pre-AHCCCS pending litigation, which is the largest outstanding litigation from a financial perspective. The office assumed responsibility for staffing the litigation support that was previously housed in County Administration.

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. The pie chart shows that the majority of the justice court filing is for civil traffic offenses. In January, 2013, the 26th Justice Court, Country Meadows, will be added to Maricopa County. This new JP Court will be in the Southwestern region of the county. When a new Southwest Regional Court Center is built, it will be housed in that facility. In the meantime, it will reside in leased space. Funding the new Justice of the Peace (JP) and related support staff and additional expenses has been budgeted for the last six months of the fiscal year.

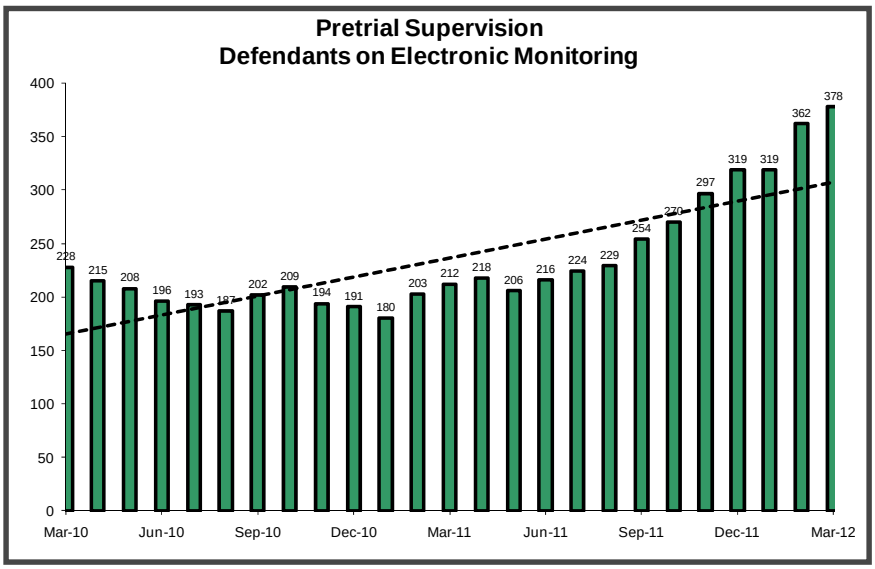


With the addition of a new Justice Court, the need to add an additional Constable has been created. Each Justice Court is mandated to have an elected Constable to provide execution of mandated civil and criminal processes in support of the JP Court. The Constables have been working diligently on a strategic goal to generate revenue equal to 100% of their operating costs on an annual basis. In FY 2011, the offices generated revenue at 54.32% of the operating costs. The Warrant Program is a pilot program that was funded to actively pursue unpaid fines associated with court rulings. This program has been successful and has produced in excess of the cost of the new staff that manages the operation. For FY 2013, $177,674 has been added to the budget to fund this new revenue generating program. The revenue created from the program will more than offset the cost of operations.

Superior Court of Arizona in Maricopa County is funded by the Maricopa County government, primarily through the General Fund. Unlike other counties throughout Arizona, an additional cost burden has been laid on Maricopa. Maricopa County is required to pay for 100% of the Superior Court judge's salaries. In the rest of the counties, the cost is split between the counties and the state. This change occurred recently during the financial upheaval at the state level and is an inequity in which legislative relief will be sought in the future.

Within the Superior Court, there are a number of trends that require close monitoring. Caseloads appear to be on the rise, although only slightly. Disposition of court trials are trending downward, while grand jury indictments and active pending criminal cases appear to be trending upward. The Superior Court's budget is flat to last year. Hopefully, the Superior Court will gain efficiencies in the new Court Tower. The Courts were able to move into the new South Court Tower in February 2012. This new "state of the art" facility should assist with caseload management. This budget also recommends funding for the Regional Homeless Court which was authorized by the legislature during this past session. It will allow the Presiding Judge to establish a homeless court to adjudicate cases filed in JP or municipal court for homeless defendants. It will be based at the Human Services Campus in the Lodestar Day Resource Center.

Adult Probation caseloads in pretrial services have been on the rise. In the FY 2012 budget, shifts were made to move pre-trial supervision expenses from the General Fund to the Detention Fund. This is an allowable use of the Detention Fund and was needed to offset the resource poor General Fund. The FY 2013 recommended budget has over $1.2 million for various jail populations management programs in Adult Probation, such as: prison reentry, pretrial



electronic monitoring, standard pretrial services, pretrial bail and bonds and drug court. Funding these programs will help to keep the inmate population in the jails manageable.

Finally, there are a number of additional jail and juvenile population management pilot programs that are being recommended for funding in FY 2013. The first is the Cradles to Crayons program requested by the Superior Court. This program is designed for 0 – 3 age children in the dependency system that incorporates infant mental health services and parenting skills training into reunification plans. This program is funded at $1.2 million in the recommended budget.

With funding from the Detention Fund, there are several new initiatives included in the recommended FY 2013 budget. One is the expansion of the Community Justice Support Services program. This program is currently being piloted in the Southeast Valley. Clients are referred from Adult Probation and accepted if they meet certain criteria needed for success. This program assists individuals who are on probation to transition back into a productive status in the community. The program provides assistance with housing, food, transportation, community services, and job placement. If evidence-based outcomes indicate success of the program, it will be expanded to the West Valley. Six months of funding at $815,550 has been included in the FY 2013 budget. Another program, which will provide assistance to jail inmates transitioning back into the community, is the MCSO Tents Transition Center. The Sheriff's Office has requested $5.0 million to build infrastructure to begin this program in the FY 2013 budget. It is being recommended.

Maricopa County Educational Services Agency (MCESA) requested funding for a Juvenile Transition Program. This program will work with justice system providers, mental health organizations, workforce development, youth services and other organizations to implement a systemic program to coordinate support services. It will ensure high school graduation, college completion and/or career readiness. The goal is to reduce rates of recidivism. This program is being recommended for a two-year pilot program. Again, it will be funded from one-time Detention Funds at $2.8 million.

Technology Infrastructure and Capital Improvement

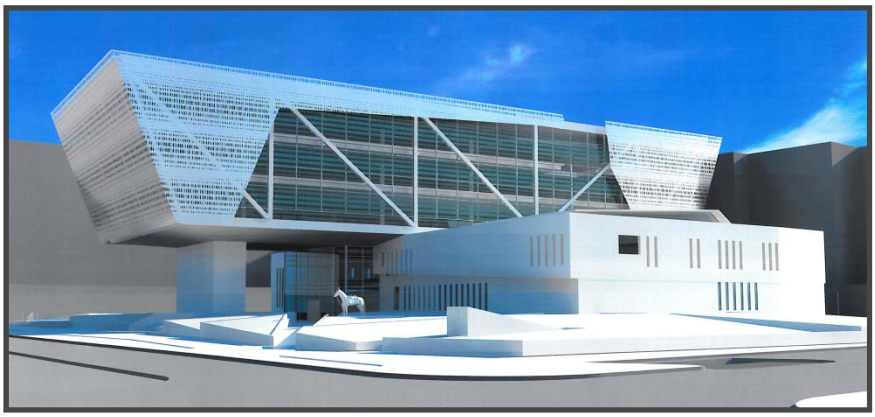
Maricopa County began its present day Capital Improvement Program (CIP) in FY 2000. The CIP plan utilizes a modified "pay as you go" financial policy. The County pays cash for most CIP projects. The County currently has no General Obligation Bond debt and has very little long-term debt. The debt that the County does have is in the form of Lease Revenue Bonds. The debt service on these is paid with either cash that has been set aside, or through lease reversions and savings identified 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 used for General Fund IT projects and the Detention Technology Improvement Fund (461) for Detention Fund IT projects. There are eight projects budgeted in FY 2013 in the Technology Capital Improvement Funds: the Contact Center System, County Voice of Internet Protocol (VoIP) and Unified Communications (UC) System, Enterprise Data and Disaster Recovery Centers, Infrastructure Refresh Phase 2,

Integrated Workplace Management System, Radio System, the Infrastructure for the Sheriff's Headquarters and a refresh of the audio/visual equipment in the Board of Supervisors' Auditorium and Conference Room. The Correctional Health Electronic Medical Records System, the Correctional Health Zone H secure network segment, and the Jail NICE Vision refresh are projects for FY 2013 budgeted for in the Detention Technology Capital Improvement Fund.

All of these technology projects are modernizing and updating the County's infrastructure, communication, security systems, proactive system monitoring and essential business tools.

The new South Court Tower, which had a budget of $340.3 million, was reduced mid-year to $335 million and the savings were reallocated to three Solar Photovoltaic projects. The new Court Tower was dedicated on February 14, 2012. These Solar Photovoltaic projects were a high priority for the Board of Supervisors as they continue their commitment to green government.



Other new projects recommended in the FY 2013 budget are related to more efficient use of space and reduced reliance on leased properties. These include the relocation of the Grand Jury functions and the remodel and tenant improvements in the Security Building to accommodate the Office of the Legal Advocate. Construction on the new Sheriff's Office Headquarters broke ground in May 2012.

The plan for Energy Conservation Projects, that will improve lighting systems, building automation and 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. Rebates and incentives are already being received as well as the benefit from reduced utility usage. This project will lower the County's carbon footprint into the future.

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 FY 2012 include the Chambers Swing Space remodel, which is now accommodating the Clerk of the Court staff during their current remodel, the Old Courthouse Rehabilitation, and the Sheriff's Office Crime Lab Relocation.

Health Care Issues

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.

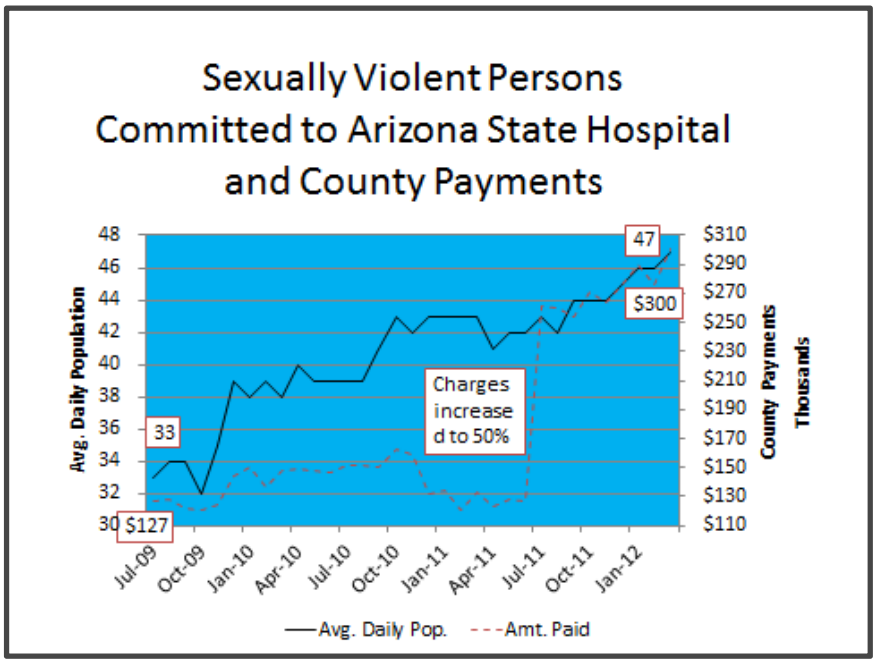
Total anticipated mandated health care costs will total $228.3 million for FY 2013. The largest mandated contribution, at $148.5 million, is to the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The ALTCS contribution was reduced $6 million and is based on statutory formulas, which require the State to share the impact of lower costs with the counties. The County will also have to pay $20.2 million to the Arizona Health Care Cost Containment System's (AHCCCS) Medicaid system for acute medical care. In addition, Maricopa County's mandated contributions to the State's behavioral health programs through a court order (Arnold v. Sarn) will total $48.4 million for FY 2013, an increase of $2.0 million from FY 2012 or 5% adjustment.

The Medical Examiner's Office falls under the Health, Welfare and Sanitation category of expenses. This budget added $648,900 in expenditures to the financial plan to add staff at various levels to bring workloads back to industry standards. Pathologists and medical support staff levels were increased. As a result, each pathologist will have their caseload decreased from 1:350 to 1:250. This will align with the national standards.

Correctional Health Services (CHS) provides health care in the adult detention facilities throughout our six facilities. This service is critical to the welfare of the inmates who are either pre-sentenced or serving out their sentence with the Maricopa County Sheriff's Office. CHS was without accreditation by the National Commission on Correctional Health Care (NCCHC) since January 9, 2009. Great efforts and additional expenses were incurred in order to regain the accreditation. Funding for 24/7 provider coverage in the intake and many additional mental health professionals was added in the past several years. In September 2011, the six County jails and the nine clinical areas of CHS underwent a comprehensive accreditation survey by the NCCHC. On November 18, 2011, the NCCHC accreditation committee met and reviewed the results from the survey conducted in September, and CHS was awarded accreditation upon verification to all six facilities with five qualifications that required additional clarification. CHS submitted the requested information to the accreditation committee, and on March 19, 2012, CHS received notification that their accreditation status was upgraded to full accreditation. This was a great achievement for Maricopa County Correctional Health Services and will help limit liabilities into the future.

CHS has also embarked on the implementation of an Electronic Medical Record (EMR) system. This is a comprehensive record that will integrate medical, mental health, dental and all patient care activities including medications. The EMR implementation will launch in May 2012, and the budget has been carried over from the current fiscal year. Implementation will take more than a year. It is a necessary element to move towards dismissal of a long-standing

federal court monitoring issue, Graves v. Arpaio. The end result will be improved health services for the County jail inmates.



Payments to the State to house Sexually Violent Persons (SVP) 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. The increase in cost share from 25% to 50% instituted in FY 2012 was partly offset by a reduction in the daily rates charged by the Arizona State Hospital. In addition, the annual growth in patient population has declined from over 13% in FY 2011 to 9.3% in FY 2012. The total cost in FY 2013 is budgeted and expected to be $4.0 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 continue to remain positive. For FY 2011, it was 5.85 out of a possible 8.0 scale. This is the fourth highest rating achieved in the 14 years. Other notable observations are that employees scored customer service a work priority at 6.88 out of 8.0, and the kind of work you do at 6.75 out of 8.0. These scores indicate that employees feel they are making a difference in the lives of the citizens of Maricopa County.

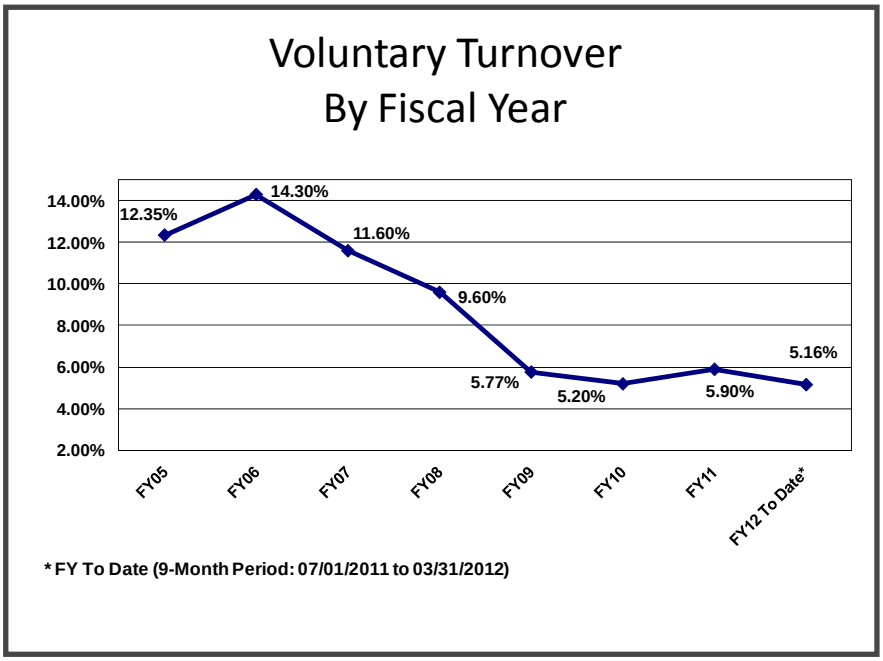
Maricopa County has minimized the cost of our employee benefits program through innovative approaches to providing health care insurance and by promoting healthy lifestyles. Since going self-insured in July 2007, we have avoided significant costs of traditional fully funded insurance products. With no pay increases and rising health care costs, employee benefits are increasingly important to employees. The County provides health and other benefits to over 11,000 employees and, when combined with their covered family members, a total of over

25,000 individuals. For FY 2013, we have mitigated significant benefits cost increases while maintaining, if not improving, the quality of our benefit programs. While double-digit increases in employee benefit costs are the national trend, the County's costs have been held to an increase of less than 3%, or $3 million overall.

Benefit cost-containment was achieved by simplification of plan options; intelligent benefit plan design that encourages employees and their families to make cost-effective choices for their health care, and wellness programs that are designed to have a long-term positive impact on health care costs. FY 2013 medical and pharmacy plans were consolidated to three clear, distinct and understandable options – an HMO, a PPO and a high-deductible plan with Health Savings Account. Preventive care is free to the patient, while co-pays and deductibles are structured to encourage employees to use appropriate levels of care.

The County also provides a robust wellness program funded by the Benefits Trust Fund. Benefit's 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. Employees will continue to get reduced premiums for not using tobacco and participating in biometric screenings and health assessments. Starting next year, tobacco users will be able to receive the premium reduction as soon as they commit to a tobacco-cessation program and keep the reduction if they successfully quit. In 2012, Maricopa County was recognized for its wellness efforts by the Phoenix Business Journal when it was awarded a *Valley's Healthiest Employer Award*. This is the second year we have achieved this distinction.

Funding for market or performance increases has not occurred for four years and will not be funded again in FY 2013. Despite this reality, Maricopa County has very low attrition rates. The annual voluntary turnover rate for 2011 was 5.88%. 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. Additionally, the County has set aside funding in the FY 2013 budget for another Vacation Buy Back 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 per event to employees throughout the year for providing superior customer service, completion of a special project, or for other successful assignments. During FY 2012, the Board approved a change to the program that would award employees with a cash award versus the previous gift card award. A new software application was developed to track these awards. The program is funded at $75 per filled FTE. The budget for this program is $750,000 in the FY 2013 recommended tentative budget.

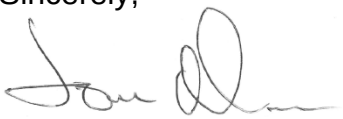
The new HR/Payroll system (ADP), put in place in FY 2012, is live and functioning as expected. The County is seeing operational efficiencies and more accuracies as various processes are now automated. New features were added in the current system including: Manager Self Service, Time off Requests and Real-time Time Collection. The real-time time collection project is expected to install an estimated 350 biometric time clocks throughout County facilities throughout FY 2013. Once the real-time time collection project is complete, over 9,600 Maricopa County employees will be recording their time and attendance in real-time. This and the other programs are the embodiment of instituting industry "best practices." In the FY 2013 budget, there is funding to continue to expand the functionality of the HR system by enhancing our capabilities with the talent management and learning applications modules. This will allow managers to tie departmental strategic plans and individual performance and training plans together.

Conclusions

The FY 2013 Recommended Tentative Budget is a fiscally sound, responsible budget for the citizens of Maricopa County. It provides a significant property tax reduction and reduces total expenditures by $37.8 million and reduces the operating budget by $33.0 million or 2.0%. It accomplishes this while ensuring that critical public safety and other essential programs are sufficiently funded and in some cases, enhanced. I am proud to present this budget to you.

I want to thank the Board of Supervisors for their continued financial 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 continued ability to find efficiencies and to save money. This budget could not have been balanced without their participation, innovative ideas, and assistance.

Sincerely,

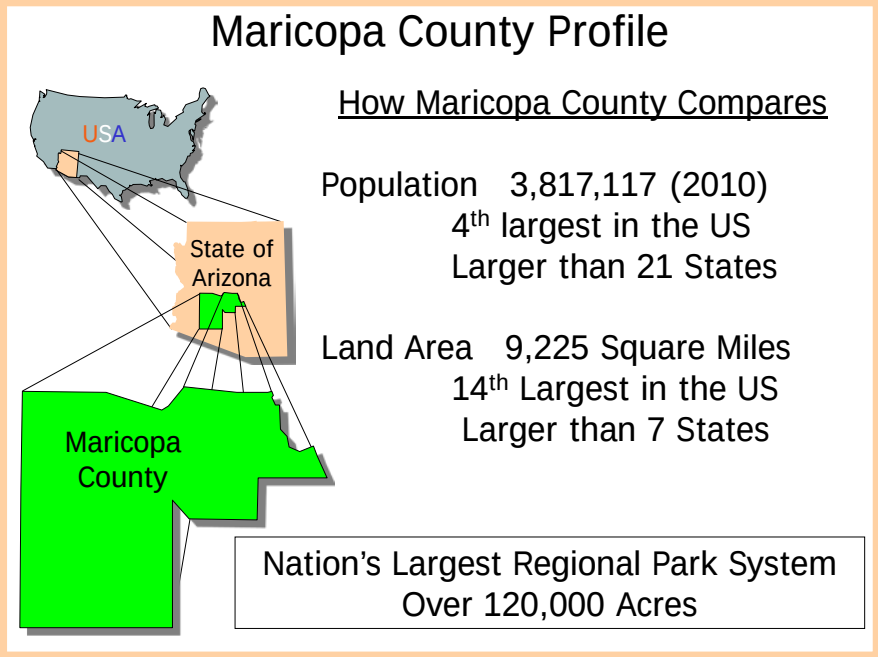


Tom Manos
Maricopa County Manager

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

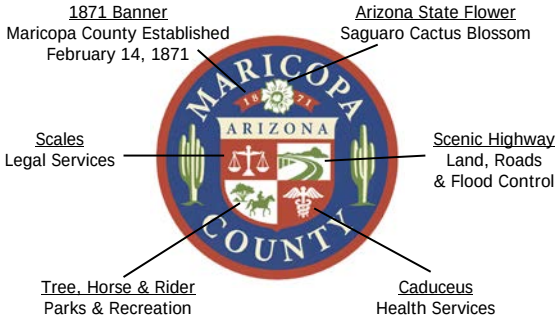
Americans, including the Apache, Maricopa, Gila River, and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation 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

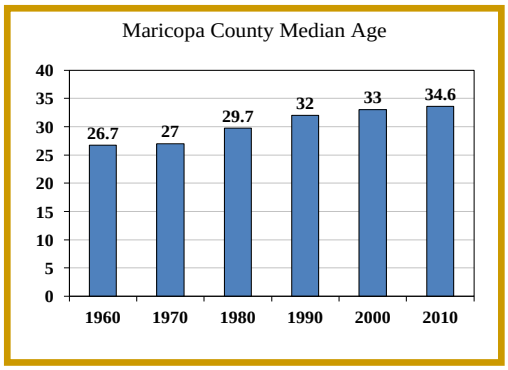
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonora Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of animals, insects and flora including saguaro, ocotillo, cactus wren, palo verde, peccary (javelina), 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

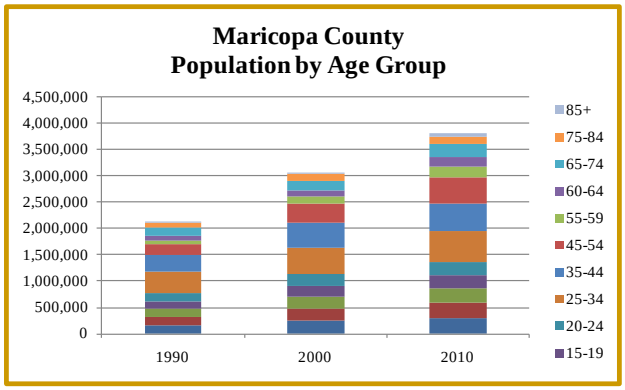
Desert National Monument is in the south, and numerous wilderness areas and regional parks dot the landscape throughout the County. The central valley areas are dominated by very fertile soils that contain few rocks, making the soil ideal for cultivation and construction. Due to the monsoon and silt-like 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 87 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 34.6 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 58 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 18 and 34 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. Maricopa County's quality of life, cost of living, skilled workforce, good universities and favorable business climate contribute to the improvement of its economy.

Workforce Indicators

Per capita income	$ 25,350
Median household income	$ 50,410
Total workforce	1,890,366
Mean travel time to work (minutes)	25.3
Families above poverty line	88%
Median Priced Home	$111,000*
Median family income	$ 59,067

Source: U.S. Census Bureau (2009 ACS),
*Maricopa County Assessor's Office, Full Cash Value TY12 FY13

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow. The 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 enhances the area's ability to develop and attract bioscience-related companies. In addition, the Arizona State University-Capital Center campus in Phoenix enhances downtown and the businesses located there. The County expanded its presence in the solar industry with the First Solar manufacturing operation, providing 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 2011) 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 consistently ranked #1 in international business by U.S. News & World Report. 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 44,000 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.

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 15 Major League teams. The City of Glendale is home to the new University of Phoenix Football Stadium, which opened in 2006 and was home to Super Bowl XLII. The area is world famous for golfing and golf tournaments such as the FBR Open. NASCAR racing is conducted at Phoenix International Raceway and speed boating is conducted at Firebird raceway. Sports fans can also enjoy a variety of inter-collegiate athletics on ASU's Tempe campus and at several local community colleges.

County Government

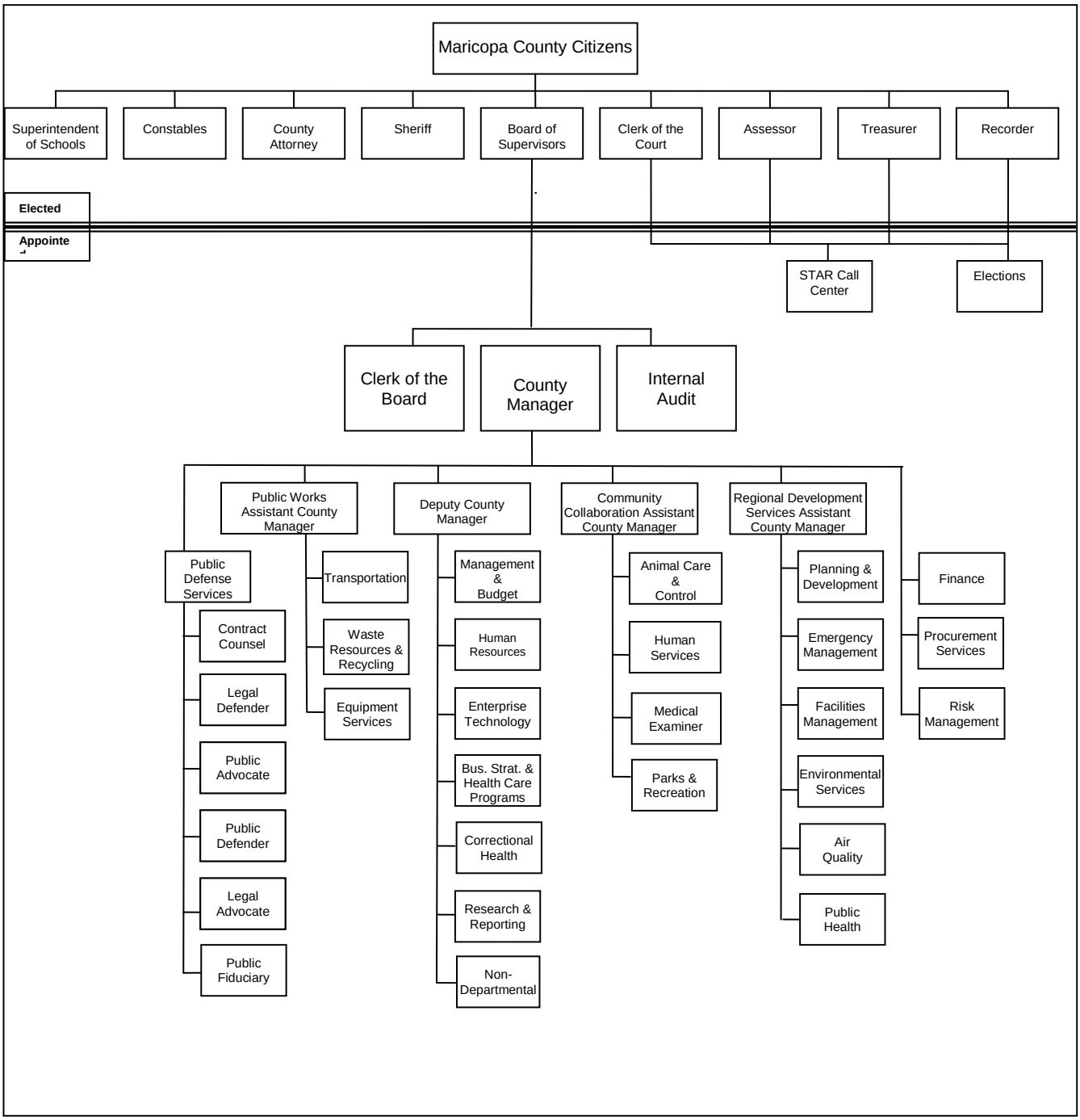
Maricopa County is the largest local government in Arizona. Even with budget reductions, the County still has the equivalent of more than 13,900 full-time County employees serve the public in such areas as public health, flood control law enforcement, libraries, parks and recreation, courts, transportation, 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.

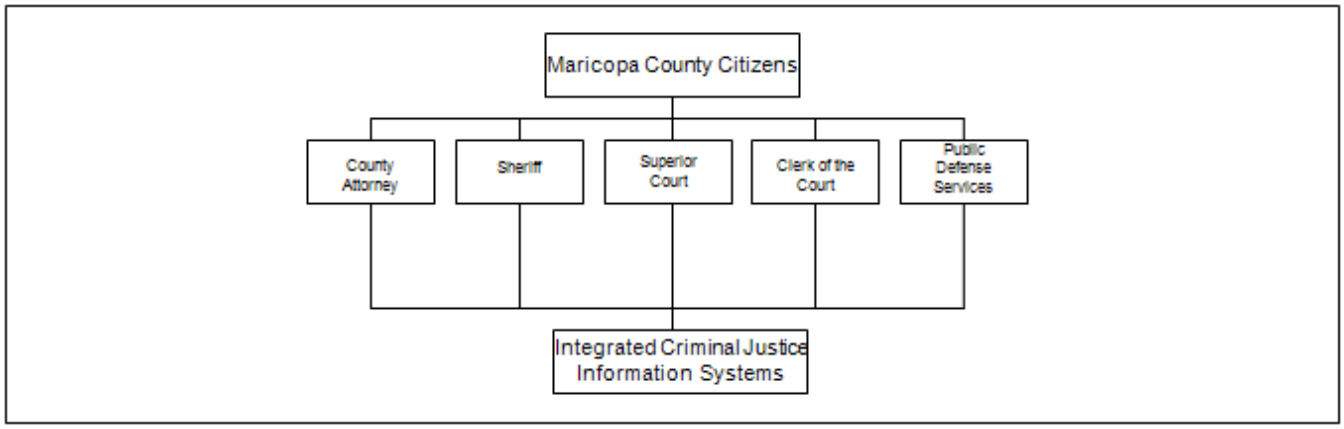
The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.

Organizational Changes

During FY 2012, there were organizational changes to create Facilities Management, Transportation, Waste Resources and Recycling and the Integrated Criminal Justice Information System (ICJIS). The County Attorney Civil Division also became part of the County Attorney's Office. These changes are reflected in the FY 2013 Budget.



Integrated Criminal Justice Information Systems (ICJIS)



Board of Supervisors

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

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

District 1: Supervisor Fulton Brock

District 2: Supervisor Don Stapley

District 3: Supervisor Andrew Kunasek

District 4: Supervisor Max Wilson (Chairman)

District 5: 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 E. Russell

County Attorney: Bill Montgomery

Clerk of the Superior Court: Michael K Jeanes

Recorder: Helen Purcell

Sheriff: Joseph M Arpaio

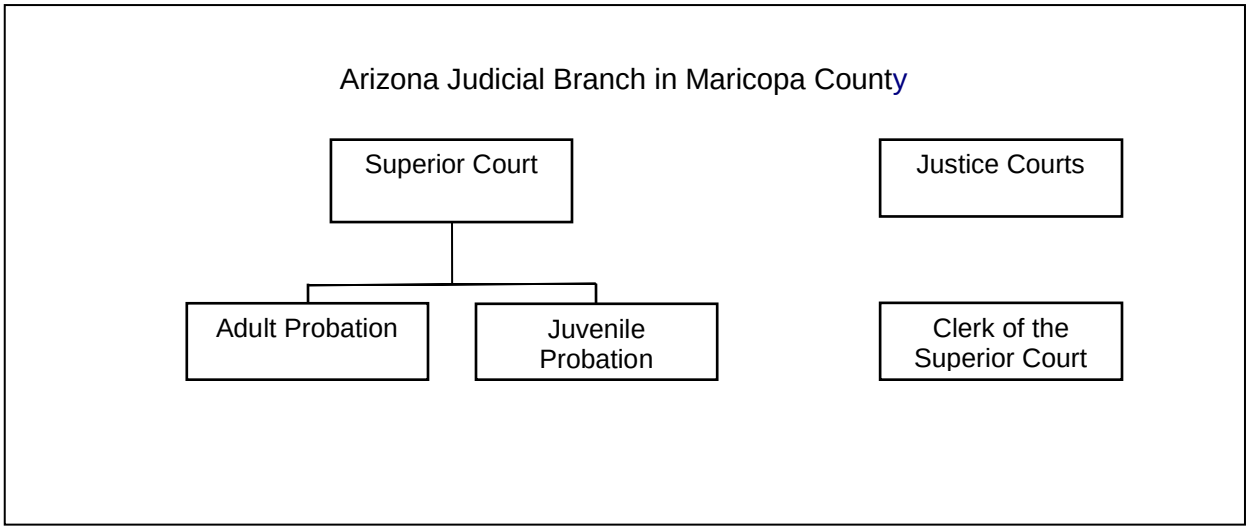
Superintendent of Schools: Dr. Don Covey

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

Judge	Judge	Judge
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
Daniel Martin	Emmet Ronan	Helene Abrams
J. Kenneth Mangum	Sherry Stephens	Bruce Cohen
Samuel Myers	J. Richard Gama	Jo Lynn Gentry-Lewis
Brian Hauser	Karen Potts	Kristin Hoffman
Susanna Pineda	Janet Barton	Timothy Ryan
Michael McVey	Randall Warner	Michael Gordon
William Brotherton, Jr.	Cari Harrison	Paul McMurdie
Joseph Welty	Colleen McNally	John Hannah, Jr.
Brian Ishikawa	Roland Steinle, III	Robert Miles
Crane McClennen	John Ditsworth	Glenn Davis
Mark Aceto	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	
Teresa Sanders	Christopher Whitten	
Andrew Klein	Michael Kemp	

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 J. 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 17 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award, and has received Special Recognition for Performance Measures and the Capital Improvement Program four times in the last five years. 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 *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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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 53 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 Public Defense System.

Maricopa County Strategic Priorities/Goals:

- Access to Justice
  - By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, and 99% within 24 months.
  - By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% within 365 days.

Public Defense System Mission Statement:

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.

Public Defense System Strategic Goals:

- By July 2013, 80% of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improves quality control for clients and improved cost control for citizens.
  - The Public Defense System (PDS) projects that 71% of all non-capital cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2013. In FY 2011, the department reached 69.5% and is at 69.9% through January FY 2012.
- 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.
  - One case was assigned to the Office of Contract Counsel (OCC) in FY 2012 due to capacity limitations in the staffed offices. Since that time, no cases have had to go to the OCC for capacity reasons. PDS is holding two capital attorney positions vacant in Legal Defender, while it determines if demand is sufficient to require them. There have been significant changes in administration in both the Court and the Office of the County Attorney. These changes have caused uncertainty in the system and PDS has opted to leave the positions vacant until it can be determined how the changes will affect capital cases.

Program Name: ADULT CRIMINAL REPRESENTATION

Program Purpose:
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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent Of Capital Cases with Disposition Less than Capital	82.0%	67.5%	84.0%	84.8%	17.3%	25.6%
Percent Of Probation Representation Cases With Disposition Other Than Revocation	79.5%	79.4%	82.6%	82.6%	3.2%	4.0%
Percent Of Witness Representation Cases Closed	75.2%	85.9%	95.3%	95.3%	9.4%	10.9%
Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	88.8%	89.9%	87.6%	87.5%	(2.4%)	-2.7%
Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	90.8%	91.0%	91.9%	92.0%	1.0%	1.1%
Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	70.6%	70.0%	66.1%	66.1%	(3.9%)	-5.6%
Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	32.5%	35.7%	38.8%	38.5%	2.8%	7.8%
Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	76.5%	79.1%	78.2%	78.2%	(0.9%)	-1.1%
Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed	N/A	35.7%	23.0%	23.0%	(12.7%)	-35.6%

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.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	90.8%	91.0%	91.9%	92.0%	1.0%	1.1%
Result	Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	70.6%	70.0%	66.1%	66.1%	(3.9%)	-5.6%
Result	Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	32.5%	35.7%	38.8%	38.5%	2.8%	7.8%
Result	Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	76.5%	79.1%	78.2%	78.2%	(0.9%)	-1.1%
Output	Non-Capital Felony Cases Resolved to Conclusion	27,644	26,040	25,382	25,382	(658)	-2.5%
Output	Number of Non-Capital Complex Felony Cases Resolved	197	230	134	135	(95)	-41.3%
Output	Number of Non-Complex Felony Cases Resolved	22,849	21,434	20,658	20,868	(566)	-2.6%
Demand	Net Non-Capital Felony Cases Assigned	29,041	28,248	27,422	27,422	(826)	-2.9%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$ 1,292.79	$ 1,368.92	$ 1,390.53	$ 1,396.88	$ (27.96)	-2.0%
Revenue							
	100 - GENERAL	$ 34,825	$ -	$ -	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	431,118	449,732	408,499	408,499	(41,233)	-9.2%
	262 - PUBLIC DEFENDER FILL THE GAP	1,403,199	1,076,687	988,443	1,372,454	295,767	27.5%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	66,362	7,362	12.5%
	TOTAL SOURCES	$ 1,928,142	$ 1,585,419	$ 1,455,942	$ 1,847,315	$ 261,896	16.5%
Expenditure							
	100 - GENERAL	$ 34,656,458	$ 34,440,118	$ 34,217,648	$ 34,338,107	$ 102,011	0.3%
	233 - PUBLIC DEFENDER GRANTS	432,428	447,434	394,595	408,499	$ 38,935	8.7%
	262 - PUBLIC DEFENDER FILL THE GAP	590,105	700,100	623,098	642,572	$ 57,528	8.2%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	66,362	$ (7,362)	-12.5%
	TOTAL USES	$ 35,737,991	$ 35,646,652	$ 35,294,341	$ 35,455,540	$ 191,112	0.5%

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: Revenue Outlook, Property Taxes, Expenditure Uses, Structurally Balanced Budgeting and Historical Overview, Econometric and Demographic Trends, Economic Development, State Budget Impacts, Justice and Public Safety, Technology Infrastructure and Capital Improvement, Health Care Issues 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 Courts 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
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		385,487,679	5.2%
2012	*	396,155,134	2.8%
2013	**	404,078,237	2.0%
2014	***	423,473,992	4.8%
2015	***	442,530,322	4.5%
2016	***	460,231,535	4.0%
2017	***	474,038,481	3.0%
2018	***	495,370,213	4.5%

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

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, forecasted totals for FY 2012, the budget for FY 2013 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. There was a slight recovery in FY 2011; however, the gains were offset in FY 2012 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 limited growth for FY 2013 and therefore, State Shared Sales Taxes are budgeted to increase by 2 percent for FY 2013.

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 the estimated beginning fund balances, projected Sources and Uses for the upcoming fiscal year, and the resulting estimated fund balances at the end of the upcoming fiscal year, classified based on GASB 54 fund balance classifications. 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. The CIP section includes buildings, infrastructure and technology projects. The following is an example:

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. It will increase the required documentation and the availability of patient information throughout the delivery system

Strategic Goals Addressed

By 2014, 100% of Correctional Health Services' patient health records will be in an electronic format.

Strategic Plan Programs Supported

- Inpatient Program
- Outpatient Program
- Correctional Health Support Services Program

Strategic Plan Activities Supported

- Inpatient Medical Activity
- Inpatient Mental Health Activity
- Outpatient Treatment and Evaluation Activity
- Clinical Support Activity

Result Measures

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of patients triaged within 24 hours	91.3%	99.6%	100.0%
Percent of prescriptions written that are given within three days	94.7%	96.0%	100.0%
Percent of initial health assessments completed within 14 calendar days	90.6%	92.3%	100.0%

Funding/Cost Summary

EMR CHS ELECTRONIC MEDICAL RECORD SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 841,876	$ 1,803,747	$ 3,102,042	$ 2,035,590	$ 2,216,745	$ -	$ -	$ 7,354,377	$ 10,000,000
Project Total	**$ 841,876**	**$ 1,803,747**	**$ 3,102,042**	**$ 2,035,590**	**$ 2,216,745**	**$ -**	**$ -**	**$ 7,354,377**	**$ 10,000,000**

Operating Cost Summary

Operating costs have yet to be determined.

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities, infrastructure and technology in place to provide mandated services to the public. The *Major Maintenance* description in the Facilities Management 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. 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.

Performance Measurement

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. The County-wide goal, priorities and progress are discussed in the Strategic Direction section of this document. Progress towards the goals is reported annually, with many measures coming directly from individual agency strategic plans.

Managing for Results also provides the tools for departments to establish strategic plans, outlining the goals of the agency and aligning the goals to the County-wide strategic priorities. Through the Planning for Results process in the Managing for Results cycle. department strategic plans establish performance measures which measure the results experienced by the customer as well as outputs, demands and efficiencies. The measures are tied to the services delivered and the goals of the agency. See the *Departmental Strategic Business Plans and Budgets* section for each department's mission statements, vision (optional), goals, strategic programs, activities, services, metrics and mandates. This section discusses progress on each departmental goal as well as historical and targeted performance data for the services delivered.

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 staff (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, 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 *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 *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 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.

The 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)" 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.

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

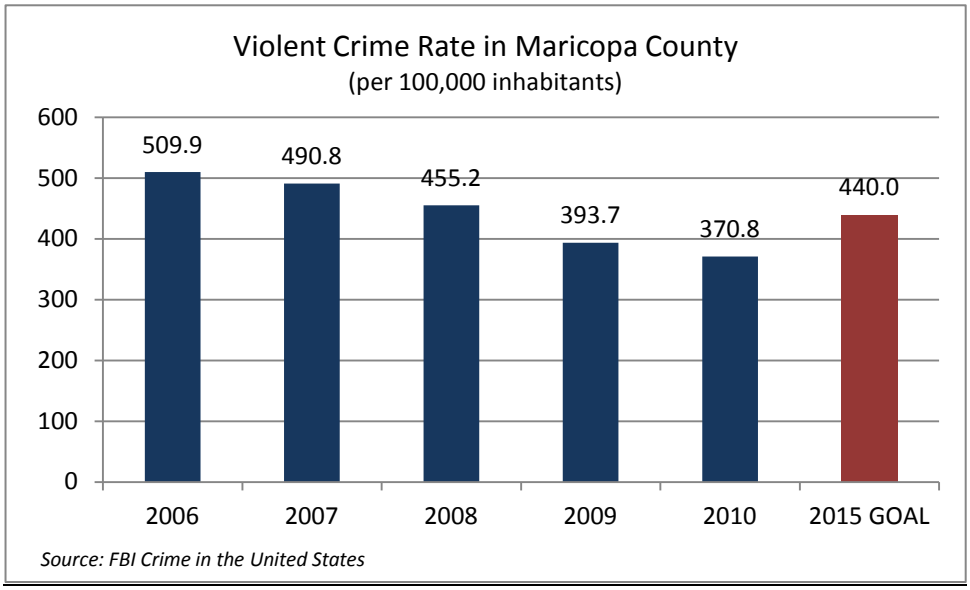
Ensure Safe Communities

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.

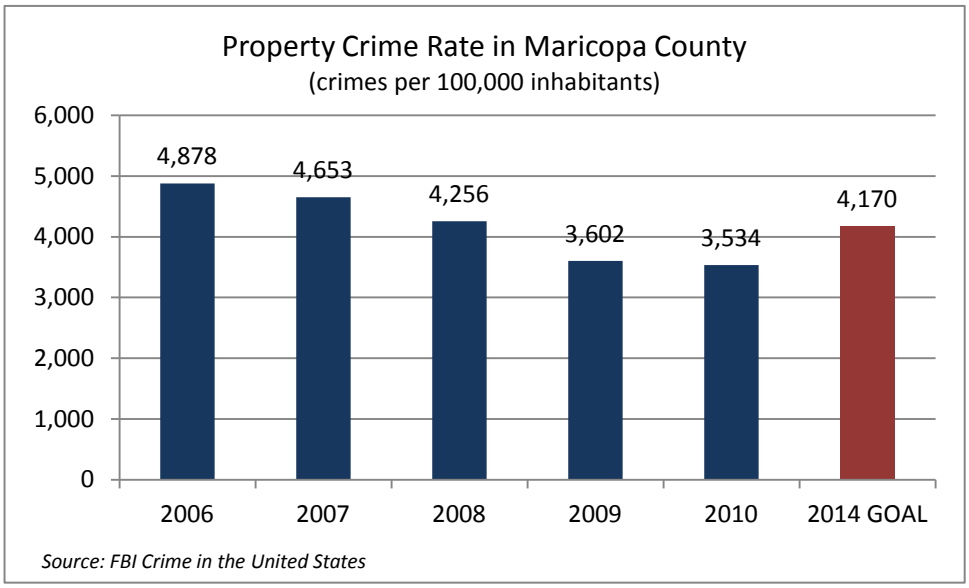
Where We Are:



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

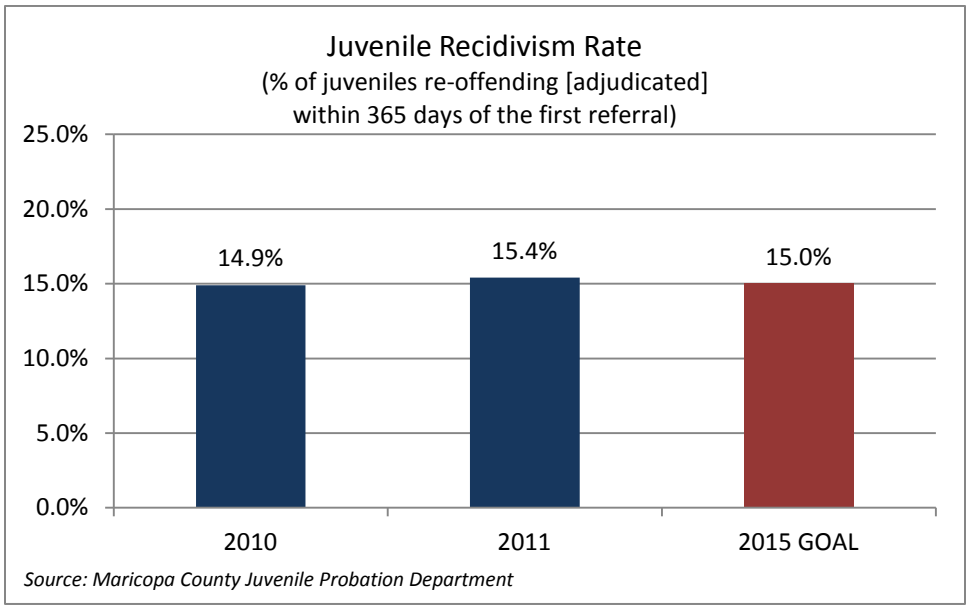
Where We Are:



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:



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	FY2007	FY2008	FY2009	FY2010	FY2011	FY12 Goal
Criminal Felony Cases (% resolved within 180 days)	88.9%	81.2%	81.3%	82.1%	81.3%	85.0%
Civil Cases (% resolved within 18 mths)	95.0%	95.0%	92.6%	96.5%	94.8%	95.0%
Family Cases (% resolved within 12 mths)	95.0%	95.0%	96.0%	96.9%	97.0%	96.0%
Probate Cases (% meeting case-monitoring compliance standards)	n/a	n/a	n/a	100.%	100%	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

No greater challenge faces Arizonans than their physical health. The health care challenge comes in many forms: Its accessibility to underserved populations, its cost and its performance. Yet, Maricopa County government's historic role has been even more fundamental – the protection of county residents from chronic disease and the prevention of illness caused by the environment. There is also a crucial public education mission. As we have come to appreciate more and more, much of our individual health is determined by lifestyle – the food we eat, the amount of rest, relaxation and exercise we get, the precautions we take in our daily lives, from annual physical checkups and monitoring, immunizations against disease to frequently washing our hands. Arizona, often considered a haven for retirees, has always been a comparatively young state. But with the aging of the large Baby Boomer generation, it too faces an increase in its aging population over the next decade. Maricopa County government, as a steward of the public health and a responsible employer, must promote healthy lifestyles and a culture of good health habits to young and old. We are determined to be both an advocate and a model of good health and a leader in the promotion of healthy, sustainable population.

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:
Data for this goal are not yet available

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

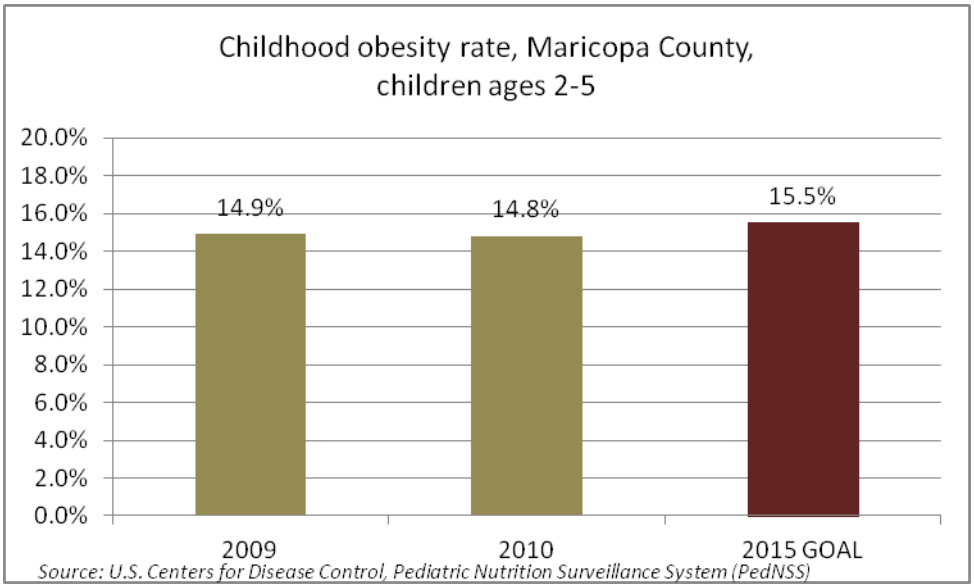
Why this is Important:
For the past decade one of the leading causes of illness and deaths among adults in Maricopa County has been related to respiratory disease. This goal is aimed at reducing the number of adults who suffer from this disease each year.

Where We Are:
Data for this goal are not yet available.

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.



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.

Why this is Important:
Self-sufficiency means not having to forgo one basic need for another—such as housing, health care, child care or food—due to a lack of income. Low to moderate-income workers and their families benefit when workers gain skills that increase income, build savings, and gain and sustain assets. Local employers benefit from a stronger, more skilled and crisis-resistant workforce, and communities benefit from safe neighborhoods, thriving small businesses and the general financial stability of residents.

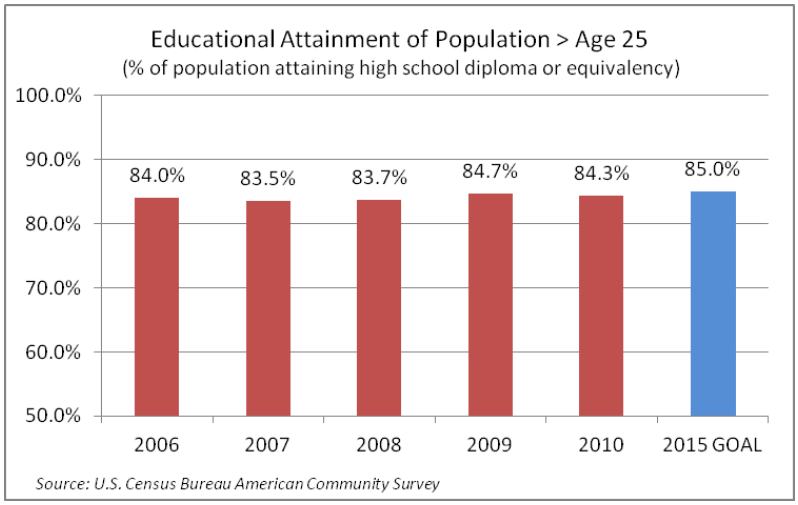
Where We Are:

- In FY 2010, the department's Customer Satisfaction Survey indicated that 93% of residents receiving services from the Maricopa County Human Services Department agreed that they were able to move toward self-sufficiency, and 96% agreed that the services helped their families live better. The 2010 survey represents the baseline information related to the self-sufficiency measure.

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

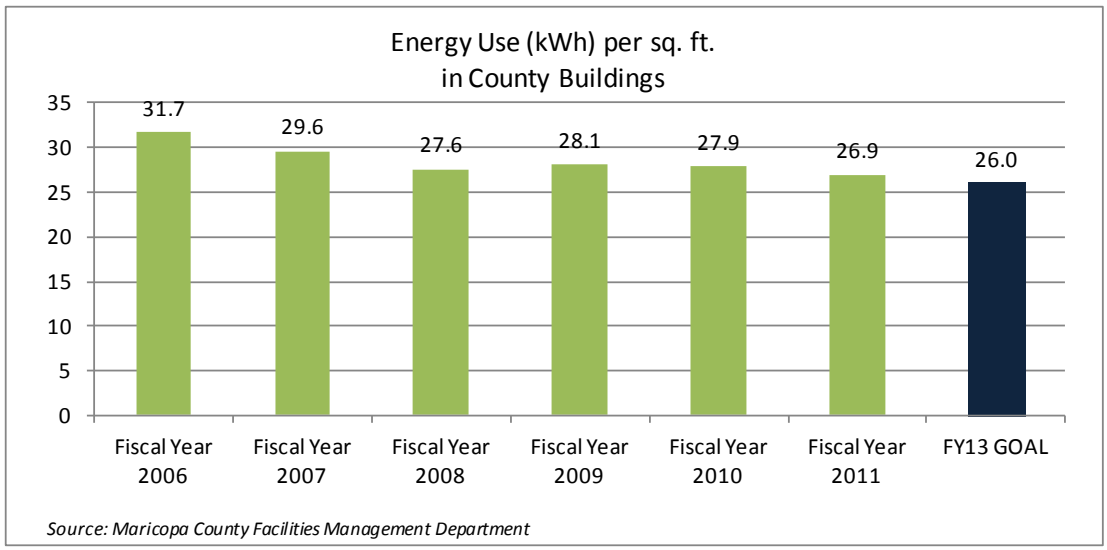
Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands

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 12,000 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.

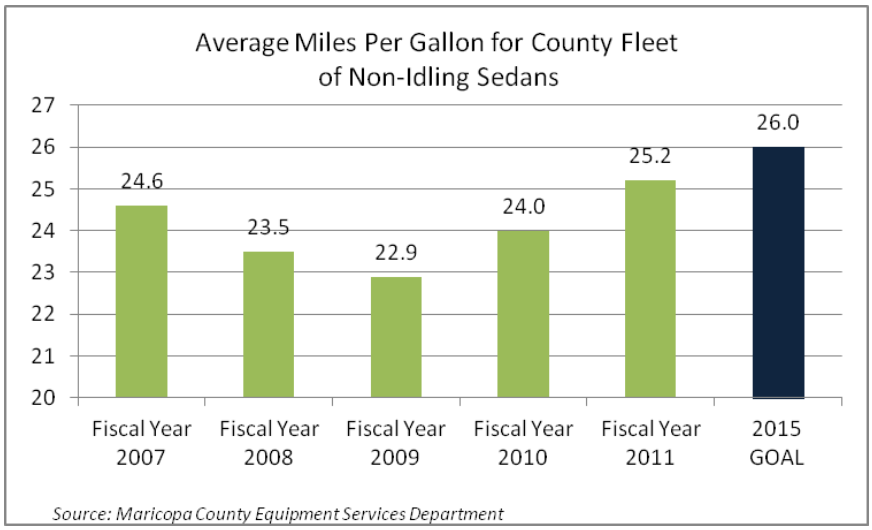
Where We Are:



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.

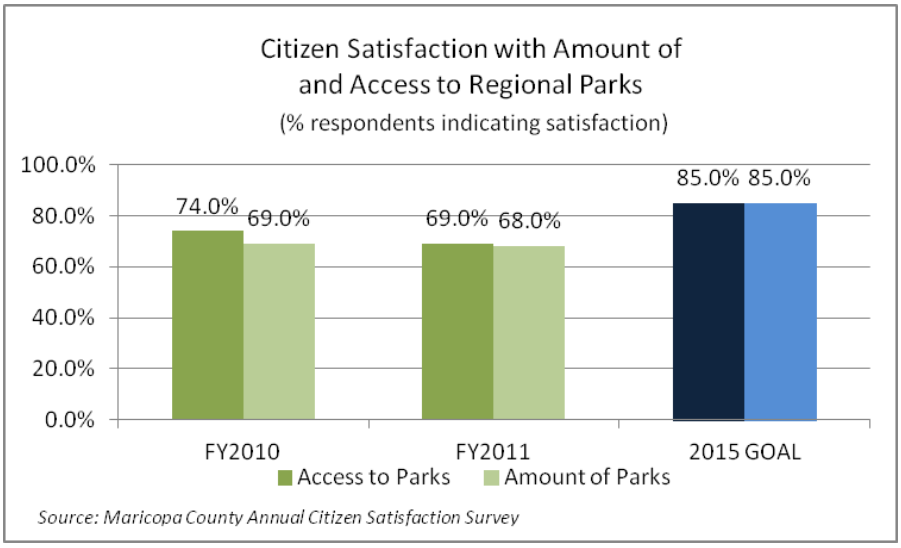
Where We Are:



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:



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 storm-water runoff, increase groundwater recharge, utilize sustainable transportation systems and support other societal benefits.

Where We Are:
Facilities Management Department as well as the Library District and Parks and Recreation all have built LEED certified buildings:

- Downtown Justice Center - Certified
- Estrella Mountain Regional Park Nature Center - Certified
- Santa Fe Freight Depot - Gold Certified
- White Tank Library and Nature Center - Platinum Certified

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.

Where we are:
Data for this goal are not yet available.

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:
Data for this goal are not yet available.

Strategic Priority 6: Effective Economy

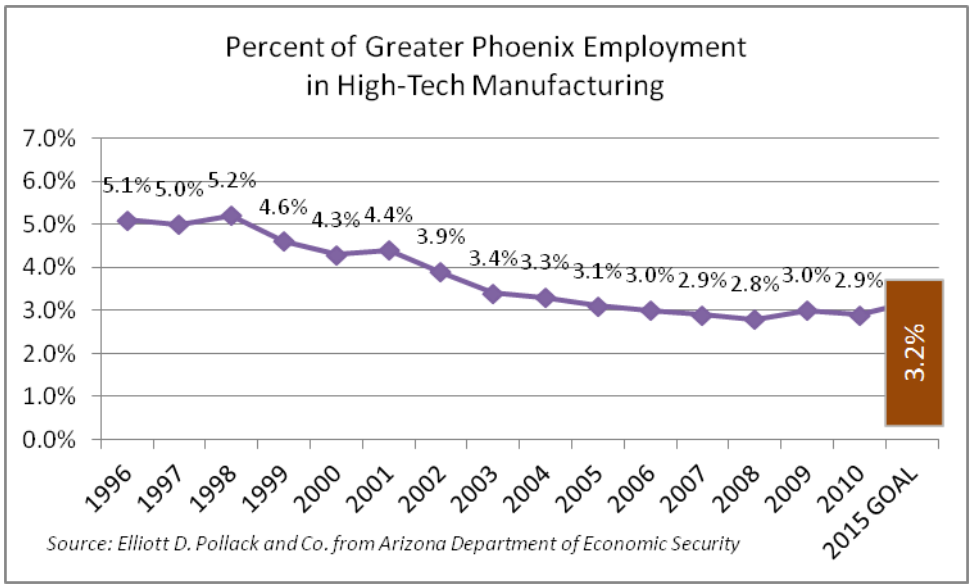
Contribute to an effective regional economy.

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. The 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. 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.

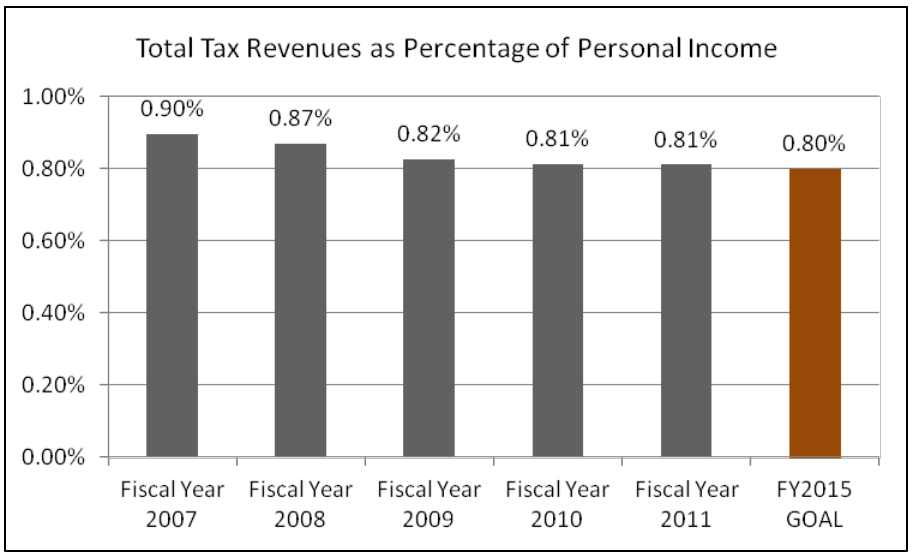
Where We Are:



Strategic Goal 2: By FY 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.

Why this is Important:
Prudent spending plans and responsible spending are keys 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.

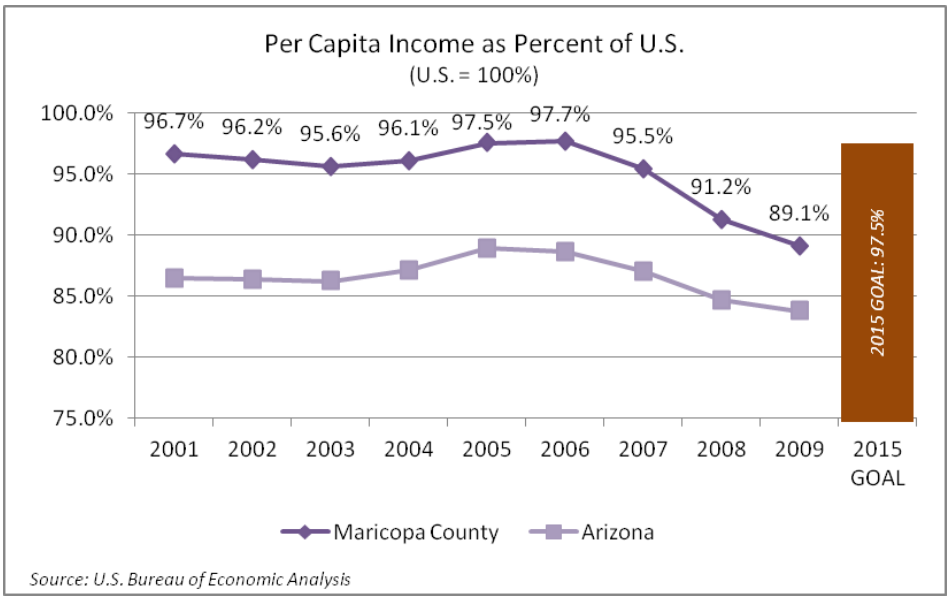
Where We Are:



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.

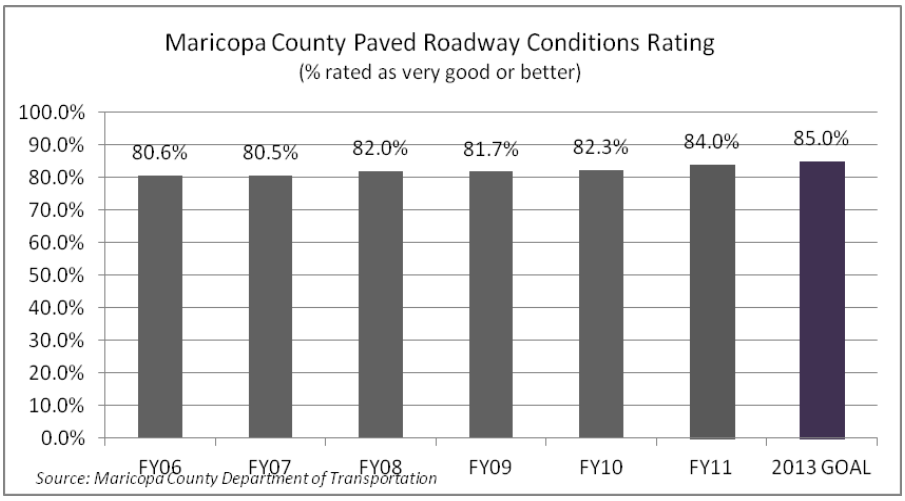
Why this is Important:
In 2009, there were 33,808 fatalities on our Nation's roadways. Of these, 7,043 (20.8% of total fatalities) were intersection or intersection related. An intersection is a planned point of conflict in the roadway system. With different crossing and entering movements by both drivers and pedestrians, an intersection is one of the most complex traffic situations that motorists encounter. Dangers are compounded when we add the element of speeding motorists who disregard traffic controls. Intersection safety is a national, state, and local priority.

Where we are:

Total number of intersection fatalities trend over time:
2008: *7* 2009: *5* 2010: *3*

- According to data from MCDOT, the County has experienced a reduction in the total number of intersection fatalities for three consecutive years, and has achieved the goal. The County will continue to track this measure.

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

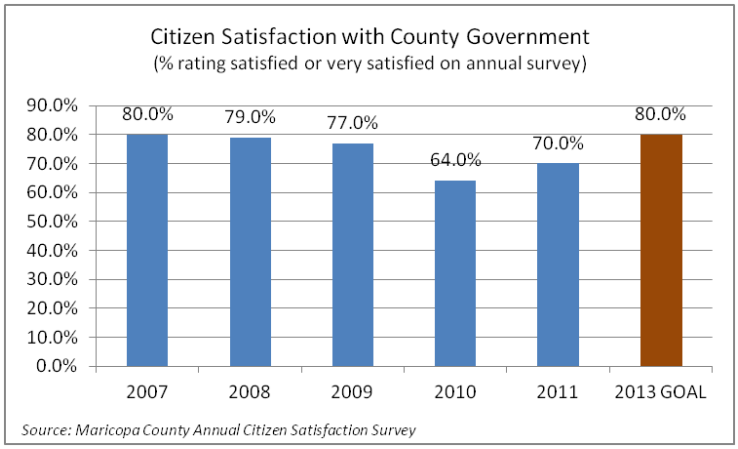
Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services

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.

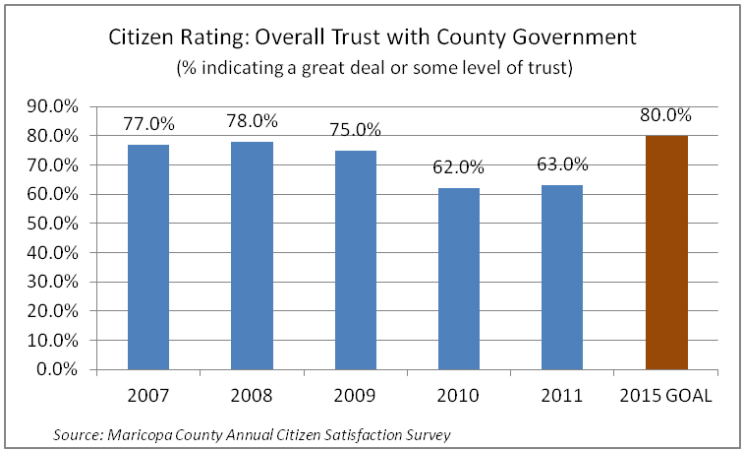
Where We Are:



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, and 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 keeping 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:

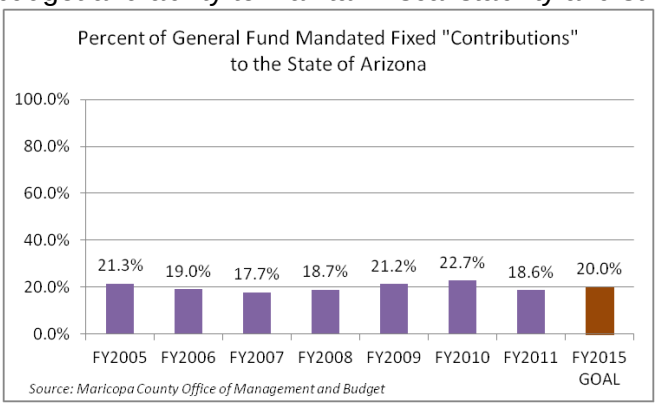
- *Total expenditures per capita*
- *$/1000 Board of Supervisors' constituents*
- *$/child immunization*
- *$/child enrolled in Head Start*
- *$/dog shelter day*
- *$/property tax bill*

Where We Are:
The priority implementation team, led by the Office of Management and Budget, has been working on defining the basket of goods that will be measured as well as the methodology used to ensure consistency in measurement. An initial list of suggested services for the basket of commonly provided services and functions was developed and partner departments were identified based on that list. Work continues on defining the basket of commonly provided services and functions based on the feedback from the partners.

Strategic Goal 2: By FY 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.

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

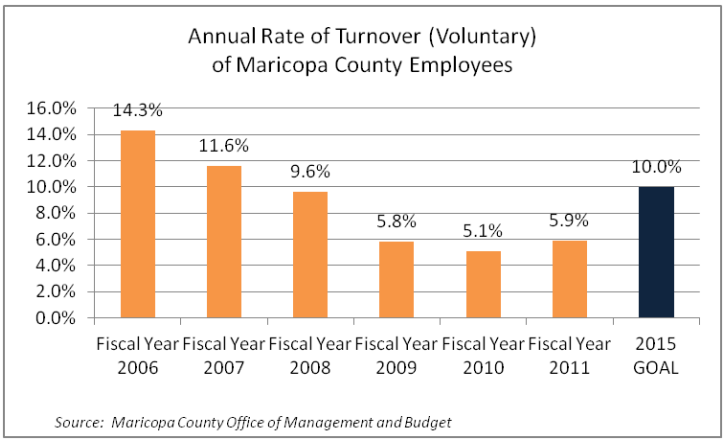
Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well

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.

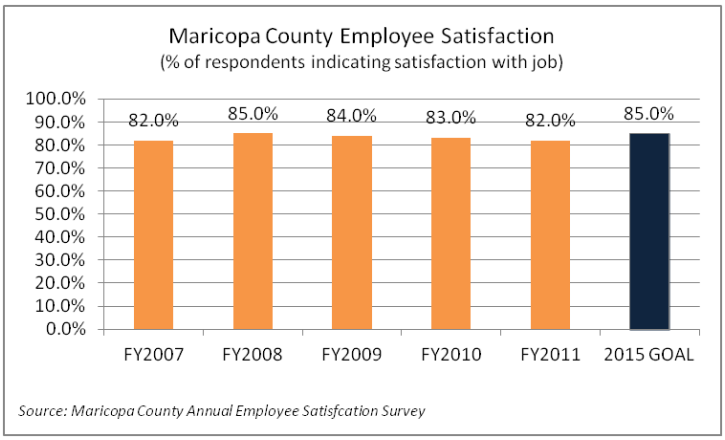
Where We Are:



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 and indirect costs, unless market considerations dictate otherwise.

- All user fees will be reviewed annually in conjunction with the budget development process.

- Departments must submit base expenditure requests within budget targets provided by the Office of Management and Budget. Targets are based on the current budget, with adjustments as directed by the Board.

- Requests for additional funding must be submitted as Results Initiatives Requests, and be directed to achievement of strategic goals that align with the direction of the Board. The Board may annually adopt guidelines and priorities for results initiative requests.

- Budgets will include a reasonable allowance for personnel savings due to natural staff turnover based on past experience.

- All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests, which must be submitted on schedule and in the appropriate format to the Office of Management and Budget (OMB).

- The Deputy County Manager negotiates budget recommendations with Elected Officials and the Judicial Branch; if agreement cannot be reached, budget recommendations may be negotiated directly with the County Manager and ultimately the Board of Supervisors.

- The Office of Management and Budget recommends a five-year Capital Improvement Program to the Board. Estimates of increased operating costs will be provided with each requested project

- Central Service Cost Allocation charges will be assessed from all non-General Fund agencies based on a full-cost allocation methodology, or level of reimbursement allowed by grants.

- Funding for the Self-Insurance 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 shall 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 be 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 Refunding Bonds, Series 2003; Lease Revenue Bonds, Series 2007A; Lease Revenue Refunding Bonds, Series 2007B; and other long-term obligations. Funding is provided by transfers from the General Fund and intergovernmental revenue from the Maricopa County Special Health Care District, a separate legal entity.

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 Public Defense System. 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.

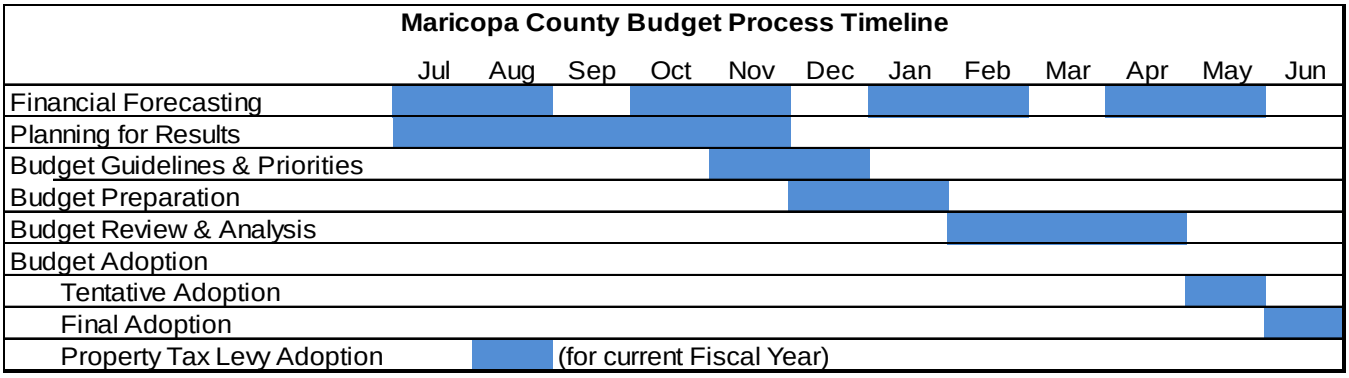
Budgets of Blended Component Units

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 the 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 2013 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 2013 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on December 12, 2011.

Department budget targets and instructions for FY 2013 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 early 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 2013 Recommended Budget will be presented to the Board of Supervisors on May 21, 2012 and will most likely be tentatively adopted the same day. Final Adoption of the budget will occur on June 18, 2012. Property Tax levies and rates will be adopted on August 20, 2012.

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 2014 Budget Process

The FY 2014 budget process is anticipated to mirror that of FY 2013.

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.).

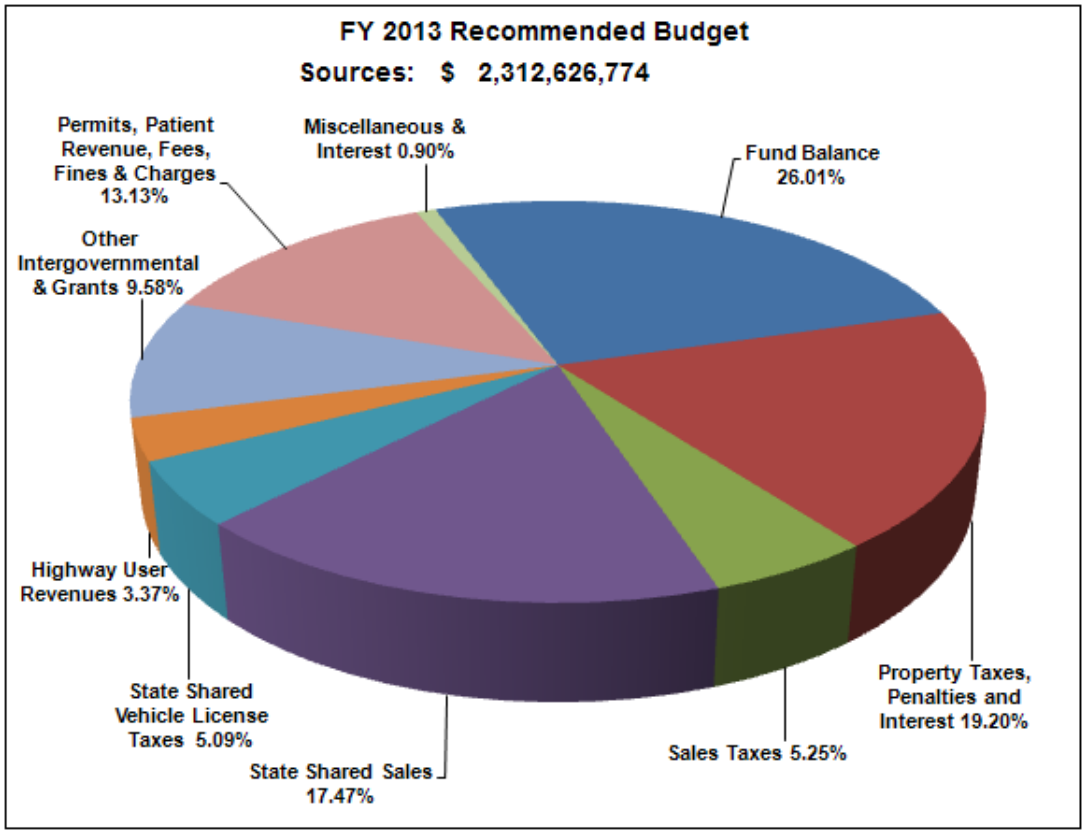
- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped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

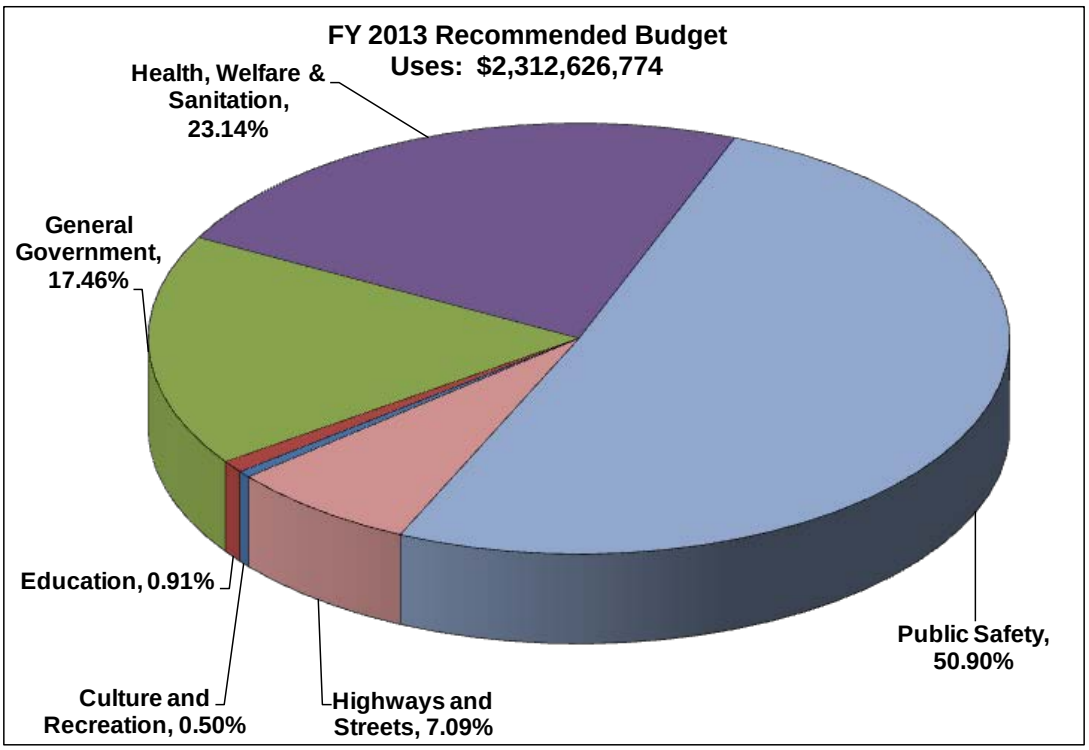
  The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

Consolidated Sources, Uses and Fund Balance by Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEGINNING FUND BALANCE	$ 247,432,960	$172,421,433	$ 12,204,057	$780,554,944	$ 59,693,042	$1,272,306,436	$ -	$1,272,306,436
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 420,010,153	$ -	$ -	$ -	$ -	$ 420,010,153	$ -	$ 420,010,153
TAX PENALTIES & INTEREST	23,973,708	-	-	-	-	23,973,708	-	23,973,708
SALES TAXES	-	121,452,195	-	-	-	121,452,195	-	121,452,195
LICENSES AND PERMITS	2,213,000	38,704,496	-	-	-	40,917,496	-	40,917,496
GRANTS	-	143,949,654	-	-	-	143,949,654	-	143,949,654
OTHER INTERGOVERNMENTAL	4,127,002	14,734,084	-	-	-	18,861,086	-	18,861,086
PAYMENTS IN LIEU OF TAXES	11,714,503	-	-	-	-	11,714,503	-	11,714,503
STATE SHARED SALES TAX	404,078,237	-	-	-	-	404,078,237	-	404,078,237
STATE SHARED HIGHWAY USER REV	-	77,990,758	-	-	-	77,990,758	-	77,990,758
STATE SHARED VEHICLE LICENSE	109,193,522	8,412,636	-	-	-	117,606,158	-	117,606,158
INTERGOV CHARGES FOR SERVICES	11,722,674	73,231,038	2,044,612	-	4,407,085	91,405,409	-	91,405,409
OTHER CHARGES FOR SERVICES	26,908,370	69,994,247	-	-	34,170,518	131,073,135	-	131,073,135
INTERNAL SERVICE CHARGES	-	-	-	-	157,712,674	157,712,674	(157,712,674)	-
PATIENT SERVICES REVENUE	7,000	1,858,060	-	-	-	1,865,060	-	1,865,060
FINES & FORFEITS	11,270,300	17,793,019	-	-	-	29,063,319	-	29,063,319
INTEREST EARNINGS	4,000,000	2,724,385	-	-	635,424	7,359,809	-	7,359,809
MISCELLANEOUS REVENUE	3,246,776	9,873,174	-	-	35,000	13,154,950	-	13,154,950
GAIN ON FIXED ASSETS	-	200,000	-	-	-	200,000	-	200,000
TRANSFERS IN	-	170,562,926	1,140,444	4,949,797	-	176,653,167	(176,653,167)	-
TOTAL OPERATING SOURCES	$1,032,465,245	$751,480,672	$ 3,185,056	$ 4,949,797	$196,960,701	$1,989,041,471	$(334,365,841)	$1,654,675,630
NON-RECURRING								
LICENSES AND PERMITS	$ -	$ 185,285	$ -	$ -	$ -	$ 185,285	$ -	$ 185,285
GRANTS	-	856,053	-	46,186,146	-	47,042,199	-	47,042,199
INTERGOV CHARGES FOR SERVICES	-	-	-	8,791,579	-	8,791,579	-	8,791,579
OTHER CHARGES FOR SERVICES	-	391,373	-	-	-	391,373	-	391,373
INTEREST EARNINGS	-	-	13,204	-	-	13,204	-	13,204
MISCELLANEOUS REVENUE	-	65,010	-	-	-	65,010	-	65,010
TRANSFERS IN	-	13,500	18,107,786	222,165,338	9,620,415	249,907,039	(249,907,039)	-
TOTAL NON-RECURRING SOURCES	$ -	$ 1,511,221	$ 18,120,990	$277,143,063	$ 9,620,415	$ 306,395,689	$(249,907,039)	$ 56,488,650
TOTAL SOURCES	$1,032,465,245	$752,991,893	$ 21,306,046	$282,092,860	$206,581,116	$2,295,437,160	$(584,272,880)	$1,711,164,280
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 441,190,216	$441,940,341	$ -	$ -	$ 12,386,093	$ 895,516,650	$ -	$ 895,516,650
SUPPLIES	14,261,331	41,316,074	-	-	11,908,940	67,486,345	(7,012,224)	60,474,121
SERVICES	398,248,267	226,131,567	-	-	183,733,793	808,113,627	(150,700,450)	657,413,177
CAPITAL	3,287,758	9,006,330	16,736,830	-	50,630	29,081,548	-	29,081,548
OTHER FINANCING USES	175,477,673	1,175,494	-	-	-	176,653,167	(176,653,167)	-
TOTAL OPERATING USES	$1,032,465,245	$719,569,806	$ 16,736,830	$ -	$208,079,456	$1,976,851,337	$(334,365,841)	$1,642,485,496
NON-RECURRING								
PERSONAL SERVICES	$ 1,968,754	$ 4,484,220	$ -	$ 4,721,205	$ 453,487	$ 11,627,666	$ -	$ 11,627,666
SUPPLIES	77,479	2,424,389	-	7,546,184	1,187,771	11,235,823	-	11,235,823
SERVICES	163,314,675	65,514,893	-	59,634,427	12,086,513	300,550,508	-	300,550,508
CAPITAL	13,638,490	8,713,650	-	323,459,511	915,630	346,727,281	-	346,727,281
OTHER FINANCING USES	68,433,562	69,378,983	-	112,094,494	-	249,907,039	(249,907,039)	-
TOTAL NON-RECURRING USES	$ 247,432,960	$150,516,135	$ -	$507,455,821	$ 14,643,401	$ 920,048,317	$(249,907,039)	$ 670,141,278
TOTAL USES	$1,279,898,205	$870,085,941	$ 16,736,830	$507,455,821	$222,722,857	$2,896,899,654	$(584,272,880)	$2,312,626,774
STRUCTURAL BALANCE	$ -	$ 31,910,866	$(13,551,774)	$ 4,949,797	$ (11,118,755)	$ 12,190,134	$ -	$ 12,190,134
ENDING FUND BALANCE:								
RESTRICTED	$ -	$ 63,429,628	$ 10,559,821	$178,291,980	$ 48,565,117	$ 300,846,546	$ -	$ 300,846,546
COMMITTED	-	5,762,571	551,114	376,900,003	4,877,222	551,114	-	551,114
UNASSIGNED	-	(13,864,814)	5,662,338	-	(9,891,038)	(18,093,514)	-	(18,093,514)

Sources and Uses of Funds





Reconciliation of Budget Changes

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

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
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**
Operating Adjustments:							
Fees and Other Revenues	$ -	$ 348,100	$ -	$ -	$ -	$ -	$ 348,100
Grants, Donations and Intergovernmental Agreements	(165,452)	12,651,495	-	-	-	-	12,486,043
Non Recurring	-	32,184	-	-	-	(32,184)	-
Total Operating Adjustments	$ (165,452)	$ 13,031,779	$ -	$ -	$ -	$ (32,184)	$ 12,834,143
Non Recurring Adjustments:							
Capital Improvement Program	$ -	$ 951,985	$ -	$ (951,985)	$ -	$ -	$ -
Fees and Other Revenues	-	-	-	-	-	-	-
Grants, Donations and Intergovernmental Agreements	146,866	3,819,368	-	-	-	-	3,966,234
Other Non Recurring	-	1,035,206	-	-	-	(40,906)	994,300
Supplemental Funding	-	4,219,015	-	-	-	(4,219,015)	-
Total Non Recurring Adjustments	$ 146,866	$ 10,025,574	$ -	$ (951,985)	$ -	$ (4,259,921)	$ 4,960,534
FY 2012 Revised Budget	**$ 1,283,854,263**	**$ 878,792,700**	**$ 19,408,417**	**$ 453,613,937**	**$ 231,680,229**	**$ (516,938,747)**	**$ 2,350,410,799**

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2012 REVISED TO FY 2013 RECOMMENDED

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2012 Revised Budget	**$ 1,283,854,263**	**$ 878,792,700**	**$ 19,408,417**	**$ 453,613,937**	**$ 231,680,229**	**$ (516,938,747)**	**$ 2,350,410,799**
Operating Adjustments:							
State Budget-Balancing Impacts:							
State Contribution	$ (26,156,051)	$ -	$ -	$ -	$ -	$ -	$ (26,156,051)
	$ (26,156,051)	$ -	$ -	$ -	$ -	$ -	$ (26,156,051)
Mandated State Health Contributions:							
AHCCCS Contribution	$ (349,800)	$ -	$ -	$ -	$ -	$ -	$ (349,800)
ALTCS Contribution	(5,985,300)	-	-	-	-	-	(5,985,300)
Arnold v. Sarn Contribution	2,072,884	-	-	-	-	-	2,072,884
	$ (4,262,216)	$ -	$ -	$ -	$ -	$ -	$ (4,262,216)
Other Mandated Expenditures:							
Jail Excise Tax MOE	$ 2,876,714	$ -	$ -	$ -	$ -	$ -	$ 2,876,714
Primary and General Elections	(5,100,000)	-	-	-	-	-	(5,100,000)
New Justice Precincts	369,517	59,366	-	-	-	-	428,883
	$ (1,853,769)	$ 59,366	$ -	$ -	$ -	$ -	$ (1,794,403)
Reallocations:							
Reallocation Between Funds	$ (5,724,364)	$ 5,724,364	$ -	$ -	$ -	$ -	$ -
Reallocation of ISF Charges Between Funds	(1,268,901)	1,235,137	-	-	-	-	(33,764)
	$ (6,993,265)	$ 6,959,501	$ -	$ -	$ -	$ -	$ (33,764)
Employee Related Costs:							
Adjust Hours Per FTE	$ (1,560,209)	$ (1,294,255)	$ -	$ -	$ (36,461)	$ -	$ (2,890,925)
Retirement Contributions	5,060,025	3,692,516	-	-	78,776	-	8,831,317
	$ 3,499,816	$ 2,398,261	$ -	$ -	$ 42,315	$ -	$ 5,940,392
Central and Internal Service Charge Changes:							
Internal Service Charges	$ 3,694,376	$ 2,590,094	$ -	$ -	$ 2,521,929	$ (11,819,883)	$ (3,013,484)
Central Service Cost Allocation	(816,419)	-	-	-	-	-	(816,419)
	$ 2,877,957	$ 2,590,094	$ -	$ -	$ 2,521,929	$ (11,819,883)	$ (3,829,903)
Capital Related Transfers, Expenditures and Debt Service:							
Operating Fund Transfers	$ -	$ -	$ -	$ -	$ -	$ 20,300,816	$ 20,300,816
Debt Service	-	(1,274)	(2,671,587)	-	-	-	(2,672,861)
Other Technology Projects	(967,041)	-	-	-	-	-	(967,041)
	$ (967,041)	$ (1,274)	$ (2,671,587)	$ -	$ -	$ 20,300,816	$ 16,660,914
Grants and Intergovernmental Agreements:							
Grants	$ -	$ (12,647,976)	$ -	$ -	$ -	$ -	$ (12,647,976)
Intergovernmental Agreements	266,913	604,373	-	-	-	-	871,286
	$ 266,913	$ (12,043,603)	$ -	$ -	$ -	$ -	$ (11,776,690)
Contingencies:							
General Contingency	$ (6,492,011)	$ (8,974,671)	$ -	$ -	$ -	$ -	$ (15,466,682)
Justice System Contingency	1,970,000	-	-	-	-	-	1,970,000
Sheriff's Office Contingency	11,750,476	9,086,401	-	-	-	-	20,836,877
	$ 7,228,465	$ 111,730	$ -	$ -	$ -	$ -	$ 7,340,195
Base Adjustments:							
Personnel Savings	$ 2,348,687	$ (1,870,166)	$ -	$ -	$ (39,906)	$ -	$ 438,615
Vacant Position Elimination	(652,282)	(1,855,776)	-	-	-	-	(2,508,058)
HCM Litigation Support	(2,189,810)	-	-	-	-	-	(2,189,810)
Staffing Increases	537,149	-	-	-	-	-	537,149
Article 5 Administration	147,890	-	-	-	-	-	147,890
Vehicle Transfers	-	(24,734)	-	-	-	24,734	-
New Facility Operating Costs	(800,000)	-	-	-	-	-	(800,000)
Program Volume Changes and Structural Balance	94,487	(5,135,332)	-	-	(6,354,794)	-	(11,395,639)
Other Adjustments	1,036,621	459,711	-	-	(808,722)	-	687,610
	$ 522,742	$ (8,426,297)	$ -	$ -	$ (7,203,422)	$ 24,734	$ (15,082,243)
Total - Operating Adjustments	$ (25,836,449)	$ (8,352,222)	$ (2,671,587)	$ -	$ (4,639,178)	$ 8,505,667	$ (32,993,769)

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
NON RECURRING							
Non Recurring Adjustments							
Repayment of Payroll Discrepancy:							
Repayment of Detention Funds	$ (15,084,926)	$ -	$ -	$ -	$ -	$ -	$ (15,084,926)
Repayment of Inmate Svs Funds	(15,015,259)	-	-	-	-	-	(15,015,259)
	$ (30,100,185)	$ -	$ -	$ -	$ -	$ -	$ (30,100,185)
Primary and General Elections	$ 11,432,897	$ -	$ -	$ -	$ -	$ -	$ 11,432,897
Capital Projects and Related Fund Transfers	$ 6,659,796	$ 20,099,806	$ -	$ 35,734,098	$ -	$ (77,829,366)	$ (15,335,666)
IT Projects	$ 4,443,500	$ 3,840,696	$ -	$ -	$ -	$ -	$ 8,284,196
Major Maintenance Program	$ 14,508,278	$ 1,000,000	$ -	$ -	$ -	$ -	$ 15,508,278
Vehicle Transfers and Replacements	$ 480,000	$ (40,906)	$ -	$ -	$ -	$ 40,906	$ 480,000
Personnel Related Expenditures	$ 7,853	$ 5,992	$ -	$ -	$ -	$ -	$ 13,845
Grant Reconciliation and Related Expenditures	$ (126,691)	$ (3,331,613)	$ -	$ -	$ -	$ -	$ (3,458,304)
Contingencies:							
General Contingency	$ 12,089,011	$ 7,536,315	$ -	$ -	$ -	$ -	$ 19,625,326
Justice System Contingency	3,378,188	-	-	-	-	-	3,378,188
Risk Management Contingency	8,300,000	7,100,000	-	-	-	-	15,400,000
Sheriff's Office Contingency	5,000,000	10,000,000	-	-	-	-	15,000,000
	$ 28,767,199	$ 24,636,315	$ -	$ -	$ -	$ -	$ 53,403,514
Reallocation Between Funds	$ 33,764	$ (4,219,015)	$ -	$ -	$ -	$ 4,219,015	$ 33,764
Other Non Recurring Expenditures:							
Solid Waste Subsidy	$ 2,550,000	$ -	$ -	$ -	$ -	$ -	$ 2,550,000
Internal Service Charges	194,301	-	-	-	-	-	194,301
Co Atty Non Recurring Increase	-	(994,300)	-	-	-	-	(994,300)
Other Expenditures	(16,970,321)	(41,351,512)	-	18,107,786	(4,318,194)	(2,270,355)	(46,802,596)
	$ (16,970,321)	$ (42,345,812)	$ -	$ 18,107,786	$ (4,318,194)	$ (2,270,355)	$ (47,796,896)
Total - Non Recurring Adjustments	$ 21,880,391	$ (354,537)	$ -	$ 53,841,884	$ (4,318,194)	$ (75,839,800)	$ (4,790,256)
FY 2013 Recommended Budget	**$ 1,279,898,205**	**$ 870,085,941**	**$ 16,736,830**	**$ 507,455,821**	**$ 222,722,857**	**$ (584,272,880)**	**$ 2,312,626,774**

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%
240 - JUSTICE COURTS	24,126,991	24,465,917	24,465,917	22,442,765	22,442,700	(2,023,217)	-8.3%
270 - JUVENILE PROBATION	8,180,075	9,456,225	9,585,257	7,313,012	8,482,269	(1,102,988)	-11.5%
800 - SUPERIOR COURT	17,563,587	17,981,605	16,966,693	15,209,236	15,975,960	(990,733)	-5.8%
SUBTOTAL	$ 67,768,770	$ 69,213,746	$ 68,667,649	$ 62,586,771	$ 63,300,901	$ (5,366,748)	-7.8%
ELECTED							
120 - ASSESSOR	$ 317,670	$ 240,000	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	21,525,510	22,407,320	21,715,261	17,535,568	17,414,404	(4,300,857)	-19.8%
190 - COUNTY ATTORNEY	13,917,936	15,863,073	16,218,623	15,497,987	16,217,741	(882)	0.0%
210 - ELECTIONS	4,237,270	6,382,840	6,382,840	4,471,517	5,791,830	(591,010)	-9.3%
250 - CONSTABLES	1,414,292	1,504,722	1,524,897	1,550,892	1,515,522	(9,375)	-0.6%
360 - RECORDER	12,054,879	11,590,000	11,590,000	11,728,383	11,167,000	(423,000)	-3.6%
370 - EDUCATION SERVICE	2,948,527	10,493,810	10,493,810	8,534,371	18,214,523	7,720,713	73.6%
430 - TREASURER	11,189	353,841	353,841	353,841	364,341	10,500	3.0%
500 - SHERIFF	66,801,045	76,959,532	80,269,209	81,842,785	67,819,081	(12,450,128)	-15.5%
SUBTOTAL	$ 123,228,318	$ 145,795,138	$ 148,788,481	$ 141,804,359	$ 138,744,442	$ (10,044,039)	-6.8%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,088,492	$ 1,531,289	$ 1,676,223	$ 1,401,408	$ 1,533,732	$ (142,491)	-8.5%
180 - FINANCE	983,176	539,864	539,864	656,031	574,856	34,992	6.5%
200 - COUNTY MANAGER	3,463,865	294,388	3,964,002	4,500,354	290,575	(3,673,427)	-92.7%
220 - HUMAN SERVICES	59,021,736	59,378,559	68,484,835	62,286,990	54,258,738	(14,226,097)	-20.8%
260 - CORRECTIONAL HEALTH	58,362	56,500	56,500	57,380	56,500	-	0.0%
290 - MEDICAL EXAMINER	379,914	462,908	462,908	664,397	438,252	(24,656)	-5.3%
300 - PARKS AND RECREATION	6,479,147	6,211,043	6,215,863	6,434,465	6,461,206	245,343	3.9%
310 - HUMAN RESOURCES	323,265	297,841	297,841	202,658	297,841	-	0.0%
340 - PUBLIC FIDUCIARY	1,115,495	968,462	968,462	1,152,209	968,462	-	0.0%
390 - BUS STRATEGIES HLTH CARE PROG	140,603,149	144,734,098	144,734,098	145,484,174	147,024,469	2,290,371	1.6%
410 - ENTERPRISE TECHNOLOGY	19,385,340	15,972,983	15,972,983	16,077,014	15,957,783	(15,200)	-0.1%
440 - PLANNING AND DEVELOPMENT	7,153,643	8,013,252	8,013,252	8,287,416	8,069,276	56,024	0.7%
460 - RESEARCH AND REPORTING	-	72,000	72,000	72,000	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,763,091,345	1,436,179,614	1,441,834,917	1,606,122,912	1,487,441,320	45,606,403	3.2%
520 - PUBLIC DEFENDER	2,287,945	2,207,645	2,207,645	1,804,472	2,187,967	(19,678)	-0.9%
540 - LEGAL DEFENDER	137,252	111,155	111,155	125,374	132,736	21,581	19.4%
550 - LEGAL ADVOCATE	27,199	13,836	13,836	22,996	22,996	9,160	66.2%
560 - CONTRACT COUNSEL	23,648	-	-	-	-	-	N/A
570 - PUBLIC ADVOCATE	18,433	52,938	52,938	15,581	-	(52,938)	-100.0%
640 - TRANSPORTATION	135,011,183	143,863,521	143,869,021	111,897,146	143,601,536	(267,485)	-0.2%
670 - WASTE RESOURCES AND RECYCLING	4,918,546	5,212,944	5,229,910	5,309,337	4,889,572	(340,338)	-6.5%
700 - FACILITIES MANAGEMENT	83,191	82,712	82,712	116,890	73,998	(8,714)	-10.5%
730 - PROCUREMENT SERVICES	1,825,742	1,264,644	1,264,644	1,240,462	1,043,464	(221,180)	-17.5%
740 - EQUIPMENT SERVICES	16,961,063	13,909,239	13,909,239	17,421,543	16,682,320	2,773,081	19.9%
750 - RISK MANAGEMENT	25,413,868	16,231,190	16,231,190	16,354,043	32,120,415	15,889,225	97.9%
790 - ANIMAL CARE AND CONTROL	13,888,619	14,263,381	14,263,381	13,538,953	13,745,123	(518,258)	-3.6%
850 - AIR QUALITY	15,801,305	13,966,520	14,008,343	13,879,826	14,617,195	608,852	4.3%
860 - PUBLIC HEALTH	40,374,345	46,928,478	46,928,478	45,271,396	44,900,281	(2,028,197)	-4.3%
880 - ENVIRONMENTAL SERVICES	20,510,603	19,561,856	19,561,856	20,085,778	19,378,678	(183,178)	-0.9%
910 - PUBLIC WORKS	33,454,782	35,933,801	35,933,801	34,367,481	33,972,781	(1,961,020)	-5.5%
SUBTOTAL	$ 2,313,884,653	$ 1,988,316,661	$ 2,006,961,897	$ 2,134,850,686	$ 2,050,814,072	$ 43,852,175	2.2%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (698,846,563)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ (66,202,857)	13.9%
SUBTOTAL	$ (698,846,563)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ (66,202,857)	13.9%
MARICOPA COUNTY	$ 1,806,035,178	$ 1,732,125,372	$ 1,748,925,749	$ 1,719,841,015	$ 1,711,164,280	$ (37,761,469)	-2.2%

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

GENERAL FUND	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	REVISED VS RECOMM %
JUDICIAL							
240 - JUSTICE COURTS	$ 17,622,229	$ 16,981,532	$ 16,981,532	$ 15,464,600	$ 15,464,600	$ (1,516,932)	-8.9%
270 - JUVENILE PROBATION	24,160	23,000	23,000	19,714	19,750	(3,250)	-14.1%
800 - SUPERIOR COURT	1,563,537	1,302,200	1,302,200	1,696,393	1,696,300	394,100	30.3%
SUBTOTAL	$ 19,209,926	$ 18,306,732	$ 18,306,732	$ 17,180,707	$ 17,180,650	$ (1,126,082)	-6.2%
ELECTED							
120 - ASSESSOR	$ 317,670	$ 240,000	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	11,264,484	11,557,600	11,557,600	8,230,757	8,250,000	(3,307,600)	-28.6%
190 - COUNTY ATTORNEY	73,708	127,200	127,200	56,889	48,000	(79,200)	-62.3%
210 - ELECTIONS	4,159,800	4,171,210	4,171,210	4,371,314	3,633,010	(538,200)	-12.9%
250 - CONSTABLES	1,414,292	1,504,722	1,524,897	1,550,892	1,515,522	(9,375)	-0.6%
360 - RECORDER	7,644,993	7,000,000	7,000,000	7,138,383	7,000,000	-	0.0%
370 - EDUCATION SERVICE	146,361	117,000	117,000	117,266	117,000	-	0.0%
430 - TREASURER	11,189	49,500	49,500	49,500	60,000	10,500	21.2%
500 - SHERIFF	11,072,491	11,364,279	11,325,518	11,697,512	11,423,534	98,016	0.9%
SUBTOTAL	$ 36,104,988	$ 36,131,511	$ 36,112,925	$ 33,501,528	$ 32,287,066	$ (3,825,859)	-10.6%
APPOINTED							
180 - FINANCE	$ 983,176	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%
200 - COUNTY MANAGER	959	1,100	1,100	548	600	(500)	-45.5%
290 - MEDICAL EXAMINER	324,160	302,768	302,768	310,829	322,388	19,620	6.5%
310 - HUMAN RESOURCES	323,265	297,841	297,841	202,658	297,841	-	0.0%
340 - PUBLIC FIDUCIARY	1,115,495	968,462	968,462	1,152,209	968,462	-	0.0%
390 - BUS STRATEGIES HLTH CARE PROG	149,209	6,876	6,876	2,521,425	7,000	124	1.8%
410 - ENTERPRISE TECHNOLOGY	-	-	-	-	4,800	4,800	N/A
460 - RESEARCH AND REPORTING	-	72,000	72,000	72,000	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,050,009,493	1,001,215,738	1,001,215,738	1,027,720,319	980,177,763	(21,037,975)	-2.1%
520 - PUBLIC DEFENDER	96,616	53,693	53,693	69,567	71,452	17,759	33.1%
540 - LEGAL DEFENDER	17,323	-	-	-	-	-	N/A
560 - CONTRACT COUNSEL	23,648	-	-	-	-	-	N/A
670 - WASTE RESOURCES AND RECYCLIN	-	-	-	-	132,369	132,369	N/A
700 - FACILITIES MANAGEMENT	83,191	82,712	82,712	116,890	73,998	(8,714)	-10.5%
730 - PROCUREMENT SERVICES	1,011,784	457,849	457,849	520,933	282,000	(175,849)	-38.4%
860 - PUBLIC HEALTH	953	-	-	-	-	-	N/A
880 - ENVIRONMENTAL SERVICES	115,697	30,000	30,000	30,000	12,000	(18,000)	-60.0%
SUBTOTAL	$ 1,054,254,969	$ 1,004,028,903	$ 1,004,028,903	$ 1,033,373,409	$ 982,997,529	$ (21,031,374)	-2.1%
MARICOPA COUNTY	$ 1,109,569,883	$ 1,058,467,146	$ 1,058,448,560	$ 1,084,055,644	$ 1,032,465,245	$ (25,983,315)	-2.5%

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

SPECIAL REVENUE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%
240 - JUSTICE COURTS	6,504,762	7,484,385	7,484,385	6,978,165	6,978,100	(506,285)	-6.8%
270 - JUVENILE PROBATION	8,155,915	9,433,225	9,562,257	7,293,298	8,462,519	(1,099,738)	-11.5%
800 - SUPERIOR COURT	16,000,050	16,679,405	15,664,493	13,512,843	14,279,660	(1,384,833)	-8.8%
SUBTOTAL	$ 48,558,844	$ 50,907,014	$ 50,360,917	$ 45,406,064	$ 46,120,251	$ (4,240,666)	-8.4%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 10,261,026	$ 10,849,720	$ 10,157,661	$ 9,304,811	$ 9,164,404	$ (993,257)	-9.8%
190 - COUNTY ATTORNEY	13,844,228	15,735,873	16,091,423	15,441,098	16,169,741	78,318	0.5%
210 - ELECTIONS	77,470	2,211,630	2,211,630	100,203	2,158,820	(52,810)	-2.4%
360 - RECORDER	4,409,886	4,590,000	4,590,000	4,590,000	4,167,000	(423,000)	-9.2%
370 - EDUCATION SERVICE	2,802,166	10,376,810	10,376,810	8,417,105	18,097,523	7,720,713	74.4%
430 - TREASURER	-	304,341	304,341	304,341	304,341	-	0.0%
500 - SHERIFF	55,728,554	65,595,253	68,943,691	70,145,273	56,395,547	(12,548,144)	-18.2%
SUBTOTAL	$ 87,123,330	$ 109,663,627	$ 112,675,556	$ 108,302,831	$ 106,457,376	$ (6,218,180)	-5.5%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,088,492	$ 1,531,289	$ 1,676,223	$ 1,401,408	$ 1,533,732	$ (142,491)	-8.5%
200 - COUNTY MANAGER	3,462,906	293,288	3,962,902	4,499,806	289,975	(3,672,927)	-92.7%
220 - HUMAN SERVICES	59,021,736	59,378,559	68,484,835	62,286,990	54,258,738	(14,226,097)	-20.8%
260 - CORRECTIONAL HEALTH	58,362	56,500	56,500	57,380	56,500	-	0.0%
290 - MEDICAL EXAMINER	55,754	160,140	160,140	353,568	115,864	(44,276)	-27.6%
300 - PARKS AND RECREATION	6,479,147	6,246,093	6,250,913	6,469,515	6,496,256	245,343	3.9%
390 - BUS STRATEGIES HLTH CARE PROG	6,171,997	6,921,762	6,921,762	4,247,412	7,023,535	101,773	1.5%
440 - PLANNING AND DEVELOPMENT	7,153,643	8,013,252	8,013,252	8,287,416	8,069,276	56,024	0.7%
470 - NON DEPARTMENTAL	294,410,477	301,775,976	307,431,279	303,845,994	300,315,071	(7,116,208)	-2.3%
520 - PUBLIC DEFENDER	2,191,329	2,153,952	2,153,952	1,734,905	2,116,515	(37,437)	-1.7%
540 - LEGAL DEFENDER	119,929	111,155	111,155	125,374	132,736	21,581	19.4%
550 - LEGAL ADVOCATE	27,199	13,836	13,836	22,996	22,996	9,160	66.2%
570 - PUBLIC ADVOCATE	18,433	52,938	52,938	15,581	-	(52,938)	-100.0%
640 - TRANSPORTATION	97,000,701	88,778,036	88,783,536	86,983,787	88,623,811	(159,725)	-0.2%
670 - WASTE RESOURCES AND RECYCLING	4,918,546	5,212,944	5,229,910	5,309,337	4,757,203	(472,707)	-9.0%
790 - ANIMAL CARE AND CONTROL	13,888,619	14,263,381	14,263,381	13,538,953	13,745,123	(518,258)	-3.6%
850 - AIR QUALITY	15,801,305	13,966,520	14,008,343	13,879,826	14,617,195	608,852	4.3%
860 - PUBLIC HEALTH	40,373,392	46,928,478	46,928,478	45,271,396	44,900,281	(2,028,197)	-4.3%
880 - ENVIRONMENTAL SERVICES	20,394,906	19,531,856	19,531,856	20,055,778	19,366,678	(165,178)	-0.8%
910 - PUBLIC WORKS	33,454,782	35,933,801	35,933,801	34,367,481	33,972,781	(1,961,020)	-5.5%
SUBTOTAL	$ 606,091,655	$ 611,323,756	$ 629,968,992	$ 612,754,903	$ 600,414,266	$ (29,554,726)	-4.7%
MARICOPA COUNTY	$ 741,773,829	$ 771,894,397	$ 793,005,465	$ 766,463,798	$ 752,991,893	$ (40,013,572)	-5.0%

DEBT SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 15,538,882	$ 24,827,117	$ 24,827,117	$ 24,824,923	$ 21,306,046	$ (3,521,071)	-14.2%
SUBTOTAL	$ 15,538,882	$ 24,827,117	$ 24,827,117	$ 24,824,923	$ 21,306,046	$ (3,521,071)	-14.2%
MARICOPA COUNTY	$ 15,538,882	$ 24,827,117	$ 24,827,117	$ 24,824,923	$ 21,306,046	$ (3,521,071)	-14.2%

CAPITAL PROJECTS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 403,132,493	$ 108,360,783	$ 108,360,783	$ 249,731,676	$ 185,642,440	$ 77,281,657	71.3%
640 - TRANSPORTATION	71,742,374	83,496,904	83,496,904	53,324,775	96,450,420	12,953,516	15.5%
SUBTOTAL	$ 474,874,867	$ 191,857,687	$ 191,857,687	$ 303,056,451	$ 282,092,860	$ 90,235,173	47.0%
MARICOPA COUNTY	$ 474,874,867	$ 191,857,687	$ 191,857,687	$ 303,056,451	$ 282,092,860	$ 90,235,173	47.0%

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

INTERNAL SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ -	$ (13,000,000)	-100.0%
390 - BUS STRATEGIES HLTH CARE PROG	134,281,943	137,805,460	137,805,460	138,715,337	141,063,934	3,258,474	2.4%
410 - ENTERPRISE TECHNOLOGY	19,385,340	15,972,983	15,972,983	16,077,014	15,952,983	(20,000)	-0.1%
730 - PROCUREMENT SERVICES	813,958	806,795	806,795	719,529	761,464	(45,331)	-5.6%
740 - EQUIPMENT SERVICES	16,961,063	13,909,239	13,909,239	17,421,543	16,682,320	2,773,081	19.9%
750 - RISK MANAGEMENT	25,413,868	16,231,190	16,231,190	16,354,043	32,120,415	15,889,225	97.9%
SUBTOTAL	$ 196,856,172	$ 197,725,667	$ 197,725,667	$ 192,667,051	$ 206,581,116	$ 8,855,449	4.5%
MARICOPA COUNTY	$ 196,856,172	$ 197,725,667	$ 197,725,667	$ 192,667,051	$ 206,581,116	$ 8,855,449	4.5%

ELIMINATIONS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ 13,000,000	-100.0%
300 - PARKS AND RECREATION	-	(35,050)	(35,050)	(35,050)	(35,050)	-	0.0%
390 - BUS STRATEGIES HLTH CARE PROG	-	-	-	-	(1,070,000)	(1,070,000)	N/A
640 - TRANSPORTATION	(33,731,892)	(28,411,419)	(28,411,419)	(28,411,416)	(41,472,695)	(13,061,276)	46.0%
SUBTOTAL	$ (33,731,892)	$ (41,446,469)	$ (41,446,469)	$ (31,826,051)	$ (42,577,745)	$ (1,131,276)	2.7%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (698,846,563)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ (66,202,857)	13.9%
SUBTOTAL	$ (698,846,563)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ (66,202,857)	13.9%
MARICOPA COUNTY	$ (732,578,455)	$ (512,646,642)	$ (516,938,747)	$ (651,226,852)	$ (584,272,880)	$ (67,334,133)	13.0%

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	$ -	$ 16,399,972	$ -	$ -	$ -	$ 16,399,972	$ -	$ 16,399,972
240 - JUSTICE COURTS	15,464,600	6,978,100	-	-	-	22,442,700	-	22,442,700
270 - JUVENILE PROBATION	19,750	8,462,519	-	-	-	8,482,269	-	8,482,269
800 - SUPERIOR COURT	1,696,300	14,279,660	-	-	-	15,975,960	-	15,975,960
SUBTOTAL	$ 17,180,650	$ 46,120,251	$ -	$ -	$ -	$ 63,300,901	$ -	$ 63,300,901
ELECTED								
120 - ASSESSOR	$ 240,000	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ 240,000
160 - CLERK OF THE SUPERIOR COURT	8,250,000	9,164,404	-	-	-	17,414,404	-	17,414,404
190 - COUNTY ATTORNEY	48,000	16,169,741	-	-	-	16,217,741	-	16,217,741
210 - ELECTIONS	3,633,010	2,158,820	-	-	-	5,791,830	-	5,791,830
250 - CONSTABLES	1,515,522	-	-	-	-	1,515,522	-	1,515,522
360 - RECORDER	7,000,000	4,167,000	-	-	-	11,167,000	-	11,167,000
370 - EDUCATION SERVICE	117,000	18,097,523	-	-	-	18,214,523	-	18,214,523
430 - TREASURER	60,000	304,341	-	-	-	364,341	-	364,341
500 - SHERIFF	11,423,534	56,395,547	-	-	-	67,819,081	-	67,819,081
SUBTOTAL	$ 32,287,066	$ 106,457,376	$ -	$ -	$ -	$ 138,744,442	$ -	$ 138,744,442
APPOINTED								
150 - EMERGENCY MANAGEMENT	$ -	$ 1,533,732	$ -	$ -	$ -	$ 1,533,732	$ -	$ 1,533,732
180 - FINANCE	574,856	-	-	-	-	574,856	-	574,856
200 - COUNTY MANAGER	600	289,975	-	-	-	290,575	-	290,575
220 - HUMAN SERVICES	-	54,258,738	-	-	-	54,258,738	-	54,258,738
260 - CORRECTIONAL HEALTH	-	56,500	-	-	-	56,500	-	56,500
290 - MEDICAL EXAMINER	322,388	115,864	-	-	-	438,252	-	438,252
300 - PARKS AND RECREATION	-	6,496,256	-	-	-	6,496,256	(35,050)	6,461,206
310 - HUMAN RESOURCES	297,841	-	-	-	-	297,841	-	297,841
340 - PUBLIC FIDUCIARY	968,462	-	-	-	-	968,462	-	968,462
390 - BUS STRATEGIES HLTH CARE PRC	7,000	7,023,535	-	-	141,063,934	148,094,469	(1,070,000)	147,024,469
410 - ENTERPRISE TECHNOLOGY	4,800	-	-	-	15,952,983	15,957,783	-	15,957,783
440 - PLANNING AND DEVELOPMENT	-	8,069,276	-	-	-	8,069,276	-	8,069,276
460 - RESEARCH AND REPORTING	72,000	-	-	-	-	72,000	-	72,000
470 - NON DEPARTMENTAL	980,177,763	300,315,071	21,306,046	185,642,440	-	1,487,441,320	-	1,487,441,320
520 - PUBLIC DEFENDER	71,452	2,116,515	-	-	-	2,187,967	-	2,187,967
540 - LEGAL DEFENDER	-	132,736	-	-	-	132,736	-	132,736
550 - LEGAL ADVOCATE	-	22,996	-	-	-	22,996	-	22,996
640 - TRANSPORTATION	-	88,623,811	-	96,450,420	-	185,074,231	(41,472,695)	143,601,536
670 - WASTE RESOURCES AND RECYCL	132,369	4,757,203	-	-	-	4,889,572	-	4,889,572
700 - FACILITIES MANAGEMENT	73,998	-	-	-	-	73,998	-	73,998
730 - PROCUREMENT SERVICES	282,000	-	-	-	761,464	1,043,464	-	1,043,464
740 - EQUIPMENT SERVICES	-	-	-	-	16,682,320	16,682,320	-	16,682,320
750 - RISK MANAGEMENT	-	-	-	-	32,120,415	32,120,415	-	32,120,415
790 - ANIMAL CARE AND CONTROL	-	13,745,123	-	-	-	13,745,123	-	13,745,123
850 - AIR QUALITY	-	14,617,195	-	-	-	14,617,195	-	14,617,195
860 - PUBLIC HEALTH	-	44,900,281	-	-	-	44,900,281	-	44,900,281
880 - ENVIRONMENTAL SERVICES	12,000	19,366,678	-	-	-	19,378,678	-	19,378,678
910 - PUBLIC WORKS	-	33,972,781	-	-	-	33,972,781	-	33,972,781
SUBTOTAL	$ 982,997,529	$ 600,414,266	$ 21,306,046	$ 282,092,860	$ 206,581,116	$2,093,391,817	$ (42,577,745)	$2,050,814,072
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (541,695,135)	$ (541,695,135)
MARICOPA COUNTY	$1,032,465,245	$ 752,991,893	$ 21,306,046	$ 282,092,860	$ 206,581,116	$2,295,437,160	$ (584,272,880)	$1,711,164,280

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 486,152,703	$ 472,831,017	$ 472,831,017	$ 472,831,017	$ 420,010,153	$ (52,820,864)	-11.2%
0605 - TAX PENALTIES AND INTEREST	25,014,288	23,300,000	23,300,000	24,800,000	23,973,708	673,708	2.9%
0606 - SALES TAXES	112,451,806	109,584,249	109,584,249	117,005,968	121,452,195	11,867,946	10.8%
SUBTOTAL	$ 623,618,797	$ 605,715,266	$ 605,715,266	$ 614,636,985	$ 565,436,056	$ (40,279,210)	-6.6%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 37,816,945	$ 38,502,526	$ 38,502,526	$ 38,518,087	$ 41,102,781	$ 2,600,255	6.8%
SUBTOTAL	$ 37,816,945	$ 38,502,526	$ 38,502,526	$ 38,518,087	$ 41,102,781	$ 2,600,255	6.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 150,457,320	$ 185,495,692	$ 201,048,698	$ 163,058,664	$ 190,991,853	$ (10,056,845)	-5.0%
0620 - OTHER INTERGOVERNMENTAL	17,256,089	19,095,666	20,087,134	20,087,947	18,861,086	(1,226,048)	-6.1%
0621 - PAYMENTS IN LIEU OF TAXES	10,868,668	11,775,550	11,775,550	11,735,769	11,714,503	(61,047)	-0.5%
0625 - STATE SHARED SALES TAX	385,487,679	369,740,752	369,740,752	396,155,134	404,078,237	34,337,485	9.3%
0626 - STATE SHARED HIGHWAY USER RE	85,975,735	77,990,758	77,990,758	76,929,654	77,990,758	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	121,637,534	119,531,712	119,531,712	116,946,114	117,606,158	(1,925,554)	-1.6%
SUBTOTAL	$ 771,683,025	$ 783,630,130	$ 800,174,604	$ 784,913,282	$ 821,242,595	$ 21,067,991	2.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 112,489,639	$ 106,934,903	$ 106,904,522	$ 99,634,694	$ 100,196,988	$ (6,707,534)	-6.3%
0635 - OTHER CHARGES FOR SERVICES	137,018,425	134,978,744	133,271,773	130,508,798	131,464,508	(1,807,265)	-1.4%
0636 - INTERNAL SERVICE CHARGES	14,653,207	-	-	-	-	-	N/A
0638 - PATIENT SERVICES REVENUE	1,757,576	1,568,376	1,568,376	1,848,270	1,865,060	296,684	18.9%
SUBTOTAL	$ 265,918,847	$ 243,482,023	$ 241,744,671	$ 231,991,762	$ 233,526,556	$ (8,218,115)	-3.4%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 33,307,753	$ 32,446,066	$ 32,546,066	$ 27,824,669	$ 29,063,319	$ (3,482,747)	-10.7%
SUBTOTAL	$ 33,307,753	$ 32,446,066	$ 32,546,066	$ 27,824,669	$ 29,063,319	$ (3,482,747)	-10.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 12,465,743	$ 9,594,215	$ 9,780,295	$ 7,990,293	$ 7,373,013	$ (2,407,282)	-24.6%
0650 - MISCELLANEOUS REVENUE	11,971,345	18,555,146	20,262,321	13,685,937	13,219,960	(7,042,361)	-34.8%
SUBTOTAL	$ 24,437,088	$ 28,149,361	$ 30,042,616	$ 21,676,230	$ 20,592,973	$ (9,449,643)	-31.5%
ALL REVENUES	$ 1,756,782,455	$ 1,731,925,372	$ 1,748,725,749	$ 1,719,561,015	$ 1,710,964,280	$ (37,761,469)	-2.2%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 153,588	$ 200,000	$ 200,000	$ 280,000	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	49,099,135	-	-	-	-	-	N/A
ALL OTHER FINANCING SOURCES	$ 49,252,723	$ 200,000	$ 200,000	$ 280,000	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 1,806,035,178	$ 1,732,125,372	$ 1,748,925,749	$ 1,719,841,015	$ 1,711,164,280	$ (37,761,469)	-2.2%

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 486,152,703	$ 472,831,017	$ 472,831,017	$ 472,831,017	$ 420,010,153	$ (52,820,864)	-11.2%
0605 - TAX PENALTIES AND INTEREST	25,014,288	23,300,000	23,300,000	24,800,000	23,973,708	673,708	2.9%
SUBTOTAL	$ 511,166,991	$ 496,131,017	$ 496,131,017	$ 497,631,017	$ 443,983,861	$ (52,147,156)	-10.5%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,330,508	$ 2,203,000	$ 2,203,000	$ 2,222,911	$ 2,213,000	$ 10,000	0.5%
SUBTOTAL	$ 2,330,508	$ 2,203,000	$ 2,203,000	$ 2,222,911	$ 2,213,000	$ 10,000	0.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 18,053	$ -	$ 19,971	$ 19,971	$ -	$ (19,971)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	4,488,033	4,773,201	4,773,201	4,802,431	4,127,002	(646,199)	-13.5%
0621 - PAYMENTS IN LIEU OF TAXES	10,868,668	11,775,550	11,775,550	11,735,769	11,714,503	(61,047)	-0.5%
0625 - STATE SHARED SALES TAX	385,487,679	369,740,752	369,740,752	396,155,134	404,078,237	34,337,485	9.3%
0630 - STATE SHARED VEHICLE LICENSE	113,649,012	111,119,076	111,119,076	109,193,522	109,193,522	(1,925,554)	-1.7%
SUBTOTAL	$ 514,511,445	$ 497,408,579	$ 497,428,550	$ 521,906,827	$ 529,113,264	$ 31,684,714	6.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 11,476,379	$ 11,717,822	$ 11,679,061	$ 11,984,879	$ 11,722,674	$ 43,613	0.4%
0635 - OTHER CHARGES FOR SERVICES	29,255,224	28,283,339	28,283,339	27,051,918	26,908,370	(1,374,969)	-4.9%
0638 - PATIENT SERVICES REVENUE	14,129	6,876	6,876	6,996	7,000	124	1.8%
SUBTOTAL	$ 40,745,732	$ 40,008,037	$ 39,969,276	$ 39,043,793	$ 38,638,044	$ (1,331,232)	-3.3%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 14,356,767	$ 14,036,087	$ 14,036,087	$ 11,222,941	$ 11,270,300	$ (2,765,787)	-19.7%
SUBTOTAL	$ 14,356,767	$ 14,036,087	$ 14,036,087	$ 11,222,941	$ 11,270,300	$ (2,765,787)	-19.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 8,611,795	$ 5,000,000	$ 5,000,000	$ 4,305,898	$ 4,000,000	$ (1,000,000)	-20.0%
0650 - MISCELLANEOUS REVENUE	5,745,727	3,680,426	3,679,279	7,720,906	3,246,776	(432,503)	-11.8%
SUBTOTAL	$ 14,357,522	$ 8,680,426	$ 8,679,279	$ 12,026,804	$ 7,246,776	$ (1,432,503)	-16.5%
ALL REVENUES	$ 1,097,468,965	$ 1,058,467,146	$ 1,058,447,209	$ 1,084,054,293	$ 1,032,465,245	$ (25,981,964)	-2.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 12,100,918	$ -	$ 1,351	$ 1,351	$ -	$ (1,351)	-100.0%
ALL OTHER FINANCING SOURCES	$ 12,100,918	$ -	$ 1,351	$ 1,351	$ -	$ (1,351)	-100.0%
TOTAL SOURCES	$ 1,109,569,883	$ 1,058,467,146	$ 1,058,448,560	$ 1,084,055,644	$ 1,032,465,245	$ (25,983,315)	-2.5%

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
TAXES							
0606 - SALES TAXES	$ 112,451,806	$ 109,584,249	$ 109,584,249	$ 117,005,968	$ 121,452,195	$ 11,867,946	10.8%
SUBTOTAL	$ 112,451,806	$ 109,584,249	$ 109,584,249	$ 117,005,968	$ 121,452,195	$ 11,867,946	10.8%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 35,486,437	$ 36,299,526	$ 36,299,526	$ 36,295,176	$ 38,889,781	$ 2,590,255	7.1%
SUBTOTAL	$ 35,486,437	$ 36,299,526	$ 36,299,526	$ 36,295,176	$ 38,889,781	$ 2,590,255	7.1%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 133,593,983	$ 145,116,205	$ 160,649,240	$ 144,337,902	$ 144,805,707	$ (15,843,533)	-9.9%
0620 - OTHER INTERGOVERNMENTAL	12,768,056	14,322,465	15,313,933	15,285,516	14,734,084	(579,849)	-3.8%
0626 - STATE SHARED HIGHWAY USER RE	85,975,735	77,990,758	77,990,758	76,929,654	77,990,758	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	7,988,522	8,412,636	8,412,636	7,752,592	8,412,636	-	0.0%
SUBTOTAL	$ 240,326,296	$ 245,842,064	$ 262,366,567	$ 244,305,664	$ 245,943,185	$ (16,423,382)	-6.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 73,627,906	$ 73,454,129	$ 73,462,509	$ 72,960,902	$ 73,231,038	$ (231,471)	-0.3%
0635 - OTHER CHARGES FOR SERVICES	74,111,646	73,818,806	72,111,835	70,784,293	70,385,620	(1,726,215)	-2.4%
0638 - PATIENT SERVICES REVENUE	1,743,447	1,561,500	1,561,500	1,841,274	1,858,060	296,560	19.0%
SUBTOTAL	$ 149,482,999	$ 148,834,435	$ 147,135,844	$ 145,586,469	$ 145,474,718	$ (1,661,126)	-1.1%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 18,950,986	$ 18,409,979	$ 18,509,979	$ 16,601,728	$ 17,793,019	$ (716,960)	-3.9%
SUBTOTAL	$ 18,950,986	$ 18,409,979	$ 18,509,979	$ 16,601,728	$ 17,793,019	$ (716,960)	-3.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,786,025	$ 3,654,802	$ 3,840,882	$ 2,798,400	$ 2,724,385	$ (1,116,497)	-29.1%
0650 - MISCELLANEOUS REVENUE	4,051,237	14,860,220	16,568,542	5,112,983	9,938,184	(6,630,358)	-40.0%
SUBTOTAL	$ 7,837,262	$ 18,515,022	$ 20,409,424	$ 7,911,383	$ 12,662,569	$ (7,746,855)	-38.0%
ALL REVENUES	$ 564,535,786	$ 577,485,275	$ 594,305,589	$ 567,706,388	$ 582,215,467	$ (12,090,122)	-2.0%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 153,588	$ 200,000	$ 200,000	$ 280,000	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	177,084,455	194,209,122	198,499,876	198,477,410	170,576,426	(27,923,450)	-14.1%
ALL OTHER FINANCING SOURCES	$ 177,238,043	$ 194,409,122	$ 198,699,876	$ 198,757,410	$ 170,776,426	$ (27,923,450)	-14.1%
TOTAL SOURCES	$ 741,773,829	$ 771,894,397	$ 793,005,465	$ 766,463,798	$ 752,991,893	$ (40,013,572)	-5.0%

DEBT SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 2,640,840	$ 1,238,574	$ 1,238,574	$ 1,238,574	$ 2,044,612	$ 806,038	65.1%
SUBTOTAL	$ 2,640,840	$ 1,238,574	$ 1,238,574	$ 1,238,574	$ 2,044,612	$ 806,038	65.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 31,862	$ 9,608	$ 9,608	$ 7,415	$ 13,204	$ 3,596	37.4%
SUBTOTAL	$ 31,862	$ 9,608	$ 9,608	$ 7,415	$ 13,204	$ 3,596	37.4%
ALL REVENUES	$ 2,672,702	$ 1,248,182	$ 1,248,182	$ 1,245,989	$ 2,057,816	$ 809,634	64.9%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 12,866,180	$ 23,578,935	$ 23,578,935	$ 23,578,934	$ 19,248,230	$ (4,330,705)	-18.4%
ALL OTHER FINANCING SOURCES	$ 12,866,180	$ 23,578,935	$ 23,578,935	$ 23,578,934	$ 19,248,230	$ (4,330,705)	-18.4%
TOTAL SOURCES	$ 15,538,882	$ 24,827,117	$ 24,827,117	$ 24,824,923	$ 21,306,046	$ (3,521,071)	-14.2%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 16,845,284	$ 40,379,487	$ 40,379,487	$ 18,700,791	$ 46,186,146	$ 5,806,659	14.4%
SUBTOTAL	$ 16,845,284	$ 40,379,487	$ 40,379,487	$ 18,700,791	$ 46,186,146	$ 5,806,659	14.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 19,037,127	$ 15,512,406	$ 15,512,406	$ 8,098,433	$ 8,791,579	$ (6,720,827)	-43.3%
SUBTOTAL	$ 19,037,127	$ 15,512,406	$ 15,512,406	$ 8,098,433	$ 8,791,579	$ (6,720,827)	-43.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (1,016,103)	$ -	$ -	$ 1,864	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	-	-	-	592,996	-	-	N/A
SUBTOTAL	$ (1,016,103)	$ -	$ -	$ 594,860	$ -	$ -	N/A
ALL REVENUES	$ 34,866,308	$ 55,891,893	$ 55,891,893	$ 27,394,084	$ 54,977,725	$ (914,168)	-1.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 440,008,559	$ 135,965,794	$ 135,965,794	$ 275,662,367	$ 227,115,135	$ 91,149,341	67.0%
ALL OTHER FINANCING SOURCES	$ 440,008,559	$ 135,965,794	$ 135,965,794	$ 275,662,367	$ 227,115,135	$ 91,149,341	67.0%
TOTAL SOURCES	$ 474,874,867	$ 191,857,687	$ 191,857,687	$ 303,056,451	$ 282,092,860	$ 90,235,173	47.0%

INTERNAL SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 5,707,387	$ 5,011,972	$ 5,011,972	$ 5,351,906	$ 4,407,085	$ (604,887)	-12.1%
0635 - OTHER CHARGES FOR SERVICES	33,651,555	32,876,599	32,876,599	32,672,587	34,170,518	1,293,919	3.9%
0636 - INTERNAL SERVICE CHARGES	154,220,695	145,892,791	145,892,791	150,127,205	157,712,674	11,819,883	8.1%
SUBTOTAL	$ 193,579,637	$ 183,781,362	$ 183,781,362	$ 188,151,698	$ 196,290,277	$ 12,508,915	6.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,052,164	$ 929,805	$ 929,805	$ 876,716	$ 635,424	$ (294,381)	-31.7%
0650 - MISCELLANEOUS REVENUE	2,174,381	14,500	14,500	259,052	35,000	20,500	141.4%
SUBTOTAL	$ 3,226,545	$ 944,305	$ 944,305	$ 1,135,768	$ 670,424	$ (273,881)	-29.0%
ALL REVENUES	$ 196,806,182	$ 184,725,667	$ 184,725,667	$ 189,287,466	$ 196,960,701	$ 12,235,034	6.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 49,990	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415	$ (3,379,585)	-26.0%
ALL OTHER FINANCING SOURCES	$ 49,990	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415	$ (3,379,585)	-26.0%
TOTAL SOURCES	$ 196,856,172	$ 197,725,667	$ 197,725,667	$ 192,667,051	$ 206,581,116	$ 8,855,449	4.5%

ELIMINATIONS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	RECOMM VS REVISED VARIANCE	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (139,567,488)	$ (145,892,791)	$ (145,892,791)	$ (150,127,205)	$ (157,712,674)	$ (11,819,883)	8.1%
SUBTOTAL	$ (139,567,488)	$ (145,892,791)	$ (145,892,791)	$ (150,127,205)	$ (157,712,674)	$ (11,819,883)	8.1%
ALL REVENUES	$ (139,567,488)	$ (145,892,791)	$ (145,892,791)	$ (150,127,205)	$ (157,712,674)	$ (11,819,883)	8.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (593,010,967)	$ (366,753,851)	$ (371,045,956)	$ (501,099,647)	$ (426,560,206)	$ (55,514,250)	15.0%
ALL OTHER FINANCING SOURCES	$ (593,010,967)	$ (366,753,851)	$ (371,045,956)	$ (501,099,647)	$ (426,560,206)	$ (55,514,250)	15.0%
TOTAL SOURCES	$ (732,578,455)	$ (512,646,642)	$ (516,938,747)	$ (651,226,852)	$ (584,272,880)	$ (67,334,133)	13.0%

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 2013.

Taxes

Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County's general operations through its General Fund. The table below contains information on historical property tax levies. *Primary* property taxes are used to support general operations, whereas *secondary* property taxes fund voter-approved general obligation bonds and special overrides. At the present time, Maricopa County levies only primary property taxes. The County's last general obligation bonds were paid in full in FY 2004, and no County secondary taxes have been levied since that time.

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

Property Tax Levies

Fiscal Year	Primary General Fund	Secondary Debt Service	Total
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**
2013 *	425,111,491	-	**425,111,491**

*Budget

Note: Excludes Payments in Lieu of Taxes

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 2013 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2013 primary rate is budgeted to remain flat at $1.2407 per $100 of assessed value, which is less than the maximum rate of $1.6291. The Maricopa County Board of Supervisors adopts the property tax rates for each fiscal year and is not required to adopt the maximum rate.

Although the rate of decline in primary net assessed value has begun to decelerate, it is forecasted to continue to decline over the next two years as a result of the real estate downturn. In FY 2013, the net assessed values are estimated to decrease by 11% or $4 billion. Assessed values are forecasted to show a slight increase in FY 2016, however this value would still be $19 billion lower than the peak in FY 2010.

Rather than levy the maximum amount allowable or increase the primary tax rate, the Board of Supervisors plans to adopt a flat tax rate in FY 2013 which results in an average tax bill savings of 11%.

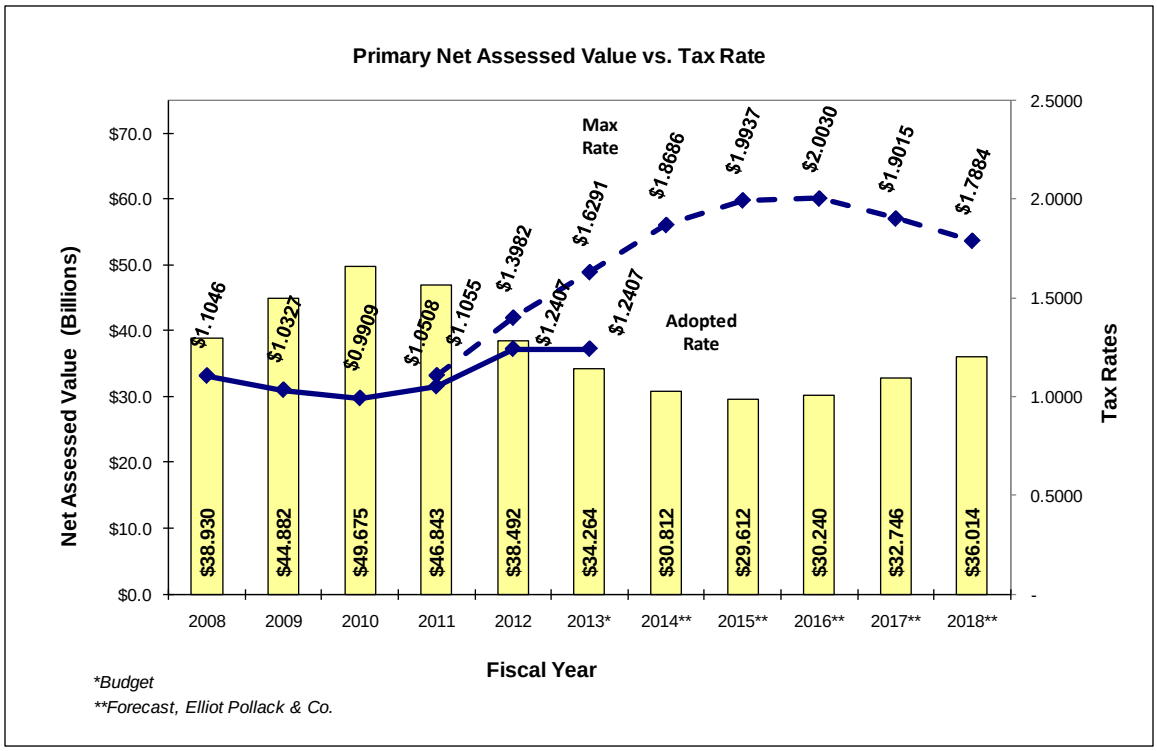
Net Assessed Values and Tax Rates

		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
2004		$ 25,447,851	$ 1.2108	$ 27,477,988	$ 0.0700	$ 1.2808
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		49,675,117	0.9909	57,984,052	-	0.9909
2011		46,842,819	1.0508	49,707,952	-	1.0508
2012		38,492,098	1.2407	38,760,296	-	1.2407
2013	*	34,263,842	1.2407	34,400,456	-	1.2407
2014	**	30,812,469	1.8686	31,024,795	-	1.8686
2015	**	29,612,008	1.9937	29,812,281	-	1.9937
2016	**	30,240,107	2.0030	30,454,990	-	2.0030
2017	**	32,746,455	1.9015	33,862,431	-	1.9015
2018	**	36,014,445	1.7884	39,476,943	-	1.7884

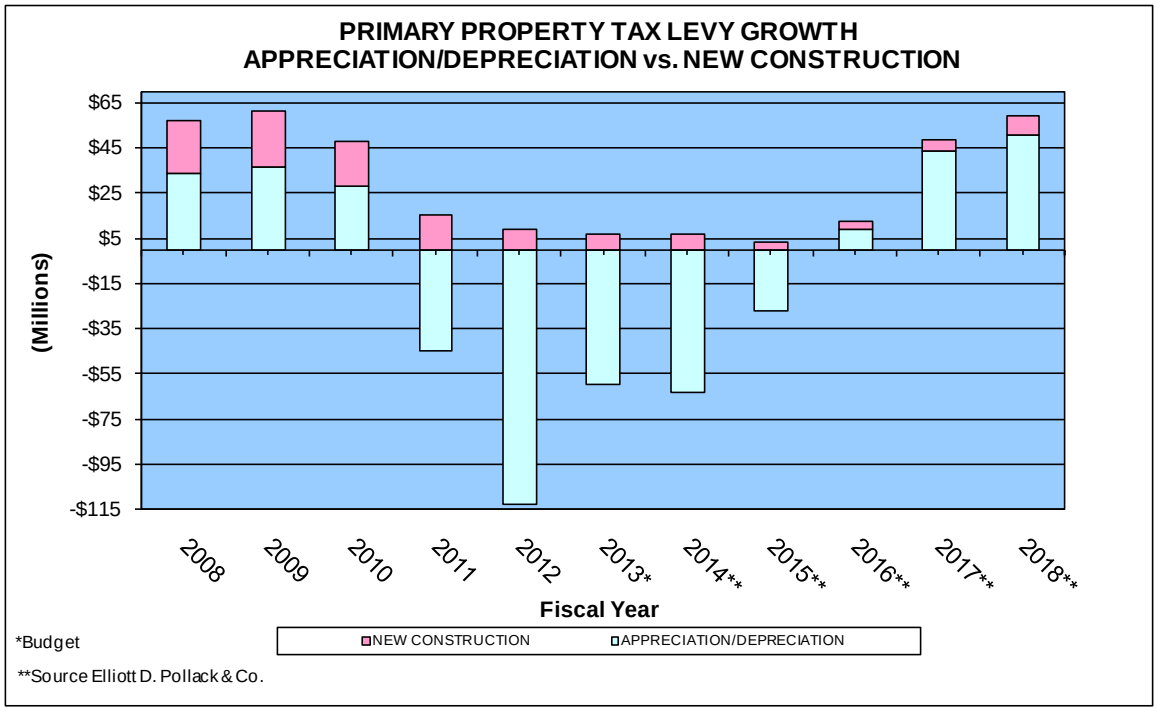
* Budgeted Rate

**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 2013 primary property tax levy (excluding Salt River Project) of $425,111,491 is $52 million lower than FY 2012. Property tax revenue is budgeted in FY 2013 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**
$ 425,111,491	$ 420,010,153	98.8%

FY 2013 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT		
FY 2013 Adjusted Allowable Levy Limit	$ 558,192,254	
Maximum Tax Rate (per $100 Assessed Value)	1.6291	
FY 2013 Primary Levy (excluding SRP)	$ 425,111,491	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Amount Under Limit:	$ 133,080,763	23.8%
	0.3884	

FY 2013 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY		
FY 2013 "Truth-in-Taxation" Primary Levy	$ 485,587,173	
"Truth-in-Taxation" Tax Rate (per $100 Assessed Value)	1.4172	
FY 2013 Primary Levy	$ 425,111,491	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Amount Under/(Over) "Truth-in-Taxation" Levy	$ 60,475,682	12.5%
	0.1765	
FY 2013 Median Residential Limited Property Value	$ 111,000	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	$ 157.31	
Property Tax Bill on Median-Valued Home	137.72	
Tax Bill Savings/(Increase)	$ 19.59	12.5%

PRIMARY PROPERTY TAX LEVY FY 2012 vs. FY 2013 TAX BILL IMPACT ON MEDIAN HOME		
FY 2012:		
Median Residential Limited Property Value	$ 124,500	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Property Tax Bill	$ 154.47	
FY 2013:		
Median Residential Limited Property Value	$ 111,000	
Primary Tax Rate (per $100 Assessed Value)	1.2407	
Property Tax Bill	$ 137.72	
Tax Bill Savings/(Increase)	$ 16.75	10.8%

Tax Penalties and 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 2013 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 progressively declined FY 2007 through FY 2010. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. However, annual collections estimates for FY 2013 are only slightly higher than 2005 levels. Limited growth is forecasted to continue with stable year-over-year increases moving forward. Therefore, in this environment is it prudent to forecast modest growth in revenue in the coming year.

Jail Excise Tax

Fiscal Year		Annual Collections	Growth Rate
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		107,094,679	-8.4%
2011		112,451,802	5.0%
2012	*	117,005,968	4.0%
2013	**	121,452,195	3.8%
2014	***	127,038,996	4.6%
2015	***	132,501,673	4.3%
2016	***	138,066,743	4.2%
2017	***	142,208,745	3.0%
2018	***	148,323,721	4.3%

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

Licenses and Permits

Licenses & Permits Revenues

Fiscal Year		General Fund	Special Revenue Funds	Total
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		2,330,508	35,486,437	37,816,945
2012	*	2,222,911	36,295,176	38,518,087
2013	**	2,213,000	38,889,781	41,102,781

*Forecast
**Budget

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 2012, and the budgeted revenues for FY 2013.

Special Revenue Fund Licenses and Permits

are expected to increase in FY 2013. The increase is primarily due to enhanced collection of dog-licenses, Air Quality permitting, Planning & Development and Environmental Services licenses and permits.

General Fund license and permit revenues are detailed below and are expected to slightly decline in FY 2013. The largest component is license fees paid by cable television companies for operation in unincorporated areas.

Licenses and Permits
General Fund

Department	FY 2012 Forecast	FY 2013 Budget	Description
Non Departmental	$ 1,654,000	$ 1,654,000	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	477,161	478,000	Marriage Licenses
Sheriff	91,750	81,000	Pawnshop & Peddler's Licenses
Total	**$ 2,222,911**	**$ 2,213,000**	

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 2012, and the amounts budgeted for FY 2013.

Intergovernmental Revenues

Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
2004	$ 489,807,845	$ 259,928,320	$ 339,376	$ 9,384,689	$ 5,302,492	$ 1,215,513	$ 765,978,235
2005	626,232,433	250,103,881	2,036,360	8,820,531	-	9,647,024	896,840,230
2006	694,985,741	285,620,779	1,395,932	8,847,363	284,611	13,365,808	1,004,500,234
2007	652,535,569	309,172,630	3,346,367	39,089,704	-	8,228,148	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	514,511,445	240,326,296	-	16,845,284	-	-	771,683,025
2012 *	521,906,827	244,305,664	-	18,700,791	-	-	784,913,282
2013 **	529,113,264	245,943,185	-	46,186,146	-	-	821,242,595

*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

Payments in Lieu of Taxes

	FY 2012 Forecast	FY 2013 Budget
Salt River Project	$ 8,256,032	$ 8,391,126
Federal Bureau of Land Management	2,728,933	2,619,161
Cities	712,313	669,575
Arizona State Retirement System	38,490	34,641
	$ 11,735,768	**$ 11,714,503**

jurisdiction based on the property tax rates. The table on the previous page identifies the amounts by payer.

State Shared Sales Taxes

State Shared Sales Tax			
Fiscal Year		Annual Collections	Growth Rate
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		385,487,679	5.2%
2012	*	396,155,134	2.8%
2013	**	404,078,237	2.0%
2014	***	423,473,992	4.8%
2015	***	442,530,322	4.5%
2016	***	460,231,535	4.0%
2017	***	474,038,481	3.0%
2018	***	495,370,213	4.5%

*Forecast
**Budget
***Source Elliott D. Pollack & Co. grow th rate

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 16 business classifications, at rates ranging from 3.125 to 5.50 percent. A portion of each of these taxes, ranging from 20 to 50 percent, is allocated to a pool for distribution to the cities, counties and state. Of this distribution, 38.08 percent is allocated to Arizona counties based on the larger of two different distribution base calculations: a) 50% based on point of sale + 50% based on assessed valuation; or b) 50% based on point of sale + 50% based on population. Counties also receive a portion of an additional 2.43 percent of the distribution base, distributed based on a 50% point of sale + 50% population.

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, estimates for FY 2012, the budget for FY 2013 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. There was a slight recovery in FY 2011; however, the gains were offset in FY 2012 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 limited growth for FY 2013 and therefore, State Shared Sales Taxes are budgeted to increase by 2 percent for FY 2013.

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 2012, and the budget for FY 2013.

Fiscal Year		State Shared Highway User Revenues	Growth Rate
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		85,975,735	1.2%
2012	*	76,929,654	-10.5%
2013	**	77,990,758	1.4%

*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. In FY 2012, 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. These diversions continued in FY 2013 and the budget reflects these reductions.

State Shared Vehicle License Taxes

State Shared Vehicle License Tax

Fiscal Year		General Fund	Growth Rate
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		116,335,719	-7.7%
2011		113,649,012	-2.3%
2012	*	109,193,522	-3.9%
2013	**	109,193,522	0.0%
2014	***	111,486,585	2.1%
2015	***	115,388,616	3.5%
2016	***	120,234,938	4.2%
2017	***	124,443,161	3.5%
2018	***	129,420,887	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 2004 to FY 2018. Although the first quarter of new car sales data for FY 2012 is demonstrating positive gains, this has not resulted in significant increases in monthly collections. Thus, FY 2013 VLT revenue is forecasted to remain flat year-over-year, which is consistent with conservative budgeting practices.

Other Intergovernmental Revenue

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

Other Intergovernmental Revenue
General Fund

Department	FY 2012 Forecast	FY 2013 Budget	Description
Elections	$ 4,353,700	$ 3,610,002	Election cost reimbursements from other jurisdictions
Juvenile Probation	-	5,000	Fort McDowell, Yavapai Nation and U.S. Marshal detention holding fee
Research and Reporting	72,000	72,000	Surveys for other governmental agencies
Sheriff's Office	376,731	440,000	Social Security Administration pay for inmate information and AZ State for patrol
Total	**$ 4,802,431**	**$ 4,127,002**	

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 2012 and the budget amount for FY 2013 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
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	129,930,765	2,630,623	17,548,959	-	188,964,926	(133,025,426)	246,707,771
2011	40,745,732	149,482,999	2,640,840	19,037,127	-	193,579,637	(139,567,488)	265,918,847
2012 *	39,043,793	145,586,469	1,238,574	8,098,433	-	188,151,698	(150,127,205)	231,991,762
2013 **	38,638,044	145,474,718	2,044,612	8,791,579	-	196,290,277	(157,712,674)	233,526,556

* 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 General Fund Intergovernmental Charges for Service is shown in the following table.

Intergovernmental Charges for Service General Fund			
Department	FY 2012 Forecast	FY 2013 Budget	Description
Education Services	$ 12,000	$ 12,000	Elections Services from School Districts
Non Departmental	940,532	989,503	District Reimbursements
Non Departmental	319,329	334,137	Industrial Development Authority Reimbursements
Sheriff	10,258,860	9,933,034	Patrol Services provided to cities and towns and to the Stadium and Flood Control Districts
Superior Court	454,158	454,000	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, interpreter Fees
Total	**$ 11,984,879**	**$ 11,722,674**	

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
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 *	14,129	1,743,447	-	-	-	1,757,576
2012 *	6,996	1,841,274	-	-	-	1,848,270
2013 **	7,000	1,858,060	-	-	-	1,865,060

*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 2013,

Internal Service Charges		
	FY 2012 Forecast	FY 2013 Budget
Business Strategies and Healthcare Programs	$ 107,443,240	$ 111,346,849
Enterprise Technology	15,864,234	15,848,890
Equipment Services	13,854,646	13,960,736
Materials Management	719,529	761,464
Risk Management	12,245,556	15,794,735
Total	**$ 150,127,205**	**$ 157,712,674**

internal service charges are budgeted to increase from FY 2012 in nearly all categories, with the exception of Enterprise Technology.

Other Charges for Services

The schedule below lists Maricopa County Other Charges for Service in the General Fund for FY 2012 and FY 2013. FY 2013 collections of Other Charges for Service in the General Fund are anticipated to be slightly lower than FY 2012. This is primarily due to a decrease in Fiduciary, Probate and Document Recording fees.

Other Charges for Service Summary
General Fund

Department	FY 2012 Forecast	FY 2013 Budget	Description
Clerk of the Superior Court	$ 6,009,503	$ 6,004,000	Filing fees
Constables	1,530,717	1,515,522	Constable fees
Education Services	105,266	105,000	Garnishment & Support Processing Fees
Elections	627	1,002	Certifications
Finance	290,726	275,200	Collections fee
Human Resources	191,656	286,141	Garnishments, Copies, Parking and Lost Bus Card fees
Justice Courts	4,845,200	4,845,200	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Juvenile Probation	17,857	10,000	Miscellaneous charges and Restitution
Medical Examiner	310,829	322,388	Cremation Certificate fees and Transport fees
Non Departmental	3,930,000	3,930,000	Tax Sale fees
Public Defender	69,567	71,452	Reimbursement for Legal Services
Public Fiduciary	1,152,209	968,462	Fiduciary fees and Probate fees
Recorder	6,765,800	6,629,803	Document Recording fees
Sheriff	541,245	558,000	Other tax sales fees and various civil fees
Superior Court	1,241,216	1,241,200	Family Court filings, Civil trial jury fees and Attorney fees paid by parents
Treasurer	49,500	60,000	Miscellaneous charges
Waste Resources and Recycling	-	85,000	Transfer Stations
Total	**$ 27,051,918**	**$ 26,908,370**	

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
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	14,356,767	18,950,986	33,307,753
2012 *	11,222,941	16,601,728	27,824,669
2013 **	11,270,300	17,793,019	29,063,319

* Forecast
** Budget

The largest source of General Fund fine and forfeit revenue is the Justice Courts. Fine revenue for FY 2013 is slightly above forecasted collections for FY 2012.

Fines and Forfeits Summary
General Fund

Department	FY 2012 Forecast	FY 2013 Budget	Description
Clerk of the Superior Court	$ 1,604,316	$ 1,668,000	Superior Court Fines
Elections	11,350	12,000	Campaign Finance Penalty Fees
Environmental Services	30,000	12,000	Code Enforcement Fines
Justice Courts	9,575,700	9,575,700	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	1,575	2,500	Civil Sanctions and Traffic Fines
Superior Court	-	100	Juror Fines
Total	**$11,222,941**	**$11,270,300**	

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 sales of copies, interest earnings, building rental, insurance recoveries, 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 2012, plus the budget for FY 2013. 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
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	14,357,522	7,837,262	31,862	(1,016,103)	-	3,226,545	24,437,088
2012 *	12,026,804	7,911,383	7,415	594,860	-	1,135,768	21,676,230
2013 **	7,246,776	12,662,569	13,204	-	-	670,424	20,592,973

* 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 $4 million in FY 2013. This represents a continued year-over-year reduction due to declines in interest rates and a declining fund balance.

Miscellaneous Revenue
General Fund

Department	FY 2012 Forecast	FY 2013 Budget	Description
Assessor	$ 289,015	$ 240,000	Sale of maps, copies, etc.
Business Strategies and Health Care Programs	2,514,429	-	AHCCCS and ALTCS Payment Refund
Constables	204	-	Donations
County Attorney	56,889	48,000	Fees to private defense for discovery information
County Manager's Office	548	600	Bus Card Replacement
Enterprise Technology	-	4,800	Sale of computer equipment
Elections	5,637	10,006	Sale of copies and maps
Facilities Management	116,890	73,998	Lease Revenue
Finance	365,305	299,656	Building Rental
Human Resources	11,002	11,700	Copies of W-2s and Employee Records
Justice Court	1,043,700	1,043,700	Sale of copies
Juvenile Probation	1,857	4,750	Insurance Reimbursements/Restitution
Non Departmental	6,159,665	4,300,000	Interest, Loss Reimbursement, Fire District Reimbursement, Tax Deed Sale
Procurement	520,933	282,000	Purchase card rebates
Recorder	372,583	370,197	Micrographics & Photocopy Sales
Sheriff	427,351	409,000	Sale of copies and reimbursement for ID cards
Superior Court	1,019	1,000	Sale of copies
Waste Resources and Recycling	-	47,369	Lease Revenue, Scrap metal proceeds
Total	**$ 12,026,804**	**$ 7,246,776**	

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 2013. Please refer to the *Debt Service* section of this document for a discussion of Maricopa County's debt policies and 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 Schedules* section. There is an on-going transfer from the General Fund to the Detention Fund for the statutorily required Maintenance of Effort payment. 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. For additonal detail, refer to the Fund Tranfer schedules found later in this section.

Fund Balance Summary and Variance Commentary

The following schedule lists estimated beginning fund balances, estimated sources and uses for the upcoming fiscal year, along with resulting estimated fund balances at the end of the upcoming fiscal year. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. 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.

Risk Management Fund (675)
The negative ending fund balance for the Risk Management Fund (675) is due the anticipated expenditure of large, non-routine claims in the coming year. Contingency has been set aside in the Non-Departmental budget to provide resources if and when the claims settle.

Consolidated Sources, Uses and Fund Balance by Fund

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	UNASSIGNED
GENERAL	$ 247,432,960	$ 1,032,465,245	$ 1,279,898,205	$ -	$ -	$ -
SPECIAL REVENUE						
NON-GRANT FUNDS						
201 ADULT PROBATION FEES	$ 2,198,641	$ 12,842,594	$ 14,198,868	$ 842,367	$ -	$ -
203 SHERIFF DONATIONS	112,658	26,300	26,300	112,658	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,152,879	792,000	1,792,000	152,879	-	-
205 COURT DOCUMENT RETRIEVAL	1,563,435	1,335,000	2,335,000	563,435	-	-
206 OFFICER SAFETY EQUIPMENT	20,164	60,000	60,000	20,164	-	-
207 PALO VERDE	449,980	500,477	587,025	363,432	-	-
208 JUDICIAL ENHANCEMENT	2,141,713	1,521,600	1,621,600	2,041,713	-	-
209 PUBLIC DEFENDER TRAINING	263,677	424,932	685,029	3,580	-	-
210 ECONOMIC DEVELOOPMENT	565,766	65,000	565,764	65,002	-	-
212 SHERIFF RICO	20	2,000,000	2,000,000	20	-	-
213 COUNTY ATTORNEY RICO	1,768,274	4,000,000	4,582,949	1,185,325	-	-
214 SHERIFF JAIL ENHANCEMENT	1,591,852	1,482,444	1,482,444	1,591,852	-	-
215 EMERGENCY MANAGEMENT	(206,951)	1,033,255	1,147,701	-	-	(321,397)
218 CLERK OF COURT FILL THE GAP	415,861	2,345,688	2,345,688	415,861	-	-
220 DIVERSION	1,968,600	1,600,000	2,871,162	697,438	-	-
221 COUNTY ATTORNEY FILL THE GAP	326,963	1,728,613	2,047,134	8,442	-	-
225 SPUR CROSS RANCH CONSERVATION	175,360	266,411	294,672	147,099	-	-
226 PLANNING AND DEVELOPMENT FEES	2,335,680	8,060,168	8,174,324	-	2,221,524	-
228 JUVENILE PROBATION SPECIAL FEE	249,084	3,743,200	3,743,200	249,084	-	-
229 JUVENILE RESTITUTION	67,298	10,000	10,000	67,298	-	-
232 TRANSPORTATION OPERATIONS	31,615,843	88,219,135	100,892,347	18,942,631	-	-
235 DEL WEBB	515,166	9,108	259	524,015	-	-
236 RECORDERS SURCHARGE	3,245,771	4,167,000	5,021,738	2,391,033	-	-
237 JUSTICE COURTS PHOTO ENFORCEMEN	372,651	8,700	381,351	-	-	-
239 PARKS SOUVENIR	25,271	220,000	220,000	25,271	-	-
240 LAKE PLEASANT RECREATION SVCS	1,366,875	1,997,617	2,948,311	416,181	-	-
241 PARKS ENHANCEMENT FUND	1,423,788	3,956,520	5,050,075	330,233	-	-
243 PARKS DONATIONS	559,375	55,698	176,056	439,017	-	-
245 JUSTICE COURTS SPECIAL REVENUE	127,710	6,177,400	6,177,400	127,710	-	-
252 INMATE SERVICES	6,100,001	12,337,361	12,337,361	6,100,001	-	-
254 INMATE HEALTH SERVICES	216,422	165,640	165,640	216,422	-	-
255 DETENTION OPERATIONS	80,331,666	325,585,864	405,917,530	-	-	-
256 PROBATE FEES	340,858	464,531	614,531	190,858	-	-
257 CONCILIATION COURT FEES	481,161	1,390,000	1,790,000	81,161	-	-
259 TRIAL COURTS SPECIAL REVENUE	123,138	4,900,000	4,900,000	123,138	-	-
261 LAW LIBRARY FEES	1,873,469	1,296,000	1,296,000	1,873,469	-	-
262 PUBLIC DEFENDER FILL THE GAP	462,559	1,372,454	1,827,065	7,948	-	-
263 LEGAL DEFENDER FILL THE GAP	2,187	66,362	66,362	2,187	-	-
264 SUPERIOR COURT FILL THE GAP	58,944	2,101,600	2,101,600	58,944	-	-
265 PUBLIC HEALTH FEES	5,526,976	4,859,263	4,859,263	5,526,976	-	-
266 CHECK ENFORCEMENT PROGRAM	118,150	346,000	346,000	118,150	-	-
267 CRIM JUSTICE ENHANCEMENT	398,046	1,405,000	1,728,835	74,211	-	-
268 VICTIM COMP AND ASSISTANCE	1,189,970	135,000	135,000	1,189,970	-	-
269 VICTIM COMP RESTITUTION INT	780,181	40,000	40,000	780,181	-	-
270 CHILD SUPPORT ENHANCEMENT	623,501	89,000	100,000	612,501	-	-
271 EXPEDITED CHILD SUPPORT	306,545	585,000	785,000	106,545	-	-
273 VICTIM LOCATION	104,571	5,000	75,000	34,571	-	-
274 CLERK OF THE COURT EDMS	3,085,824	3,000,000	5,700,000	385,824	-	-
275 JUVENILE PROBATION DIVERSION	755,002	302,870	302,870	755,002	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	129,648	115,921	115,921	129,648	-	-
277 EMANCIPATION ADMINISTRATION	4,876	-	4,800	76	-	-
281 CHILDRENS ISSUES EDUCATION	465,419	115,007	415,007	165,419	-	-
282 DOM REL MEDIATION EDUCATION	72,031	190,682	190,682	72,031	-	-
290 WASTE TIRE	1,309,421	4,757,203	4,752,486	1,314,138	-	-
504 AIR QUALITY FEES	2,616,977	10,847,720	11,498,641	1,966,056	-	-
506 ENVIRONMTL SVCS ENV HEALTH	6,712,369	19,366,678	22,538,000	-	3,541,047	-

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	UNASSIGNED
572 ANIMAL CONTROL LICENSE/SHELTER	5,143,377	9,347,478	9,309,949	5,180,906	-	-
574 ANIMAL CONTROL FIELD OPERATION	1,458,597	3,453,314	3,432,199	1,479,712	-	-
669 SMALL SCHOOL SERVICE	162,470	109,657	109,657	162,470	-	-
741 TAXPAYER INFORMATION	289,430	304,341	304,341	289,430	-	-
780 SCHOOL TRANSPORTATION	399,306	600,000	600,000	399,306	-	-
782 SCHOOL COMMUNICATION	54,148	733,136	733,136	54,148	-	-
795 COUNTY SCHOOL INDIRECT COST	1,316,972	858,631	1,458,358	717,245	-	-
988 PUBLIC WORKS FLOOD CONTROL	-	33,972,781	33,972,781	-	-	-
SUBTOTAL NON-GRANT FUNDS	$ 179,427,616	$ 593,868,354	$ 705,962,412	$ 61,892,384	$ 5,762,571	$ (321,397)
GRANT FUNDS						
211 ADULT PROBATION GRANTS	$ (209,971)	$ 3,557,378	$ 3,557,378	$ -	$ -	$ (209,971)
216 CLERK OF THE COURT GRANTS	(2,900)	1,389,716	1,389,716	-	-	(2,900)
217 CDBG HOUSING TRUST	175,070	14,741,226	14,741,226	175,070	-	-
219 COUNTY ATTORNEY GRANTS	366,385	6,915,128	6,915,128	366,385	-	-
222 HUMAN SERVICES GRANTS	(2,049,595)	39,517,512	39,517,512	-	-	(2,049,595)
223 TRANSPORTATION GRANTS	(15,751)	404,676	404,676	-	-	(15,751)
224 MEDICAL EXAMINER GRANT	85,630	115,864	115,864	85,630	-	-
227 JUVENILE PROBATION GRANTS	(213,798)	4,406,449	4,406,449	-	-	(213,798)
230 PARKS & REC. GRANTS	(10)	10	-	-	-	-
233 PUBLIC DEFENDER GRANTS	13,253	408,499	408,499	13,253	-	-
238 TRIAL COURTS GRANTS	(29,570)	2,599,319	2,599,319	-	-	(29,570)
248 ELECTIONS GRANT	-	2,158,820	2,158,820	-	-	-
249 NON DEPARTMENTAL GRANT	558,487	6,789,975	11,789,975	-	-	(4,441,513)
251 SHERIFF GRANTS	(1,700,435)	8,494,509	8,494,509	-	-	(1,700,435)
292 CORRECTIONAL HEALTH GRANT	-	50,000	50,000	-	-	-
503 AIR QUALITY GRANT	(94,772)	3,769,475	3,769,475	-	-	(94,772)
532 PUBLIC HEALTH GRANTS	(4,688,246)	47,064,553	47,064,553	-	-	(4,688,246)
573 ANIMAL CONTROL GRANTS	896,906	944,331	944,331	896,906	-	-
715 SCHOOL GRANT	(96,866)	15,796,099	15,796,099	-	-	(96,866)
SUBTOTAL GRANTS	$ (7,006,183)	$ 159,123,539	$ 164,123,529	$ 1,537,244	$ -	$ (13,543,417)
SPECIAL REVENUE	$ 172,421,433	$ 752,991,893	$ 870,085,941	$ 63,429,628	$ 5,762,571	$ (13,864,814)
DEBT SERVICE						
320 COUNTY IMPROVEMENT DEBT	$ 12,203,234	$ 13,892,812	$ 9,323,600	$ 10,558,994	$ 551,114	$ 5,662,338
321 COUNTY IMPROVEMENT DEBT 2	823	7,413,234	7,413,230	827	-	-
DEBT SERVICE	$ 12,204,057	$ 21,306,046	$ 16,736,830	$ 10,559,821	$ 551,114	$ 5,662,338
CAPITAL PROJECT						
234 TRANSPORTATION CAPITAL PROJECT	$ 9,459,544	$ 96,450,420	$ 103,932,010	$ 1,977,954	$ -	$ -
422 INTERGOVERNMENTAL CAP PROJ	141,105	-	138,499	-	2,606	-
445 GENERAL FUND CTY IMPROV	346,518,673	63,762,944	151,510,677	-	258,770,940	-
455 DETENTION CAPITAL PROJECTS	243,280,746	27,906,288	99,125,342	172,061,692	-	-
460 TECHNOLOGY CAP IMPROVEMENT	166,393,219	67,308,317	115,575,079	-	118,126,457	-
465 DETENTION TECH CAP IMPROVEMENT	14,761,657	26,664,891	37,174,214	4,252,334	-	-
CAPITAL PROJECT	$ 780,554,944	$ 282,092,860	$ 507,455,821	$ 178,291,980	$ 376,900,003	$ -
INTERNAL SERVICE						
601 CMG HIGH OPTION	$ 340,553	$ 45,309,309	$ 45,759,309	$ -	$ -	$ (109,447)
602 CMG LOW OPTION	1,246,174	-	-	1,246,174	-	-
603 OAP IN	(471,326)	-	-	-	-	(471,326)
604 OAP HIGH OPTION	(1,848,421)	43,667,011	44,117,011	-	-	(2,298,421)
605 OAP LOW OPTION	2,048,824	-	-	2,048,824	-	-
606 CHOICE FUND H.S.A.	1,671,502	12,239,116	12,239,116	1,671,502	-	-
607 FI DENTAL PPO	-	4,791,276	4,791,276	-	-	-
608 COINSURANCE	17,538,558	12,584,880	12,584,880	17,538,558	-	-
609 CONSUMER CHOICE	1,313,494	-	-	1,313,494	-	-
610 70% STD	5,420,763	-	-	5,420,763	-	-
611 60% STD	1,373,741	1,408,140	1,625,925	1,155,956	-	-
612 50% STD	1,185,504	304,556	304,556	1,185,504	-	-
613 40% STD	702,378	142,180	142,180	702,378	-	-

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	5,382,076	1,889,896	1,889,896	5,382,076	-	-
615 WELLNESS	2,843,394	1,589,616	3,939,061	493,949	-	-
616 CONTRACT ADMINISTRATION	510,641	-	-	510,641	-	-
617 MEDICAL INCENTIVE/PENALTIES	2,110,151	-	-	2,110,151	-	-
618 BENEFIT ADMINISTRATION	2,713,364	2,175,472	2,297,297	2,591,539	-	-
619 ONSITE PHARMACY CLINIC	-	1,070,000	1,232,000	-	-	(162,000)
621 FLEX SPENDING HEALTH	29,101	2,585,420	2,585,420	29,101	-	-
622 FLEX SPENDING DEP CARE	16,638	801,898	801,898	16,638	-	-
623 VISION	227,301	1,537,504	1,537,504	227,301	-	-
624 STAND ALONE VISION	19,352	-	-	19,352	-	-
625 FI PREPAID DENTAL	66	396,386	396,386	66	-	-
626 FI LIFE & AD&D	6,186	330,175	330,175	6,186	-	-
627 SUPPLEMENTAL LIFE	4,749	2,831,922	2,831,922	4,749	-	-
628 EMPLOYEE ASSISTANCE	-	201,617	201,617	-	-	-
629 SI DENTAL	4,822,125	3,672,387	3,672,387	4,822,125	-	-
630 DEPENDENT LIFE	2,744	254,957	254,957	2,744	-	-
631 VOLUNTARY BENEFITS	6,228	617,672	617,672	6,228	-	-
632 CIGNA FOR SENIORS	59,118	662,544	662,544	59,118	-	-
INTERNAL SERVICE (CONT'D)						
654 EQUIPMENT SERVICES	$ 2,453,705	$ 16,682,320	$ 16,599,674	$ -	$ 2,536,351	$ -
673 REPROGRAPHICS	98,320	761,464	761,464	-	98,320	-
675 RISK MANAGEMENT	4,082,126	22,500,000	33,431,970	-	-	(6,849,844)
676 COUNTY MANAGER RISK MANAGEMENT	-	9,620,415	9,620,415	-	-	-
681 TELECOMMUNICATIONS	3,783,913	15,952,983	17,494,345	-	2,242,551	-
INTERNAL SERVICE	$ 59,693,042	$ 206,581,116	$ 222,722,857	$ 48,565,117	$ 4,877,222	$ (9,891,038)
ELIMINATIONS	$ -	$ (584,272,880)	$ (584,272,880)	$ -	$ -	$ -
ALL FUNDS	$ 1,272,306,436	$ 1,711,164,280	$ 2,312,626,774	$ 300,846,546	$ 551,114	$ (18,093,514)

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 2013 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:

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 (601,604,611,619)

The structural imbalance in FY 2013 is due to the planned spend down of fund balance, which is higher than required.

Risk Management (675)

The structural imbalance for the Risk Management Fund (675) is due to the anticipated expenditure of large, non-routine claims in the coming year. Contingency has been set aside in the Non Departmental budget to provide resources if and when the claims settle.

Consolidated Operating Sources, Uses and Structural Balance by Fund

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
GENERAL	$ 1,032,465,245	$ 1,032,465,245	$ -
SPECIAL REVENUE			
NON-GRANT FUNDS			
201 ADULT PROBATION FEES	$ 12,842,594	$ 12,842,594	$ -
203 SHERIFF DONATIONS	26,300	26,300	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	792,000	792,000	-
205 COURT DOCUMENT RETRIEVAL	1,335,000	1,335,000	-
206 OFFICER SAFETY EQUIPMENT	60,000	60,000	-
207 PALO VERDE	500,477	500,477	-
208 JUDICIAL ENHANCEMENT	1,521,600	1,521,600	-
209 PUBLIC DEFENDER TRAINING	424,932	424,932	-
212 SHERIFF RICO	2,000,000	2,000,000	-
213 COUNTY ATTORNEY RICO	4,000,000	4,000,000	-
214 SHERIFF JAIL ENHANCEMENT	1,482,444	1,482,444	-
215 EMERGENCY MANAGEMENT	871,853	871,853	-
218 CLERK OF COURT FILL THE GAP	2,345,688	2,345,688	-
220 DIVERSION	1,600,000	1,600,000	-
221 COUNTY ATTORNEY FILL THE GAP	1,728,613	1,728,613	-
225 SPUR CROSS RANCH CONSERVATION	266,411	259,672	6,739
226 PLANNING AND DEVELOPMENT FEES	7,874,883	7,817,182	57,701
228 JUVENILE PROBATION SPECIAL FEE	3,743,200	3,743,200	-
229 JUVENILE RESTITUTION	10,000	10,000	-
232 TRANSPORTATION OPERATIONS	88,219,135	57,953,652	30,265,483
235 DEL WEBB	9,108	259	8,849
236 RECORDERS SURCHARGE	4,167,000	3,486,738	680,262
237 JUST COURTS PHOTO ENFORCEMENT	8,700	8,700	-
239 PARKS SOUVENIR	220,000	220,000	-
240 LAKE PLEASANT RECREATION SVCS	1,997,617	1,983,711	13,906
241 PARKS ENHANCEMENT FUND	3,956,520	3,956,520	-
243 PARKS DONATIONS	55,698	55,698	-
245 JUSTICE COURTS SPECIAL REVENUE	6,177,400	6,177,400	-
252 INMATE SERVICES	12,337,361	12,337,361	-
254 INMATE HEALTH SERVICES	165,640	165,640	-
255 DETENTION OPERATIONS	325,585,864	325,585,864	-
256 PROBATE FEES	464,531	464,531	-
257 CONCILIATION COURT FEES	1,390,000	1,390,000	-
259 SUPERIOR COURT SPECIAL REVENUE	4,900,000	4,900,000	-
261 LAW LIBRARY	1,296,000	1,296,000	-
262 PUBLIC DEFENDER FILL THE GAP	981,081	981,081	-
263 LEGAL DEFENDER FILL THE GAP	66,362	66,362	-
264 SUPERIOR COURT FILL THE GAP	2,101,600	2,101,600	-
265 PUBLIC HEALTH FEES	4,859,263	4,859,263	-
266 CHECK ENFORCEMENT PROGRAM	346,000	346,000	-
267 CRIM JUSTICE ENHANCEMENT	1,405,000	1,405,000	-
268 VICTIM COMP AND ASSISTANCE	135,000	135,000	-
269 VICTIM COMP RESTITUTION INT	40,000	40,000	-
270 CHILD SUPPORT ENHANCEMENT	89,000	-	89,000
271 EXPEDITED CHILD SUPPORT	585,000	585,000	-
273 VICTIM LOCATION	5,000	-	5,000
274 CLERK OF THE COURT EDMS	3,000,000	3,000,000	-
275 JUVENILE PROBATION DIVERSION	302,870	302,870	-
276 SPOUSAL MAINT ENF ENHANCEMENT	115,921	115,921	-

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
281 CHILDRENS ISSUES EDUCATION	115,007	115,007	-
282 DOM REL MEDIATION EDUCATION	190,682	190,682	-
290 WASTE TIRE	4,757,203	4,752,486	4,717
376 EVENTS CENTER OPERATIONS	-	-	-
504 AIR QUALITY FEES	10,847,720	10,749,032	98,688
506 ENVIRONMTL SVCS ENV HEALTH	19,366,678	18,948,396	418,282
572 ANIMAL CONTROL LICENSE SHELTER	9,333,978	9,254,949	79,029
574 ANIMAL CONTROL FIELD OPERATION	3,453,314	3,270,104	183,210
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	733,136	733,136	-
795 EDUCATIONAL SUPPLEMENTAL PROG	858,631	858,631	-
988 PUBLIC WORKS FLOOD CONTROL	33,972,781	33,972,781	-
SUBTOTAL NON-GRANT FUNDS	$ 593,051,794	$ 561,140,928	$ 31,910,866
GRANT FUNDS			
211 ADULT PROBATION GRANTS	$ 3,557,378	$ 3,557,378	$ -
216 CLERK OF THE COURT GRANTS	1,389,716	1,389,716	-
217 CDBG HOUSING TRUST	14,741,226	14,741,226	-
219 COUNTY ATTORNEY GRANTS	6,915,128	6,915,128	-
222 HUMAN SERVICES GRANTS	39,517,512	39,517,512	-
224 MEDICAL EXAMINER GRANT	115,864	115,864	-
227 JUVENILE PROBATION GRANTS	4,406,449	4,406,449	-
233 PUBLIC DEFENDER GRANTS	408,499	408,499	-
238 SUPERIOR COURT GRANTS	2,599,319	2,599,319	-
248 ELECTIONS GRANT	2,158,820	2,158,820	-
249 NON DEPARTMENTAL GRANT	6,500,000	6,500,000	-
251 SHERIFF GRANTS	8,494,509	8,494,509	-
292 CORRECTIONAL HEALTH GRANT	50,000	50,000	-
503 AIR QUALITY GRANT	3,769,475	3,769,475	-
532 PUBLIC HEALTH GRANTS	47,064,553	47,064,553	-
573 ANIMAL CONTROL GRANTS	944,331	944,331	-
715 SCHOOL GRANT	15,796,099	15,796,099	-
SUBTOTAL GRANTS	$ 158,428,878	$ 158,428,878	$ -
SPECIAL REVENUE	$ 751,480,672	$ 719,569,806	$ 31,910,866
DEBT SERVICE			
320 COUNTY IMPROVEMENT DEBT	$ 2,044,612	$ 9,323,600	$ (7,278,988)
321 COUNTY IMPROVEMENT DEBT 2	1,140,444	7,413,230	(6,272,786)
DEBT SERVICE	$ 3,185,056	$ 16,736,830	$ (13,551,774)
CAPITAL PROJECTS			
445 GENERAL FUND CTY IMPROV	$ 4,949,797	$ -	$ 4,949,797
CAPITAL PROJECTS	$ 4,949,797	$ -	$ 4,949,797
INTERNAL SERVICE			
601 CMG MEDICAL	$ 45,309,309	$ 45,759,309	$ (450,000)
604 OAP MEDICAL	43,667,011	44,117,011	(450,000)
606 CHOICE FUND H.S.A.	12,239,116	12,239,116	-
607 FI DENTAL PPO	4,791,276	4,791,276	-
608 COINSURANCE PHARMACY	12,584,880	12,584,880	-

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
611 60 PERCENT STD	1,408,140	1,625,925	(217,785)
612 50 PERCENT STD	304,556	304,556	-
613 40 PERCENT STD	142,180	142,180	-
614 BEHAVIORAL HEALTH	1,889,896	1,889,896	-
615 WELLNESS	1,589,616	1,589,616	-
618 BENEFIT ADMINISTRATION	2,175,472	2,175,472	-
619 ONSITE PHARMACY CLINIC	1,070,000	1,232,000	(162,000)
621 FLEX SPENDING HEALTH	2,585,420	2,585,420	-
622 FLEX SPENDING DEP CARE	801,898	801,898	-
623 VISION	1,537,504	1,537,504	-
625 FI PREPAID DENTAL	396,386	396,386	-
626 FI LIFE AND AD AND D	330,175	330,175	-
627 SUPPLEMENTAL LIFE	2,831,922	2,831,922	-
628 EMPLOYEE ASSISTANCE	201,617	201,617	-
629 SI DENTAL	3,672,387	3,672,387	-
630 DEPENDENT LIFE	254,957	254,957	-
631 VOLUNTARY BENEFITS	617,672	617,672	-
632 CIGNA FOR SENIORS	662,544	662,544	-
654 EQUIPMENT SERVICES	16,682,320	15,686,044	996,276
673 REPROGRAPHICS	761,464	761,464	-
675 RISK MANAGEMENT	22,500,000	33,431,970	(10,931,970)
681 TELECOMMUNICATIONS	15,952,983	15,856,259	96,724
INTERNAL SERVICE	$ 196,960,701	$ 208,079,456	$ (11,118,755)
ELIMINATIONS	$ (334,365,841)	$ (334,365,841)	$ -
ALL FUNDS	$ 1,654,675,630	$ 1,642,485,496	$ 12,190,134

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 2013 Expenditure Limitation	$	1,168,698,529
FY 2013 Expenditures Subject to Limitation	$	1,168,698,528
Expenditures (Over)/Under Limitation	$	1

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
	JUDICIAL				
110	**ADULT PROBATION**				
100	**GENERAL**				
	OPERATING	$ 54,654,939	$ 50,741,123	$ 50,550,066	$ 191,057
201	**ADULT PROBATION FEES**				
	OPERATING	$ 12,870,619	$ 12,870,619	$ 12,842,594	$ 28,025
	NON RECURRING NON PROJECT	306,887	306,887	1,356,274	(1,049,387)
	ALL FUNCTIONS	$ 13,177,506	$ 13,177,506	$ 14,198,868	$ (1,021,362)
211	**ADULT PROBATION GRANTS**				
	OPERATING	$ 4,439,380	$ 4,779,163	$ 3,557,378	$ 1,221,785
255	**DETENTION OPERATIONS**				
	OPERATING	$ 6,028,224	$ 9,718,555	$ 10,942,463	$ (1,223,908)
	NON RECURRING NON PROJECT	-	-	100,000	(100,000)
	ALL FUNCTIONS	$ 6,028,224	$ 9,718,555	$ 11,042,463	$ (1,323,908)
	TOTAL DEPARTMENT	**$ 78,300,049**	**$ 78,416,347**	**$ 79,348,775**	**$ (932,428)**
240	**JUSTICE COURTS**				
100	**GENERAL**				
	OPERATING	$ 15,615,281	$ 15,598,809	$ 15,866,515	$ (267,706)
	NON RECURRING NON PROJECT	-	-	50,000	(50,000)
	ALL FUNCTIONS	$ 15,615,281	$ 15,598,809	$ 15,916,515	$ (317,706)
204	**JUSTICE CT JUDICIAL ENHANCEMNT**				
	OPERATING	$ 936,813	$ 936,813	$ 792,000	$ 144,813
	NON RECURRING NON PROJECT	1,000,000	1,000,000	1,000,000	-
	ALL FUNCTIONS	$ 1,936,813	$ 1,936,813	$ 1,792,000	$ 144,813
237	**JUST COURTS PHOTO ENFORCEMENT**				
	OPERATING	$ 75,000	$ 75,000	$ 8,700	$ 66,300
	ELEC DOCUMENT MGMNT SYSTEM	846,000	846,000	372,651	473,349
	ALL FUNCTIONS	$ 921,000	$ 921,000	$ 381,351	$ 539,649
245	**JUSTICE COURTS SPECIAL REVENUE**				
	OPERATING	$ 6,472,572	$ 6,472,572	$ 6,177,400	$ 295,172
	TOTAL DEPARTMENT	**$ 24,945,666**	**$ 24,929,194**	**$ 24,267,266**	**$ 661,928**
270	**JUVENILE PROBATION**				
100	**GENERAL**				
	OPERATING	$ 16,756,982	$ 16,603,574	$ 15,945,632	$ 657,942
227	**JUVENILE PROBATION GRANTS**				
	OPERATING	$ 4,983,658	$ 5,112,690	$ 4,406,449	$ 706,241
228	**JUVENILE PROBATION SPECIAL FEE**				
	OPERATING	$ 4,132,934	$ 4,132,934	$ 3,743,200	$ 389,734
229	**JUVENILE RESTITUTION**				
	OPERATING	$ 10,000	$ 10,000	$ 10,000	$ -
255	**DETENTION OPERATIONS**				
	OPERATING	$ 31,542,830	$ 31,523,145	$ 30,513,686	$ 1,009,459
	JUV DETENTION TECH PROJECTS	1,484,321	1,484,321	1,484,321	-
	ALL FUNCTIONS	$ 33,027,151	$ 33,007,466	$ 31,998,007	$ 1,009,459
275	**JUVENILE PROBATION DIVERSION**				
	OPERATING	$ 306,633	$ 306,633	$ 302,870	$ 3,763
	TOTAL DEPARTMENT	**$ 59,217,358**	**$ 59,173,297**	**$ 56,406,158**	**$ 2,767,139**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
800	**SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 73,456,676	$ 73,076,302	$ 73,355,030	$ (278,728)
	INTEGRATED COURT INFO REWRITE	3,100,000	3,100,000	1,301,750	1,798,250
	ALL FUNCTIONS	$ 76,556,676	$ 76,176,302	$ 74,656,780	$ 1,519,522
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 570,600	$ 570,600	$ 521,600	$ 49,000
	INTEGRATED COURT INFO REWRITE	300,000	300,000	-	300,000
	ALL FUNCTIONS	$ 870,600	$ 870,600	$ 521,600	$ 349,000
238	**SUPERIOR COURT GRANTS**				
	OPERATING	$ 3,002,400	$ 3,002,400	$ 2,599,319	$ 403,081
256	**PROBATE FEES**				
	OPERATING	$ 464,531	$ 464,531	$ 464,531	$ -
	NON RECURRING NON PROJECT	100,000	100,000	150,000	(50,000)
	ALL FUNCTIONS	$ 564,531	$ 564,531	$ 614,531	$ (50,000)
257	**CONCILIATION COURT FEES**				
	OPERATING	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ -
	NON RECURRING NON PROJECT	312,500	312,500	400,000	(87,500)
	ALL FUNCTIONS	$ 1,702,500	$ 1,702,500	$ 1,790,000	$ (87,500)
259	**SUPERIOR COURT SPECIAL REVENUE**				
	OPERATING	$ 5,797,540	$ 5,797,540	$ 4,900,000	$ 897,540
	JURY SYSTEM REWRITE	232,000	232,000	-	232,000
	ALL FUNCTIONS	$ 6,029,540	$ 6,029,540	$ 4,900,000	$ 1,129,540
261	**LAW LIBRARY**				
	OPERATING	$ 1,425,000	$ 1,425,000	$ 1,296,000	$ 129,000
264	**SUPERIOR COURT FILL THE GAP**				
	OPERATING	$ 3,022,724	$ 2,007,812	$ 2,101,600	$ (93,788)
	INTEGRATED COURT INFO REWRITE	100,000	161,074	-	161,074
	ALL FUNCTIONS	$ 3,122,724	$ 2,168,886	$ 2,101,600	$ 67,286
271	**EXPEDITED CHILD SUPPORT**				
	OPERATING	$ 585,000	$ 585,000	$ 585,000	$ -
	NON RECURRING NON PROJECT	312,500	312,500	200,000	112,500
	ALL FUNCTIONS	$ 897,500	$ 897,500	$ 785,000	$ 112,500
276	**SPOUSAL MAINT ENF ENHANCEMENT**				
	OPERATING	$ 115,921	$ 115,921	$ 115,921	$ -
277	**EMANCIPATION ADMINISTRATION**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 4,800	$ (4,800)
281	**CHILDRENS ISSUES EDUCATION**				
	OPERATING	$ 115,007	$ 115,007	$ 115,007	$ -
	NON RECURRING NON PROJECT	-	-	300,000	(300,000)
	ALL FUNCTIONS	$ 115,007	$ 115,007	$ 415,007	$ (300,000)
282	**DOM REL MEDIATION EDUCATION**				
	OPERATING	$ 190,682	$ 190,682	$ 190,682	$ -
	NON RECURRING NON PROJECT	200,000	200,000	-	200,000
	ALL FUNCTIONS	$ 390,682	$ 390,682	$ 190,682	$ 200,000
	TOTAL DEPARTMENT	**$ 94,793,081**	**$ 93,458,869**	**$ 89,991,240**	**$ 3,467,629**
	TOTAL JUDICIAL	**$ 257,256,154**	**$ 255,977,707**	**$ 250,013,439**	**$ 5,964,268**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
	ELECTED				
010	**BOARD OF SUPERVISORS DIST 1**				
100	**GENERAL**				
	OPERATING	$ 355,672	$ 354,641	$ 353,925	$ 716
020	**BOARD OF SUPERVISORS DIST 2**				
100	**GENERAL**				
	OPERATING	$ 355,672	$ 354,641	$ 353,925	$ 716
030	**BOARD OF SUPERVISORS DIST 3**				
100	**GENERAL**				
	OPERATING	$ 355,672	$ 354,641	$ 353,925	$ 716
040	**BOARD OF SUPERVISORS DIST 4**				
100	**GENERAL**				
	OPERATING	$ 355,672	$ 354,641	$ 353,925	$ 716
050	**BOARD OF SUPERVISORS DIST 5**				
100	**GENERAL**				
	OPERATING	$ 355,672	$ 354,641	$ 353,925	$ 716
120	**ASSESSOR**				
100	**GENERAL**				
	OPERATING	$ 22,658,796	$ 22,558,914	$ 22,452,658	$ 106,256
	NON RECURRING NON PROJECT	669,183	667,052	230,575	436,477
	TOTAL DEPARTMENT	**$ 23,327,979**	**$ 23,225,966**	**$ 22,683,233**	**$ 542,733**
140	**CALL CENTER**				
100	**GENERAL**				
	OPERATING	$ 1,573,565	$ 1,569,036	$ 1,564,740	$ 4,296
160	**CLERK OF THE SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 30,516,351	$ 30,362,382	$ 29,575,588	$ 786,794
	NON RECURRING NON PROJECT	45,000	45,000	2,500,000	(2,455,000)
	ALL FUNCTIONS	$ 30,561,351	$ 30,407,382	$ 32,075,588	$ (1,668,206)
205	**COURT DOCUMENT RETRIEVAL**				
	OPERATING	$ 1,584,000	$ 1,584,000	$ 1,335,000	$ 249,000
	NON RECURRING NON PROJECT	725,000	725,000	1,000,000	(275,000)
	ALL FUNCTIONS	$ 2,309,000	$ 2,309,000	$ 2,335,000	$ (26,000)
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 1,100,000	$ 1,100,000	$ 1,000,000	$ 100,000
	NON RECURRING NON PROJECT	-	-	100,000	(100,000)
	ALL FUNCTIONS	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ -
216	**CLERK OF THE COURT GRANTS**				
	OPERATING	$ 1,834,948	$ 1,834,948	$ 1,389,716	$ 445,232
218	**CLERK OF COURT FILL THE GAP**				
	OPERATING	$ 2,633,772	$ 1,941,713	$ 2,345,688	$ (403,975)
	NON RECURRING NON PROJECT	-	397,865	-	397,865
	ALL FUNCTIONS	$ 2,633,772	$ 2,339,578	$ 2,345,688	$ (6,110)
270	**CHILD SUPPORT ENHANCEMENT**				
	NON RECURRING NON PROJECT	$ 45,900	$ 45,900	$ 100,000	$ (54,100)
273	**VICTIM LOCATION**				
	NON RECURRING NON PROJECT	$ 75,000	$ 75,000	$ 75,000	$ -

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
274	**CLERK OF THE COURT EDMS**				
	OPERATING	$ 3,598,000	$ 3,598,000	$ 3,000,000	$ 598,000
	JUVENILE ELEC COURT RECORD	160,000	160,000	-	160,000
	NON RECURRING NON PROJECT	-	-	2,700,000	(2,700,000)
	ALL FUNCTIONS	$ 3,758,000	$ 3,758,000	$ 5,700,000	$ (1,942,000)
	TOTAL DEPARTMENT	**$ 42,317,971**	**$ 41,869,808**	**$ 45,120,992**	**$ (3,251,184)**
190	**COUNTY ATTORNEY**				
100	**GENERAL**				
	OPERATING	$ 60,070,204	$ 59,813,162	$ 68,907,909	$ (9,094,747)
	NON RECURRING NON PROJECT	-	-	825,000	(825,000)
	ALL FUNCTIONS	$ 60,070,204	$ 59,813,162	$ 69,732,909	$ (9,919,747)
213	**COUNTY ATTORNEY RICO**				
	OPERATING	$ 4,000,000	$ 4,000,000	$ 4,000,000	$ -
	NON RECURRING NON PROJECT	-	123,400	82,949	40,451
	MCAO CASE MANAGEMENT SYSTEM	2,000,000	2,000,000	500,000	1,500,000
	ALL FUNCTIONS	$ 6,000,000	$ 6,123,400	$ 4,582,949	$ 1,540,451
219	**COUNTY ATTORNEY GRANTS**				
	OPERATING	$ 6,747,174	$ 6,747,174	$ 6,915,128	$ (167,954)
220	**DIVERSION**				
	OPERATING	$ 1,653,756	$ 1,653,756	$ 1,600,000	$ 53,756
	NON RECURRING NON PROJECT	-	2,224,200	1,271,162	953,038
	ALL FUNCTIONS	$ 1,653,756	$ 3,877,956	$ 2,871,162	$ 1,006,794
221	**COUNTY ATTORNEY FILL THE GAP**				
	OPERATING	$ 1,792,043	$ 1,792,043	$ 1,728,613	$ 63,430
	NON RECURRING NON PROJECT	-	389,300	318,521	70,779
	ALL FUNCTIONS	$ 1,792,043	$ 2,181,343	$ 2,047,134	$ 134,209
266	**CHECK ENFORCEMENT PROGRAM**				
	OPERATING	$ 346,000	$ 346,000	$ 346,000	$ -
	NON RECURRING NON PROJECT	-	30,000	-	30,000
	ALL FUNCTIONS	$ 346,000	$ 376,000	$ 346,000	$ 30,000
267	**CRIM JUSTICE ENHANCEMENT**				
	OPERATING	$ 1,056,900	$ 1,405,000	$ 1,405,000	$ -
	NON RECURRING NON PROJECT	-	481,600	323,835	157,765
	ALL FUNCTIONS	$ 1,056,900	$ 1,886,600	$ 1,728,835	$ 157,765
268	**VICTIM COMP AND ASSISTANCE**				
	OPERATING	$ 100,000	$ 100,000	$ 135,000	$ (35,000)
269	**VICTIM COMP RESTITUTION INT**				
	OPERATING	$ 40,000	$ 40,000	$ 40,000	$ -
	TOTAL DEPARTMENT	**$ 77,806,077**	**$ 81,145,635**	**$ 88,399,117**	**$ (7,253,482)**
210	**ELECTIONS**				
100	**GENERAL**				
	OPERATING	$ 14,368,149	$ 14,352,971	$ 9,236,799	$ 5,116,172
	NON RECURRING NON PROJECT	-	-	11,432,897	(11,432,897)
	ALL FUNCTIONS	$ 14,368,149	$ 14,352,971	$ 20,669,696	$ (6,316,725)
248	**ELECTIONS GRANT**				
	OPERATING	$ 2,211,630	$ 2,211,630	$ 2,158,820	$ (52,810)
	TOTAL DEPARTMENT	**$ 16,579,779**	**$ 16,564,601**	**$ 22,828,516**	**$ (6,263,915)**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
250	**CONSTABLES**				
100	**GENERAL**				
	OPERATING	$ 2,490,609	$ 2,488,468	$ 2,689,806	$ (201,338)
	NON RECURRING NON PROJECT	177,876	264,064	42,200	221,864
	TOTAL DEPARTMENT	**$ 2,668,485**	**$ 2,752,532**	**$ 2,732,006**	**$ 20,526**
280	**COUNTY ATTORNEY CIVIL**				
100	**GENERAL**				
	OPERATING	$ 8,384,465	$ 8,348,234	$ -	$ 8,348,234
	NON RECURRING NON PROJECT	1,518,618	1,511,399	-	1,511,399
	TOTAL DEPARTMENT	**$ 9,903,083**	**$ 9,859,633**	**$ -**	**$ 9,859,633**
360	**RECORDER**				
100	**GENERAL**				
	OPERATING	$ 2,251,263	$ 2,243,411	$ 2,191,252	$ 52,159
236	**RECORDERS SURCHARGE**				
	OPERATING	$ 3,494,738	$ 3,494,738	$ 3,486,738	$ 8,000
	NON RECURRING NON PROJECT	3,450,000	3,450,000	1,535,000	1,915,000
	ALL FUNCTIONS	$ 6,944,738	$ 6,944,738	$ 5,021,738	$ 1,923,000
	TOTAL DEPARTMENT	**$ 9,196,001**	**$ 9,188,149**	**$ 7,212,990**	**$ 1,975,159**
370	**EDUCATION SERVICE**				
100	**GENERAL**				
	OPERATING	$ 2,087,883	$ 2,080,968	$ 2,076,394	$ 4,574
669	**SMALL SCHOOL SERVICE**				
	OPERATING	$ 109,657	$ 109,657	$ 109,657	$ -
715	**SCHOOL GRANT**				
	OPERATING	$ 8,679,759	$ 8,679,759	$ 15,796,099	$ (7,116,340)
780	**SCHOOL TRANSPORTATION**				
	OPERATING	$ 600,000	$ 600,000	$ 600,000	$ -
782	**SCHOOL COMMUNICATION**				
	OPERATING	$ 128,763	$ 128,763	$ 733,136	$ (604,373)
795	**EDUCATIONAL SUPPLEMENTAL PROG**				
	OPERATING	$ 858,631	$ 858,631	$ 858,631	$ -
	NON RECURRING NON PROJECT	755,928	755,928	599,727	156,201
	ALL FUNCTIONS	$ 1,614,559	$ 1,614,559	$ 1,458,358	$ 156,201
	TOTAL DEPARTMENT	**$ 13,220,621**	**$ 13,213,706**	**$ 20,773,644**	**$ (7,559,938)**
430	**TREASURER**				
100	**GENERAL**				
	OPERATING	$ 4,267,568	$ 4,267,568	$ 4,448,506	$ (180,938)
	NON RECURRING NON PROJECT	-	-	193,570	(193,570)
	ALL FUNCTIONS	$ 4,267,568	$ 4,267,568	$ 4,642,076	$ (374,508)
741	**TAXPAYER INFORMATION**				
	OPERATING	$ 304,341	$ 304,341	$ 304,341	$ -
	TOTAL DEPARTMENT	**$ 4,571,909**	**$ 4,571,909**	**$ 4,946,417**	**$ (374,508)**
500	**SHERIFF**				
100	**GENERAL**				
	OPERATING	$ 74,452,020	$ 77,656,321	$ 75,044,024	$ 2,612,297
	NON RECURRING NON PROJECT	-	311,401	-	311,401
	ALL FUNCTIONS	$ 74,452,020	$ 77,967,722	$ 75,044,024	$ 2,923,698
203	**SHERIFF DONATIONS**				
	OPERATING	$ 26,300	$ 26,300	$ 26,300	$ -

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
206	**OFFICER SAFETY EQUIPMENT**				
	OPERATING	$ -	$ -	$ 60,000	$ (60,000)
212	**SHERIFF RICO**				
	OPERATING	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ -
214	**SHERIFF JAIL ENHANCEMENT**				
	OPERATING	$ 1,560,000	$ 1,560,000	$ 1,482,444	$ 77,556
	NON RECURRING NON PROJECT	2,000,000	2,000,000	-	2,000,000
	ALL FUNCTIONS	$ 3,560,000	$ 3,560,000	$ 1,482,444	$ 2,077,556
251	**SHERIFF GRANTS**				
	OPERATING	$ 5,709,844	$ 8,786,248	$ 8,494,509	$ 291,739
252	**INMATE SERVICES**				
	OPERATING	$ 10,799,768	$ 10,799,768	$ 12,337,361	$ (1,537,593)
	NON RECURRING NON PROJECT	23,000,000	23,272,034	-	23,272,034
	ALL FUNCTIONS	$ 33,799,768	$ 34,071,802	$ 12,337,361	$ 21,734,441
254	**INMATE HEALTH SERVICES**				
	OPERATING	$ 80,500	$ 80,500	$ 165,640	$ (85,140)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 173,059,942	$ 170,257,905	$ 178,143,416	$ (7,885,511)
	TOTAL DEPARTMENT	**$ 292,688,374**	**$ 296,750,477**	**$ 277,753,694**	**$ 18,996,783**
	TOTAL ELECTED	**$ 485,729,121**	**$ 492,625,024**	**$ 495,784,974**	**$ (3,159,950)**
	APPOINTED				
060	**CLERK OF THE BOARD**				
100	**GENERAL**				
	OPERATING	$ 1,209,399	$ 1,206,028	$ 1,208,258	$ (2,230)
	NON RECURRING NON PROJECT	399,356	398,652	408,281	(9,629)
	TOTAL DEPARTMENT	**$ 1,608,755**	**$ 1,604,680**	**$ 1,616,539**	**$ (11,859)**
150	**EMERGENCY MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 236,250	$ 235,668	$ 235,265	$ 403
207	**PALO VERDE**				
	OPERATING	$ 501,208	$ 501,208	$ 500,477	$ 731
	NON RECURRING NON PROJECT	61,646	61,646	86,548	(24,902)
	ALL FUNCTIONS	$ 562,854	$ 562,854	$ 587,025	$ (24,171)
215	**EMERGENCY MANAGEMENT**				
	OPERATING	$ 929,156	$ 929,156	$ 871,853	$ 57,303
	NON RECURRING NON PROJECT	100,925	245,859	275,848	(29,989)
	ALL FUNCTIONS	$ 1,030,081	$ 1,175,015	$ 1,147,701	$ 27,314
	TOTAL DEPARTMENT	**$ 1,829,185**	**$ 1,973,537**	**$ 1,969,991**	**$ 3,546**
180	**FINANCE**				
100	**GENERAL**				
	OPERATING	$ 3,290,113	$ 3,272,836	$ 3,351,572	$ (78,736)
	NON RECURRING NON PROJECT	308,500	308,500	125,000	183,500
	TOTAL DEPARTMENT	**$ 3,598,613**	**$ 3,581,336**	**$ 3,476,572**	**$ 104,764**
200	**COUNTY MANAGER**				
100	**GENERAL**				
	OPERATING	$ 2,818,608	$ 2,806,541	$ 3,398,963	$ (592,422)
	NON RECURRING NON PROJECT	15,066,101	15,022,679	1,631,869	13,390,810
	ALL FUNCTIONS	$ 17,884,709	$ 17,829,220	$ 5,030,832	$ 12,798,388
249	**NON DEPARTMENTAL GRANT**				
	NON RECURRING NON PROJECT	$ 293,288	$ 3,962,902	$ 289,975	$ 3,672,927
255	**DETENTION OPERATIONS**				
	OPERATING	$ 1,282,863	$ 1,448,077	$ -	$ 1,448,077

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
676	**COUNTY MANAGER RISK MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 13,000,000	$ 13,000,000	$ -	$ 13,000,000
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ (13,000,000)	$ (13,000,000)	$ -	$ (13,000,000)
	TOTAL DEPARTMENT	**$ 19,460,860**	**$ 23,240,199**	**$ 5,320,807**	**$ 17,919,392**
220	**HUMAN SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ -
217	**CDBG HOUSING TRUST**				
	OPERATING	$ 13,486,394	$ 14,526,394	$ 14,741,226	$ (214,832)
222	**HUMAN SERVICES GRANTS**				
	OPERATING	$ 45,586,165	$ 53,652,441	$ 39,517,512	$ 14,134,929
255	**DETENTION OPERATIONS**				
	NON RECURRING NON PROJECT	$ 1,976,289	$ 1,973,995	$ 1,328,359	$ 645,636
	TOTAL DEPARTMENT	**$ 63,309,760**	**$ 72,413,742**	**$ 57,848,009**	**$ 14,565,733**
230	**INTERNAL AUDIT**				
100	**GENERAL**				
	OPERATING	$ 1,590,290	$ 1,582,734	$ 1,749,051	$ (166,317)
260	**CORRECTIONAL HEALTH**				
100	**GENERAL**				
	OPERATING	$ 3,071,763	$ 3,065,305	$ 3,060,790	$ 4,515
255	**DETENTION OPERATIONS**				
	OPERATING	$ 51,042,379	$ 53,379,394	$ 53,255,839	$ 123,555
	NON RECURRING NON PROJECT	877,514	967,593	783,883	183,710
	ALL FUNCTIONS	$ 51,919,893	$ 54,346,987	$ 54,039,722	$ 307,265
292	**CORRECTIONAL HEALTH GRANT**				
	OPERATING	$ 50,000	$ 50,000	$ 50,000	$ -
	TOTAL DEPARTMENT	**$ 55,041,656**	**$ 57,462,292**	**$ 57,150,512**	**$ 311,780**
290	**MEDICAL EXAMINER**				
100	**GENERAL**				
	OPERATING	$ 6,911,513	$ 6,881,739	$ 7,553,083	$ (671,344)
224	**MEDICAL EXAMINER GRANT**				
	OPERATING	$ 160,140	$ 160,140	$ 115,864	$ 44,276
	TOTAL DEPARTMENT	**$ 7,071,653**	**$ 7,041,879**	**$ 7,668,947**	**$ (627,068)**
300	**PARKS AND RECREATION**				
100	**GENERAL**				
	OPERATING	$ 1,098,011	$ 1,096,452	$ 1,039,863	$ 56,589
	NON RECURRING NON PROJECT	-	-	750,000	(750,000)
	ALL FUNCTIONS	$ 1,098,011	$ 1,096,452	$ 1,789,863	$ (693,411)
225	**SPUR CROSS RANCH CONSERVATION**				
	OPERATING	$ 295,591	$ 295,591	$ 259,672	$ 35,919
	NON RECURRING NON PROJECT	35,000	35,000	35,000	-
	ALL FUNCTIONS	$ 330,591	$ 330,591	$ 294,672	$ 35,919
230	**PARKS AND RECREATION GRANTS**				
	NON RECURRING NON PROJECT	$ -	$ 4,820	$ -	$ 4,820
239	**PARKS SOUVENIR**				
	OPERATING	$ 220,000	$ 220,000	$ 220,000	$ -
240	**LAKE PLEASANT RECREATION SVCS**				
	OPERATING	$ 2,013,948	$ 2,013,948	$ 1,983,711	$ 30,237
	NON RECURRING NON PROJECT	725,000	725,000	964,600	(239,600)
	ALL FUNCTIONS	$ 2,738,948	$ 2,738,948	$ 2,948,311	$ (209,363)

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
241	**PARKS ENHANCEMENT FUND**				
	OPERATING	$ 3,777,305	$ 3,777,305	$ 3,956,520	$ (179,215)
	NON RECURRING NON PROJECT	755,521	755,521	1,093,555	(338,034)
	ALL FUNCTIONS	$ 4,532,826	$ 4,532,826	$ 5,050,075	$ (517,249)
243	**PARKS DONATIONS**				
	OPERATING	$ 62,790	$ 62,790	$ 55,698	$ 7,092
	NON RECURRING NON PROJECT	50,184	50,184	120,358	(70,174)
	ALL FUNCTIONS	$ 112,974	$ 112,974	$ 176,056	$ (63,082)
900	**ELIMINATIONS**				
	OPERATING	$ (35,050)	$ (35,050)	$ (35,050)	$ -
	TOTAL DEPARTMENT	**$ 8,998,300**	**$ 9,001,561**	**$ 10,443,927**	**$ (1,442,366)**
310	**HUMAN RESOURCES**				
100	**GENERAL**				
	OPERATING	$ 3,046,837	$ 3,032,696	$ 6,545,657	$ (3,512,961)
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 48,942	$ (48,942)
	TOTAL DEPARTMENT	**$ 3,046,837**	**$ 3,032,696**	**$ 6,594,599**	**$ (3,561,903)**
340	**PUBLIC FIDUCIARY**				
100	**GENERAL**				
	OPERATING	$ 3,026,709	$ 3,014,700	$ 2,944,172	$ 70,528
	NON RECURRING NON PROJECT	73,311	73,311	-	73,311
	TOTAL DEPARTMENT	$ 3,100,020	$ 3,088,011	$ 2,944,172	$ 143,839
390	**BUS STRATEGIES HLTH CARE PROG**				
100	**GENERAL**				
	OPERATING	$ 237,003,448	$ 236,999,760	$ 228,045,053	$ 8,954,707
	NON RECURRING NON PROJECT	-	-	1,000,000	(1,000,000)
	ALL FUNCTIONS	$ 237,003,448	$ 236,999,760	$ 229,045,053	$ 7,954,707
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 6,921,762	$ 6,921,762	$ 7,023,535	$ (101,773)
601	**CMG MEDICAL**				
	OPERATING	$ 38,798,632	$ 38,798,632	$ 45,759,309	$ (6,960,677)
602	**CMG LOW OPTION**				
	OPERATING	$ 1,201,113	$ 1,201,113	$ -	$ 1,201,113
603	**OAP IN**				
	OPERATING	$ 17,985,367	$ 17,985,367	$ -	$ 17,985,367
604	**OAP MEDICAL**				
	OPERATING	$ 29,754,654	$ 29,754,654	$ 44,117,011	$ (14,362,357)
605	**OAP LOW OPTION**				
	OPERATING	$ 2,187,205	$ 2,187,205	$ -	$ 2,187,205
606	**CHOICE FUND H.S.A.**				
	OPERATING	$ 5,514,104	$ 5,514,104	$ 12,239,116	$ (6,725,012)
607	**FI DENTAL PPO**				
	OPERATING	$ 4,997,323	$ 4,997,323	$ 4,791,276	$ 206,047
608	**COINSURANCE PHARMACY**				
	OPERATING	$ 11,358,884	$ 11,358,884	$ 12,584,880	$ (1,225,996)
609	**CONSUMER CHOICE**				
	OPERATING	$ 1,711,120	$ 1,711,120	$ -	$ 1,711,120
611	**60 PERCENT STD**				
	OPERATING	$ 2,173,104	$ 2,173,104	$ 1,625,925	$ 547,179
612	**50 PERCENT STD**				
	OPERATING	$ 477,494	$ 477,494	$ 304,556	$ 172,938

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
613	**40 PERCENT STD**				
	OPERATING	$ 234,901	$ 234,901	$ 142,180	$ 92,721
614	**BEHAVIORAL HEALTH**				
	OPERATING	$ 2,104,872	$ 2,104,872	$ 1,889,896	$ 214,976
615	**WELLNESS**				
	OPERATING	$ 1,613,048	$ 1,613,048	$ 1,589,616	$ 23,432
	NON RECURRING NON PROJECT	2,080,650	2,080,650	2,349,445	(268,795)
	ALL FUNCTIONS	$ 3,693,698	$ 3,693,698	$ 3,939,061	$ (245,363)
616	**CONTRACT ADMINISTRATION**				
	OPERATING	$ 309,852	$ 309,852	$ -	$ 309,852
	NON RECURRING NON PROJECT	72,000	72,000	-	72,000
	ALL FUNCTIONS	$ 381,852	$ 381,852	$ -	$ 381,852
618	**BENEFIT ADMINISTRATION**				
	OPERATING	$ 2,862,139	$ 2,862,139	$ 2,175,472	$ 686,667
	NON RECURRING NON PROJECT	508,343	508,343	121,825	386,518
	ALL FUNCTIONS	$ 3,370,482	$ 3,370,482	$ 2,297,297	$ 1,073,185
619	**ONSITE PHARMACY CLINIC**				
	OPERATING	$ -	$ -	$ 1,232,000	$ (1,232,000)
621	**FLEX SPENDING HEALTH**				
	OPERATING	$ 2,804,131	$ 2,804,131	$ 2,585,420	$ 218,711
622	**FLEX SPENDING DEP CARE**				
	OPERATING	$ 989,885	$ 989,885	$ 801,898	$ 187,987
623	**VISION**				
	OPERATING	$ 1,327,632	$ 1,327,632	$ 1,537,504	$ (209,872)
625	**FI PREPAID DENTAL**				
	OPERATING	$ 418,926	$ 418,926	$ 396,386	$ 22,540
626	**FI LIFE AND AD AND D**				
	OPERATING	$ 1,130,769	$ 1,130,769	$ 330,175	$ 800,594
627	**SUPPLEMENTAL LIFE**				
	OPERATING	$ 3,880,123	$ 3,880,123	$ 2,831,922	$ 1,048,201
628	**EMPLOYEE ASSISTANCE**				
	OPERATING	$ 206,332	$ 206,332	$ 201,617	$ 4,715
629	**SI DENTAL**				
	OPERATING	$ 3,573,945	$ 3,573,945	$ 3,672,387	$ (98,442)
630	**DEPENDENT LIFE**				
	OPERATING	$ 506,927	$ 506,927	$ 254,957	$ 251,970
631	**VOLUNTARY BENEFITS**				
	OPERATING	$ 285,492	$ 285,492	$ 617,672	$ (332,180)
632	**CIGNA FOR SENIORS**				
	OPERATING	$ 488,400	$ 488,400	$ 662,544	$ (174,144)
900	**ELIMINATIONS**				
	OPERATING	$ -	$ -	$ (1,070,000)	$ 1,070,000
	TOTAL DEPARTMENT	**$ 385,482,577**	**$ 385,478,889**	**$ 379,813,577**	**$ 5,665,312**
410	**ENTERPRISE TECHNOLOGY**				
100	**GENERAL**				
	OPERATING	$ 8,174,211	$ 8,133,510	$ 8,445,774	$ (312,264)
	NON RECURRING NON PROJECT	275,000	275,000	211,616	63,384
	ALL FUNCTIONS	$ 8,449,211	$ 8,408,510	$ 8,657,390	$ (248,880)
681	**TELECOMMUNICATIONS**				
	OPERATING	$ 15,939,905	$ 15,939,905	$ 15,856,259	$ 83,646
	NON RECURRING NON PROJECT	1,874,585	1,874,585	1,638,086	236,499
	ALL FUNCTIONS	17,814,490	17,814,490	17,494,345	320,145
	TOTAL DEPARTMENT	**$ 26,263,701**	**$ 26,223,000**	**$ 26,151,735**	**$ 71,265**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
420	**INTEGRATED CRIM JUSTICE INFO**				
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 1,445,307	$ (1,445,307)
	NON RECURRING NON PROJECT	-	-	170,000	(170,000)
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 1,615,307**	**$ (1,615,307)**
440	**PLANNING AND DEVELOPMENT**				
100	**GENERAL**				
	OPERATING	$ 1,015,855	$ 1,015,475	$ 868,232	$ 147,243
226	**PLANNING AND DEVELOPMENT FEES**				
	OPERATING	$ 7,844,791	$ 7,844,791	$ 7,817,182	$ 27,609
	NON RECURRING NON PROJECT	467,961	467,961	357,142	110,819
	ALL FUNCTIONS	$ 8,312,752	$ 8,312,752	$ 8,174,324	$ 138,428
235	**DEL WEBB**				
	OPERATING	$ 235	$ 235	$ 259	$ (24)
	TOTAL DEPARTMENT	**$ 9,328,842**	**$ 9,328,462**	**$ 9,042,815**	**$ 285,647**
460	**RESEARCH AND REPORTING**				
100	**GENERAL**				
	OPERATING	$ 362,739	$ 361,139	$ 360,028	$ 1,111
470	**NON DEPARTMENTAL**				
100	**GENERAL**				
	OPERATING	$ 249,133,423	$ 251,223,344	$ 236,327,557	$ 14,895,787
	NON RECURRING NON PROJECT	196,809,478	194,230,829	205,030,630	(10,799,801)
	ALL FUNCTIONS	$ 445,942,901	$ 445,454,173	$ 441,358,187	$ 4,095,986
210	**WASTE MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 484,410	$ 484,410	$ 565,764	$ (81,354)
249	**NON DEPARTMENTAL GRANT**				
	OPERATING	$ 11,361,800	$ 13,099,604	$ 6,500,000	$ 6,599,604
	NON RECURRING NON PROJECT	6,777,753	1,953,599	5,000,000	(3,046,401)
	ALL FUNCTIONS	$ 18,139,553	$ 15,053,203	$ 11,500,000	$ 3,553,203
255	**DETENTION OPERATIONS**				
	OPERATING	$ 19,812,524	$ 16,450,762	$ 24,181,742	$ (7,730,980)
	NON RECURRING NON PROJECT	54,747,929	58,607,125	75,465,103	(16,857,978)
	ALL FUNCTIONS	$ 74,560,453	$ 75,057,887	$ 99,646,845	$ (24,588,958)
320	**COUNTY IMPROVEMENT DEBT**				
	OPERATING	$ 11,994,437	$ 11,994,437	$ 9,323,600	$ 2,670,837
321	**COUNTY IMPROVEMENT DEBT 2**				
	OPERATING	$ 7,413,980	$ 7,413,980	$ 7,413,230	$ 750
422	**INTERGOVERNMENTAL CAP PROJ**				
	NON RECURRING NON PROJECT	$ 2,442,052	$ 2,442,052	$ 13,500	$ 2,428,552
	VULTURE MOUNTAIN	125,000	125,000	124,999	1
	ALL FUNCTIONS	$ 2,567,052	$ 2,567,052	$ 138,499	$ 2,428,553
445	**GENERAL FUND CTY IMPROV**				
	NON RECURRING NON PROJECT	$ 22,438,376	$ 22,438,376	$ 85,416,103	$ (62,977,727)
	APS ES ESCO IMPROVEMENTS	4,873,635	10,833,755	2,929,566	7,904,189
	CHAMBERS SWING SPACE REMODEL	2,399,905	2,399,905	-	2,399,905
	CLERK OF SUP COURT REMODEL	8,229,359	8,229,359	8,547,017	(317,658)
	COURT TOWER	50,548,800	43,681,587	750,000	42,931,587
	GRAND JURY TI	-	-	3,802,283	(3,802,283)
	MARICOPA REGIONAL TRAIL SYSTEM	875,477	875,477	784,083	91,394
	OLD COURTHOUSE REMODEL	2,373,811	2,373,811	-	2,373,811
	PROJECT RESERVE COURT TOWER	-	-	4,949,797	(4,949,797)
	PROJECT RESERVE PROPERTY ACQ	-	-	1,700,000	(1,700,000)

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
	SECURITY BUILDING	-	-	5,965,858	(5,965,858)
	SHERIFF CRIME LAB RELOCATION	2,606,806	2,606,806	-	2,606,806
	SOUTHEAST FACILITY REMODEL	3,178,584	3,178,584	2,000,000	1,178,584
	SHERIFF HQ PROJECT	20,000,000	13,463,560	31,727,773	(18,264,213)
	SWAT COVERED PARKING	-	-	2,877,086	(2,877,086)
	VULTURE MOUNTAIN	68,000	68,000	61,111	6,889
	ALL FUNCTIONS	$ 117,592,753	$ 110,149,220	$ 151,510,677	$ (41,361,457)
455	**DETENTION CAPITAL PROJECTS**				
	NON RECURRING NON PROJECT	$ 5,700,000	$ 5,700,000	$ 26,664,891	$ (20,964,891)
	APS ES ESCO IMPROVEMENTS	5,342,176	5,342,176	460,451	4,881,725
	COURT TOWER	28,391,973	28,391,973	-	28,391,973
	PROJECT RESERVE	52,139,825	52,139,825	42,000,000	10,139,825
	SHERIFF HQ PROJECT	16,000,000	16,000,000	30,000,000	(14,000,000)
	ALL FUNCTIONS	$ 107,573,974	$ 107,573,974	$ 99,125,342	$ 8,448,632
460	**TECHNOLOGY CAP IMPROVEMENT**				
	AV BOS CR AUDITORIUM	$ -	$ -	$ 750,000	$ (750,000)
	CONTACT CENTER SYSTEM	1,726,088	1,726,088	1,775,461	(49,373)
	ENTERPRISE DATA CTNR CT	12,151,400	12,151,400	10,286,400	1,865,000
	COURT SECURITY INTEGRATION	1,000,000	1,000,000	-	1,000,000
	COUNTY TELEPHONE SYSTEM	17,287,800	17,287,800	9,359,917	7,927,883
	INTEGRATED WORKPLACE MGMT SYS	1,123,000	1,123,000	859,388	263,612
	RADIO SYSTEM	39,655,342	39,655,342	47,554,380	(7,899,038)
	SHERIFF 911 CENTER EQUIPMENT	8,108,000	-	-	-
	SHERIFF HQ PROJECT IT INFRA	4,220,934	18,820,482	18,044,810	775,672
	INFRASTRUCTURE REFRESH PH II	13,729,990	13,729,990	26,944,723	(13,214,733)
	ALL FUNCTIONS	$ 99,002,554	$ 105,494,102	$ 115,575,079	$ (10,080,977)
461	**DETENTION TECH CAP IMPROVEMENT**				
	CORR HEALTH ZONE H INFRA	$ 3,349,950	$ 3,349,950	$ 3,401,496	$ (51,546)
	CHS ELECTRONIC MEDICAL RECORD SYSTEM	3,229,516	3,229,516	3,102,042	127,474
	SHERIFF NICE VISION	5,700,000	5,700,000	5,670,676	29,324
	PROJECT RESERVE	-	-	25,000,000	(25,000,000)
	ALL FUNCTIONS	12,279,466	12,279,466	37,174,214	(24,894,748)
	TOTAL DEPARTMENT	**$ 897,551,533**	**$ 893,521,904**	**$ 973,343,676**	**$ (79,821,772)**
490	**MANAGEMENT AND BUDGET**				
100	**GENERAL**				
	OPERATING	$ 3,224,295	$ 3,210,210	$ 3,402,002	$ (191,792)
520	**PUBLIC DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 32,986,216	$ 32,834,159	$ 33,260,220	$ (426,061)
	NON RECURRING NON PROJECT	-	-	111,565	(111,565)
	ALL FUNCTIONS	$ 32,986,216	$ 32,834,159	$ 33,371,785	$ (537,626)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 366,854	$ 366,854	$ 335,562	$ 31,292
	NON RECURRING NON PROJECT	50,866	50,866	144,143	(93,277)
	ALL FUNCTIONS	$ 417,720	$ 417,720	$ 479,705	$ (61,985)
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ 449,732	$ 449,732	$ 408,499	$ 41,233
262	**PUBLIC DEFENDER FILL THE GAP**				
	OPERATING	$ 1,076,687	$ 1,076,687	$ 981,081	$ 95,606
	PDS CASE MANAGEMENT SYSTEM	1,601,788	1,601,788	845,984	755,804
	ALL FUNCTIONS	$ 2,678,475	$ 2,678,475	$ 1,827,065	$ 851,410
	TOTAL DEPARTMENT	**$ 36,532,143**	**$ 36,380,086**	**$ 36,087,054**	**$ 293,032**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
540	**LEGAL DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 10,268,731	$ 10,220,560	$ 10,578,816	$ (358,256)
	NON RECURRING NON PROJECT	-	-	36,354	(36,354)
	ALL FUNCTIONS	$ 10,268,731	$ 10,220,560	$ 10,615,170	$ (394,610)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 52,155	$ 52,155	$ 66,374	$ (14,219)
	NON RECURRING NON PROJECT	84,082	84,082	78,186	5,896
	ALL FUNCTIONS	$ 136,237	$ 136,237	$ 144,560	$ (8,323)
263	**LEGAL DEFENDER FILL THE GAP**				
	OPERATING	$ 59,000	$ 59,000	$ 66,362	$ (7,362)
	TOTAL DEPARTMENT	**$ 10,463,968**	**$ 10,415,797**	**$ 10,826,092**	**$ (410,295)**
550	**LEGAL ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 9,256,389	$ 9,215,962	$ 9,419,634	$ (203,672)
	NON RECURRING NON PROJECT	-	-	31,757	(31,757)
	ALL FUNCTIONS	$ 9,256,389	$ 9,215,962	$ 9,451,391	$ (235,429)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 13,836	$ 13,836	$ 22,996	$ (9,160)
	NON RECURRING NON PROJECT	49,512	49,512	37,768	11,744
	ALL FUNCTIONS	$ 63,348	$ 63,348	$ 60,764	$ 2,584
	TOTAL DEPARTMENT	**$ 9,319,737**	**$ 9,279,310**	**$ 9,512,155**	**$ (232,845)**
560	**CONTRACT COUNSEL**				
100	**GENERAL**				
	OPERATING	$ 21,193,853	$ 21,185,238	$ 22,552,947	$ (1,367,709)
	NON RECURRING NON PROJECT	4,700,000	4,700,000	4,507,588	192,412
	TOTAL DEPARTMENT	**$ 25,893,853**	**$ 25,885,238**	**$ 27,060,535**	**$ (1,175,297)**
570	**PUBLIC ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 5,989,844	$ 5,962,352	$ 5,906,440	$ 55,912
	NON RECURRING NON PROJECT	-	-	13,371	(13,371)
	ALL FUNCTIONS	$ 5,989,844	$ 5,962,352	$ 5,919,811	$ 42,541
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ 52,938	$ 52,938	$ -	$ 52,938
	TOTAL DEPARTMENT	**$ 6,042,782**	**$ 6,015,290**	**$ 5,919,811**	**$ 95,479**
640	**TRANSPORTATION**				
223	**TRANSPORTATION GRANTS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 404,676	$ (404,676)
232	**TRANSPORTATION OPERATIONS**				
	OPERATING	$ -	$ -	$ 57,953,652	$ (57,953,652)
	NON RECURRING NON PROJECT	-	-	42,938,695	(42,938,695)
	ALL FUNCTIONS	$ -	$ -	$ 100,892,347	$ (100,892,347)
234	**TRANSPORTATION CAPITAL PROJECT**				
	MAG ALCP PROJECTS	$ -	$ -	$ 56,214,030	$ (56,214,030)
	COUNTY ARTERIALS	-	-	7,580,000	(7,580,000)
	BRIDGE PRESERVATION	-	-	2,635,000	(2,635,000)
	DUST MITIGATION	-	-	4,255,750	(4,255,750)
	INTELLIGENT TRANS SYST	-	-	1,346,000	(1,346,000)
	PAVEMENT PRESERVATION	-	-	6,773,000	(6,773,000)
	PARTNERSHIP SUPPORT	-	-	2,140,000	(2,140,000)
	RIGHT-OF-WAY	-	-	280,000	(280,000)
	SAFETY PROJECTS	-	-	2,560,000	(2,560,000)

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
	TRANSPORTATION ADMINISTRATION	-	-	11,678,230	(11,678,230)
	TRAFFIC IMPROVEMENTS	-	-	6,640,000	(6,640,000)
	TRANSPORTATION PLANNING	-	-	1,830,000	(1,830,000)
	ALL FUNCTIONS	$ -	$ -	$ 103,932,010	$ (103,932,010)
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ (41,472,695)	$ 41,472,695
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 163,756,338**	**$ (163,756,338)**
670	**WASTE RESOURCES AND RECYCLING**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 2,221,263	$ (2,221,263)
	NON RECURRING NON PROJECT	-	-	376,500	(376,500)
	ALL FUNCTIONS	$ -	$ -	$ 2,597,763	$ (2,597,763)
290	**WASTE TIRE**				
	OPERATING	$ -	$ -	$ 4,752,486	$ (4,752,486)
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 7,350,249**	**$ (7,350,249)**
700	**FACILITIES MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 35,245,058	$ (35,245,058)
	MAJOR MAINTENANCE OPERATING	-	-	8,577,906	(8,577,906)
	OPERATING	$ -	$ -	$ 43,822,964	$ (43,822,964)
	NON RECURRING NON PROJECT	$ -	$ -	$ 283,797	$ (283,797)
	CENTRAL COURT BLDG	-	-	5,800,000	(5,800,000)
	COSC JACKSON BLDG	-	-	-	-
	DATA CENTER GENERATOR	-	-	255,277	(255,277)
	EAST COURT INFR IMPROVEMENTS	-	-	3,587,500	(3,587,500)
	ELECTIONS WAREHOUSE 6205	-	-	475,000	(475,000)
	FORENSIC SCIENCE BLDG GARAGE	-	-	234,000	(234,000)
	LL WEST COURT BLDG RELOC	-	-	783,022	(783,022)
	NE COURT COMPLEX	-	-	70,000	(70,000)
	PROBATION REVOCATION RELO	-	-	448,596	(448,596)
	SECURITY BLDG	-	-	2,500,000	(2,500,000)
	SIMS RELOCATION	-	-	730,815	(730,815)
	WEST COURT BLDG	-	-	817,500	(817,500)
	NON-RECURRING	$ -	$ -	$ 15,985,507	$ (15,985,507)
	ALL FUNCTIONS	$ -	$ -	$ 59,808,471	$ (59,808,471)
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 20,113,706	$ (20,113,706)
	MAJOR MAINTENANCE OPERATING	-	-	6,940,763	(6,940,763)
	OPERATING	$ -	$ -	$ 27,054,469	$ (27,054,469)
	LBJ COMPLEX	$ -	$ -	$ 1,000,000	$ (1,000,000)
	ALL FUNCTIONS	$ -	$ -	$ 28,054,469	$ (28,054,469)
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 87,862,940**	**$ (87,862,940)**
730	**PROCUREMENT SERVICES**				
100	**GENERAL**				
	OPERATING	$ 1,997,969	$ 2,146,814	$ 2,371,282	$ (224,468)
	NON RECURRING NON PROJECT	101,934	148,322	110,000	38,322
	ALL FUNCTIONS	$ 2,099,903	$ 2,295,136	$ 2,481,282	$ (186,146)
673	**REPROGRAPHICS**				
	OPERATING	$ 804,333	$ 804,333	$ 761,464	$ 42,869
	TOTAL DEPARTMENT	**$ 2,904,236**	**$ 3,099,469**	**$ 3,242,746**	**$ (143,277)**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
740	**EQUIPMENT SERVICES**				
654	**EQUIPMENT SERVICES**				
	OPERATING	$ 13,165,326	$ 13,165,326	$ 15,686,044	$ (2,520,718)
	NON RECURRING NON PROJECT	1,426,017	1,426,017	913,630	512,387
	TOTAL DEPARTMENT	**$ 14,591,343**	**$ 14,591,343**	**$ 16,599,674**	**$ (2,008,331)**
750	**RISK MANAGEMENT**				
675	**RISK MANAGEMENT**				
	OPERATING	$ 43,912,696	$ 43,912,696	$ 33,431,970	$ 10,480,726
676	**COUNTY MANAGER RISK MANAGEMENT**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 9,620,415	$ (9,620,415)
	TOTAL DEPARTMENT	**$ 43,912,696**	**$ 43,912,696**	**$ 43,052,385**	**$ 860,311**
790	**ANIMAL CARE AND CONTROL**				
100	**GENERAL**				
	OPERATING	$ 257,903	$ 257,903	$ 257,903	$ -
572	**ANIMAL CONTROL LICENSE SHELTER**				
	OPERATING	$ 9,358,200	$ 9,358,200	$ 9,254,949	$ 103,251
	NON RECURRING NON PROJECT	-	-	55,000	(55,000)
	ALL FUNCTIONS	$ 9,358,200	$ 9,358,200	$ 9,309,949	$ 48,251
573	**ANIMAL CONTROL GRANTS**				
	OPERATING	$ 1,387,617	$ 1,387,617	$ 944,331	$ 443,286
	NON RECURRING NON PROJECT	300,000	300,000	-	300,000
	ALL FUNCTIONS	$ 1,687,617	$ 1,687,617	$ 944,331	$ 743,286
574	**ANIMAL CONTROL FIELD OPERATION**				
	OPERATING	$ 3,431,031	$ 3,431,031	$ 3,270,104	$ 160,927
	NON RECURRING NON PROJECT	116,000	116,000	162,095	(46,095)
	ALL FUNCTIONS	$ 3,547,031	$ 3,547,031	$ 3,432,199	$ 114,832
	TOTAL DEPARTMENT	**$ 14,850,751**	**$ 14,850,751**	**$ 13,944,382**	**$ 906,369**
850	**AIR QUALITY**				
100	**GENERAL**				
	OPERATING	$ 763,350	$ 763,350	$ 760,773	$ 2,577
	NON RECURRING NON PROJECT	609,945	609,945	402,930	207,015
	ALL FUNCTIONS	$ 1,373,295	$ 1,373,295	$ 1,163,703	$ 209,592
503	**AIR QUALITY GRANT**				
	OPERATING	$ 3,118,800	$ 3,118,800	$ 3,769,475	$ (650,675)
	NON RECURRING NON PROJECT	74,682	74,682	-	74,682
	ALL FUNCTIONS	$ 3,193,482	$ 3,193,482	$ 3,769,475	$ (575,993)
504	**AIR QUALITY FEES**				
	OPERATING	$ 10,847,720	$ 10,847,720	$ 10,749,032	$ 98,688
	NON RECURRING NON PROJECT	743,320	806,320	749,609	56,711
	ALL FUNCTIONS	$ 11,591,040	$ 11,654,040	$ 11,498,641	$ 155,399
	TOTAL DEPARTMENT	**$ 16,157,817**	**$ 16,220,817**	**$ 16,431,819**	**$ (211,002)**
860	**PUBLIC HEALTH**				
100	**GENERAL**				
	OPERATING	$ 11,064,496	$ 11,017,497	$ 10,903,279	$ 114,218
265	**PUBLIC HEALTH FEES**				
	OPERATING	$ 4,403,833	$ 4,403,833	$ 4,859,263	$ (455,430)
	NON RECURRING NON PROJECT	174,330	174,330	-	174,330
	ALL FUNCTIONS	$ 4,578,163	$ 4,578,163	$ 4,859,263	$ (281,100)
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 42,524,645	$ 42,524,645	$ 40,041,018	$ 2,483,627
	TOTAL DEPARTMENT	**$ 58,167,304**	**$ 58,120,305**	**$ 55,803,560**	**$ 2,316,745**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
880	**ENVIRONMENTAL SERVICES**				
100	**GENERAL**				
	OPERATING	$ 4,112,343	$ 4,100,940	$ 3,938,948	$ 161,992
	NON RECURRING NON PROJECT	213,906	213,906	124,000	89,906
	ALL FUNCTIONS	$ 4,326,249	$ 4,314,846	$ 4,062,948	$ 251,898
505	**ENVIRONMENTAL SERVICES GRANT**				
	OPERATING	$ 689,100	$ 689,100	$ -	$ 689,100
506	**ENVIRONMTL SVCS ENV HEALTH**				
	OPERATING	$ 18,842,756	$ 18,844,107	$ 18,948,396	$ (104,289)
	NON RECURRING NON PROJECT	2,271,835	5,307,241	3,589,604	1,717,637
	ALL FUNCTIONS	$ 21,114,591	$ 24,151,348	$ 22,538,000	$ 1,613,348
	TOTAL DEPARTMENT	**$ 26,129,940**	**$ 29,155,294**	**$ 26,600,948**	**$ 2,554,346**
910	**PUBLIC WORKS**				
100	**GENERAL**				
	OPERATING				
	OPERATING	$ 39,140,659	$ 39,085,516	$ -	$ 39,085,516
	NORTH SCOTTSDALE AIRPARK	20,249	20,249	-	20,249
	BUILDING ASSESSMENT	250,000	250,000	-	250,000
	BLACK CANYON HIGHWAY AP	37,336	37,336	-	37,336
	BARTLETT LAKE STATION	84,445	84,445	-	84,445
	CENTRAL COURT BLDG	1,000,000	1,000,000	-	1,000,000
	CODE COMPLIANCE RESERVE	200,000	200,000	-	200,000
	DURANGO PARKING GARAGE	1,301,692	1,301,692	-	1,301,692
	DURANGO JUVE	34,002	34,002	-	34,002
	EAST COURT BLDG	284,714	284,714	-	284,714
	ENERGY MANAGEMENT	400,000	400,000	-	400,000
	ENVIRONMENTAL PROGRAM	100,000	100,000	-	100,000
	EQUIPMENT SVS	212,764	212,764	-	212,764
	JACKSON ST GARAGE	510,000	510,000	-	510,000
	OUTSIDE ESTIMATING PROG	500,000	500,000	-	500,000
	SECURITY BLDG	1,891,691	1,891,691	-	1,891,691
	BLDG SECURITY PROGRAM	200,000	200,000	-	200,000
	SOUTHEAST COMPLEX	340,050	340,050	-	340,050
	LIFE SAFETY PROGRAM	250,000	250,000	-	250,000
	THOMPSON PEAK TRANS BLDG	129,762	129,762	-	129,762
	WEST COURT BLDG	831,201	831,201	-	831,201
	NON RECURRING NON PROJECT	144,063	143,644	-	143,644
	DATA CENTER GENERATOR	1,193,432	1,193,432	-	1,193,432
	LL WEST COURT BLDG RELOC	-	913,022	-	913,022
	PROBATION REVOCATION RELO	-	516,596	-	516,596
	SIMS RELOCATION	-	905,815	-	905,815
	NON-RECURRING	$ 1,337,495	$ 3,672,509	$ -	$ 3,672,509
	ALL FUNCTIONS	$ 49,056,060	$ 51,335,931	$ -	$ 51,335,931
223	**TRANSPORTATION GRANTS**				
	NON RECURRING NON PROJECT	$ 500,000	$ 500,000	$ -	$ 500,000
232	**TRANSPORTATION OPERATIONS**				
	OPERATING	$ 58,474,290	$ 58,474,290	$ -	$ 58,474,290
	NON RECURRING NON PROJECT	29,929,227	29,929,227	-	29,929,227
	ALL FUNCTIONS	$ 88,403,517	$ 88,403,517	$ -	$ 88,403,517

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
234	**TRANSPORTATION CAPITAL PROJECT**				
	MAG ALCP PROJECTS	$ 48,550,000	$ 24,995,000	$ -	$ 24,995,000
	COUNTY ARTERIALS	10,445,000	10,220,000	-	10,220,000
	BRIDGE PRESERVATION	8,440,000	8,660,000	-	8,660,000
	DUST MITIGATION	4,170,000	6,915,000	-	6,915,000
	APS ES ESCO IMPROVEMENTS	131,956	131,956	-	131,956
	INTELLIGENT TRANS SYST	2,500,000	2,995,000	-	2,995,000
	PAVEMENT PRESERVATION	13,580,000	33,465,000	-	33,465,000
	PARTNERSHIP SUPPORT	2,825,000	2,825,000	-	2,825,000
	RIGHT-OF-WAY	280,000	280,000	-	280,000
	SAFETY PROJECTS	4,730,000	4,200,000	-	4,200,000
	TRANSPORTATION ADMINISTRATION	9,868,167	10,268,167	-	10,268,167
	TRAFFIC IMPROVEMENTS	8,400,000	8,965,000	-	8,965,000
	TRANSPORTATION PLANNING	1,630,000	1,630,000	-	1,630,000
	NON-RECURRING	$ 115,550,123	$ 115,550,123	$ -	$ 115,550,123
255	**DETENTION OPERATIONS**				
	OPERATING	$ 20,178,002	$ 19,768,926	$ -	$ 19,768,926
	BUILDING ASSESSMENT	200,000	-	-	-
	AVONDALE SUBSTATION	26,000	26,000	-	26,000
	CODE COMPLIANCE RESERVE	200,000	-	-	-
	DURANGO JAIL	1,422,308	822,308	-	822,308
	DURANGO JUVE	209,773	209,773	-	209,773
	ENERGY MANAGEMENT	250,000	250,000	-	250,000
	ENVIRONMENTAL PROGRAM	100,000	100,000	-	100,000
	ESTRELLA JAIL	365,000	1,765,000	-	1,765,000
	FOURTH AVE JAIL	612,190	612,190	-	612,190
	GILA BEND SUBSTATION	31,805	31,805	-	31,805
	LBJ COMPLEX	1,461,544	1,461,544	-	1,461,544
	OUTSIDE ESTIMATING PROG	400,000	400,000	-	400,000
	BLDG SECURITY PROGRAM	200,000	200,000	-	200,000
	SE SUBSTATION	374,720	374,720	-	374,720
	SOUTHEAST JUVE	505,671	505,671	-	505,671
	LIFE SAFETY PROGRAM	250,000	250,000	-	250,000
	SHERIFF TRAINING ACADEMY	10,913	10,913	-	10,913
	TOWERS JAIL	320,839	320,839	-	320,839
	ALL FUNCTIONS	$ 27,118,765	$ 27,109,689	$ -	$ 27,109,689
290	**WASTE TIRE**				
	OPERATING	$ 4,757,203	$ 4,757,203	$ -	$ 4,757,203
580	**SOLID WASTE MANAGEMENT**				
	OPERATING	$ 1,993,701	$ 1,993,701	$ -	$ 1,993,701
	NON RECURRING NON PROJECT	190,000	195,500	-	195,500
	ALL FUNCTIONS	$ 2,183,701	$ 2,189,201	$ -	$ 2,189,201
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ (28,411,419)	$ (28,411,419)	$ -	$ (28,411,419)
988	**PUBLIC WORKS FLOOD CONTROL**				
	OPERATING	$ 35,933,801	$ 35,933,801	$ 33,972,781	$ 1,961,020
	TOTAL DEPARTMENT	**$ 295,091,751**	**$ 297,368,046**	**$ 33,972,781**	**$ 263,395,265**
	TOTAL APPOINTED	**$ 2,050,927,937**	**$ 2,067,440,713**	**$ 2,108,523,496**	**$ (41,082,783)**

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

		FY 2012 ADOPTED	FY 2012 REVISED	FY 2013 RECOMM	(INC.)/DEC FROM REV.
980	**ELIMINATIONS COUNTY**				
900					
	OPERATING	$ (342,804,274)	$ (342,836,458)	$ (333,260,791)	$ (9,575,667)
	NON RECURRING NON PROJECT	(128,395,899)	(132,655,820)	(208,434,344)	75,778,524
	TOTAL DEPARTMENT	**$ (471,200,173)**	**$ (475,492,278)**	**$ (541,695,135)**	**$ 66,202,857**
	TOTAL MARICOPA COUNTY	**$ 2,322,713,039**	**$ 2,340,551,166**	**$ 2,312,626,774**	**$ 27,924,392**

Consolidated Expenditures and Other Uses by Fund Type/ Department

ALL FUNDS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 74,263,190	$ 78,300,049	$ 78,416,347	$ 77,830,852	$ 79,348,775	$ (932,428)	-1.2%
240 - JUSTICE COURTS	21,716,781	24,945,666	24,929,194	22,016,797	24,267,266	661,928	2.7%
270 - JUVENILE PROBATION	53,620,934	59,217,358	59,173,297	51,482,659	56,406,158	2,767,139	4.7%
800 - SUPERIOR COURT	90,242,393	94,793,081	93,458,869	90,698,145	89,991,240	3,467,629	3.7%
SUBTOTAL	$ 239,843,298	$ 257,256,154	$ 255,977,707	$ 242,028,453	$ 250,013,439	$ 5,964,268	2.3%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
020 - BOARD OF SUPERVISORS DIST 2	343,435	355,672	354,641	348,717	353,925	716	0.2%
030 - BOARD OF SUPERVISORS DIST 3	340,678	355,672	354,641	347,918	353,925	716	0.2%
040 - BOARD OF SUPERVISORS DIST 4	343,043	355,672	354,641	345,041	353,925	716	0.2%
050 - BOARD OF SUPERVISORS DIST 5	323,859	355,672	354,641	345,827	353,925	716	0.2%
120 - ASSESSOR	22,602,367	23,327,979	23,225,966	22,690,683	22,683,233	542,733	2.3%
140 - CALL CENTER	1,361,318	1,573,565	1,569,036	1,554,526	1,564,740	4,296	0.3%
160 - CLERK OF THE SUPERIOR COURT	38,183,477	42,317,971	41,869,808	37,432,757	45,120,992	(3,251,184)	-7.8%
190 - COUNTY ATTORNEY	79,850,399	87,709,160	91,005,268	83,837,118	88,399,117	2,606,151	2.9%
210 - ELECTIONS	17,076,479	16,579,779	16,564,601	14,100,519	22,828,516	(6,263,915)	-37.8%
250 - CONSTABLES	2,603,573	2,668,485	2,752,532	2,680,400	2,732,006	20,526	0.7%
360 - RECORDER	5,563,597	9,196,001	9,188,149	8,947,735	7,212,990	1,975,159	21.5%
370 - EDUCATION SERVICE	5,170,905	13,220,621	13,213,706	11,009,387	20,773,644	(7,559,938)	-57.2%
430 - TREASURER	3,848,101	4,571,909	4,571,909	4,520,808	4,946,417	(374,508)	-8.2%
500 - SHERIFF	259,058,646	292,688,374	296,750,477	283,002,433	277,753,694	18,996,783	6.4%
SUBTOTAL	$ 437,008,245	$ 495,632,204	$ 502,484,657	$ 471,506,729	$ 495,784,974	$ 6,699,683	1.3%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%
150 - EMERGENCY MANAGEMENT	1,441,318	1,829,185	1,973,537	1,608,035	1,969,991	3,546	0.2%
180 - FINANCE	2,923,805	3,598,613	3,581,336	3,067,734	3,476,572	104,764	2.9%
200 - COUNTY MANAGER	6,316,982	18,265,737	21,849,482	10,558,408	5,320,807	16,528,675	75.6%
220 - HUMAN SERVICES	62,652,316	63,309,760	72,413,742	64,854,369	57,848,009	14,565,733	20.1%
230 - INTERNAL AUDIT	1,543,462	1,762,377	1,754,821	1,738,079	1,749,051	5,770	0.3%
260 - CORRECTIONAL HEALTH	63,776,180	55,041,656	57,462,292	55,954,153	57,150,512	311,780	0.5%
290 - MEDICAL EXAMINER	6,812,903	7,071,653	7,041,879	7,019,862	7,668,947	(627,068)	-8.9%
300 - PARKS AND RECREATION	7,501,752	8,998,300	9,001,561	8,619,853	10,443,927	(1,442,366)	-16.0%
310 - HUMAN RESOURCES	6,350,997	6,937,889	6,901,407	6,555,187	6,594,599	306,808	4.4%
340 - PUBLIC FIDUCIARY	2,450,955	3,100,020	3,088,011	2,795,933	2,944,172	143,839	4.7%
390 - BUS STRATEGIES HLTH CARE PROG	324,736,886	381,482,268	381,968,792	368,815,244	379,813,577	2,155,215	0.6%
410 - ENTERPRISE TECHNOLOGY	24,858,702	26,392,472	26,351,771	25,224,120	26,151,735	200,036	0.8%
420 - INTEGRATED CRIM JUSTICE INFO	1,356,596	1,282,863	1,448,077	1,448,077	1,615,307	(167,230)	-11.5%
440 - PLANNING AND DEVELOPMENT	7,835,164	9,241,102	9,241,102	8,534,935	9,042,815	198,287	2.1%
460 - RESEARCH AND REPORTING	253,973	362,739	361,139	285,346	360,028	1,111	0.3%
470 - NON DEPARTMENTAL	847,303,093	900,998,414	896,508,573	681,368,175	973,331,437	(76,822,864)	-8.6%
490 - MANAGEMENT AND BUDGET	2,618,906	3,476,865	3,462,780	3,242,292	3,402,002	60,778	1.8%
520 - PUBLIC DEFENDER	34,761,801	36,532,143	36,380,086	35,149,991	36,087,054	293,032	0.8%
540 - LEGAL DEFENDER	9,451,708	10,463,968	10,415,797	10,067,224	10,826,092	(410,295)	-3.9%
550 - LEGAL ADVOCATE	8,817,963	9,319,737	9,279,310	9,115,752	9,512,155	(232,845)	-2.5%
560 - CONTRACT COUNSEL	26,498,428	25,893,853	25,885,238	26,729,979	27,060,535	(1,175,297)	-4.5%
570 - PUBLIC ADVOCATE	5,786,457	6,042,782	6,015,290	5,838,983	5,919,811	95,479	1.6%
640 - TRANSPORTATION	142,078,793	176,042,221	176,042,221	143,444,981	163,756,338	12,285,883	7.0%
670 - WASTE RESOURCES AND RECYCLING	11,562,725	6,940,904	6,946,404	7,113,702	7,350,249	(403,845)	-5.8%
700 - FACILITIES MANAGEMENT	58,267,797	72,283,773	74,576,909	63,288,572	87,862,940	(13,286,031)	-17.8%
730 - PROCUREMENT SERVICES	2,665,862	2,904,236	3,099,469	2,508,052	3,242,746	(143,277)	-4.6%
740 - EQUIPMENT SERVICES	16,760,380	14,591,343	14,591,343	17,859,360	16,599,674	(2,008,331)	-13.8%
750 - RISK MANAGEMENT	66,437,673	43,912,696	43,912,696	36,068,241	43,052,385	860,311	2.0%
790 - ANIMAL CARE AND CONTROL	13,740,357	14,850,751	14,850,751	13,530,251	13,944,382	906,369	6.1%
850 - AIR QUALITY	14,497,320	16,157,817	16,220,817	16,072,793	16,431,819	(211,002)	-1.3%
860 - PUBLIC HEALTH	51,857,457	58,167,304	58,120,305	55,253,549	55,803,560	2,316,745	4.0%
880 - ENVIRONMENTAL SERVICES	24,082,324	26,129,940	29,155,294	25,857,190	26,600,948	2,554,346	8.8%
910 - PUBLIC WORKS	33,454,811	35,933,801	35,933,801	34,367,481	33,972,781	1,961,020	5.5%
SUBTOTAL	$ 1,892,488,396	$ 2,050,927,937	$ 2,067,440,713	$ 1,755,203,757	$ 2,108,523,496	$ (41,082,783)	-2.0%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (698,846,562)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ 66,202,857	-13.9%
SUBTOTAL	$ (698,846,562)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ 66,202,857	-13.9%
MARICOPA COUNTY	$ 1,870,493,377	$ 2,332,616,122	$ 2,350,410,799	$ 1,849,338,138	$ 2,312,626,774	$ 37,784,025	1.6%

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

GENERAL FUND	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 57,178,657	$ 54,654,939	$ 50,741,123	$ 50,594,260	$ 50,550,066	$ 191,057	0.4%
240 - JUSTICE COURTS	14,242,725	15,615,281	15,598,809	14,999,218	15,916,515	(317,706)	-2.0%
270 - JUVENILE PROBATION	14,830,696	16,756,982	16,603,574	16,164,603	15,945,632	657,942	4.0%
800 - SUPERIOR COURT	72,273,737	76,556,676	76,176,302	75,469,905	74,656,780	1,519,522	2.0%
SUBTOTAL	$ 158,525,815	$ 163,583,878	$ 159,119,808	$ 157,227,986	$ 157,068,993	$ 2,050,815	1.3%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
020 - BOARD OF SUPERVISORS DIST 2	343,435	355,672	354,641	348,717	353,925	716	0.2%
030 - BOARD OF SUPERVISORS DIST 3	340,678	355,672	354,641	347,918	353,925	716	0.2%
040 - BOARD OF SUPERVISORS DIST 4	343,043	355,672	354,641	345,041	353,925	716	0.2%
050 - BOARD OF SUPERVISORS DIST 5	323,859	355,672	354,641	345,827	353,925	716	0.2%
120 - ASSESSOR	22,602,367	23,327,979	23,225,966	22,690,683	22,683,233	542,733	2.3%
140 - CALL CENTER	1,361,318	1,573,565	1,569,036	1,554,526	1,564,740	4,296	0.3%
160 - CLERK OF THE SUPERIOR COURT	29,560,065	30,561,351	30,407,382	28,682,761	32,075,588	(1,668,206)	-5.5%
190 - COUNTY ATTORNEY	67,788,518	69,973,287	69,672,795	66,704,195	69,732,909	(60,114)	-0.1%
210 - ELECTIONS	16,999,009	14,368,149	14,352,971	14,000,316	20,669,696	(6,316,725)	-44.0%
250 - CONSTABLES	2,603,573	2,668,485	2,752,532	2,680,400	2,732,006	20,526	0.7%
360 - RECORDER	1,646,372	2,251,263	2,243,411	2,167,963	2,191,252	52,159	2.3%
370 - EDUCATION SERVICE	2,157,912	2,087,883	2,080,968	2,041,070	2,076,394	4,574	0.2%
430 - TREASURER	3,848,101	4,267,568	4,267,568	4,216,467	4,642,076	(374,508)	-8.8%
500 - SHERIFF	60,962,596	74,452,020	77,967,722	75,899,341	75,044,024	2,923,698	3.7%
SUBTOTAL	$ 211,219,214	$ 227,309,910	$ 230,313,556	$ 222,368,085	$ 235,181,543	$ (4,867,987)	-2.1%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%
150 - EMERGENCY MANAGEMENT	163,261	236,250	235,668	235,410	235,265	403	0.2%
180 - FINANCE	2,923,805	3,598,613	3,581,336	3,067,734	3,476,572	104,764	2.9%
200 - COUNTY MANAGER	2,852,833	17,972,449	17,916,580	6,617,698	5,030,832	12,885,748	71.9%
220 - HUMAN SERVICES	2,025,660	2,260,912	2,260,912	2,257,637	2,260,912	-	0.0%
230 - INTERNAL AUDIT	1,543,462	1,762,377	1,754,821	1,738,079	1,749,051	5,770	0.3%
260 - CORRECTIONAL HEALTH	3,071,675	3,071,763	3,065,305	2,980,179	3,060,790	4,515	0.1%
290 - MEDICAL EXAMINER	6,756,704	6,911,513	6,881,739	6,752,369	7,553,083	(671,344)	-9.8%
300 - PARKS AND RECREATION	693,145	1,098,011	1,096,452	1,096,312	1,789,863	(693,411)	-63.2%
310 - HUMAN RESOURCES	6,303,051	6,888,627	6,852,327	6,506,116	6,545,657	306,670	4.5%
340 - PUBLIC FIDUCIARY	2,450,955	3,100,020	3,088,011	2,795,933	2,944,172	143,839	4.7%
390 - BUS STRATEGIES HLTH CARE PROG	181,632,012	233,003,139	233,489,663	234,104,338	229,045,053	4,444,610	1.9%
410 - ENTERPRISE TECHNOLOGY	6,915,622	8,577,982	8,537,281	8,107,860	8,657,390	(120,109)	-1.4%
440 - PLANNING AND DEVELOPMENT	-	928,115	928,115	461,640	868,232	59,883	6.5%
460 - RESEARCH AND REPORTING	253,973	362,739	361,139	285,346	360,028	1,111	0.3%
470 - NON DEPARTMENTAL	464,859,627	449,389,782	448,410,842	444,575,751	441,358,187	7,052,655	1.6%
490 - MANAGEMENT AND BUDGET	2,618,906	3,476,865	3,462,780	3,242,292	3,402,002	60,778	1.8%
520 - PUBLIC DEFENDER	33,130,946	32,986,216	32,834,159	32,604,328	33,371,785	(537,626)	-1.6%
540 - LEGAL DEFENDER	9,331,011	10,268,731	10,220,560	9,977,064	10,615,170	(394,610)	-3.9%
550 - LEGAL ADVOCATE	8,803,853	9,256,389	9,215,962	9,084,000	9,451,391	(235,429)	-2.6%
560 - CONTRACT COUNSEL	26,498,428	25,893,853	25,885,238	26,729,979	27,060,535	(1,175,297)	-4.5%
570 - PUBLIC ADVOCATE	5,760,621	5,989,844	5,962,352	5,830,806	5,919,811	42,541	0.7%
670 - WASTE RESOURCES AND RECYCLIN	-	-	-	-	2,597,763	(2,597,763)	N/A
700 - FACILITIES MANAGEMENT	34,024,751	45,214,270	47,516,300	37,761,971	59,808,471	(12,292,171)	-25.9%
730 - PROCUREMENT SERVICES	1,836,011	2,099,903	2,295,136	1,788,523	2,481,282	(186,146)	-8.1%
790 - ANIMAL CARE AND CONTROL	257,903	257,903	257,903	257,903	257,903	-	0.0%
850 - AIR QUALITY	-	1,373,295	1,373,295	1,373,295	1,163,703	209,592	15.3%
860 - PUBLIC HEALTH	10,050,638	11,064,496	11,017,497	10,260,959	10,903,279	114,218	1.0%
880 - ENVIRONMENTAL SERVICES	4,014,192	4,326,249	4,314,846	4,314,846	4,062,948	251,898	5.8%
SUBTOTAL	$ 819,805,595	$ 892,979,061	$ 894,420,899	$ 866,056,222	$ 887,647,669	$ 6,773,230	0.8%
MARICOPA COUNTY	$ 1,189,550,624	$ 1,283,872,849	$ 1,283,854,263	$ 1,245,652,293	$ 1,279,898,205	$ 3,956,058	0.3%

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

SPECIAL REVENUE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,084,533	$ 23,645,110	$ 27,675,224	$ 27,236,592	$ 28,798,709	$ (1,123,485)	-4.1%
240 - JUSTICE COURTS	7,474,056	9,330,385	9,330,385	7,017,579	8,350,751	979,634	10.5%
270 - JUVENILE PROBATION	38,790,238	42,460,376	42,569,723	35,318,056	40,460,526	2,109,197	5.0%
800 - SUPERIOR COURT	17,968,656	18,236,405	17,282,567	15,228,240	15,334,460	1,948,107	11.3%
SUBTOTAL	$ 81,317,483	$ 93,672,276	$ 96,857,899	$ 84,800,467	$ 92,944,446	$ 3,913,453	4.0%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 8,623,412	$ 11,756,620	$ 11,462,426	$ 8,749,996	$ 13,045,404	$ (1,582,978)	-13.8%
190 - COUNTY ATTORNEY	12,061,881	17,735,873	21,332,473	17,132,923	18,666,208	2,666,265	12.5%
210 - ELECTIONS	77,470	2,211,630	2,211,630	100,203	2,158,820	52,810	2.4%
360 - RECORDER	3,917,225	6,944,738	6,944,738	6,779,772	5,021,738	1,923,000	27.7%
370 - EDUCATION SERVICE	3,012,993	11,132,738	11,132,738	8,968,317	18,697,250	(7,564,512)	-67.9%
430 - TREASURER	-	304,341	304,341	304,341	304,341	-	0.0%
500 - SHERIFF	198,096,050	218,236,354	218,782,755	207,103,092	202,709,670	16,073,085	7.3%
SUBTOTAL	$ 225,789,031	$ 268,322,294	$ 272,171,101	$ 249,138,644	$ 260,603,431	$ 11,567,670	4.3%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,278,057	$ 1,592,935	$ 1,737,869	$ 1,372,625	$ 1,734,726	$ 3,143	0.2%
200 - COUNTY MANAGER	3,464,149	293,288	3,932,902	3,940,710	289,975	3,642,927	92.6%
220 - HUMAN SERVICES	60,626,656	61,048,848	70,152,830	62,596,732	55,587,097	14,565,733	20.8%
260 - CORRECTIONAL HEALTH	60,704,505	51,969,893	54,396,987	52,973,974	54,089,722	307,265	0.6%
290 - MEDICAL EXAMINER	56,199	160,140	160,140	267,493	115,864	44,276	27.6%
300 - PARKS AND RECREATION	6,808,607	7,935,339	7,940,159	7,558,591	8,689,114	(748,955)	-9.4%
310 - HUMAN RESOURCES	47,946	49,262	49,080	49,071	48,942	138	0.3%
390 - BUS STRATEGIES HLTH CARE PROG	6,188,595	6,921,762	6,921,762	4,247,412	7,023,535	(101,773)	-1.5%
420 - INTEGRATED CRIM JUSTICE INFO	1,356,596	1,282,863	1,448,077	1,448,077	1,615,307	(167,230)	-11.5%
440 - PLANNING AND DEVELOPMENT	7,835,164	8,312,987	8,312,987	8,073,295	8,174,583	138,404	1.7%
470 - NON DEPARTMENTAL	198,839,328	93,184,416	90,625,500	29,306,257	111,712,609	(21,087,109)	-23.3%
520 - PUBLIC DEFENDER	1,630,855	3,545,927	3,545,927	2,545,663	2,715,269	830,658	23.4%
540 - LEGAL DEFENDER	120,697	195,237	195,237	90,160	210,922	(15,685)	-8.0%
550 - LEGAL ADVOCATE	14,110	63,348	63,348	31,752	60,764	2,584	4.1%
570 - PUBLIC ADVOCATE	25,836	52,938	52,938	8,177	-	52,938	100.0%
640 - TRANSPORTATION	93,724,611	88,903,517	88,903,517	85,320,761	101,297,023	(12,393,506)	-13.9%
670 - WASTE RESOURCES AND RECYCLING	11,562,725	6,940,904	6,946,404	7,113,702	4,752,486	2,193,918	31.6%
700 - FACILITIES MANAGEMENT	24,243,046	27,069,503	27,060,609	25,526,601	28,054,469	(993,860)	-3.7%
790 - ANIMAL CARE AND CONTROL	13,482,454	14,592,848	14,592,848	13,272,348	13,686,479	906,369	6.2%
850 - AIR QUALITY	14,497,320	14,784,522	14,847,522	14,699,498	15,268,116	(420,594)	-2.8%
860 - PUBLIC HEALTH	41,806,819	47,102,808	47,102,808	44,992,590	44,900,281	2,202,527	4.7%
880 - ENVIRONMENTAL SERVICES	20,068,132	21,803,691	24,840,448	21,542,344	22,538,000	2,302,448	9.3%
910 - PUBLIC WORKS	33,454,811	35,933,801	35,933,801	34,367,481	33,972,781	1,961,020	5.5%
SUBTOTAL	$ 601,837,218	$ 493,740,777	$ 509,763,700	$ 421,345,314	$ 516,538,064	$ (6,774,364)	-1.3%
MARICOPA COUNTY	$ 908,943,732	$ 855,735,347	$ 878,792,700	$ 755,284,425	$ 870,085,941	$ 8,706,759	1.0%

DEBT SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 17,635,729	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	$ -
SUBTOTAL	$ 17,635,729	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%
MARICOPA COUNTY	$ 17,635,729	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%

CAPITAL PROJECTS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 165,968,409	$ 339,015,799	$ 338,063,814	$ 188,077,921	$ 403,523,811	$ (65,459,997)	-19.4%
640 - TRANSPORTATION	82,086,074	115,550,123	115,550,123	86,535,636	103,932,010	11,618,113	10.1%
SUBTOTAL	$ 248,054,483	$ 454,565,922	$ 453,613,937	$ 274,613,557	$ 507,455,821	$ (53,841,884)	-11.9%
MARICOPA COUNTY	$ 248,054,483	$ 454,565,922	$ 453,613,937	$ 274,613,557	$ 507,455,821	$ (53,841,884)	-11.9%

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

INTERNAL SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ -	$ 13,000,000	100.0%
390 - BUS STRATEGIES HLTH CARE PROG	136,916,279	141,557,367	141,557,367	130,463,494	144,814,989	(3,257,622)	-2.3%
410 - ENTERPRISE TECHNOLOGY	17,943,080	17,814,490	17,814,490	17,116,260	17,494,345	320,145	1.8%
730 - PROCUREMENT SERVICES	829,851	804,333	804,333	719,529	761,464	42,869	5.3%
740 - EQUIPMENT SERVICES	16,760,380	14,591,343	14,591,343	17,859,360	16,599,674	(2,008,331)	-13.8%
750 - RISK MANAGEMENT	66,437,673	43,912,696	43,912,696	36,068,241	43,052,385	860,311	2.0%
SUBTOTAL	$ 238,887,263	$ 231,680,229	$ 231,680,229	$ 205,606,469	$ 222,722,857	$ 8,957,372	3.9%
MARICOPA COUNTY	$ 238,887,263	$ 231,680,229	$ 231,680,229	$ 205,606,469	$ 222,722,857	$ 8,957,372	3.9%

ELIMINATIONS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ (13,000,000)	100.0%
300 - PARKS AND RECREATION	-	(35,050)	(35,050)	(35,050)	(35,050)	-	0.0%
390 - BUS STRATEGIES HLTH CARE PROG	-	-	-	-	(1,070,000)	1,070,000	N/A
640 - TRANSPORTATION	(33,731,892)	(28,411,419)	(28,411,419)	(28,411,416)	(41,472,695)	13,061,276	-46.0%
SUBTOTAL	$ (33,731,892)	$ (41,446,469)	$ (41,446,469)	$ (31,826,051)	$ (42,577,745)	$ 1,131,276	-2.7%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (698,846,562)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ 66,202,857	-13.9%
SUBTOTAL	$ (698,846,562)	$ (471,200,173)	$ (475,492,278)	$ (619,400,801)	$ (541,695,135)	$ 66,202,857	-13.9%
MARICOPA COUNTY	$ (732,578,454)	$ (512,646,642)	$ (516,938,747)	$ (651,226,852)	$ (584,272,880)	$ 67,334,133	-13.0%

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	$ 50,550,066	$ 28,798,709	$ -	$ -	$ -	$ 79,348,775	$ -	$ 79,348,775
240 - JUSTICE COURTS	15,916,515	8,350,751	-	-	-	24,267,266	-	24,267,266
270 - JUVENILE PROBATION	15,945,632	40,460,526	-	-	-	56,406,158	-	56,406,158
800 - SUPERIOR COURT	74,656,780	15,334,460	-	-	-	89,991,240	-	89,991,240
SUBTOTAL	$ 157,068,993	$ 92,944,446	$ -	$ -	$ -	$ 250,013,439	$ -	$ 250,013,439
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 353,925	$ -	$ -	$ -	$ -	$ 353,925	$ -	$ 353,925
020 - BOARD OF SUPERVISORS DIST 2	353,925	-	-	-	-	353,925	-	353,925
030 - BOARD OF SUPERVISORS DIST 3	353,925	-	-	-	-	353,925	-	353,925
040 - BOARD OF SUPERVISORS DIST 4	353,925	-	-	-	-	353,925	-	353,925
050 - BOARD OF SUPERVISORS DIST 5	353,925	-	-	-	-	353,925	-	353,925
120 - ASSESSOR	22,683,233	-	-	-	-	22,683,233	-	22,683,233
140 - CALL CENTER	1,564,740	-	-	-	-	1,564,740	-	1,564,740
160 - CLERK OF THE SUPERIOR COURT	32,075,588	13,045,404	-	-	-	45,120,992	-	45,120,992
190 - COUNTY ATTORNEY	69,732,909	18,666,208	-	-	-	88,399,117	-	88,399,117
210 - ELECTIONS	20,669,696	2,158,820	-	-	-	22,828,516	-	22,828,516
250 - CONSTABLES	2,732,006	-	-	-	-	2,732,006	-	2,732,006
360 - RECORDER	2,191,252	5,021,738	-	-	-	7,212,990	-	7,212,990
370 - EDUCATION SERVICE	2,076,394	18,697,250	-	-	-	20,773,644	-	20,773,644
430 - TREASURER	4,642,076	304,341	-	-	-	4,946,417	-	4,946,417
500 - SHERIFF	75,044,024	202,709,670	-	-	-	277,753,694	-	277,753,694
SUBTOTAL	$ 235,181,543	$ 260,603,431	$ -	$ -	$ -	$ 495,784,974	$ -	$ 495,784,974
APPOINTED								
060 - CLERK OF THE BOARD	$ 1,616,539	$ -	$ -	$ -	$ -	$ 1,616,539	$ -	$ 1,616,539
150 - EMERGENCY MANAGEMENT	235,265	1,734,726	-	-	-	1,969,991	-	1,969,991
180 - FINANCE	3,476,572	-	-	-	-	3,476,572	-	3,476,572
200 - COUNTY MANAGER	5,030,832	289,975	-	-	-	5,320,807	-	5,320,807
220 - HUMAN SERVICES	2,260,912	55,587,097	-	-	-	57,848,009	-	57,848,009
230 - INTERNAL AUDIT	1,749,051	-	-	-	-	1,749,051	-	1,749,051
260 - CORRECTIONAL HEALTH	3,060,790	54,089,722	-	-	-	57,150,512	-	57,150,512
290 - MEDICAL EXAMINER	7,553,083	115,864	-	-	-	7,668,947	-	7,668,947
300 - PARKS AND RECREATION	1,789,863	8,689,114	-	-	-	10,478,977	(35,050)	10,443,927
310 - HUMAN RESOURCES	6,545,657	48,942	-	-	-	6,594,599	-	6,594,599
340 - PUBLIC FIDUCIARY	2,944,172	-	-	-	-	2,944,172	-	2,944,172
390 - BUS STRATEGIES HLTH CARE PRC	229,045,053	7,023,535	-	-	144,814,989	380,883,577	(1,070,000)	379,813,577
410 - ENTERPRISE TECHNOLOGY	8,657,390	-	-	-	17,494,345	26,151,735	-	26,151,735
420 - INTEGRATED CRIM JUSTICE INFO	-	1,615,307	-	-	-	1,615,307	-	1,615,307
440 - PLANNING AND DEVELOPMENT	868,232	8,174,583	-	-	-	9,042,815	-	9,042,815
460 - RESEARCH AND REPORTING	360,028	-	-	-	-	360,028	-	360,028
470 - NON DEPARTMENTAL	441,358,187	111,712,609	16,736,830	403,523,811	-	973,331,437	-	973,331,437
490 - MANAGEMENT AND BUDGET	3,402,002	-	-	-	-	3,402,002	-	3,402,002
520 - PUBLIC DEFENDER	33,371,785	2,715,269	-	-	-	36,087,054	-	36,087,054
540 - LEGAL DEFENDER	10,615,170	210,922	-	-	-	10,826,092	-	10,826,092
550 - LEGAL ADVOCATE	9,451,391	60,764	-	-	-	9,512,155	-	9,512,155
560 - CONTRACT COUNSEL	27,060,535	-	-	-	-	27,060,535	-	27,060,535
570 - PUBLIC ADVOCATE	5,919,811	-	-	-	-	5,919,811	-	5,919,811
640 - TRANSPORTATION	-	101,297,023	-	103,932,010	-	205,229,033	(41,472,695)	163,756,338
670 - WASTE RESOURCES AND RECYCL	2,597,763	4,752,486	-	-	-	7,350,249	-	7,350,249
700 - FACILITIES MANAGEMENT	59,808,471	28,054,469	-	-	-	87,862,940	-	87,862,940
730 - PROCUREMENT SERVICES	2,481,282	-	-	-	761,464	3,242,746	-	3,242,746
740 - EQUIPMENT SERVICES	-	-	-	-	16,599,674	16,599,674	-	16,599,674
750 - RISK MANAGEMENT	-	-	-	-	43,052,385	43,052,385	-	43,052,385
790 - ANIMAL CARE AND CONTROL	257,903	13,686,479	-	-	-	13,944,382	-	13,944,382
850 - AIR QUALITY	1,163,703	15,268,116	-	-	-	16,431,819	-	16,431,819
860 - PUBLIC HEALTH	10,903,279	44,900,281	-	-	-	55,803,560	-	55,803,560
880 - ENVIRONMENTAL SERVICES	4,062,948	22,538,000	-	-	-	26,600,948	-	26,600,948
910 - PUBLIC WORKS	-	33,972,781	-	-	-	33,972,781	-	33,972,781
SUBTOTAL	$ 887,647,669	$ 516,538,064	$ 16,736,830	$ 507,455,821	$ 222,722,857	$2,151,101,241	$ (42,577,745)	$2,108,523,496
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (541,695,135)	$ (541,695,135)
MARICOPA COUNTY	$1,279,898,205	$ 870,085,941	$ 16,736,830	$ 507,455,821	$ 222,722,857	$2,896,899,654	$ (584,272,880)	$2,312,626,774

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 610,794,566	$ 633,518,760	$ 644,117,348	$ 616,087,672	$ 641,388,649	$ 2,728,699	0.4%
0705 - TEMPORARY PAY	3,447,168	3,402,005	3,327,396	1,200,811	4,063,776	(736,380)	-22.1%
0710 - OVERTIME	6,459,633	6,063,184	6,362,989	6,410,175	6,859,243	(496,254)	-7.8%
0750 - FRINGE BENEFITS	222,812,780	244,217,895	245,685,488	231,039,603	252,175,201	(6,489,713)	-2.6%
0790 - OTHER PERSOAL SERVICES	9,850,801	11,399,392	8,344,674	5,147,652	6,209,816	2,134,858	25.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(95,939,551)	(93,965,369)	(98,394,144)	(94,081,481)	(100,308,641)	1,914,497	1.9%
0796 - PERSONNEL SERVICES ALLOC-IN	94,821,592	93,731,337	97,312,807	91,726,365	96,756,272	556,535	0.6%
SUBTOTAL	$ 852,246,989	$ 898,367,204	$ 906,756,558	$ 857,530,797	$ 907,144,316	$ (387,758)	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 43,651,369	$ 39,071,371	$ 40,052,843	$ 45,728,549	$ 46,670,300	$ (6,617,457)	-16.5%
0802 - MEDICAL SUPPLIES	6,856,830	6,887,120	6,887,120	8,156,452	7,294,153	(407,033)	-5.9%
0803 - FUEL	10,188,721	8,273,654	8,273,760	10,539,676	9,838,288	(1,564,528)	-18.9%
0804 - NON-CAPITAL EQUIPMENT	6,567,353	14,730,695	14,134,434	6,768,152	7,810,807	6,323,627	44.7%
0805 - SUPPLIES-ALLOCATION OUT	(3,843,748)	(3,168,526)	(3,621,526)	(4,197,169)	(3,773,201)	151,675	4.2%
0806 - SUPPLIES-ALLOCATION IN	3,801,601	3,093,850	3,871,343	3,963,510	3,869,597	1,746	0.0%
SUBTOTAL	$ 67,222,126	$ 68,888,164	$ 69,597,974	$ 70,959,170	$ 71,709,944	$ (2,111,970)	-3.0%
SERVICES							
0809 - DAMAGES PAID	$ 1,250	$ -	$ -	$ 60	$ 60	$ (60)	N/A
0810 - LEGAL SERVICES	46,591,521	109,836,995	108,578,604	50,677,508	109,968,530	(1,389,926)	-1.3%
0811 - HEALTH CARE SERVICES	51,775,491	44,908,941	45,612,872	36,549,712	44,017,120	1,595,752	3.5%
0812 - OTHER SERVICES	184,813,159	389,811,195	394,204,642	188,957,705	409,050,002	(14,845,360)	-3.8%
0820 - RENT AND OPERATING LEASES	17,686,662	17,237,937	17,856,153	16,318,868	17,550,667	305,486	1.7%
0825 - REPAIRS AND MAINTENANCE	78,004,286	74,792,819	83,628,372	74,399,769	78,079,040	5,549,332	6.6%
0830 - INTERGOVERNMENTAL PAYMENTS	226,484,422	272,127,904	281,440,105	273,800,217	242,773,707	38,666,398	13.7%
0839 - INTERNAL SERVICE CHARGES	(564,811)	107,781	156,939	(1,012,897)	(220,647)	377,586	240.6%
0841 - TRAVEL	3,592,584	4,472,527	4,556,808	3,723,881	4,530,309	26,499	0.6%
0842 - EDUCATION AND TRAINING	3,002,884	3,092,584	3,138,345	3,433,121	6,762,943	(3,624,598)	-115.5%
0843 - POSTAGE/FREIGHT/SHIPPING	5,208,009	5,206,686	5,200,367	5,108,582	5,700,005	(499,638)	-9.6%
0845 - SUPPORT AND CARE OF PERSONS	984,509	1,311,030	1,358,030	1,142,642	1,650,992	(292,962)	-21.6%
0850 - UTILITIES	30,108,509	36,983,559	36,691,395	33,932,292	37,844,762	(1,153,367)	-3.1%
0855 - INTEREST EXPENSE	-	200	3,345	-	-	3,345	100.0%
0872 - SERVICES-ALLOCATION OUT	(19,011,021)	(9,621,928)	(9,002,962)	(7,235,554)	(9,030,927)	27,965	0.3%
0873 - SERVICES-ALLOCATION IN	17,973,069	9,859,550	8,528,328	8,658,146	9,287,182	(758,854)	-8.9%
SUBTOTAL	$ 646,650,523	$ 960,127,780	$ 981,951,343	$ 688,454,052	$ 957,963,685	$ 23,987,658	2.4%
CAPITAL							
0910 - LAND	$ 8,869,785	$ 6,430,000	$ 6,600,000	$ 2,503,466	$ 8,819,999	$ (2,219,999)	-33.6%
0915 - BUILDINGS AND IMPROVEMENTS	133,376,135	182,839,668	170,502,015	86,306,860	149,576,249	20,925,766	12.3%
0920 - CAPITAL EQUIPMENT	15,854,368	95,298,985	100,190,507	47,802,252	112,312,382	(12,121,875)	-12.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	11,590,155	13,605,959	14,213,181	11,041,615	13,515,783	697,398	4.9%
0940 - INFRASTRUCTURE	53,487,169	87,255,100	80,820,100	64,415,187	74,832,515	5,987,585	7.4%
0950 - DEBT SERVICE	32,096,890	19,852,382	19,858,420	19,893,383	16,751,830	3,106,590	15.6%
0955 - CAPITAL-ALLOCATION OUT	(168,119)	(1,044,657)	(1,026,628)	(563,772)	(779,797)	(246,831)	-24.0%
0956 - CAPITAL-ALLOCATION IN	168,221	995,537	947,329	995,127	779,868	167,461	17.7%
SUBTOTAL	$ 255,274,604	$ 405,232,974	$ 392,104,924	$ 232,394,118	$ 375,808,829	$ 16,296,095	4.2%
ALL EXPENDITURES	$1,821,394,242	$ 2,332,616,122	$ 2,350,410,799	$ 1,849,338,137	$ 2,312,626,774	$ 37,784,025	1.6%
TOTAL USES	$ 1,870,493,377	$ 2,332,616,122	$ 2,350,410,799	$ 1,849,338,138	$ 2,312,626,774	$ 37,784,025	1.6%

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

GENERAL FUND	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 343,138,160	$ 351,248,572	$ 354,373,801	$ 346,184,743	$ 353,086,767	$ 1,287,034	0.4%
0705 - TEMPORARY PAY	2,849,812	2,448,113	2,336,513	797,236	3,162,513	(826,000)	-35.4%
0710 - OVERTIME	2,578,451	2,303,168	2,326,168	2,047,738	2,529,482	(203,314)	-8.7%
0750 - FRINGE BENEFITS	123,741,700	133,863,387	132,666,748	128,453,199	138,299,867	(5,633,119)	-4.2%
0790 - OTHER PERSONNEL SERVICES	4,528,119	5,751,995	5,023,906	2,547,047	2,826,531	2,197,375	43.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(63,743,964)	(63,200,482)	(66,073,260)	(64,798,313)	(68,790,211)	2,716,951	4.1%
0796 - PERSONNEL SERVICES ALLOC-IN	10,656,568	11,783,611	11,738,895	11,550,389	12,044,021	(305,126)	-2.6%
SUBTOTAL	$ 423,748,846	$ 444,198,364	$ 442,392,771	$ 426,782,039	$ 443,158,970	$ (766,199)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 11,654,638	$ 9,413,154	$ 9,993,590	$ 10,007,740	$ 9,648,934	$ 344,656	3.4%
0802 - MEDICAL SUPPLIES	798,982	772,180	772,180	985,681	910,121	(137,941)	-17.9%
0803 - FUEL	3,679,493	3,445,052	3,445,052	4,047,586	4,611,511	(1,166,459)	-33.9%
0804 - NON-CAPITAL EQUIPMENT	2,779,473	3,350,847	3,398,483	2,398,812	734,031	2,664,452	78.4%
0805 - SUPPLIES-ALLOCATION OUT	(1,901,477)	(1,163,622)	(1,613,622)	(1,917,154)	(1,897,812)	284,190	17.6%
0806 - SUPPLIES-ALLOCATION IN	336,577	310,687	310,687	393,914	332,025	(21,338)	-6.9%
SUBTOTAL	$ 17,347,686	$ 16,128,298	$ 16,306,370	$ 15,916,579	$ 14,338,810	$ 1,967,560	12.1%
SERVICES							
0809 - DAMAGES PAID	$ 1,250	$ -	$ -	$ 60	$ 60	$ (60)	N/A
0810 - LEGAL SERVICES	41,476,379	94,999,296	94,227,602	41,149,756	94,890,730	(663,128)	-0.7%
0811 - HEALTH CARE SERVICES	2,272,737	2,367,935	2,367,935	2,289,743	2,604,974	(237,039)	-10.0%
0812 - OTHER SERVICES	31,870,867	136,206,491	132,262,728	43,214,211	166,856,007	(34,593,279)	-26.2%
0820 - RENT AND OPERATING LEASES	8,178,046	7,933,274	7,933,274	7,694,099	8,323,288	(390,014)	-4.9%
0825 - REPAIRS AND MAINTENANCE	23,573,613	27,789,036	30,124,469	25,253,666	32,891,573	(2,767,104)	-9.2%
0830 - INTERGOVERNMENTAL PAYMENTS	209,106,340	231,405,092	231,507,092	231,343,713	224,994,180	6,512,912	2.8%
0839 - INTERNAL SERVICE CHARGES	19,873,872	7,126,281	7,029,582	6,205,380	7,476,840	(447,258)	-6.4%
0841 - TRAVEL	1,442,554	1,551,136	1,549,961	1,560,739	1,740,957	(190,996)	-12.3%
0842 - EDUCATION AND TRAINING	1,822,659	683,584	686,974	1,776,123	3,593,387	(2,906,413)	-423.1%
0843 - POSTAGE/FREIGHT/SHIPPING	4,299,486	4,316,036	4,316,036	4,249,543	4,809,486	(493,450)	-11.4%
0845 - SUPPORT AND CARE OF PERSONS	450,838	461,000	461,000	407,859	520,000	(59,000)	-12.8%
0850 - UTILITIES	9,563,602	14,502,222	14,502,222	12,082,151	14,562,768	(60,546)	-0.4%
0872 - SERVICES-ALLOCATION OUT	(9,335,874)	(3,661,707)	(3,663,206)	(4,461,891)	(3,683,456)	20,250	0.6%
0873 - SERVICES-ALLOCATION IN	8,093,138	1,933,949	1,596,565	2,411,050	1,982,208	(385,643)	-24.2%
SUBTOTAL	$ 352,689,507	$ 527,613,625	$ 524,902,234	$ 375,176,202	$ 561,562,942	$ (36,660,708)	-7.0%
CAPITAL							
0910 - LAND	$ 33,924	$ -	$ -	$ -	$ -	$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	419,923	-	-	20,846	10,157,500	(10,157,500)	N/A
0920 - CAPITAL EQUIPMENT	5,239,337	5,577,987	5,664,795	3,120,138	2,418,863	3,245,932	57.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	5,516,092	3,117,522	3,118,158	2,916,929	4,143,968	(1,025,810)	-32.9%
0940 - INFRASTRUCTURE	-	30,100	30,100	-	10,000	20,100	66.8%
0950 - DEBT SERVICE	13,316,383	230,508	230,508	232,508	15,000	215,508	93.5%
0955 - CAPITAL-ALLOCATION OUT	(34,501)	(135,000)	(135,000)	(112)	-	(135,000)	-100.0%
0956 - CAPITAL-ALLOCATION IN	1,203	-	-	63,252	180,917	(180,917)	N/A
SUBTOTAL	$ 24,492,361	$ 8,821,117	$ 8,908,561	$ 6,353,561	$ 16,926,248	$ (8,017,687)	-90.0%
ALL EXPENDITURES	$ 818,278,400	$ 996,761,404	$ 992,509,936	$ 824,228,381	$ 1,035,986,970	$ (43,477,034)	-4.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 371,272,224	$ 287,111,445	$ 291,344,327	$ 421,423,912	$ 243,911,235	$ 47,433,092	16.3%
ALL OTHER FINANCING USES	$ 371,272,224	$ 287,111,445	$ 291,344,327	$ 421,423,912	$ 243,911,235	$ 47,433,092	16.3%
TOTAL USES	$ 1,189,550,624	$ 1,283,872,849	$ 1,283,854,263	$ 1,245,652,293	$ 1,279,898,205	$ 3,956,058	0.3%

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

SPECIAL REVENUE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 260,213,258	$ 274,480,223	$ 281,881,123	$ 262,021,676	$ 280,011,923	$ 1,869,200	0.7%
0705 - TEMPORARY PAY	531,328	879,721	919,692	377,161	814,210	105,482	11.5%
0710 - OVERTIME	3,620,935	3,618,074	3,894,879	4,147,256	4,160,865	(265,986)	-6.8%
0750 - FRINGE BENEFITS	96,489,224	107,546,538	110,175,128	99,799,306	110,877,016	(701,888)	-0.6%
0790 - OTHER PERSONNEL SERVICES	5,207,143	5,635,622	3,308,993	2,567,428	3,378,767	(69,774)	-2.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(30,985,482)	(30,695,900)	(32,142,663)	(29,138,132)	(30,900,082)	(1,242,581)	-3.9%
0796 - PERSONNEL SERVICES ALLOC-IN	77,130,485	76,166,810	79,701,885	75,096,623	78,081,862	1,620,023	2.0%
SUBTOTAL	$ 412,206,891	$ 437,631,088	$ 447,739,037	$ 414,871,318	$ 446,424,561	$ 1,314,476	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 24,154,953	$ 25,826,775	$ 26,227,811	$ 23,772,116	$ 25,832,633	$ 395,178	1.5%
0802 - MEDICAL SUPPLIES	6,057,848	6,114,940	6,114,940	6,965,555	6,369,032	(254,092)	-4.2%
0803 - FUEL	3,717,193	3,488,114	3,488,220	3,990,608	4,136,581	(648,361)	-18.6%
0804 - NON-CAPITAL EQUIPMENT	3,387,840	10,410,008	9,766,111	3,469,023	5,758,650	4,007,461	41.0%
0805 - SUPPLIES-ALLOCATION OUT	(1,940,391)	(2,004,904)	(2,007,904)	(2,283,884)	(1,875,389)	(132,515)	-6.6%
0806 - SUPPLIES-ALLOCATION IN	3,429,184	2,769,940	3,547,433	3,518,443	3,518,956	28,477	0.8%
SUBTOTAL	$ 38,806,627	$ 46,604,873	$ 47,136,611	$ 39,431,861	$ 43,740,463	$ 3,396,148	7.2%
SERVICES							
0810 - LEGAL SERVICES	$ 836,075	$ 2,462,686	$ 2,052,987	$ 1,937,995	$ 2,952,870	$ (899,883)	-43.8%
0811 - HEALTH CARE SERVICES	17,546,375	17,361,294	18,065,225	18,897,675	18,005,024	60,201	0.3%
0812 - OTHER SERVICES	68,918,180	153,244,637	152,127,299	82,091,608	158,308,384	(6,181,085)	-4.1%
0820 - RENT AND OPERATING LEASES	9,453,606	9,243,699	9,861,915	8,550,468	9,159,595	702,320	7.1%
0825 - REPAIRS AND MAINTENANCE	39,319,705	33,919,946	34,459,946	33,862,066	33,255,886	1,204,060	3.5%
0830 - INTERGOVERNMENTAL PAYMENTS	16,854,706	40,043,812	49,254,013	41,784,864	17,121,527	32,132,486	65.2%
0839 - INTERNAL SERVICE CHARGES	18,298,850	24,921,822	25,067,679	25,245,533	28,246,036	(3,178,357)	-12.7%
0841 - TRAVEL	2,141,529	2,903,025	2,988,481	2,146,017	2,768,736	219,745	7.4%
0842 - EDUCATION AND TRAINING	1,160,354	2,315,333	2,357,704	1,603,134	2,637,413	(279,709)	-11.9%
0843 - POSTAGE/FREIGHT/SHIPPING	863,356	862,766	856,447	842,936	871,413	(14,966)	-1.7%
0845 - SUPPORT AND CARE OF PERSONS	533,671	850,030	897,030	734,783	1,130,992	(233,962)	-26.1%
0850 - UTILITIES	12,909,891	15,003,670	14,711,506	14,084,608	15,319,327	(607,821)	-4.1%
0855 - INTEREST EXPENSE	-	200	3,345	-	-	3,345	100.0%
0872 - SERVICES-ALLOCATION OUT	(9,084,139)	(5,960,221)	(5,339,756)	(2,773,663)	(5,347,471)	7,715	0.1%
0873 - SERVICES-ALLOCATION IN	9,219,941	7,652,388	6,658,550	5,992,197	7,216,728	(558,178)	-8.4%
SUBTOTAL	$ 188,972,100	$ 304,825,087	$ 314,022,371	$ 235,000,221	$ 291,646,460	$ 22,375,911	7.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 373,158	$ 850,000	$ 1,916,000	$ 716,356	$ 3,583,449	$ (1,667,449)	-87.0%
0920 - CAPITAL EQUIPMENT	5,411,583	6,626,289	7,539,003	8,097,181	4,445,562	3,093,441	41.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	5,855,521	9,876,437	10,083,023	7,520,314	8,871,815	1,211,208	12.0%
0950 - DEBT SERVICE	1,156,419	203,965	210,003	210,589	-	210,003	100.0%
0955 - CAPITAL-ALLOCATION OUT	(133,618)	(909,657)	(891,628)	(563,660)	(779,797)	(111,831)	-12.5%
0956 - CAPITAL-ALLOCATION IN	166,335	965,287	917,079	901,513	598,951	318,128	34.7%
SUBTOTAL	$ 12,862,517	$ 17,612,321	$ 20,773,480	$ 16,882,293	$ 17,719,980	$ 3,053,500	14.7%
ALL EXPENDITURES	$ 652,848,135	$ 806,673,369	$ 829,671,499	$ 706,185,693	$ 799,531,464	$ 30,140,035	3.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 256,095,597	$ 49,061,978	$ 49,121,201	$ 49,098,732	$ 70,554,477	$ (21,433,276)	-43.6%
ALL OTHER FINANCING USES	$ 256,095,597	$ 49,061,978	$ 49,121,201	$ 49,098,732	$ 70,554,477	$ (21,433,276)	-43.6%
TOTAL USES	$ 908,943,732	$ 855,735,347	$ 878,792,700	$ 755,284,425	$ 870,085,941	$ 8,706,759	1.0%

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

DEBT SERVICE	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
CAPITAL							
0950 - DEBT SERVICE	$ 17,624,080	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%
SUBTOTAL	$ 17,624,080	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%
ALL EXPENDITURES	$ 17,624,080	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 11,649	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 11,649	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 17,635,729	$ 19,408,417	$ 19,408,417	$ 19,408,246	$ 16,736,830	$ 2,671,587	13.8%

CAPITAL PROJECTS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
PERSONAL SERVICES							
0710 - OVERTIME	$ -	$ -	$ -	$ 342	$ -	$ -	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	8,910	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	4,699,488	4,135,160	4,145,160	3,546,298	4,721,205	(576,045)	-13.9%
SUBTOTAL	$ 4,699,488	$ 4,135,160	$ 4,145,160	$ 3,555,550	$ 4,721,205	$ (576,045)	-13.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,107,795	$ 393,375	$ 393,375	$ 7,427,906	$ 6,911,184	$ (6,517,809)	-1656.9%
0804 - NON-CAPITAL EQUIPMENT	281,591	698,000	698,000	776,772	635,000	63,000	9.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	3,869	-	-	N/A
SUBTOTAL	$ 2,389,386	$ 1,091,375	$ 1,091,375	$ 8,208,547	$ 7,546,184	$ (6,454,809)	-591.4%
SERVICES							
0810 - LEGAL SERVICES	$ 85,126	$ -	$ -	$ 39,963	$ -	$ -	N/A
0811 - HEALTH CARE SERVICES	26,434	-	-	-	-	-	N/A
0812 - OTHER SERVICES	$ 16,523,327	$ 50,171,923	$ 59,626,471	$ 29,910,339	$ 50,215,257	$ 9,411,214	15.8%
0820 - RENT AND OPERATING LEASES	23,391	6,000	6,000	16,144	-	6,000	100.0%
0825 - REPAIRS AND MAINTENANCE	12,861,043	10,763,997	16,724,117	13,369,931	8,459,170	8,264,947	49.4%
0839 - INTERNAL SERVICE CHARGES	414,055	-	-	252,134	-	-	N/A
0841 - TRAVEL	248	-	-	885	-	-	N/A
0842 - EDUCATION AND TRAINING	3,395	50,000	50,000	25,000	480,000	(430,000)	-860.0%
0843 - POSTAGE/FREIGHT/SHIPPING	13,358	-	-	1,283	-	-	N/A
0850 - UTILITIES	960	-	-	30,187	480,000	(480,000)	N/A
SUBTOTAL	$ 29,951,337	$ 60,991,920	$ 76,406,588	$ 43,645,866	$ 59,634,427	$ 16,772,161	22.0%
CAPITAL							
0910 - LAND	$ 8,802,742	$ 6,430,000	$ 5,600,000	$ 2,503,466	$ 7,819,999	$ (2,219,999)	-39.6%
0915 - BUILDINGS AND IMPROVEMENTS	132,542,555	181,734,668	168,331,015	85,467,016	135,830,300	32,500,715	19.3%
0920 - CAPITAL EQUIPMENT	4,467,188	82,377,371	86,269,371	36,240,921	104,986,697	(18,717,326)	-21.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	400,000	-	-	400,000	100.0%
0940 - INFRASTRUCTURE	53,487,169	87,225,000	80,790,000	64,415,187	74,822,515	5,967,485	7.4%
SUBTOTAL	$ 199,299,654	$ 357,767,039	$ 341,390,386	$ 188,626,590	$ 323,459,511	$ 17,930,875	5.3%
ALL EXPENDITURES	$ 236,339,865	$ 423,985,494	$ 423,033,509	$ 244,036,553	$ 395,361,327	$ 27,672,182	6.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 11,714,618	$ 30,580,428	$ 30,580,428	$ 30,577,004	$ 112,094,494	$ (81,514,066)	-266.6%
ALL OTHER FINANCING USES	$ 11,714,618	$ 30,580,428	$ 30,580,428	$ 30,577,004	$ 112,094,494	$ (81,514,066)	-266.6%
TOTAL USES	$ 248,054,483	$ 454,565,922	$ 453,613,937	$ 274,613,557	$ 507,455,821	$ (53,841,884)	-11.9%

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

INTERNAL SERVICE FUNDS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,443,148	$ 7,789,965	$ 7,862,424	$ 7,881,253	$ 8,289,959	$ (427,535)	-5.4%
0705 - TEMPORARY PAY	66,028	74,171	71,191	26,414	87,053	(15,862)	-22.3%
0710 - OVERTIME	260,247	141,942	141,942	214,839	168,896	(26,954)	-19.0%
0750 - FRINGE BENEFITS	2,581,856	2,807,970	2,843,612	2,787,098	2,998,318	(154,706)	-5.4%
0790 - OTHER PERSONNEL SERVICES	115,539	11,775	11,775	33,177	4,518	7,257	61.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,210,105)	(68,987)	(178,221)	(153,946)	(618,348)	440,127	247.0%
0796 - PERSONNEL SERVICES ALLOC-IN	2,335,051	1,645,756	1,726,867	1,533,055	1,909,184	(182,317)	-10.6%
SUBTOTAL	$ 11,591,764	$ 12,402,592	$ 12,479,590	$ 12,321,890	$ 12,839,580	$ (359,990)	-2.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,733,983	$ 3,438,067	$ 3,438,067	$ 4,520,787	$ 4,277,549	$ (839,482)	-24.4%
0802 - MEDICAL SUPPLIES	-	-	-	205,216	15,000	(15,000)	N/A
0803 - FUEL	8,198,062	5,685,844	5,685,844	9,068,287	8,102,420	(2,416,576)	-42.5%
0804 - NON-CAPITAL EQUIPMENT	118,449	271,840	271,840	123,545	683,126	(411,286)	-151.3%
0805 - SUPPLIES-ALLOCATION OUT	(1,880)	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	35,840	13,223	13,223	51,153	18,616	(5,393)	-40.8%
SUBTOTAL	$ 14,084,454	$ 9,408,974	$ 9,408,974	$ 13,968,988	$ 13,096,711	$ (3,687,737)	-39.2%
SERVICES							
0810 - LEGAL SERVICES	$ 4,193,941	$ 12,375,013	$ 12,298,015	$ 7,549,794	$ 12,124,930	$ 173,085	1.4%
0811 - HEALTH CARE SERVICES	126,727,341	131,355,132	131,355,132	122,805,534	134,753,971	(3,398,839)	-2.6%
0812 - OTHER SERVICES	67,500,785	50,188,144	50,188,144	33,741,547	33,670,354	16,517,790	32.9%
0820 - RENT AND OPERATING LEASES	31,619	54,964	54,964	58,157	67,784	(12,820)	-23.3%
0825 - REPAIRS AND MAINTENANCE	2,249,925	2,319,840	2,319,840	1,914,106	3,472,411	(1,152,571)	-49.7%
0830 - INTERGOVERNMENTAL PAYMENTS	523,376	679,000	679,000	671,640	658,000	21,000	3.1%
0839 - INTERNAL SERVICE CHARGES	212,477	3,431,693	3,431,693	3,401,216	3,410,078	21,615	0.6%
0841 - TRAVEL	8,253	18,366	18,366	16,240	20,616	(2,250)	-12.3%
0842 - EDUCATION AND TRAINING	16,476	43,667	43,667	28,864	52,143	(8,476)	-19.4%
0843 - POSTAGE/FREIGHT/SHIPPING	31,809	27,884	27,884	14,820	19,106	8,778	31.5%
0850 - UTILITIES	7,634,056	7,477,667	7,477,667	7,735,346	7,482,667	(5,000)	-0.1%
0872 - SERVICES-ALLOCATION OUT	(591,008)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	659,990	273,213	273,213	254,899	88,246	184,967	67.7%
SUBTOTAL	$ 209,199,040	$ 208,244,583	$ 208,167,585	$ 178,192,163	$ 195,820,306	$ 12,347,279	5.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 40,499	$ 255,000	$ 255,000	$ 102,642	$ 5,000	$ 250,000	98.0%
0920 - CAPITAL EQUIPMENT	736,260	717,338	717,338	344,012	461,260	256,078	35.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	218,542	612,000	612,000	604,372	500,000	112,000	18.3%
0950 - DEBT SERVICE	8	9,492	9,492	42,040	-	9,492	100.0%
0956 - CAPITAL-ALLOCATION IN	683	30,250	30,250	30,362	-	30,250	100.0%
SUBTOTAL	$ 995,992	$ 1,624,080	$ 1,624,080	$ 1,123,428	$ 966,260	$ 657,820	40.5%
ALL EXPENDITURES	$ 235,871,250	$ 231,680,229	$ 231,680,229	$ 205,606,469	$ 222,722,857	$ 8,957,372	3.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 3,016,013	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 3,016,013	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 238,887,263	$ 231,680,229	$ 231,680,229	$ 205,606,469	$ 222,722,857	$ 8,957,372	3.9%

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

ELIMINATIONS	FY 2010-11 ACTUAL	FY 2011-12 ADOPTED	FY 2011-12 REVISED	FY 2011-12 FORECAST	FY 2012-13 RECOMM	REVISED VS RECOMM VARIANCE	%
SUPPLIES							
0803 - FUEL	$ (5,406,027)	$ (4,345,356)	$ (4,345,356)	$ (6,566,805)	$ (7,012,224)	$ 2,666,868	61.4%
SUBTOTAL	$ (5,406,027)	$ (4,345,356)	$ (4,345,356)	$ (6,566,805)	$ (7,012,224)	$ 2,666,868	61.4%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (94,797,396)	$ (106,175,420)	$ (106,175,420)	$ (107,443,240)	$ (111,346,849)	$ 5,171,429	4.9%
0839 - INTERNAL SERVICE CHARGES	(39,364,065)	(35,372,015)	(35,372,015)	(36,117,160)	(39,353,601)	3,981,586	11.3%
SUBTOTAL	$ (134,161,461)	$ (141,547,435)	$ (141,547,435)	$ (143,560,400)	$ (150,700,450)	$ 9,153,015	6.5%
ALL EXPENDITURES	$ (139,567,488)	$ (145,892,791)	$ (145,892,791)	$ (150,127,205)	$ (157,712,674)	$ 11,819,883	8.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ (593,010,966)	$ (366,753,851)	$ (371,045,956)	$ (501,099,647)	$ (426,560,206)	$ 55,514,250	15.0%
ALL OTHER FINANCING USES	$ (593,010,966)	$ (366,753,851)	$ (371,045,956)	$ (501,099,647)	$ (426,560,206)	$ 55,514,250	15.0%
TOTAL USES	$ (732,578,454)	$ (512,646,642)	$ (516,938,747)	$ (651,226,852)	$ (584,272,880)	$ 67,334,133	13.0%

Non Departmental Expenditure Summary – Operating

Description	FY2012 Adopted	FY2012 Revised	FY2012 Forecast	FY2013 Recomm	Revised Vs Recomm Variance	%
Operating						
General Fund (100)						
4711 - Contingency						
General Fund Operating Contingency	$ 27,897,167	$ 30,091,743	$ -	$ 29,669,045	$ 422,698	1.4%
Court Tower Operating	2,000,000	2,000,000	-	-	2,000,000	100.0%
Justice System	-	-	-	1,970,000	(1,970,000)	N/A
MCESA IT	-	-	-	189,969	(189,969)	N/A
Risk Management	-	-	-	3,350,000	(3,350,000)	N/A
Retirement System Rate Change	1,340,204	1,340,204	-	-	1,340,204	100.0%
Sheriff Office Contingency	-	-	-	11,750,476	(11,750,476)	N/A
Waste Resource Subsidy	3,141,776	3,141,776	63,350	-	3,141,776	100.0%
	$ 34,379,147	$ 36,573,723	$ 63,350	$ 46,929,490	$ (10,355,767)	-28.3%
4712 - Other Programs						
Anthem Sheriff Sub Station	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ -	0.0%
Assessor DOR Issue	282,000	282,000	-	-	282,000	100.0%
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	235,000	235,000	235,000	250,000	(15,000)	-6.4%
Countywide Emergency Issues Fund	100,000	100,000	-	100,000	-	0.0%
Countywide GIS	269,382	269,382	269,382	274,897	(5,515)	-2.0%
Downtown Juror/Employee Shuttle	582,947	582,947	582,947	582,947	-	0.0%
Gov Docs	50,000	50,000	50,000	50,000	-	0.0%
Improvement District Allocation	146,909	146,909	146,909	148,083	(1,174)	-0.8%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
Jail Excise Tax, Maintenance of Effort	167,621,162	167,621,162	167,621,162	170,497,876	(2,876,714)	-1.7%
MCSO Operating Oversight and Review	346,989	346,989	346,989	-	346,989	100.0%
Orthophotography Program	212,295	212,295	212,295	224,200	(11,905)	-5.6%
Outside Counsel	2,500,000	2,500,000	4,798,843	2,500,000	-	0.0%
Peak Performers Program	500,000	500,000	477,900	500,000	-	0.0%
Property Tax Billing/Info. Statement Printing and Postage	697,645	697,645	697,645	697,645	-	0.0%
Real Estate Evaluation, Acquisition & Divestiture	100,000	100,000	100,000	100,000	-	0.0%
Relocations/New Facility Startup	1,000,000	1,000,000	1,000,000	200,000	800,000	80.0%
Staff Development Training Room PC's	-	-	554	-	-	N/A
State Contribution	3,156,051	3,156,051	2,448,119	-	3,156,051	100.0%
Vehicle Replacement	3,000,000	3,000,000	3,000,000	3,000,000	-	0.0%
Waste Resource Transfer Stations	169,965	169,965	169,965	-	169,965	100.0%
	$ 182,165,625	$ 182,165,625	$ 183,352,990	$ 180,320,928	$ 1,844,697	1.0%
4713 - Infrastructure/CIP						
Transfer to Capital (from State Contribution)	$ 23,000,000	$ 23,000,000	$ 23,000,000	$ -	$ 23,000,000	100.0%
Transfers Out (Court Tower Major Maintenance)	4,949,797	4,949,797	46,949,797	4,949,797	-	0.0%
	$ 27,949,797	$ 27,949,797	$ 69,949,797	$ 4,949,797	$ 23,000,000	82.3%
4714 - Central Service Costs						
Armored Car Services	$ 114,000	$ 9,345	$ -	$ -	$ 9,345	100.0%
CSCA Revenue	(12,543,454)	(12,543,454)	(12,948,106)	(13,359,873)	816,419	-6.5%
Enterprise Software License	2,621,429	2,621,429	2,997,182	3,040,000	(418,571)	-16.0%
Financial Transparency	120,000	120,000	-	120,000	-	0.0%
Human Resources System Operations	3,326,664	3,326,664	3,326,664	3,826,664	(500,000)	-15.0%
IT Infrastructure	2,400,000	2,400,000	2,400,000	2,400,000	-	0.0%
Lobbyist Contracts	514,182	514,182	514,182	-	514,182	100.0%
Stormwater Permit Fees	-	-	7,500	7,500	(7,500)	N/A
	$ (3,447,179)	$ (3,551,834)	$ (3,702,578)	$ (3,965,709)	$ 413,875	-11.7%
4715 - Technology Projects						
CAMA	$ 1,467,041	$ 1,467,041	$ 168,162	$ -	$ 1,467,041	100.0%
Technology Projects	-	-	-	500,000	(500,000)	N/A
	$ 1,467,041	$ 1,467,041	$ 168,162	$ 500,000	$ 967,041	65.9%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY2012 Adopted	FY2012 Revised	FY2012 Forecast	FY2013 Recomm	REVISED Vs Recomm Variance	%
4716 - Debt Service/Capital Lease						
Admin Fee	$ 20,000	$ 20,000	$ 5,000	$ 20,000	$ -	0.0%
Arbitrage	15,000	15,000	3,000	15,000	-	0.0%
Bond Counsel	50,000	50,000	12,000	50,000	-	0.0%
Financial Advisor	60,000	60,000	-	60,000	-	0.0%
	$ 145,000	$ 145,000	$ 20,000	$ 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%
County Supervisors Association	159,822	159,822	159,822	159,822	-	0.0%
Govt. Finance Officers Assoc.	4,620	4,620	4,620	4,620	-	0.0%
Maricopa Association of Government	21,229	21,229	24,744	24,744	(3,515)	-16.6%
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%
	$ 340,753	$ 340,753	$ 344,268	$ 344,268	$ (3,515)	-1.0%
4722 - Taxes and Assessments						
City of Phx. Downtown Mun. Serv. Dist.	$ 175,000	$ 175,000	$ 140,442	$ 175,000	$ -	0.0%
4724 - Miscellaneous Services	$ 2,850,000	$ 2,850,000	$ 505,610	$ 2,364,646	$ 485,354	17.0%
4725 - Pre AHCCCS Litigation Support	$ 4,000,309	$ 3,510,097	$ 680,412	$ 2,000,000	$ 1,510,097	43.0%
4726 - Tuition Reimbursement	$ 2,000,000	$ 2,000,000	$ 1,250,000	$ 2,000,000	$ -	0.0%
4776 - Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -	0.0%
4782 - Industrial Development Authority	$ 324,811	$ 324,811	$ 319,329	$ 334,137	$ (9,326)	-2.9%
Total General Fund	**$ 252,580,304**	**$ 254,180,013**	**$ 253,321,782**	**$ 236,327,557**	**$ 17,852,456**	**7.0%**
Non-Departmental Grants (249)						
Potential Fee Increases	**$ 11,361,800**	**$ 13,099,604**	**$ -**	**$ 6,500,000**	**$ 6,599,604**	**50.4%**
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	$ 16,307,103	$ 12,845,341	$ -	$ 12,845,341	$ -	0.0%
CHS Technology Contingency	-	100,000	-	-	100,000	100.0%
Inmate Shift	2,505,421	2,505,421	-	-	2,505,421	100.0%
Risk Management	-	-	-	1,000,000	(1,000,000)	N/A
Sheriff Office Contingency	-	-	-	9,086,401	(9,086,401)	N/A
	$ 18,812,524	$ 15,450,762	$ -	$ 22,931,742	$ (4,119,218)	-21.9%
4712 - Other Programs						
Peak Performers Program	$ -	$ -	$ -	$ 250,000	$ (250,000)	N/A
Vehicle Replacement	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,250,000	$ (250,000)	-25.0%
Total Detention Fund	**$ 19,812,524**	**$ 16,450,762**	**$ 1,000,000**	**$ 24,181,742**	**$ (7,730,980)**	**-47.0%**
County Improvement Debt Fund (320)	**$ 11,994,437**	**$ 11,994,437**	**$ 11,994,266**	**$ 9,323,600**	**$ 2,670,837**	**22.3%**
County Improvement Debt Fund #2 (321)	**$ 7,413,980**	**$ 7,413,980**	**$ 7,413,980**	**$ 7,413,230**	**$ 750**	**0.0%**
Total Operating All Funds	**$ 303,163,045**	**$ 303,138,796**	**$ 273,730,028**	**$ 283,746,129**	**$ 19,392,667**	**6.4%**

Non Departmental Expenditure Summary - Non-Recurring

Description	FY2012 Adopted	FY2012 Revised	FY2012 Forecast	FY2013 Recomm	Revised Vs Recomm Variance	%
Non Recurring						
General Fund (100)						
4711 - Contingency						
Unreserved Contingency	$ 15,362,964	$ 9,810,978	$ -	$ 8,196,344	$ 1,614,634	16.5%
Assessors Legal Class Verification Affidavit	-	-	-	1,243,000	(1,243,000)	N/A
Capital and Capital PCR	775,337	775,337	-	4,153,525	(3,378,188)	-435.7%
Cradles to Crayons	-	-	-	2,001,906		
Project Reserve	4,185,000	1,349,567	-	-	1,349,567	100.0%
Risk Management	-	-	-	8,300,000	(8,300,000)	N/A
Sheriff Office Contingency	-	-	-	5,000,000	(5,000,000)	N/A
Vacation Buyback	-	-	-	10,846,011	(10,846,011)	N/A
Waste Resource Post Closure	-	-	-	2,000,000	(2,000,000)	N/A
	$ 20,323,301	$ 11,935,882	$ -	$ 41,740,786	$ (29,804,904)	-249.7%
4712 - Other Programs						
Adult Probation Records Imaging	$ -	$ 500,000	$ 500,000	$ -	$ 500,000	100.0%
ASRS Contributions Not Withheld	50,000	50,000	50,000	50,000	-	0.0%
Assessor Litigation and Appraisal Tools	-	-	-	303,484	(303,484)	N/A
Call Center Temporary Staff	50,000	50,000	50,000	50,000	-	0.0%
County Attorney/Adult Probation Relocation	-	-	-	-	-	N/A
Court Tower Equipment	-	67,500	67,500	-	67,500	100.0%
East Valley Food Bank	306,000	306,000	306,000	-	306,000	100.0%
Employee Communication Monitor	-	-	-	35,000	(35,000)	N/A
First Solar	20,000,000	20,000,000	-	20,000,000	-	0.0%
MCSO Oversight and Review	750,000	750,000	288,775	50,000	700,000	93.3%
MCESA Tenant Improvements	-	920,255	920,255	-	920,255	100.0%
PC/Laptop Replacement	2,700,000	2,700,000	500,000	4,687,500	(1,987,500)	-73.6%
Pending Legal Settlements	54,500,000	54,500,000	-	54,500,000	-	0.0%
Pinal County IGA-MCSO Internal Affairs Investigation	-	102,000	102,000	-	102,000	100.0%
Technology Inventory	-	-	-	321,000	(321,000)	N/A
Transfer to Detention Fund	11,137,945	15,084,926	15,084,926	-	15,084,926	100.0%
Transfer to Inmate Services	14,743,225	15,015,259	15,015,259	-	15,015,259	100.0%
Transfer to Risk Management	-	-	-	9,620,415	(9,620,415)	N/A
Vehicle Replacement	-	-	-	-	-	N/A
Parks	-	-	-	250,000	(250,000)	N/A
Sheriff Command	-	-	-	230,000	(230,000)	N/A
Waste Resources & Recycling	-	-	-	550,000	(550,000)	N/A
	$ 104,237,170	$ 110,045,940	$ 32,884,715	$ 90,647,399	$ 19,398,541	17.6%
4713 - Infrastructure/CIP						
Transfers Out	$ 52,153,351	$ 52,153,351	$ 149,853,351	$ 58,813,147	$ (6,659,796)	-12.8%
4715 - Technology Projects						
Assessor CAMA	$ 1,217,447	$ 1,217,447	$ 299,722	$ 917,725	$ 299,722	24.6%
Downtown Infrastructure - Zone 2	4,940,000	4,940,000	918,095	6,691,773	(1,751,773)	-35.5%
Human Resource System	1,249,639	1,249,639	-	-	1,249,639	100.0%
Human Resources System - Phase 2	1,718,496	1,718,496	940,202	2,027,933	(309,437)	-18.0%
IT Infrastructure	4,658,675	4,658,675	1,335,486	1,505,867	3,152,808	67.7%
IT Infrastructure Power	2,064,530	2,064,530	1,011,997	200,000	1,864,530	90.3%
MFRIS	1,246,869	1,246,869	1,114,039	-	1,246,869	100.0%
	$ 17,095,656	$ 17,095,656	$ 5,619,541	$ 11,343,298	$ 5,752,358	33.6%
4724 - Miscellaneous Services	$ 3,000,000	$ 3,000,000	$ 2,896,362	$ 2,486,000	$ 514,000	17.1%
Total General Fund	**$ 196,809,478**	**$ 194,230,829**	**$ 191,253,969**	**$ 205,030,630**	**$ (10,799,801)**	**-5.6%**
Waste Management Fund (210)	**$ 484,410**	**$ 484,410**	**$ 61,201**	**$ 565,764**	**$ (81,354)**	**-16.8%**
Non-Departmental Grants (249)						
Potential Expenditures from Fund Balance	**$ 6,777,753**	**$ 1,983,599**	**$ -**	**$ 5,000,000**	**$ (3,016,401)**	**-152.1%**

Non Departmental Expenditure Summary - Non-Recurring (continued)

Description	FY2012 Adopted	FY2012 Revised	FY2012 Forecast	FY2013 Recomm	Revised Vs Recomm Variance	%
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	$ 34,897,979	$ 30,454,569	$ 292,500	$ 16,397,394	$ 14,057,175	46.2%
CHS Information Technology Contingency	-	200,000	-	-	200,000	100.0%
Community Reentry Pilot	-	-	-	815,550		
Juvenile Transition Pilot (MCESA)	-	-	-	2,787,056		
Risk Management	-	-	-	7,100,000	(7,100,000)	N/A
Sheriff Office Contingency	-	-	-	10,000,000	(10,000,000)	N/A
Vacation Buyback	-	-	-	4,536,315	(4,536,315)	N/A
	34,897,979	30,654,569	292,500	41,636,315	(10,981,746)	-35.8%
4712 - Other Programs						
Court Tower Equipment	$ -	$ 700,000	$ -	$ 700,000	$ -	0.0%
Employee Communication Monitor	-	-	-	35,000	(35,000)	N/A
Graves vs. Arpaio	500,000	500,000	500,000	500,000	-	0.0%
PC/Laptop Replacement	-	-	-	4,687,500	(4,687,500)	N/A
Per Diem/Booking Repayment to Cities/Towns	-	7,402,606	7,402,606	-	7,402,606	100.0%
	500,000	8,602,606	7,902,606	5,922,500	2,680,106	31.2%
4713 - Infrastructure/CIP						
Transfers Out	$ 19,349,950	$ 19,349,950	$ 19,349,950	$ 27,906,288	$ (8,556,338)	-44.2%
Total Detention Fund	**$ 54,747,929**	**$ 58,607,125**	**$ 27,545,056**	**$ 75,465,103**	**$ (16,857,978)**	**-28.8%**
Intergovernmental Capital Projects (422)	**$ 2,567,052**	**$ 2,567,052**	**$ 2,438,628**	**$ 138,499**	**$ 2,428,553**	**94.6%**
General Fund County Improvements (445)	**$ 117,592,753**	**$ 110,149,220**	**$ 94,112,686**	**$ 151,510,677**	**$ (41,361,457)**	**-37.6%**
Detention Capital Projects (455)	**$ 107,573,974**	**$ 107,573,974**	**$ 40,142,402**	**$ 99,125,342**	**$ 8,448,632**	**7.9%**
Technology Capital Improvements (460)	**$ 99,002,554**	**$ 105,494,102**	**$ 47,937,789**	**$ 115,575,079**	**$ (10,080,977)**	**-9.6%**
Detention Technology Capital Improvements (461)	**$ 12,279,466**	**$ 12,279,466**	**$ 3,446,416**	**$ 37,174,214**	**$ (24,894,748)**	**-202.7%**
Total Non-Recurring Funds	**$ 597,835,369**	**$ 593,369,777**	**$ 406,938,147**	**$ 689,585,308**	**$ (96,215,531)**	**-16.2%**

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 2013 are listed in the following schedule:

Agency Supported	Program	FY 2012 Revised	FY 2012 Actual	FY 2013 Recomm
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	-	20,000,000
Silicon Valley Bank***		-	-	1,000,000
Subtotal		$ 21,000,000	$ 1,000,000	$ 22,000,000
Total Economic Development Funding		$ 22,143,276	$ 2,143,276	$ 23,143,276

*$5,000,000 was appropriated over 5 years, beginning in FY 2007-08, at $1,000,000 per year. An admentment was passed in FY2011 granting an additional 5 years of payments at $1,000,000 per year

** The grant will be paid in disbursements of $1 million, each based on achievement of performance thresholds.
*** The grant will be paid in dispursements of $250,000, each based on achievement of performance thresholds.

University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000	$ 230,000	$ 230,000
Total Agricultural Extension Funding		$ 230,000	$ 230,000	$ 230,000

Health Care Programs Summary

Description	FY 2012 Adopted	FY 2012 Revised	FY 2012 Forecast	FY 2013 Recomm	REV TO RECOMM Variance	%
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (*Arnold v. Sarn*)	$ 41,457,672	$ 41,457,672	$ 41,457,672	$ 43,530,556	$ (2,072,884)	-5.00%
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	$ 46,314,249	$ 46,314,249	$ 46,314,249	$ 48,387,133	$ (2,072,884)	-4.48%
AHCCCS Acute Care	$ 20,575,000	$ 20,575,000	$ 20,575,000	$ 20,225,200	$ 349,800	1.70%
ALTCS	154,518,900	154,518,900	154,518,900	148,533,600	5,985,300	3.87%
Subtotal State Contribution	$ 175,093,900	$ 175,093,900	$ 175,093,900	$ 168,758,800	$ 6,335,100	3.62%
Other Mental Health:						
Mental Health Testimony	$ 575,000	$ 575,000	$ 785,000	$ 800,000	$ (225,000)	-39.13%
Mental Health Orders	77,200	77,200	84,000	105,000	(27,800)	-36.01%
Mental Health Residency Training	3,547,896	3,547,896	3,547,896	3,547,896	-	0.00%
SVP Commitment Payments	5,000,000	5,000,000	3,483,668	4,000,000	1,000,000	20.00%
	$ 9,200,096	$ 9,200,096	$ 7,900,564	$ 8,452,896	$ 747,200	8.12%
County Residual Long Term Care	$ 200,000	$ 200,000	$ 122,255	$ 205,357	$ (5,357)	-2.68%
Tuberculosis Services	$ 500,000	$ 500,000	$ 166,636	$ 500,000	$ -	0.00%
Litigation Support	$ 4,000,309	$ 3,510,097	$ 1,047,131	$ 2,000,000	$ 1,510,097	43.02%
MMCS Run Out Operations	$ 25,528	$ 25,528	$ 25,487	$ 10,432	$ 15,096	59.14%
Subtotal General Fund Operating	$ 235,334,082	$ 234,843,870	$ 230,670,222	$ 228,314,618	$ 6,529,252	2.78%
Non-Recurring						
General Fund						
Enhanced FMAP Savings:						
AHCCCS Acute Care	$ -	$ -	$ (2,353,283)	$ -	$ -	
ALTCS	(26,396,100)	(26,396,100)	(153,306)	-	(26,396,100)	100.00%
Subtotal General Fund Non-Recurring	$ (26,396,100)	$ (26,396,100)	$ (2,506,589)	$ -	$ (26,396,100)	100.00%
Total Operating & Non-Recurring	**$ 208,937,982**	**$ 208,447,770**	**$ 228,163,633**	**$ 228,314,618**	**$ (19,866,848)**	**-9.53%**

Fund Transfers In

Fund/Function/Transfer	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMMENDED
GENERAL FUND	**$ -**	**$ 1,351**	**$ 1,351**	**$ -**
Operating	$ -	$ 1,351	$ 1,351	$ -
Environmental Fee Fund (506) - Vehicle Transfer	-	*1,351*	*1,351*	-
GRANT SPECIAL REVENUE	**$ 306,000**	**$ 306,000**	**$ 306,000**	**$ -**
Non-Recurring	$ 306,000	$ 306,000	$ 306,000	$ -
217 - CDBG HOUSING TRUST	$ 306,000	$ 306,000	$ 306,000	$ -
Non-Recurring	$ 306,000	$ 306,000	$ 306,000	$ -
General Fund (100) - East Side Food Bank	*306,000*	*306,000*	*306,000*	-
OTHER SPECIAL REVENUE	**$ 193,903,122**	**$ 198,193,876**	**$ 198,171,410**	**$ 170,576,426**
Operating	$ 167,856,177	$ 167,887,010	$ 167,870,044	$ 170,562,926
Non-Recurring	$ 26,046,945	$ 30,306,866	$ 30,301,366	$ 13,500
213 - COUNTY ATTORNEY RICO	$ -	$ 7,450	$ 7,450	$ -
Operating	$ -	$ 7,450	$ 7,450	$ -
General Fund (100) - Vehicle Transfer	-	*7,450*	*7,450*	-
232 - TRANSPORTATION OPERATIONS	$ -	$ 5,500	$ -	$ -
Non-Recurring	$ -	$ 5,500	$ -	$ -
Solid Waste (580) - Vehicle Transfer	-	*5,500*	-	-
241 - PARKS ENHANCEMENT FUND	$ 35,050	$ 35,050	$ 35,050	$ 35,050
Operating	$ 35,050	$ 35,050	$ 35,050	$ 35,050
Parks Souvenir Fund (239)	*35,050*	*35,050*	*35,050*	*35,050*
252 - INMATE SERVICES	$ 14,743,225	$ 15,015,259	$ 15,015,259	$ -
Non-Recurring	$ 14,743,225	$ 15,015,259	$ 15,015,259	$ -
General Fund (100) prior year payroll discrepancy	*14,743,225*	*15,015,259*	*15,015,259*	-
255 - DETENTION OPERATIONS	$ 178,759,107	$ 182,706,088	$ 182,706,088	$ 170,497,876
Operating	$ 167,621,162	$ 167,621,162	$ 167,621,162	$ 170,497,876
General Fund (100) Jail Tax Maint. Of Effort	*167,621,162*	*167,621,162*	*167,621,162*	*170,497,876*
Non-Recurring	$ 11,137,945	$ 15,084,926	$ 15,084,926	$ -
General Fund (100) prior year payroll discrepancy	*11,137,945*	*15,084,926*	*15,084,926*	-
265 - PUBLIC HEALTH FEES	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Operating	$ 30,000	$ 30,000	$ 30,000	$ 30,000
General Fund (100) - Vital Statistics	*30,000*	*30,000*	*30,000*	*30,000*
504 - AIR QUALITY FEES	$ -	$ 41,823	$ 41,823	$ -
Operating	$ -	$ 6,417	$ 6,417	$ -
General Fund (100) - Vehicle Transfer	-	*6,417*	*6,417*	-
Non-Recurring	$ -	$ 35,406	$ 35,406	$ -
Enviromental Fee Fund (506) - Vehicle Transfer	-	*35,406*	*35,406*	-
572 - ANIMAL CONTROL LICENSE SHELTER	$ -	$ -	$ -	$ 13,500
Non-Recurring	$ -	$ -	$ -	$ 13,500
Intergovernmental Capital Fund (422)	-	-	-	*13,500*

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMMENDED
580 - SOLID WASTE MANAGEMENT	$ 335,740	$ 352,706	$ 335,740	$ -
Operating	$ 169,965	$ 186,931	$ 169,965	$ -
General Fund (100)	*169,965*	*169,965*	*169,965*	-
Public Works Flood Control (988) - Vehicle Transfer	-	*16,966*	-	-
Non-Recurring	$ 165,775	$ 165,775	$ 165,775	$ -
Intergovernmental Capital Fund (422)	*165,775*	*165,775*	*165,775*	-
DEBT SERVICE	**$ 23,578,935**	**$ 23,578,935**	**$ 23,578,934**	**$ 19,248,230**
Operating	$ 1,140,559	$ 1,140,559	$ 1,140,558	$ 1,140,444
Non-Recurring	$ 22,438,376	$ 22,438,376	$ 22,438,376	$ 18,107,786
320 - COUNTY IMPROVEMENT DEBT	$ 16,174,955	$ 16,174,955	$ 16,174,955	$ 11,835,000
Non-Recurring	$ 16,174,955	$ 16,174,955	$ 16,174,955	$ 11,835,000
General Fund County Imrpovement Fund (445)	*16,174,955*	*16,174,955*	*16,174,955*	*11,835,000*
321 - COUNTY IMPROVEMENT DEBT 2	$ 7,403,980	$ 7,403,980	$ 7,403,979	$ 7,413,230
Operating	$ 1,140,559	$ 1,140,559	$ 1,140,558	$ 1,140,444
Animal Control License Shelter (572) - Debt Service	*1,034,031*	*1,034,031*	*1,034,030*	*1,033,926*
Animal Control Field Operations (574) - Debt Service	*106,528*	*106,528*	*106,528*	*106,518*
Non-Recurring	$ 6,263,421	$ 6,263,421	$ 6,263,421	$ 6,272,786
General Fund County Imrpovement Fund (445)	*6,181,867*	*6,263,421*	*6,263,421*	*6,272,786*
CAPITAL PROJECTS	**$ 135,965,794**	**$ 135,965,794**	**$ 275,662,367**	**$ 227,115,135**
Operating	$ 27,949,797	$ 27,949,797	$ 69,949,797	$ 4,949,797
Non-Recurring	$ 108,015,997	$ 108,015,997	$ 205,712,570	$ 222,165,338
234 - TRANSPORTATION CAPITAL PROJECT	$ 28,411,419	$ 28,411,419	$ 28,411,416	$ 41,472,695
Operating	$ -	$ -	$ -	$ -
Non-Recurring	$ 28,411,419	$ 28,411,419	$ 28,411,416	$ 41,472,695
Transportation Operations (232)	*28,411,419*	*28,411,419*	*28,411,416*	*41,472,695*
422 - INTERGOVERNMENTAL CAP PROJ	$ 125,000	$ 125,000	$ 125,000	$ -
Non-Recurring	$ 125,000	$ 125,000	$ 125,000	$ -
Park Enhancment Fund (241)	*125,000*	*125,000*	*125,000*	-
445 - GENERAL FUND CTY IMPROV	$ 17,543,052	$ 17,543,052	$ 157,239,628	$ 63,762,944
Operating	$ 4,949,797	$ 4,949,797	$ 46,949,797	$ 4,949,797
General Fund (100)	*4,949,797*	*4,949,797*	*46,949,797*	*4,949,797*
Non-Recurring	$ 12,593,255	$ 12,593,255	$ 110,289,831	$ 58,813,147
General Fund (100)	*10,316,978*	*10,316,978*	*108,016,978*	*58,813,147*
Intergovernmental Capital Fund (422)	*2,261,277*	*2,261,277*	*2,272,853*	-
455 - DETENTION CAPITAL PROJECTS	$ 16,000,000	$ 16,000,000	$ 16,000,000	$ 27,906,288
Non-Recurring	$ 16,000,000	$ 16,000,000	$ 16,000,000	$ 27,906,288
Detention Fund (255)	*16,000,000*	*16,000,000*	*16,000,000*	*27,906,288*
460 - TECHNOLOGY CAP IMPROVEMENT	$ 64,836,373	$ 64,836,373	$ 64,836,373	$ 67,308,317
Operating	$ 23,000,000	$ 23,000,000	$ 23,000,000	$ -
General Fund (100)	*23,000,000*	*23,000,000*	*23,000,000*	-
Non-Recurring	$ 41,836,373	$ 41,836,373	$ 41,836,373	$ 67,308,317
General Fund (100)	*41,836,373*	*41,836,373*	*41,836,373*	-
General Fund County Improvement Fund (445)	-	-	-	*67,308,317*

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMMENDED
461 - DETENTION TECH CAP IMPROVEMENT	$ 9,049,950	$ 9,049,950	$ 9,049,950	$ 26,664,891
Non-Recurring	$ 9,049,950	$ 9,049,950	$ 9,049,950	$ 26,664,891
Detention Fund (255)	*3,349,950*	*3,349,950*	*3,349,950*	
Detention Capital Projects Fune (455)	*5,700,000*	*5,700,000*	*5,700,000*	*26,664,891*
INTERNAL SERVICE	**$ 13,000,000**	**$ 13,000,000**	**$ 3,379,585**	**$ 9,620,415**
Non-Recurring	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415
676 - COUNTY MANAGER RISK MANAGEMENT	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415
Non-Recurring	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415
General Fund (100)	*13,000,000*	*13,000,000*	*3,379,585*	*9,620,415*
TOTAL BEFORE ELIMINATIONS	**$ 366,753,851**	**$ 371,045,956**	**$ 501,099,647**	**$ 426,560,206**
Operating	$ 196,946,533	$ 196,978,717	$ 238,961,750	$ 176,653,167
Non-Recurring	$ 156,807,318	$ 161,067,239	$ 258,758,312	$ 240,286,624
ELIMINATIONS	**$ (366,753,851)**	**$ (371,045,956)**	**$ (501,099,647)**	**$ (426,560,206)**
Operating	$ (196,946,533)	$ (196,978,717)	$ (238,961,750)	$ (176,653,167)
Non-Recurring	$ (169,807,318)	$ (174,067,239)	$ (262,137,897)	$ (249,907,039)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

Fund/Function/Transfer	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMMENDED
GENERAL FUND	**$ 287,111,445**	**$ 291,344,327**	**$ 421,423,912**	**$ 243,911,235**
Operating	$ 195,770,924	$ 195,784,791	$ 237,784,791	$ 175,477,673
Detention Fund (255) - Jail Maint of Effort	*167,621,162*	*167,621,162*	*167,621,162*	*170,497,876*
Public Health Fee Fund (265) - Vital Statistics	*30,000*	*30,000*	*30,000*	*30,000*
General Fund Cap Improvement Fund (445)	*4,949,797*	*4,949,797*	*46,949,797*	*4,949,797*
Technology Cap Improvement Fund (460)	*23,000,000*	*23,000,000*	*23,000,000*	-
Solid Waste Fund (580)	*169,965*	*169,965*	*169,965*	-
County Attorney Rico (213) - Vehicle Transfer		*7,450*	*7,450*	-
Air Quality Fee (504) - Vehicle Transfer		*6,417*	*6,417*	-
Non-Recurring	$ 91,340,521	$ 95,559,536	$ 183,639,121	$ 68,433,562
General Fund Cap Improvement Fund (445)	*10,316,978*	*10,316,978*	*108,016,978*	*58,813,147*
County Manager Risk Fund (676)	*13,000,000*	*13,000,000*	*3,379,585*	*9,620,415*
Inmate Servcies Fund (252) - prior year payroll discrepa	*14,743,225*	*15,015,259*	*15,015,259*	-
Detention Fund (255) - prior year payroll discrecpancy	*11,137,945*	*15,084,926*	*15,084,926*	-
CDBG Fund (217) - East Side Food Bank	*306,000*	*306,000*	*306,000*	-
Technology Cap Improvement Fund (460)	*41,836,373*	*41,836,373*	*41,836,373*	-
OTHER SPECIAL REVENUE	**$ 49,061,978**	**$ 49,121,201**	**$ 49,098,732**	**$ 70,554,477**
Operating	$ 1,175,609	$ 1,193,926	$ 1,176,960	$ 1,175,494
Non-Recurring	$ 47,886,369	$ 47,927,275	$ 47,921,772	$ 69,378,983
232 - TRANSPORTATION OPERATIONS	$ 28,411,419	$ 28,411,419	$ 28,411,416	$ 41,472,695
Non-Recurring	$ 28,411,419	$ 28,411,419	$ 28,411,416	$ 41,472,695
Transportation Capital Fund (234)	*28,411,419*	*28,411,419*	*28,411,416*	*41,472,695*
239 - PARKS SOUVENIR	$ 35,050	$ 35,050	$ 35,050	$ 35,050
Operating	$ 35,050	$ 35,050	$ 35,050	$ 35,050
Parks Enhancement Fund (241)	*35,050*	*35,050*	*35,050*	*35,050*
241 - PARKS ENHANCEMENT FUND	$ 125,000	$ 125,000	$ 125,000	$ -
Non-Recurring	$ 125,000	$ 125,000	$ 125,000	$ -
Intergovernmental Capital Projects Fund (422)	*125,000*	*125,000*	*125,000*	-
255 - DETENTION OPERATIONS	$ 19,349,950	$ 19,349,950	$ 19,349,950	$ 27,906,288
Non-Recurring	$ 19,349,950	$ 19,349,950	$ 19,349,950	$ 27,906,288
Detention Capital Projects fund (455)	*16,000,000*	*16,000,000*	*16,000,000*	*27,906,288*
Detention Tech Cap Improvement (461)	*3,349,950*	*3,349,950*	*3,349,950*	
506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 36,757	$ 36,757	$ -
Operating	$ -	$ 1,351	$ 1,351	$ -
General Fund (100) - Vehicle Transfer	-	*1,351*	*1,351*	-
Non-Recurring	$ -	$ 35,406	$ 35,406	$ -
Air Quality Fee Fund (504) - Vehicle Transfer	-	*35,406*	*35,406*	-
572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,034,031	$ 1,034,031	$ 1,034,030	$ 1,033,926
Operating	$ 1,034,031	$ 1,034,031	$ 1,034,030	$ 1,033,926
County Improvement Debt 2 Fund (321)	*1,034,031*	*1,034,031*	*10,340,310*	*1,033,926*

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMMENDED
574 - ANIMAL CONTROL FIELD OPERATION	$ 106,528	$ 106,528	$ 106,528	$ 106,518
Operating	$ 106,528	$ 106,528	$ 106,528	$ 106,518
County Improvement Debt 2 Fund (321)	*106,528*	*106,528*	*106,528*	*106,518*
580 - SOLID WASTE MANAGEMENT	$ -	$ 5,500	$ -	$ -
Non-Recurring	$ -	$ 5,500	$ -	$ -
Transportation Operations (232) - Vehicle Transfer	-	*5,500*	-	-
988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ 16,966	$ -	$ -
Operating	$ -	$ 16,966	$ -	$ -
Solid Waste (580) - Vehicle Transfer	-	*16,966*	-	-
CAPITAL PROJECTS	**$ 30,580,428**	**$ 30,580,428**	**$ 30,577,004**	**$ 112,094,494**
Operating	$ -	$ -	$ -	$ -
Non-Recurring	$ 30,580,428	$ 30,580,428	$ 30,577,004	$ 112,094,494
422 - INTERGOVERNMENTAL CAP PROJ	$ 2,442,052	$ 2,442,052	$ 2,438,628	$ 13,500
Non-Recurring	$ 2,442,052	$ 2,442,052	$ 2,438,628	$ 13,500
Animal Control License Shelter (572)	-	-	-	*13,500*
General Fund Cap Improvement (445)	*2,276,277*	*2,276,277*	*2,272,853*	-
Solid Waste Fund (580)	*165,775*	*165,775*	*165,775*	-
445 - GENERAL FUND CTY IMPROV	$ 22,438,376	$ 22,438,376	$ 22,438,376	$ 85,416,103
Non-Recurring	$ 22,438,376	$ 22,438,376	$ 22,438,376	$ 85,416,103
Technology Capital Improvement (460)	-	-	-	*67,308,317*
County Improvement Debt Fund (320)	*16,174,955*	*16,174,955*	*16,174,955*	*11,835,000*
County Improvement Debt 2 Fund (321)	*6,263,421*	*6,263,421*	*6,263,421*	*6,272,786*
455 - DETENTION CAPITAL PROJECTS	$ 5,700,000	$ 5,700,000	$ 5,700,000	$ 26,664,891
Non-Recurring	$ 5,700,000	$ 5,700,000	$ 5,700,000	$ 26,664,891
Detention Tech Cap Improvement (461)	*5,700,000*	*5,700,000*	*5,700,000*	*26,664,891*
TOTAL BEFORE ELIMINATIONS	**$ 366,753,851**	**$ 371,045,956**	**$ 501,099,647**	**$ 426,560,206**
Operating	$ 196,946,533	$ 196,978,717	$ 238,961,751	$ 176,653,167
Non-Recurring	$ 169,807,318	$ 174,067,239	$ 262,137,897	$ 249,907,039
ELIMINATIONS	**$ (366,753,851)**	**$ (371,045,956)**	**$ (501,099,647)**	**$ (426,560,206)**
Operating	$ (196,946,533)	$ (196,978,717)	$ (238,961,750)	$ (176,653,167)
Non-Recurring	$ (169,807,318)	$ (174,067,239)	$ (262,137,897)	$ (249,907,039)
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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Fund Transfers (see Schedule)					
Operating	$ (180,463,254)	$ (196,946,533)	$ (196,978,717)	$ (238,961,750)	$ (176,653,167)
Non-Recurring	(412,547,713)	(169,807,318)	(174,067,239)	(262,137,897)	(249,907,039)
	$ (593,010,967)	$ (366,753,851)	$ (371,045,956)	$ (501,099,647)	$ (426,560,206)
Internal Service Charges	$ (139,567,488)	$ (145,892,791)	$ (145,892,791)	$ (150,127,205)	$ (157,712,674)
Totals	**$ (732,578,455)**	**$ (512,646,642)**	**$ (516,938,747)**	**$ (651,226,852)**	**$ (584,272,880)**

Personnel

Year-over-year, the total number of positions in FY 2013 is decreasing by 1.1% or 146.73 Full-time Equivalent (FTE) positions over the FY 2012 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 departments or either 5% or more or 10 FTE's or more are discussed below. The department section of this document also discusses specific variances at the department level.

Adult Probation (110)

The Detention Fund will support 29.5 FTE more positions in FY 2013 due to:

- an addition of 17.0 FTE probation positions to address ongoing caseload growth in Prison Re-Entry, Pretrial Electronic Monitoring, Pretrial Standard, Pretrial Bail/Bond, and Pretrial Drug Court programs;
- a transfer of 15.0 FTE probation positions from the Adult Probation Grant Fund due to declining grant revenue; and,
- the inactivation of five half-time contract positions that had been assigned to the Fugitive Apprehension Activity.

County Manager (200)

The department eliminated one Media Specialist position that had been vacant since FY 2011 and was no longer needed. An additional decrease in staffing can be attributed to the retirement of the Risk Management Consultant in FY 2012. The position will not be filled.

Human Services (220)

The staffing is reduced by 16.49 FTE's in anticipation of a reduction in grant awards for FY 2013.

Juvenile Probation (270)
A 9.4% decline in Juvenile Probation Special Fee revenue resulted in the deletion of 7.0 FTE vacant General Fund positions that had been allocated-out to the Fee Fund. A continuing decline in the number of youth detainees allowed the department to delete 15.0 FTE vacant positions from the Detention Fund.

Business Strategies and Health Care Programs (390)
The department staffing is decreasing as a result of available grant funds. Further staffing changes may be required based on actual grant awards received in FY 2013.

Enterprise Technology (410)
Enterprise Technology is decreasing by 10.12 FTEs from the FY 2012 Revised to the FY 2013 Recommended scenarios. There are several instances of positions existing in the FY 2012 Revised scenario that will be inactivated for FY 2013. Due to timing, the variance looks different than the end result which is 27.62 additional FTEs than the FY 2012 Adopted scenario due the Department taking on the responsibility for managing Correction Health's Technology, support of the enterprise badge/security system, County-wide intranet and internet redesign, and one-time positions for deployment of the real-time collection system for payroll.

Integrated Criminal Justice Information System (420)
As part of the priorities set forth by the ICJIS oversight committee, the department eliminated the Project Manager position to fully fund the IT Manager and IT Consultant positions.

Waste Management and Recycling (670)
Waste Resources and Recycling is decreasing by 2 FTE's due to efficiencies gained at the Transfer Stations through a reorganization.

Facilities Management (700)
Facilities Management is in the midst of a significant re-organization through which the Department has created positions at an appropriate level for current needs. There are several instances of positions existing in the FY 2012 Revised scenario that will be inactivated for FY 2013. Due to timing, the variance looks greater than the end result which is 6 additional FTEs than the FY 2012 Adopted scenario due to the new responsibility of Large Capital Projects oversight which is now a part of Facilities Management.

Public Health (860)
The Procurement Officer position was eliminated in Public Health and moved to Procurement Services in an effort to centralize all Article III activities. Additional staffing was decreased as a result of available grant funds. Further staffing changes may be required based on actual grant awards received in FY 2013.

Personnel Summary by Department and Fund

	DEPARTMENT/FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
010	**BOARD OF SUPERVISORS DIST 1**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total		**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
020	**BOARD OF SUPERVISORS DIST 2**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total		**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
030	**BOARD OF SUPERVISORS DIST 3**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total		**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
040	**BOARD OF SUPERVISORS DIST 4**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total		**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
050	**BOARD OF SUPERVISORS DIST 5**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total		**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
060	**CLERK OF THE BOARD**							
100	GENERAL	10.50	12.00	12.00	12.00	12.00	-	0.0%
Department Total		**10.50**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**
110	**ADULT PROBATION**							
100	GENERAL	973.00	922.00	865.00	865.00	864.50	(.50)	(0.1%)
201	ADULT PROBATION FEES	3.00	1.50	1.50	1.50	1.50	-	0.0%
211	ADULT PROBATION GRANTS	88.50	68.00	62.50	47.50	47.50	(15.00)	(24.0%)
255	DETENTION OPERATIONS	-	80.00	127.50	142.50	157.00	29.50	23.1%
Department Total		**1,064.50**	**1,071.50**	**1,056.50**	**1,056.50**	**1,070.50**	**14.00**	**1.3%**
120	**ASSESSOR**							
100	GENERAL	323.45	329.46	332.98	330.91	323.91	(9.08)	(2.7%)
Department Total		**323.45**	**329.46**	**332.98**	**330.91**	**323.91**	**(9.08)**	**(2.7%)**
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	2.00	2.00	-	0.0%
207	PALO VERDE	3.00	4.00	4.00	4.00	4.00	-	0.0%
215	EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
Department Total		**12.50**	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.0%**
160	**CLERK OF THE SUPERIOR COURT**							
100	GENERAL	556.00	548.00	553.00	549.00	545.00	(8.00)	(1.4%)
205	COURT DOCUMENT RETRIEVAL	25.00	27.00	27.00	27.00	27.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216	CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
218	CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	45.00	45.00	46.00	46.00	46.00	-	0.0%
Department Total		**680.00**	**674.00**	**680.00**	**676.00**	**671.00**	**(9.00)**	**(1.3%)**
180	**FINANCE**							
100	GENERAL	41.00	43.00	43.75	44.75	43.75	-	0.0%
Department Total		**41.00**	**43.00**	**43.75**	**44.75**	**43.75**	**-**	**0.0%**
190	**COUNTY ATTORNEY**							
100	GENERAL	801.50	778.00	770.00	769.00	769.00	(1.00)	(0.1%)
213	COUNTY ATTORNEY RICO	-	-	1.00	1.00	1.00	-	0.0%
219	COUNTY ATTORNEY GRANTS	65.00	62.00	68.00	68.00	68.00	-	0.0%
220	DIVERSION	6.00	19.00	37.00	37.00	37.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	28.00	30.00	36.50	36.50	36.50	-	0.0%
266	CHECK ENFORCEMENT PROGRAM	8.00	8.00	9.00	9.00	9.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	26.00	21.00	23.00	24.00	24.00	1.00	4.3%
Department Total		**934.50**	**918.00**	**944.50**	**944.50**	**944.50**	**-**	**0.0%**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
200	**COUNTY MANAGER**							
100	GENERAL	24.80	26.00	28.00	26.00	25.00	(3.00)	(10.7%)
249	NON DEPARTMENTAL GRANT	1.00	1.00	-	1.00	1.00	1.00	N/A
676	COUNTY MANAGER RISK MANAGEMENT	-	1.00	-	1.00	-	-	N/A
Department Total		**25.80**	**28.00**	**28.00**	**28.00**	**26.00**	**(2.00)**	**(7.1%)**
210	**ELECTIONS**							
100	GENERAL	54.00	54.00	54.00	54.00	52.00	(2.00)	(3.7%)
Department Total		**54.00**	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**(3.7%)**
220	**HUMAN SERVICES**							
217	CDBG HOUSING TRUST	7.00	8.00	8.50	8.50	6.00	(2.50)	(29.4%)
222	HUMAN SERVICES GRANTS	390.00	370.00	380.99	390.49	366.00	(14.99)	(3.9%)
255	DETENTION OPERATIONS	-	7.00	7.00	7.00	8.00	1.00	14.3%
Department Total		**397.00**	**385.00**	**396.49**	**405.99**	**380.00**	**(16.49)**	**(4.2%)**
230	**INTERNAL AUDIT**							
100	GENERAL	17.00	17.00	19.00	19.00	19.00	-	0.0%
Department Total		**17.00**	**17.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**
240	**JUSTICE COURTS**							
100	GENERAL	303.03	330.03	333.03	329.03	332.03	(1.00)	(0.3%)
204	JUSTICE CT JUDICIAL ENHANCEMNT	2.00	3.00	3.00	3.00	3.00	-	0.0%
245	JUSTICE COURTS SPECIAL REVENUE	-	-	-	1.00	-	-	N/A
Department Total		**305.03**	**333.03**	**336.03**	**333.03**	**335.03**	**(1.00)**	**(0.3%)**
250	**CONSTABLES**							
100	GENERAL	35.00	35.00	35.00	35.00	36.00	1.00	2.9%
Department Total		**35.00**	**35.00**	**35.00**	**35.00**	**36.00**	**1.00**	**2.9%**
260	**CORRECTIONAL HEALTH**							
100	GENERAL	17.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	435.50	446.50	459.00	453.75	455.75	(3.25)	(0.7%)
Department Total		**452.50**	**462.50**	**475.00**	**469.75**	**471.75**	**(3.25)**	**(0.7%)**
270	**JUVENILE PROBATION**							
100	GENERAL	281.00	278.00	280.00	279.00	272.00	(8.00)	(2.9%)
227	JUVENILE PROBATION GRANTS	61.00	59.00	59.00	60.00	60.00	1.00	1.7%
255	DETENTION OPERATIONS	405.10	392.10	388.10	386.10	372.10	(16.00)	(4.1%)
275	JUVENILE PROBATION DIVERSION	5.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total		**752.10**	**733.10**	**731.10**	**729.10**	**708.10**	**(23.00)**	**(3.1%)**
290	**MEDICAL EXAMINER**							
100	GENERAL	77.00	78.40	82.90	82.35	86.35	3.45	4.2%
Department Total		**77.00**	**78.40**	**82.90**	**82.35**	**86.35**	**3.45**	**4.2%**
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	2.00	2.00	1.00	(1.00)	(50.0%)
239	PARKS SOUVENIR	-	-	-	-	1.00	1.00	N/A
240	LAKE PLEASANT RECREATION SVCS	17.00	18.00	18.00	18.00	17.00	(1.00)	(5.6%)
241	PARKS ENHANCEMENT FUND	62.00	62.00	64.00	63.00	62.00	(2.00)	(3.1%)
Department Total		**85.00**	**86.00**	**87.00**	**86.00**	**84.00**	**(3.00)**	**(3.4%)**
310	**HUMAN RESOURCES**							
100	GENERAL	121.50	117.50	116.50	117.50	115.50	(1.00)	(0.9%)
255	DETENTION OPERATIONS	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Department Total		**122.50**	**118.50**	**117.50**	**118.50**	**115.50**	**(2.00)**	**(1.7%)**
340	**PUBLIC FIDUCIARY**							
100	GENERAL	33.30	41.30	41.30	41.30	41.30	-	0.0%
Department Total		**33.30**	**41.30**	**41.30**	**41.30**	**41.30**	**-**	**0.0%**
360	**RECORDER**							
100	GENERAL	36.00	36.00	36.00	36.00	35.00	(1.00)	(2.8%)
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**	**62.00**	**(1.00)**	**(1.6%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
370	**EDUCATION SERVICE**							
100	GENERAL	25.00	22.00	21.00	20.00	21.00	-	0.0%
669	SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	5.50	17.50	61.50	62.00	58.00	(3.50)	(5.7%)
782	SCHOOL COMMUNICATION	-	1.00	1.00	1.00	2.00	1.00	100.0%
795	EDUCATIONAL SUPPLEMENTAL PROG	15.00	18.80	18.40	19.00	17.00	(1.40)	(7.6%)
Department Total		**46.50**	**60.30**	**102.90**	**103.00**	**99.00**	**(3.90)**	**(3.8%)**
390	**BUS STRATEGIES HLTH CARE PROG**							
100	GENERAL	4.00	8.00	6.00	8.00	6.00	-	0.0%
532	PUBLIC HEALTH GRANTS	9.00	12.00	15.00	15.00	10.00	(5.00)	(33.3%)
615	WELLNESS	-	-	-	-	2.00	2.00	N/A
618	BENEFIT ADMINISTRATION	20.15	19.00	22.00	22.00	20.00	(2.00)	(9.1%)
Department Total		**33.15**	**39.00**	**43.00**	**45.00**	**38.00**	**(5.00)**	**(11.6%)**
410	**ENTERPRISE TECHNOLOGY**							
100	GENERAL	71.40	88.71	118.45	112.00	111.33	(7.12)	(6.0%)
681	TELECOMMUNICATIONS	40.00	44.00	52.00	52.00	49.00	(3.00)	(5.8%)
Department Total		**111.40**	**132.71**	**170.45**	**164.00**	**160.33**	**(10.12)**	**(5.9%)**
420	**INTEGRATED CRIM JUSTICE INFO**							
255	DETENTION OPERATIONS	4.00	4.00	6.00	6.00	5.00	(1.00)	(16.7%)
Department Total		**4.00**	**4.00**	**6.00**	**6.00**	**5.00**	**(1.00)**	**(16.7%)**
430	**TREASURER**							
100	GENERAL	49.00	52.00	52.00	52.00	53.00	1.00	1.9%
Department Total		**49.00**	**52.00**	**52.00**	**52.00**	**53.00**	**1.00**	**1.9%**
440	**PLANNING AND DEVELOPMENT**							
226	PLANNING AND DEVELOPMENT FEES	104.00	110.00	109.99	109.25	113.25	3.26	3.0%
Department Total		**104.00**	**110.00**	**109.99**	**109.25**	**113.25**	**3.26**	**3.0%**
460	**RESEARCH AND REPORTING**							
100	GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
Department Total		**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**
470	**NON DEPARTMENTAL**							
100	GENERAL	-	1.00	9.00	9.00	9.00	-	0.0%
Department Total		**-**	**1.00**	**9.00**	**9.00**	**9.00**	**-**	**0.0%**
490	**MANAGEMENT AND BUDGET**							
100	GENERAL	26.80	28.80	31.80	31.80	30.80	(1.00)	(3.1%)
Department Total		**26.80**	**28.80**	**31.80**	**31.80**	**30.80**	**(1.00)**	**(3.1%)**
500	**SHERIFF**							
100	GENERAL	919.00	971.00	1,079.48	1,079.00	1,039.00	(40.48)	(3.7%)
251	SHERIFF GRANTS	18.00	29.00	29.00	29.00	29.00	-	0.0%
252	INMATE SERVICES	95.00	95.00	88.00	88.00	112.00	24.00	27.3%
255	DETENTION OPERATIONS	2,543.00	2,462.00	2,372.48	2,373.00	2,385.00	12.53	0.5%
Department Total		**3,575.00**	**3,557.00**	**3,568.95**	**3,569.00**	**3,565.00**	**(3.95)**	**(0.1%)**
520	**PUBLIC DEFENDER**							
100	GENERAL	402.48	392.48	388.48	389.48	388.48	-	0.0%
209	PUBLIC DEFENDER TRAINING	4.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	9.00	10.00	10.00	10.00	10.00	-	0.0%
Department Total		**419.48**	**409.48**	**405.48**	**406.48**	**405.48**	**-**	**0.0%**
540	**LEGAL DEFENDER**							
100	GENERAL	115.00	114.00	116.00	116.00	116.00	-	0.0%
Department Total		**115.00**	**114.00**	**116.00**	**116.00**	**116.00**	**-**	**0.0%**
550	**LEGAL ADVOCATE**							
100	GENERAL	95.50	95.50	95.50	95.50	95.50	-	0.0%
Department Total		**95.50**	**95.50**	**95.50**	**95.50**	**95.50**	**-**	**0.0%**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
560	**CONTRACT COUNSEL**							
100	GENERAL	25.00	26.00	29.00	29.00	29.00	-	0.0%
Department Total		**25.00**	**26.00**	**29.00**	**29.00**	**29.00**	**-**	**0.0%**
570	**PUBLIC ADVOCATE**							
100	GENERAL	54.45	60.45	60.45	60.45	60.45	-	0.0%
Department Total		**54.45**	**60.45**	**60.45**	**60.45**	**60.45**	**-**	**0.0%**
640	**TRANSPORTATION**							
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	-	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	509.00	489.00	490.00	482.50	480.50	(9.50)	(1.9%)
Department Total		**510.00**	**490.00**	**491.00**	**482.50**	**481.50**	**(9.50)**	**(1.9%)**
670	**WASTE RESOURCES AND RECYCLING**							
100	GENERAL	-	-	-	-	26.00	26.00	N/A
290	WASTE TIRE	12.50	10.50	2.00	2.00	2.00	-	0.0%
580	SOLID WASTE MANAGEMENT	18.00	18.00	28.00	27.00	-	(28.00)	(100.0%)
Department Total		**30.50**	**28.50**	**30.00**	**29.00**	**28.00**	**(2.00)**	**(6.7%)**
700	**FACILITIES MANAGEMENT**							
100	GENERAL	106.00	119.00	141.00	128.00	125.00	(16.00)	(11.3%)
255	DETENTION OPERATIONS	31.00	30.00	30.00	30.00	30.00	-	0.0%
Department Total		**137.00**	**149.00**	**171.00**	**158.00**	**155.00**	**(16.00)**	**(9.4%)**
730	**PROCUREMENT SERVICES**							
100	GENERAL	25.00	25.00	29.00	29.00	30.00	1.00	3.4%
673	REPROGRAPHICS	9.00	9.00	9.00	8.00	9.00	-	0.0%
Department Total		**34.00**	**34.00**	**38.00**	**37.00**	**39.00**	**1.00**	**2.6%**
740	**EQUIPMENT SERVICES**							
654	EQUIPMENT SERVICES	53.00	52.00	54.00	54.00	54.00	-	0.0%
Department Total		**53.00**	**52.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**
750	**RISK MANAGEMENT**							
675	RISK MANAGEMENT	23.00	23.00	26.00	28.00	26.00	-	0.0%
Department Total		**23.00**	**23.00**	**26.00**	**28.00**	**26.00**	**-**	**0.0%**
790	**ANIMAL CARE AND CONTROL**							
572	ANIMAL CONTROL LICENSE SHELTER	110.00	111.00	112.00	111.00	109.00	(3.00)	(2.7%)
573	ANIMAL CONTROL GRANTS	6.00	6.00	7.00	7.00	7.00	-	0.0%
574	ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	49.00	(3.00)	(5.8%)
Department Total		**168.00**	**169.00**	**171.00**	**170.00**	**165.00**	**(6.00)**	**(3.5%)**
800	**SUPERIOR COURT**							
100	GENERAL	1,099.60	1,103.50	1,150.00	1,130.00	1,127.00	(23.00)	(2.0%)
208	JUDICIAL ENHANCEMENT	4.00	7.00	8.00	8.00	8.00	-	0.0%
238	SUPERIOR COURT GRANTS	25.80	23.00	29.00	23.00	23.00	(6.00)	(20.7%)
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total		**1,161.40**	**1,165.50**	**1,219.00**	**1,193.00**	**1,190.00**	**(29.00)**	**(2.4%)**
850	**AIR QUALITY**							
503	AIR QUALITY GRANT	22.00	24.60	21.60	14.60	21.60	-	0.0%
504	AIR QUALITY FEES	158.25	118.00	119.00	127.50	119.00	-	0.0%
Department Total		**180.25**	**142.60**	**140.60**	**142.10**	**140.60**	**-**	**0.0%**
860	**PUBLIC HEALTH**							
100	GENERAL	127.25	131.25	132.25	132.65	131.15	(1.10)	(0.8%)
265	PUBLIC HEALTH FEES	51.00	53.00	57.00	58.00	63.00	6.00	10.5%
532	PUBLIC HEALTH GRANTS	398.50	429.75	423.05	406.50	408.00	(15.05)	(3.6%)
Department Total		**576.75**	**614.00**	**612.30**	**597.15**	**602.15**	**(10.15)**	**(1.7%)**
880	**ENVIRONMENTAL SERVICES**							
100	GENERAL	44.00	44.00	45.00	45.00	45.00	-	0.0%
506	ENVIRONMTL SVCS ENV HEALTH	232.00	240.00	241.00	241.00	241.00	-	0.0%
Department Total		**276.00**	**284.00**	**286.00**	**286.00**	**286.00**	**-**	**0.0%**
910	**PUBLIC WORKS**							
988	PUBLIC WORKS FLOOD CONTROL	189.75	192.00	193.00	191.00	191.00	(2.00)	(1.0%)
Department Total		**189.75**	**192.00**	**193.00**	**191.00**	**191.00**	**(2.00)**	**(1.0%)**
COUNTY		**13,532.36**	**13,576.88**	**13,829.72**	**13,750.15**	**13,681.99**	**(147.73)**	**0.8%**

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	45.00	51.00	45.00	46.00	42.00	(3.00)	(6.7%)
Accounting Manager – Treasurer	-	-	1.00	1.00	1.00	-	0.0%
Accounting Specialist	90.00	89.50	88.00	86.50	85.50	(2.50)	(2.8%)
Admin & Operations Mgr	33.00	4.00	3.00	3.00	3.00	-	0.0%
Admin/Office Support	2.00	-	-	-	-	-	N/A
Admin/Office Support Supv	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	178.29	184.60	190.00	185.50	190.50	.50	0.3%
Admin/Operations Supv	28.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Administrative Assistant	2.00	-	-	-	-	-	N/A
Administrative Manager	19.00	16.00	14.00	14.00	14.00	-	0.0%
Administrative Specialist	3.00	1.00	-	-	-	-	N/A
Administrative Staff Supv	54.00	54.00	52.00	52.00	53.00	1.00	1.9%
Administrative Supervisor	83.00	71.00	59.00	62.00	61.00	2.00	3.4%
Administrator	24.00	17.00	12.00	12.00	12.00	-	0.0%
Air Instrument Technician	12.00	13.00	13.00	13.00	13.00	-	0.0%
Air Instrument Technician Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	-	-	4.00	4.00	4.00	-	0.0%
Air Quality Enforcement Specialist	-	-	3.00	3.00	3.00	-	0.0%
Air Quality Operations Supervisor	-	-	1.00	1.00	-	(1.00)	(100.0%)
Air Quality Planner	-	-	6.00	6.00	6.00	-	0.0%
Air Quality Planning Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	-	-	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	-	-	40.00	40.00	40.00	-	0.0%
Air Quality Specialist Supervisor	-	-	6.00	6.00	6.00	-	0.0%
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	40.00	40.00	41.00	41.00	41.00	-	0.0%
Animal Control Officer	39.00	39.00	38.00	38.00	35.00	(3.00)	(7.9%)
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	13.00	12.00	12.00	12.00	-	0.0%
Applications Development Mgr	11.00	9.00	11.00	11.00	10.00	(1.00)	(9.1%)
Applications Development Supv	9.00	9.00	14.00	13.00	15.00	1.00	7.1%
Appraiser	108.00	108.00	104.00	103.00	98.00	(6.00)	(5.8%)
Appraiser Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Appraiser Senior	13.96	13.96	11.48	11.48	11.48	-	0.0%
Appraiser Supervisor	20.00	18.00	19.00	19.00	19.00	-	0.0%
Appraiser Trainee	5.00	5.00	14.00	14.00	17.00	3.00	21.4%
Assistant County Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Atmospheric Science Pro	-	2.00	2.00	2.00	2.00	-	0.0%
Attorney	-	537.29	685.43	685.43	685.43	-	0.0%
Attorney - Associate	243.50	-	-	-	-	-	N/A
Attorney - Civil Practice Mgr	-	-	5.00	5.00	5.00	-	0.0%
Attorney - General Counsel	4.00	-	-	-	-	-	N/A
Attorney - Senior	173.79	-	-	-	-	-	N/A
Attorney - Senior Associate	132.00	-	-	-	-	-	N/A
Attorney - Senior Counsel	14.00	18.00	13.00	13.00	13.00	-	0.0%
Attorney - Senior Law Researcher	-	4.00	4.00	4.00	4.00	-	0.0%
Attorney -Capital Co-Counsel	48.00	40.00	-	-	-	-	N/A
Attorney -Capital Lead Counsel	38.50	43.50	-	-	-	-	N/A
Attorney Manager	11.00	10.00	-	-	-	-	N/A
Attorney Supervisor	44.14	45.14	-	-	-	-	N/A
Auditor Appraiser	-	-	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Bailiff	114.00	114.00	115.00	115.00	116.00	1.00	0.9%
Bd of Supvr's Chief of Staff	5.00	6.00	5.00	5.00	5.00	-	0.0%
Benefits Specialist - County	.15	-	-	-	-	-	N/A
BOS Press Secretary	1.00	1.00	-	-	-	-	N/A
Budget Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	12.00	13.00	12.00	12.00	11.00	(1.00)	(8.3%)
Budget Pol/Compl Cnsltnt-Cnty	1.00	-	-	-	-	-	N/A
Budget Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Business/Systems Analyst	24.00	23.00	27.00	27.00	26.00	(1.00)	(3.7%)
Business/Systems Analyst-Sr/Ld	15.00	18.00	20.00	20.00	20.00	-	0.0%
Call Center Supervisor	-	-	2.00	2.00	-	(2.00)	(100.0%)
Call Ctr Representative	22.00	22.00	18.00	18.00	22.00	4.00	22.2%
Call Ctr Representative - Lead	-	-	4.00	4.00	-	(4.00)	(100.0%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
CAMA Manager	1.00	1.00	-	-	-	-	N/A
CASA Coordinator	-	-	5.00	5.00	5.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	30.00	30.00	32.00	32.00	32.00	-	0.0%
Chemist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Appraiser - Assessor	-	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	4.00	4.00	4.00	4.00	4.00	-	0.0%
Claims Adjuster Lead	-	-	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	5.00	4.00	4.00	4.00	5.00	1.00	25.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	19.00	21.00	21.00	21.00	21.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	24.00	24.00	25.00	24.00	24.00	(1.00)	(4.0%)
Communicatn Officer Supervisor	5.00	5.00	4.00	4.00	4.00	-	0.0%
Communicatns Mgr-Crim Justice	-	1.00	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Coordinator	-	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Community Devlpmnt Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Community Justice Coordinator	-	-	4.00	4.00	4.00	-	0.0%
Compensation Analyst	2.80	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 Operator	13.00	13.00	13.00	13.00	12.00	(1.00)	(7.7%)
Computer Operator - Sr/Ld	5.00	5.00	4.00	4.00	4.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	12.00	11.00	10.00	10.00	10.00	-	0.0%
Consultant	2.00	3.00	2.49	2.49	3.75	1.26	50.6%
Counseling Supervisor	8.00	3.00	3.00	4.00	3.00	-	0.0%
Counselor	77.50	39.00	25.00	25.00	36.00	11.00	44.0%
County Attorney Special Assistant	-	3.00	3.00	3.00	3.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Commissioner	58.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	-	-	11.00	11.00	-	(11.00)	(100.0%)
Court Interpreter	32.10	32.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	4.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Court Probate Investigator	-	-	7.00	7.00	-	(7.00)	(100.0%)
Court Reporter	56.50	51.50	51.50	51.50	51.50	-	0.0%
Court Reporter Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	218.50	214.50	214.50	214.50	213.50	(1.00)	(0.5%)
Courtroom Services Supervisor	-	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
Crew Leader	16.00	16.00	16.00	16.00	16.00	-	0.0%
Crime Scene Specialist	19.00	19.00	22.00	22.00	23.00	1.00	4.5%
Crime Scene Specialist-Sheriff	8.00	8.00	8.00	8.00	8.00	-	0.0%
Crime Scene Supervisor	3.00	6.00	6.00	6.00	6.00	-	0.0%
Data Security Analyst	2.00	3.00	2.00	3.00	4.00	2.00	100.0%
Data Security Analyst Sr/Ld	2.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Database Administrator	15.00	17.26	20.00	21.00	18.33	(1.67)	(8.4%)
Database Report Writer Analyst	5.00	5.00	4.00	4.00	4.00	-	0.0%
Dental Assistant	3.00	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	1.50	1.50	1.50	1.50	1.50	-	0.0%
Department Facilities Planner	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Administrator - BOS	5.00	5.00	5.00	5.00	5.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	41.00	39.00	-	-	-	-	N/A
Deputy Director - Air Quality	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Animal Care & Control	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	4.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	-	-	4.00	4.00	4.00	-	0.0%
Deputy Director - Elections	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Environmental Services	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Facilities Management	-	-	1.00	-	-	(1.00)	(100.0%)
Deputy Director - Finance	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director – Human Resources	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Human Services	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Justice Courts	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Legal Defense	-	2.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Materials Management	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Adv Svcs	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Plng & Devel	-	-	2.00	2.00	2.00	-	0.0%
Deputy Director - Probation	-	1.50	7.50	7.50	7.50	-	0.0%
Deputy Director - Public Health	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Public Works	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	-	-	4.00	4.00	4.00	-	0.0%
Detention Ofcr Supv -Probation	25.00	25.00	25.00	25.00	25.00	-	0.0%
Detention Officer	1,743.00	1,848.00	1,885.48	1,886.00	1,887.00	1.53	0.1%
Detention Officer - Probation	265.10	259.10	251.10	248.10	240.10	(11.00)	(4.4%)
Detention Officer Captain	11.00	11.00	11.00	11.00	11.00	-	0.0%
Detention Officer Lieutenant	64.00	65.00	65.00	65.00	65.00	-	0.0%
Detention Officer Sergeant	201.00	201.00	202.00	202.00	202.00	-	0.0%
Development Svcs Specialist	28.00	29.00	30.00	30.00	30.00	-	0.0%
Development Svcs Supervisor	6.00	8.00	8.00	8.00	8.00	-	0.0%
Development Svcs Technician	112.00	111.00	108.00	106.93	105.93	(2.08)	(1.9%)
Dietitian/Nutritionist	18.70	20.20	23.10	21.60	21.35	(1.75)	(7.6%)
Dietitian/Nutritionist Supv	3.00	4.00	3.00	3.00	3.00	-	0.0%
Director	4.00	3.00	2.00	1.00	-	(2.00)	(100.0%)
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	1.00	-	0.0%
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	1.00	-	0.0%
Director - Correctional Health	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%
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	1.00	-	0.0%
Director - Geographic Information Systems	-	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%
Director - Human Resources	-	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 - Justice Courts	-	-	1.00	1.00	1.00	-	0.0%
Director - Legal Defense	5.00	5.00	4.00	4.00	4.00	-	0.0%
Director - Litigation	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 Defense Services	-	-	1.00	1.00	1.00	-	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%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Director - Solid Waste	1.00	1.00	-	-	-	-	N/A
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	-	-	-	-	-	N/A
Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Education Manager - Detention	-	-	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	-	-	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	-	-	34.00	34.00	34.00	-	0.0%
Education Svc Program Coord	-	2.00	5.00	6.00	5.00	-	0.0%
Educator	48.00	42.00	46.50	46.50	46.50	-	0.0%
Educator - Detention	25.00	25.00	25.00	25.00	25.00	-	0.0%
Educator Assistant	58.00	53.00	53.00	53.00	53.00	-	0.0%
Educator Bachelor's	42.00	43.00	43.00	42.50	41.00	(2.00)	(4.7%)
Educator Coordinator	35.00	36.00	40.00	40.00	40.00	-	0.0%
Educator Supervisor - Detention	-	1.00	3.00	3.00	2.00	(1.00)	(33.3%)
Elected	37.00	37.00	37.00	37.00	38.00	1.00	2.7%
Electrician	11.00	12.00	12.00	12.00	12.00	-	0.0%
Electronic Technician	9.00	10.00	10.00	10.00	10.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Emergency Services Planner	6.50	9.50	8.50	8.50	8.50	-	0.0%
Emergency Services Planning Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Employee Records Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Employee Relations Analyst-Cty	6.00	4.00	4.00	4.00	4.00	-	0.0%
Engineer	71.75	70.00	71.00	72.00	70.00	(1.00)	(1.4%)
Engineering Associate	60.00	56.00	57.00	57.00	58.00	1.00	1.8%
Engineering Manager	7.00	7.00	5.00	5.00	5.00	-	0.0%
Engineering Specialist	23.00	23.00	23.00	23.00	23.00	-	0.0%
Engineering Supervisor	19.00	20.00	21.00	21.00	20.00	(1.00)	(4.8%)
Engineering Technician	38.00	38.00	38.00	37.00	38.00	-	0.0%
Enterprise Architect	-	-	-	6.00	6.00	6.00	N/A
Environmental Enforcement Spec	13.00	10.00	7.00	7.00	7.00	-	0.0%
Environmental Services Division Manager	-	-	3.00	3.00	-	(3.00)	(100.0%)
Environmental Services Operations Supervisor	-	-	8.00	8.00	-	(8.00)	(100.0%)
Environmental Spclst Supv	36.00	36.00	29.00	29.00	29.00	-	0.0%
Environmental Specialist	184.00	170.00	128.00	128.00	128.00	-	0.0%
Epidemiologist	10.00	12.40	14.90	15.00	14.50	(.40)	(2.7%)
Epidemiology Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Equipment Operator	59.00	59.00	59.00	59.00	58.00	(1.00)	(1.7%)
Equipment Svcs Administrator	-	1.00	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	-	-	-	-	-	N/A
Executive Assistant	25.00	29.00	21.00	21.00	26.00	5.00	23.8%
Executive Assistant - Elected Official	-	3.00	7.00	7.00	4.00	(3.00)	(42.9%)
Executive Assistant to Executive Officer	-	-	3.00	3.00	2.00	(1.00)	(33.3%)
Facil Cap Proj & Plng Div Dir	-	-	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	-	-	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	-	6.00	9.00	4.00	4.00	(5.00)	(55.6%)
Facil Capital Project Mgr Sr	-	-	5.00	5.00	5.00	-	0.0%
Facil Contract Service Monitor	-	5.00	5.00	5.00	5.00	-	0.0%
Facil Lg Capital Project Exec	-	-	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	-	-	2.00	2.00	2.00	-	0.0%
Facilities Manager - Capital Projects	-	1.00	1.00	-	-	(1.00)	(100.0%)
Facilities Planner	-	-	8.00	6.00	2.00	(6.00)	(75.0%)
Facilities Planning Div Mgr	-	-	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	-	2.00	4.00	4.00	4.00	-	0.0%
Facilities Project Manager Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	30.00	23.00	25.00	24.00	25.00	-	0.0%
Finan Compliance Admin - Cnty	-	1.00	2.00	2.00	2.00	-	0.0%
Finan/Business Analyst -County	14.00	16.00	16.00	16.00	17.00	1.00	6.3%
Finance Manager	-	-	10.00	9.00	10.00	-	0.0%
Finance Manager - Large	-	-	10.00	10.00	8.00	(2.00)	(20.0%)
Finance Manager - Sheriff	-	-	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Finance Support Supervisor	9.00	9.00	12.00	12.00	12.00	-	0.0%
Finance/Business Analyst	26.00	29.00	30.00	28.00	30.00	-	0.0%
Financial Manager - County	6.00	7.00	5.00	5.00	6.00	1.00	20.0%
Financial Supervisor - County	6.00	3.00	3.00	5.00	5.00	2.00	66.7%
Financial Supervisor - Dept	17.00	17.00	-	-	-	-	N/A
Fingerprint Analyst	15.00	15.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	15.00	15.00	14.00	14.00	14.00	-	0.0%
Fleet Parts Specialist	-	3.00	3.00	3.00	3.00	-	0.0%
Food Service Worker	77.00	10.00	10.00	10.00	10.00	-	0.0%
Food Services Assistant Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	17.00	12.00	12.00	12.00	12.00	-	0.0%
Food Services Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	-	.60	.60	.60	.60	-	0.0%
Forensic Odontologist	-	.80	.80	.75	.75	(.05)	(6.3%)
Forensic Services Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	9.00	9.50	9.00	9.00	(.50)	(5.3%)
General Laborer	98.00	73.00	79.00	79.00	79.00	-	0.0%
General Laborer Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
General Maintenance Worker	88.00	82.00	82.00	82.00	80.00	(2.00)	(2.4%)
GIS Programmer/Analyst	18.00	17.00	16.00	16.00	16.00	-	0.0%
GIS Programmer/Analyst - Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	22.00	23.00	22.50	22.50	22.50	-	0.0%
Government Relations Liaison	-	1.00	-	-	-	-	N/A
Govt/Commun Affairs Ofcr	1.00	-	-	-	-	-	N/A
Grant-Contract Admin Supv	2.00	3.00	4.00	4.00	4.00	-	0.0%
Grant-Contract Administrator	20.00	20.60	19.60	20.60	19.60	-	0.0%
Guardian/Estate Admin Supv	-	3.00	3.00	3.00	3.00	-	0.0%
Guardian/Estate Administrator	18.30	24.30	24.30	24.30	24.30	-	0.0%
Guardian/Estate Benefits Specialist	-	-	2.00	2.00	2.00	-	0.0%
Health Educator	34.50	35.10	37.10	37.35	35.35	(1.75)	(4.7%)
Health Educator Supervisor	-	9.00	10.00	10.00	10.00	-	0.0%
Health Services Aide	113.60	115.10	107.10	107.10	107.10	-	0.0%
Heavy Equipment Operator	39.00	41.00	41.00	41.00	41.00	-	0.0%
Help Desk Coordinator	23.00	22.00	25.00	24.00	24.00	(1.00)	(4.0%)
Help Desk Coordinator - Sr/Ld	8.00	8.00	10.00	10.00	10.00	-	0.0%
HRIS Senior Consultant	-	-	-	1.00	-	-	N/A
HST Analyst	1.00	1.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	26.00	27.00	36.00	36.00	29.00	(7.00)	(19.4%)
Human Resources Associate	10.00	11.00	13.00	7.00	12.00	(1.00)	(7.7%)
Human Resources Manager	-	-	11.00	11.00	9.00	(2.00)	(18.2%)
Human Resources Manager – Large	-	-	3.00	3.00	3.00	-	0.0%
Human Resources Mngr - County	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Human Resources Mngr - Courts	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	34.00	32.00	35.00	33.00	31.00	(4.00)	(11.4%)
Human Resources Supervisor	14.00	15.00	-	-	1.00	1.00	N/A
Human Resources Supervisor – County	-	-	4.00	5.00	5.00	1.00	25.0%
Human Resources Support Supv	8.00	6.00	5.00	2.00	2.00	(3.00)	(60.0%)
Human Services Program Administrator	-	3.00	3.00	3.00	3.00	-	0.0%
Indust Dev Auth Exec Director	-	-	.75	.75	-	(.75)	(100.0%)
Infection Control Specialist	31.00	31.00	32.00	32.00	32.00	-	0.0%
Inspection Supervisor	10.00	9.00	8.00	8.00	9.00	1.00	12.5%
Inspector	55.00	51.00	49.00	47.00	50.00	1.00	2.0%
Intern	4.00	2.50	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	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	-	-	2.00	2.00	2.00	-	0.0%
Internal Auditor	10.00	11.00	4.50	4.50	4.50	-	0.0%
Internal Auditor Senior	-	-	4.00	4.00	4.00	-	0.0%
Internal Auditor Senior – Specialized	-	-	2.50	2.50	2.50	-	0.0%
Investigation Commander - MCAO	1.00	1.00	-	-	-	-	N/A
Investigations Supv - Defense	4.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Supv - MCAO	4.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Task Force Commander – MCAO	-	-	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Investigator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Investigator	35.00	34.00	-	-	-	-	N/A
Investigator - Defense	44.00	43.00	43.00	43.00	43.00	-	0.0%
Investigator - MCAO	2.00	3.00	48.00	48.00	48.00	-	0.0%
Investigator Chief - Defense	1.00	-	-	-	-	-	N/A
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	2.00	9.00	15.00	13.00	8.00	(7.00)	(46.7%)
IS Project Management Mgr	2.00	3.00	3.00	3.00	3.00	-	0.0%
IS Project Manager	9.00	10.00	15.00	13.00	10.00	(5.00)	(33.3%)
IS Project Manager - Sr/Ld	11.00	10.00	12.00	11.00	10.00	(2.00)	(16.7%)
IT Consultant	7.40	9.45	12.45	10.00	9.00	(3.45)	(27.7%)
IT Division Manager	10.00	10.00	10.00	10.00	11.00	1.00	10.0%
IT Operations Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Senior Manager	9.00	9.00	9.00	8.00	8.00	(1.00)	(11.1%)
IT Services Supv	11.00	11.00	12.00	12.00	12.00	-	0.0%
Judicial Assistant	152.00	158.00	157.00	157.00	155.00	(2.00)	(1.3%)
Judicial Assistant Coordinator	-	-	4.00	4.00	4.00	-	0.0%
Justice Of The Peace	25.00	25.00	25.00	25.00	26.00	1.00	4.0%
Justice System Administrator	-	13.00	15.00	15.00	15.00	-	0.0%
Justice System Clerk	887.53	904.53	906.53	891.53	891.03	(15.50)	(1.7%)
Justice System Clerk Lead	79.00	78.00	79.00	78.00	80.00	1.00	1.3%
Justice System Clerk Supv	88.00	93.00	93.00	93.00	93.00	-	0.0%
Justice System Manager	-	22.00	22.00	21.00	20.00	(2.00)	(9.1%)
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	2.00	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	17.00	17.00	22.00	21.00	22.00	-	0.0%
Law Enforcement Lieutenant	32.00	30.00	30.00	30.00	30.00	-	0.0%
Law Enforcement Officer	621.00	595.00	568.00	569.00	567.00	(1.00)	(0.2%)
Law Enforcement Sergeant	89.00	89.00	89.00	89.00	89.00	-	0.0%
Legal Assistant	159.00	165.00	168.00	168.00	165.00	(3.00)	(1.8%)
Legal Assistant Supv	9.00	13.00	19.00	19.00	18.00	(1.00)	(5.3%)
Legal Management Assistant	-	-	4.00	4.00	4.00	-	0.0%
Legal Order Server	11.00	11.00	11.00	11.00	11.00	-	0.0%
Legal Services Manager	-	7.00	8.00	8.00	8.00	-	0.0%
Legal Support Specialist	188.00	185.00	188.00	187.00	188.00	-	0.0%
Legal Support Supervisor	51.00	54.00	49.00	50.00	49.00	-	0.0%
Legislative Analyst	-	-	2.00	2.00	2.00	-	0.0%
Legislative Analyst – County	-	-	1.00	1.00	1.00	-	0.0%
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	-	-	-	-	N/A
Library Paraprofessional	6.00	6.00	6.00	6.00	6.00	-	0.0%
Licensed Practical Nurse	65.00	66.00	70.00	69.00	69.75	(.25)	(0.4%)
Management Analyst	75.00	74.00	81.00	86.00	81.00	-	0.0%
Management Assistant	3.80	5.00	11.00	11.00	8.00	(3.00)	(27.3%)
Managing for Results Faciltatr	-	-	2.00	2.00	2.00	-	0.0%
Materials Handling Worker	43.00	18.00	-	-	-	-	N/A
Materials Inventory Specialist	11.00	32.00	49.00	49.00	46.00	(3.00)	(6.1%)
Materials Testing Supervisor	-	1.00	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	16.00	14.00	16.00	16.00	16.00	-	0.0%
Mechanic - Automotive Lead	-	2.00	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	2.00	-	0.0%
Mechanic - Heavy Equipment	14.00	12.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	3.00	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	17.00	19.00	18.00	18.00	17.00	(1.00)	(5.6%)
Medical Assistant	75.00	77.00	80.00	79.50	79.50	(.50)	(0.6%)
Medical Death Investigations Manager	-	1.00	-	-	-	-	N/A
Medical Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	9.00	9.00	9.00	9.00	11.00	2.00	22.2%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Medical Records Manager	-	-	2.00	2.00	2.00	-	0.0%
Mental Health Director	-	-	1.00	1.00	1.00	-	0.0%
Mental Health Professional	-	35.50	35.50	35.00	37.00	1.50	4.2%
Mental Health Professional Supervisor	-	4.00	4.00	4.00	4.00	-	0.0%
Mitigation Specialist	13.00	14.00	13.00	13.00	13.00	-	0.0%
Mitigation Specialist - Capital Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	21.00	22.00	20.00	20.00	20.00	-	0.0%
Network Engineer	1.00	2.00	2.00	2.00	2.00	-	0.0%
Network Engineer - Sr/Ld	2.00	3.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	103.00	107.00	113.00	113.75	112.50	(.50)	(0.4%)
Nurse - Correctional/Psychiatric	1.00	3.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	58.70	64.10	65.60	57.10	64.10	(1.50)	(2.3%)
Nurse Legal Consultant	-	1.00	1.00	1.00	1.00	-	0.0%
Nurse Pract/Phys Asst	24.00	24.00	27.00	27.00	27.00	-	0.0%
Nurse Pract/Phys Asst - Psych	4.00	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	1.00	-	0.0%
Nursing Manager	5.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Nursing Supervisor	20.00	20.00	20.00	20.00	19.00	(1.00)	(5.0%)
Office Assistant	487.75	463.25	448.23	440.35	434.35	(13.88)	(3.1%)
Office Assistant Specialized	358.50	369.50	368.50	366.50	351.50	(17.00)	(4.6%)
Operations Supervisor - PW	12.00	12.00	9.00	9.00	9.00	-	0.0%
Operations Support Analyst	6.00	6.00	6.00	6.00	6.00	-	0.0%
Operations Support Anlst-Sr/Ld	3.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
Operations/Program Manager	47.00	45.00	35.00	33.00	37.00	2.00	5.7%
Operations/Program Supervisor	66.50	50.00	33.00	34.00	44.00	11.00	33.3%
Park Interpretive Ranger	12.00	12.00	12.00	12.00	12.00	-	0.0%
Parks Manager	-	-	2.00	2.00	3.00	1.00	50.0%
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	-	-	2.00	2.00	2.00	-	0.0%
Parks Supervisor	-	-	8.00	8.00	7.00	(1.00)	(12.5%)
Parks Supervisor-Lake Pleasant	-	-	-	-	1.00	1.00	N/A
Payroll Specialist - County	6.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
Payroll/Time & Labor Spec	-	3.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	11.00	10.00	13.00	13.00	13.00	-	0.0%
PC/LAN Tech Support	53.50	55.50	54.50	52.00	52.00	(2.50)	(4.6%)
Pharmacist	2.00	2.00	3.00	3.40	3.40	.40	13.3%
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	13.00	12.75	13.75	13.75	13.00	(.75)	(5.5%)
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	27.00	24.00	10.00	11.00	15.00	5.00	50.0%
Planning Supervisor	9.00	11.00	8.00	8.00	8.00	-	0.0%
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	1.00	1.00	-	0.0%
Polygraph Examiner	3.00	3.00	4.00	4.00	4.00	-	0.0%
Presentence Screener	51.00	52.00	47.00	47.00	47.00	-	0.0%
Preventive Maintenance Tech	5.00	5.00	5.00	5.00	5.00	-	0.0%
Probation Assistant	42.50	48.50	46.50	46.50	46.50	-	0.0%
Probation Manager	16.00	16.00	16.00	16.00	16.00	-	0.0%
Probation Officer	835.00	832.50	834.50	834.50	838.00	3.50	0.4%
Probation Officer Supervisor	117.00	118.00	121.00	121.00	123.00	2.00	1.7%
Procurement Officer - County	11.00	11.50	12.50	11.50	11.50	(1.00)	(8.0%)
Procurement Officer - Dept	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Procurement Specialist	33.00	33.00	32.00	32.00	32.00	-	0.0%
Procurement Supervisor - Dept	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor -County	2.50	2.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	55.50	54.50	59.50	59.50	60.50	1.00	1.7%
Program Manager	1.00	-	-	-	-	-	N/A
Program Manager - County	-	2.00	3.00	3.00	3.00	-	0.0%
Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	47.00	47.00	43.00	39.00	40.00	(3.00)	(7.0%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Programmer/Analyst - Sr/Ld	35.00	36.00	41.00	40.00	41.00	-	0.0%
Project Administrator	2.00	2.00	1.00	1.00	1.00	-	0.0%
Project Manager	16.00	3.00	2.00	2.00	1.00	(1.00)	(50.0%)
Project Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Property & Evidence Custodian	-	5.00	5.00	5.00	5.00	-	0.0%
Psychiatrist	11.50	11.50	11.50	11.50	12.00	.50	4.3%
Psychologist	15.00	15.00	17.00	17.00	17.00	-	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	1.00	-	0.0%
Public Health Program Admin	-	2.00	3.00	3.00	3.00	-	0.0%
Public Works Chief Appraiser	-	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	3.50	3.50	3.50	3.50	3.50	-	0.0%
RDSA Ombudsman	-	-	2.00	2.00	2.00	-	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	-	0.0%
Real Property Specialist	12.00	13.00	13.00	13.00	13.00	-	0.0%
Real Property Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Recruiter	4.00	3.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	8.00	7.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	6.00	6.00	6.00	5.00	6.00	-	0.0%
Risk Management Consultant	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Risk Mgmt Supervisor	3.50	2.50	2.50	2.50	2.00	(.50)	(20.0%)
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Roadway Operation Division Mgr	-	-	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Schools Program Administrator	-	2.00	-	-	-	-	N/A
Schools Program Manager	-	11.00	16.00	16.00	16.00	-	0.0%
Security Asst Division Mgr	-	-	1.00	1.00	-	(1.00)	(100.0%)
Security Division Manager	-	-	2.00	2.00	2.00	-	0.0%
Security Inspector	-	-	2.00	2.00	1.00	(1.00)	(50.0%)
Security Officer	180.50	176.50	193.50	195.50	193.50	-	0.0%
Security Officer Manager	7.00	7.00	6.00	6.00	6.00	-	0.0%
Security Officer Supervisor	15.00	15.00	16.00	15.00	15.00	(1.00)	(6.3%)
Sheriff Record Specialist	48.00	48.00	48.00	48.00	48.00	-	0.0%
Sheriff Record Specialist Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	8.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	168.00	166.00	161.00	162.00	168.00	7.00	4.3%
Social Worker Supervisor	21.00	19.00	20.00	20.00	21.00	1.00	5.0%
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)	(100.0%)
Special Projects Manager	-	3.00	7.00	7.50	8.00	1.00	14.3%
Strategic Procurement Consultant - County	-	.50	.50	.50	.50	-	0.0%
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Surveillance Officer	127.00	124.00	122.00	122.00	121.00	(1.00)	(0.8%)
Systems Admin & Analysis Mgr	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Admin & Analysis Supv	5.00	5.00	5.00	5.00	5.00	-	0.0%
Systems/Network Administrator	24.00	22.00	23.00	22.00	23.00	-	0.0%
Systems/Network Admin-Sr/Ld	24.00	23.00	23.00	24.00	23.00	-	0.0%
Technical Program Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	6.00	7.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer	6.00	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	3.00	3.00	3.00	3.00	-	0.0%
Telecommunications Tech	7.00	7.00	10.00	10.00	10.00	-	0.0%
Telecommunications Tech-Sr/Ld	10.00	10.00	10.00	10.00	10.00	-	0.0%
Trades Generalist	42.00	43.00	45.00	45.00	43.00	(2.00)	(4.4%)
Trades Manager	-	1.00	1.00	-	-	(1.00)	(100.0%)
Trades Specialist	58.00	62.00	61.00	60.00	60.00	(1.00)	(1.6%)
Trades Supervisor	12.00	13.00	13.00	13.00	13.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	26.75	31.80	32.89	33.75	28.75	(4.14)	(12.6%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Training Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	-	-	1.00	1.00	1.00	-	0.0%
Veterinarian	3.00	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Supervisor	-	4.00	4.00	4.00	4.00	-	0.0%
Water Instrument Technician	4.00	4.00	4.00	4.00	4.00	-	0.0%
Water Instrument Technician Supervisor	-	-	1.00	1.00	-	(1.00)	(100.0%)
Web Designer/Developer	13.00	14.00	14.00	14.00	15.00	1.00	7.1%
Web Designer/Developer-Sr/Ld	8.00	8.00	8.00	8.00	8.00	-	0.0%
Workforce Development Spec	27.00	24.00	26.00	26.00	26.00	-	0.0%
Total	**13,532.36**	**13,576.88**	**13,829.72**	**13,750.15**	**13,681.99**	**(147.73)**	**(0.8%)**

Mandates

Introduction

Approximately 93.2% 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 $148.5 million, the Arizona Health Care Cost Containment System (AHCCCS) of $20.2 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total $43.5 million and $4 million to pay for Sexually Violent Persons at the Arizona State Hospital. All are declining based on volume decreases. The mandated contribution to the State General Fund that had been in place for 5 years will no longer be required in FY 2013.

Mandated State Payments			
	FY 2012	**FY 2013**	**% Chg**
ALTCS Contribution	$ 154,518,900	$ 148,533,600	-3.87%
Arnold v Sarn	46,314,249	43,530,556	-6.01%
AHCCCS Contribution	20,575,000	20,225,200	-1.70%
State Contribution	26,384,500	-	-100.00%
SVP Commitment Payments	5,000,000	4,000,000	-20.00%
Total	$ 252,792,649	$ 216,289,356	-14.44%

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

To maintain a structurally balanced budget with the continuing decline of property values and the direction to maintain the property tax rate, the FY 2013 operating budget, as well as the overall budget, is decreasing by $20 million. Non-recurring spending will remain constant year-over-year.

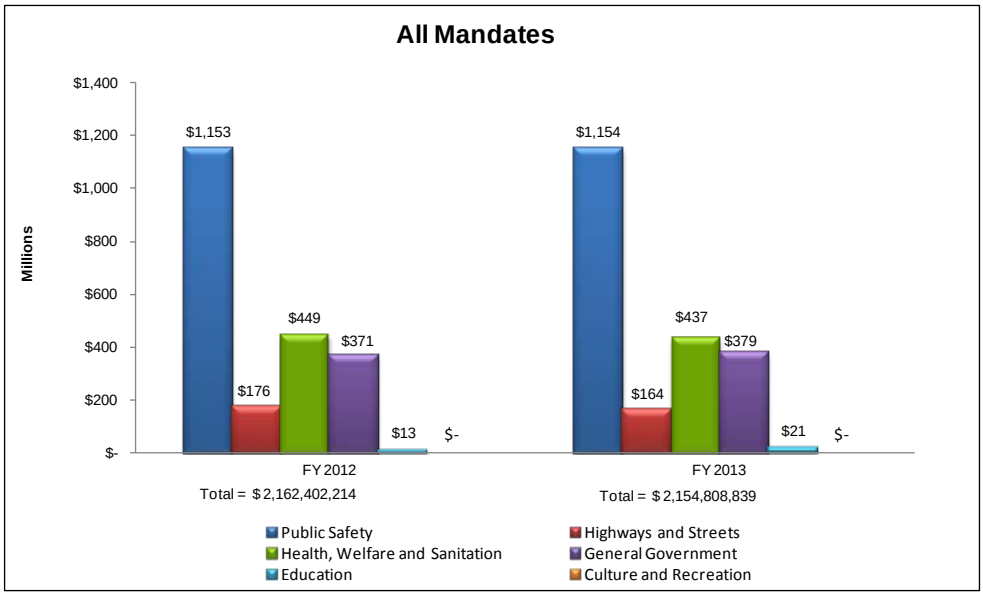
In this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety, so that readers have a broad sense of the types of services provided.

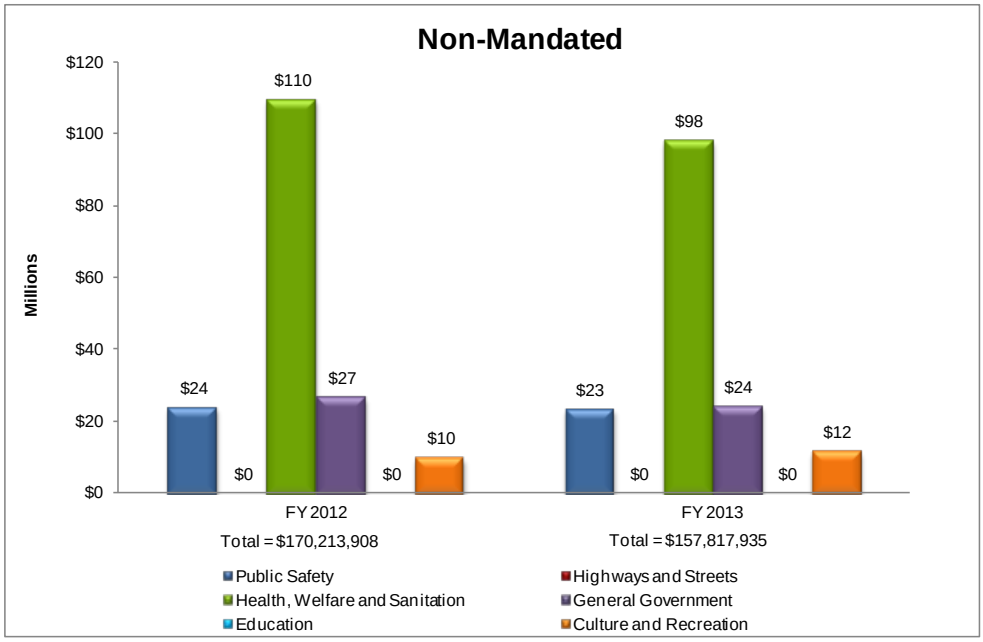
As illustrated in the table below, over $1.63 billion (70.6%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, $523 million (22.6%) is associated with administrative mandates. Only $158 million or 6.8% of the County's budgeted expenditures are for truly non-mandated services.

Summary of FY 2013 Mandated and Non-Mandated Expenditures

Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget	Not Mandated	% of Budget
Public Safety	$ 978,423,781	42.3%	$ -	0.0%	$ 175,316,929	7.6%	$ 23,483,584	1.0%
Highways and Streets	153,064,259	6.6%	-	0.0%	10,840,162	0.5%	-	0.0%
Health, Welfare and Sanitation	184,239,018	8.0%	216,289,356	9.4%	36,200,367	1.5%	98,348,889	4.3%
General Government	78,815,610	3.4%	-	0.0%	300,655,744	13.0%	24,291,372	1.1%
Education	20,495,800	0.9%	-	0.0%	467,813	0.0%	-	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%	11,694,090	0.4%
Totals	$1,415,038,468	61.2%	$ 216,289,356	9.4%	$ 523,481,015	22.6%	$ 157,817,935	6.8%

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 are over $978 million or 42.3% of the County's total budget. Only 1% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2012 and FY 2013.

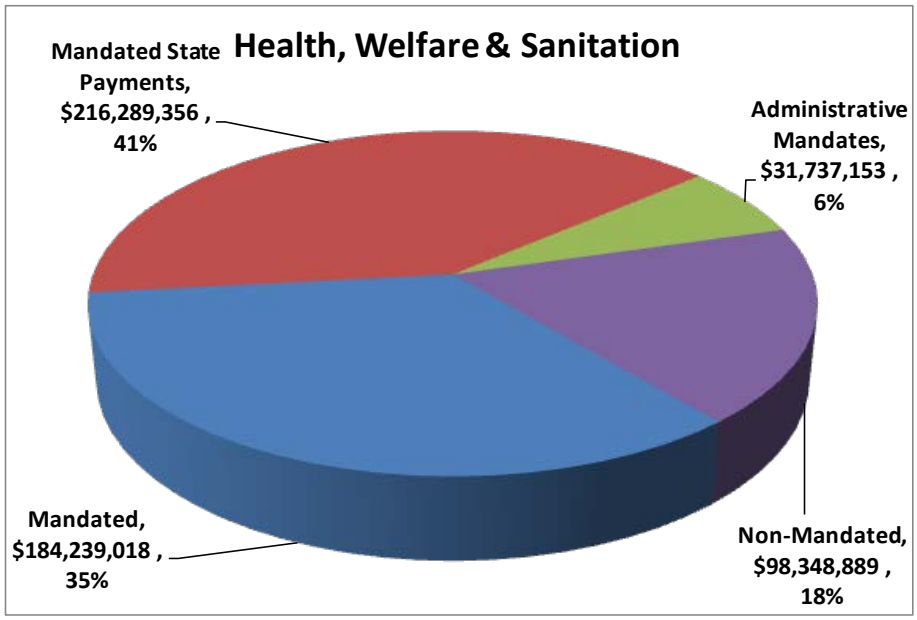
Public Safety	**FY 2012**	**FY 2013**	**% Chg**
Mandated	$ 938,752,583	$ 978,423,781	4.23%
Mandated State Payments	23,000,000	-	-100.00%
Administrative Mandates	190,885,060	175,316,929	-8.16%
Non-Mandated	23,889,243	23,483,584	-1.70%
Total	$ 1,176,526,886	$ 1,177,224,294	0.06%

The increase in Public Safety expenditures is primarily due to new information technology and capital improvement projects. Information on the individual projects can be found in the *Capital Improvement Program* section of this document.

Health, Welfare and 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 also 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 Waste Resources and Recycling Department is responsible for solid waste collection and tire recycling.

The FY 2013 budget includes over $98 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 programs delivered by the Human Services Department, as well as HIV/AIDS services, tobacco cessation, and nutrition programs under Public Health. Funding for many of 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 $184 million or 8% of the County's overall expenditures, with an additional $216 million for mandated state payments. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2012 and FY 2013 budgets is shown in the table below.

Health, Welfare & Sanitation					
		FY 2012		**FY 2013**	**% Chg**
Mandated	$	196,703,046	$	184,239,018	-6.34%
Mandated State Payments		226,408,149		216,289,356	-4.47%
Administrative Mandates		26,019,332		36,200,367	39.13%
Non-Mandated		109,739,138		98,348,889	-10.38%
Total	$	558,869,665	$	535,077,630	-4.26%

Highways and Streets

Maricopa County receives a share of the State Highway User Revenue Fund (HURF) to use for transportation purposes. The Department of Transportation 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 $153 million, or 6.6% of the County's total expenditures. Due to the diversion of HURF revenue to other departments within the State of Arizona in recent years, the fund balance available for transportation projects has not increased at the same rate it had in the past, resulting in a reduction of funding available for capital improvement expenditures. The table below reflects the FY 2012 and FY 2013 expenditures for Highways and Streets.

Highways & Streets			
	FY 2012	**FY 2013**	**% Chg**
Mandated	$ 164,987,471	$ 153,064,259	-7.23%
Mandated State Payments	-	-	
Administrative Mandates	11,054,750	10,840,162	-1.94%
Non-Mandated	-	-	
Total	$ 176,042,221	$ 163,904,421	-6.89%

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 $403 million budgeted for General Government expenditures, 94% is mandated, either directly or administratively.

The table below illustrates the mandated versus non-mandated expenditures in FY 2012 and FY 2013.

General Government			
	FY 2012	**FY 2013**	**% Chg**
Mandated	$ 54,968,086	$ 78,815,610	43.38%
Mandated State Payments	3,384,500	-	-100.00%
Administrative Mandates	313,018,616	300,655,744	-3.95%
Non-Mandated	26,643,750	24,291,372	-8.83%
Total	$ 398,014,952	$ 403,762,726	1.44%

General Government mandated expenditures are increasing due to costs associated with the presidential election in 2012 and the reclassification of the legal representation provided by the County Attorney's Office from Public Safety to General Government.

Culture and Recreation

The quality of life in Maricopa County is enhanced by the Cultural and Recreational services offered by the park facilities and extensive trail system 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 0.4% of the County's total budget is spent in this functional area. The table below reflects the FY 2012 and FY 2013 expenditures for Culture and Recreation.

Culture & Recreation	**FY 2012**	**FY 2013**	**% Chg**
Mandated	$ -	$ -	
Mandated State Payments	-	-	
Administrative Mandates	-	-	
Non-Mandated	9,941,777	11,694,090	17.63%
Total	$ 9,941,777	$ 11,694,090	17.63%

Expenditures for the Culture and Recreation have increased due to maintenance and continued 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.

Education	**FY 2012**	**FY 2013**	**% Chg**
Mandated	$ 12,799,363	$ 20,495,800	60.13%
Mandated State Payments	-	-	
Administrative Mandates	421,258	467,813	11.05%
Non-Mandated	-	-	
Total	$ 13,220,621	$ 20,963,613	58.57%

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

Adult Probation

Analysis by 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: At the end of FY 2012, Adult Probation exceeded all of the above goals. The rate of successful completions from standard probation has reached 81%. The 4.46% rate of new felony convictions at the end of FY 2012 is expected to hold steady in FY 2013. The commitment rate to the Department of Corrections has declined to 17.3%. The goal regarding Pretrial Supervision has been exceeded with an 87.9% successful completion rate, though the rate could decline somewhat in FY 2013 due to high caseload ratios and the increased use of pretrial services based on the new pretrial risk tool implemented in FY 2012. The goal will be revised during the FY 2014 Strategic Business Plan update process.

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: The Adult Probation Department's bi-annual Employee Satisfaction Survey results showed an employee satisfaction of 5.7 in FY 2012, which exceeds the goal. The average years of service for APD "badge staff" increased to 10.57 years. The latter average could decline in future years as the economy improves and officers seek better job opportunities. The goal will be revised during the FY 2014 Strategic Business Plan update process.

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: The department is completing 98% of presentence reports on time, and expects to continue that rate in FY 2013. Victim restitution payments have increased to 65%, and are likely to continue at that rate. The percentage of probationers performing community work service hours has declined to 50%, and could be lower in FY 2013 due to the limitation of coordinating enough community service projects with current staffing levels, given the number of community service hours ordered by the court. The department has not addressed the fourth and fifth Goal benchmarks, and will re-consider their inclusion during the FY 2014 Strategic Business Plan update process.

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: The department maintained an offender satisfaction rate of 86% in FY 2012, and expects the rate to continue in FY 2013. The department anticipates that the annual Victims and Community Partners Survey will show improvements by the end of FY 2012 and continuing into FY 2013. Additional training with a focus on victim communication in FY 2012 should improve satisfaction rates in FY 2013. The goal will be revised during the FY 2014 Strategic Business Plan update process.

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: The FY 2012 bi-annual Employee Satisfaction Survey results indicated that employees rated overall working conditions at an average of 6.21, and safety conditions of 6.01. Since the survey is bi-annual, no results will be available for FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
EDUC - ADULT EDUCATION	$ 286,663	$ 247,169	$ 247,169	$ 234,361	$ 248,529	$ 1,360	0.6%
PRES - PRESENTENCE	112,378	226,676	226,676	212,027	215,000	(11,676)	-5.2%
TTAC - TRANSITION AND TREATMENT	3,124,368	3,009,426	3,199,903	3,126,559	2,364,026	(835,877)	-26.1%
11BC - BEHAVIORAL CHANGE	$ 3,523,409	$ 3,483,271	$ 3,673,748	$ 3,572,947	$ 2,827,555	$ (846,193)	-23.0%
CMRS - COMMUNITY RESTORATION	$ 123,597	$ 211,799	$ 272,725	$ 122,227	$ 132,684	$ (140,041)	-51.3%
ICMA - IN CUSTODY MANAGEMENT	673,170	991,430	991,430	821,668	940,507	(50,923)	-5.1%
INPB - INTENSIVE PROBATION	440,009	689,179	689,179	557,124	557,124	(132,055)	-19.2%
SOFF - SEX OFFENDER	49,725	53,312	53,312	123,897	44,897	(8,415)	-15.8%
STDP - STANDARD PROBATION	8,523,863	7,965,600	7,965,600	8,357,608	8,425,199	459,599	5.8%
WARR - FUGITIVE APPREHENSION	369,563	115,325	203,705	440,497	50,225	(153,480)	-75.3%
11CJ - COMMUNITY JUSTICE	$ 10,179,927	$ 10,026,645	$ 10,175,951	$ 10,423,021	$ 10,150,636	$ (25,315)	-0.2%
ODIR - EXECUTIVE MANAGEMENT	$ 19,804	$ 5,291	$ 5,291	$ 23,209	$ 1,780	$ (3,511)	-66.4%
99AS - ADMINISTRATIVE SERVICES	$ 19,804	$ 5,291	$ 5,291	$ 23,209	$ 1,780	$ (3,511)	-66.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 26,613	$ 94,792	$ 94,792	$ 59,195	$ 55,601	$ (39,191)	-41.3%
GGOV - GENERAL GOVERNMENT	4,148,364	3,700,000	3,700,000	3,543,386	3,364,400	(335,600)	-9.1%
99GV - GENERAL GOVERNMENT	$ 4,174,977	$ 3,794,792	$ 3,794,792	$ 3,602,581	$ 3,420,001	$ (374,791)	-9.9%
TOTAL PROGRAMS	**$ 17,898,117**	**$ 17,309,999**	**$ 17,649,782**	**$ 17,621,758**	**$ 16,399,972**	**$ (1,249,810)**	**-7.1%**
USES							
EDUC - ADULT EDUCATION	$ 725,841	$ 1,042,650	$ 954,305	$ 855,269	$ 1,016,314	$ (62,009)	-6.5%
PRES - PRESENTENCE	8,209,302	8,196,611	8,464,714	8,279,821	8,103,910	360,804	4.3%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,679,598	1,701,841	1,673,557	1,745,178	1,622,725	50,832	3.0%
PTSV - PRETRIAL SUPERVISION	3,410,831	3,352,167	3,341,751	3,522,100	4,347,877	(1,006,126)	-30.1%
TTAC - TRANSITION AND TREATMENT	5,070,231	6,182,909	6,660,765	5,946,125	5,998,343	662,422	9.9%
11BC - BEHAVIORAL CHANGE	$ 19,095,803	$ 20,476,178	$ 21,095,092	$ 20,348,493	$ 21,089,169	$ 5,923	0.0%
CMRS - COMMUNITY RESTORATION	$ 3,162,354	$ 3,134,503	$ 3,151,768	$ 3,152,283	$ 3,121,157	$ 30,611	1.0%
DVIO - DOMESTIC VIOLENCE	1,250,351	1,377,240	1,327,331	1,275,512	1,237,044	90,287	6.8%
ICMA - IN CUSTODY MANAGEMENT	2,784,562	2,769,378	2,753,111	2,523,502	2,636,233	116,878	4.2%
INDS - INDIRECT SERVICES	913,464	892,185	936,656	1,006,961	960,816	(24,160)	-2.6%
INPB - INTENSIVE PROBATION	6,117,641	6,225,383	6,094,219	6,265,933	6,024,618	69,601	1.1%
RPRT - COMPLIANCE MONITORING	3,912,892	4,356,557	4,465,904	4,377,320	4,486,435	(20,531)	-0.5%
SMIL - SERIOUS MENTALLY ILL	1,356,140	1,378,041	1,378,381	1,394,236	1,375,956	2,425	0.2%
SOFF - SEX OFFENDER	4,550,159	4,757,495	4,769,943	4,734,623	4,786,668	(16,725)	-0.4%
STDP - STANDARD PROBATION	23,665,592	24,198,269	23,822,425	24,334,879	25,601,000	(1,778,575)	-7.5%
TYTH - TRANSFER YOUTH	579,285	566,130	578,522	596,014	593,918	(15,396)	-2.7%
WARR - FUGITIVE APPREHENSION	1,885,488	2,290,182	2,375,742	2,251,318	2,047,198	328,544	13.8%
11CJ - COMMUNITY JUSTICE	$ 50,177,928	$ 51,945,363	$ 51,654,002	$ 51,912,581	$ 52,871,043	$ (1,217,041)	-2.4%
BDGT - BUDGETING	$ 190,244	$ 192,540	$ 192,540	$ 191,140	$ 190,140	$ 2,400	1.2%
FSAC - FINANCIAL SERVICES	468,580	472,841	447,240	469,939	464,445	(17,205)	-3.8%
HRAC - HUMAN RESOURCES	328,980	340,325	339,292	345,178	377,293	(38,001)	-11.2%
ODIR - EXECUTIVE MANAGEMENT	844,011	1,840,963	1,808,146	1,844,885	1,616,175	191,971	10.6%
PROC - PROCUREMENT	168,180	168,180	168,180	168,180	168,180	-	0.0%
RMGT - RISK MANAGEMENT	1,059,726	892,223	728,794	650,706	705,466	23,328	3.2%
99AS - ADMINISTRATIVE SERVICES	$ 3,059,721	$ 3,907,072	$ 3,684,192	$ 3,670,028	$ 3,521,699	$ 162,493	4.4%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 14,457	$ -	$ -	$ 14,457	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	331,153	305,082	305,082	250,423	196,468	108,614	35.6%
99GV - GENERAL GOVERNMENT	$ 331,153	$ 305,082	$ 319,539	$ 250,423	$ 196,468	$ 123,071	38.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 310,829	$ 378,445	$ 376,654	$ 362,180	$ 368,502	$ 8,152	2.2%
DESK - DESKTOP SUPPORT	1,081,670	1,086,685	1,086,623	1,087,885	1,100,459	(13,836)	-1.3%
GISA - GIS APPLICATION DEV AND SUPP	61,308	56,949	56,662	58,043	56,874	(212)	-0.4%
HDSP - HELP DESK SUPPORT	77,660	75,728	75,376	71,734	75,624	(248)	-0.3%
VANS - INFRASTRUCTURE NETWORK SVCS	67,118	68,547	68,207	69,485	68,937	(730)	-1.1%
99IT - INFORMATION TECHNOLOGY	$ 1,598,585	$ 1,666,354	$ 1,663,522	$ 1,649,327	$ 1,670,396	$ (6,874)	-0.4%
TOTAL PROGRAMS	**$ 74,263,190**	**$ 78,300,049**	**$ 78,416,347**	**$ 77,830,852**	**$ 79,348,775**	**$ (932,428)**	**-1.2%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,355,818	$ 3,876,028	$ 4,207,431	$ 4,103,165	$ 3,017,153	$ (1,190,278)	-28.3%
SUBTOTAL	$ 4,355,818	$ 3,876,028	$ 4,207,431	$ 4,103,165	$ 3,017,153	$ (1,190,278)	-28.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 115,427	$ 236,676	$ 245,056	$ 358,707	$ 225,225	$ (19,831)	-8.1%
0635 - OTHER CHARGES FOR SERVICES	9,649,641	9,401,402	9,401,402	9,707,222	9,704,929	303,527	3.2%
SUBTOTAL	$ 9,765,068	$ 9,638,078	$ 9,646,458	$ 10,065,929	$ 9,930,154	$ 283,696	2.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,763,719	$ 3,795,893	$ 3,795,893	$ 3,448,265	$ 3,448,265	$ (347,628)	-9.2%
SUBTOTAL	$ 3,763,719	$ 3,795,893	$ 3,795,893	$ 3,448,265	$ 3,448,265	$ (347,628)	-9.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 13,512	$ -	$ -	$ 4,399	$ 4,400	$ 4,400	N/A
SUBTOTAL	$ 13,512	$ -	$ -	$ 4,399	$ 4,400	$ 4,400	N/A
ALL REVENUES	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%
TOTAL SOURCES	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 48,469,902	$ 49,159,966	$ 49,166,822	$ 48,805,405	$ 49,308,440	$ (141,618)	-0.3%
0705 - TEMPORARY PAY	144,676	226,689	292,940	141,533	281,958	10,982	3.7%
0710 - OVERTIME	96,882	84,600	150,400	228,761	88,925	61,475	40.9%
0750 - FRINGE BENEFITS	17,544,613	19,443,088	19,463,331	19,002,365	19,513,900	(50,569)	-0.3%
0790 - OTHER PERSONNEL SERVICES	272,283	281,303	281,303	53,201	75,100	206,203	73.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(11,886,803)	(12,469,144)	(12,632,020)	(12,733,992)	(12,618,267)	(13,753)	-0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	13,562,907	14,663,252	14,826,128	14,419,900	14,346,991	479,137	3.2%
SUBTOTAL	$ 68,204,460	$ 71,389,754	$ 71,548,904	$ 69,917,173	$ 70,997,047	$ 551,857	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 856,933	$ 696,600	$ 696,600	$ 678,914	$ 726,394	$ (29,794)	-4.3%
0802 - MEDICAL SUPPLIES	32,618	26,868	26,868	42,752	43,200	(16,332)	-60.8%
0803 - FUEL	146,840	130,308	130,308	192,100	204,400	(74,092)	-56.9%
0804 - NON-CAPITAL EQUIPMENT	262,219	194,460	187,010	228,422	1,036,000	(848,990)	-454.0%
SUBTOTAL	$ 1,298,610	$ 1,048,236	$ 1,040,786	$ 1,142,188	$ 2,009,994	$ (969,208)	-93.1%
SERVICES							
0809 - DAMAGES PAID	$ 1,250	$ -	$ -	$ 60	$ 60	$ (60)	N/A
0810 - LEGAL SERVICES	1,653	-	-	100	-	-	N/A
0811 - HEALTH CARE SERVICES	214,573	174,000	209,000	334,456	304,215	(95,215)	-45.6%
0812 - OTHER SERVICES	1,773,661	1,680,771	1,757,415	1,915,433	1,459,713	297,702	16.9%
0820 - RENT & OPERATING LEASES	733,735	1,018,315	1,018,315	998,638	1,042,520	(24,205)	-2.4%
0825 - REPAIRS AND MAINTENANCE	49,525	51,000	51,000	179,488	52,040	(1,040)	-2.0%
0830 - INTERGOVERNMENTAL PAYMENTS	1,781,192	1,789,400	1,289,140	1,285,286	1,308,990	(19,850)	-1.5%
0839 - INTERNAL SERVICE CHARGES	447,328	1,631,269	1,631,269	1,744,355	1,828,353	(197,084)	-12.1%
0841 - TRAVEL	296,669	323,580	331,960	395,660	374,518	(42,558)	-12.8%
0842 - EDUCATION AND TRAINING	28,486	10,080	10,080	25,486	37,889	(27,809)	-275.9%
0843 - POSTAGE/FREIGHT/SHIPPING	52,686	51,600	51,600	49,586	51,650	(50)	-0.1%
0845 - SUPPORT AND CARE OF PERSONS	222,431	90,000	90,000	176,008	160,000	(70,000)	-77.8%
0850 - UTILITIES	250	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(1,025,568)	(1,025,566)	(688,182)	(688,168)	(688,154)	(28)	0.0%
SUBTOTAL	$ 4,577,871	$ 5,794,449	$ 5,751,597	$ 6,416,388	$ 5,931,734	$ (180,137)	-3.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 50,000	$ (50,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	50,000	50,000	330,360	360,000	(310,000)	-620.0%
0950 - DEBT SERVICE	141,172	17,610	17,610	17,293	-	17,610	100.0%
SUBTOTAL	$ 141,172	$ 67,610	$ 67,610	$ 347,653	$ 410,000	$ (342,390)	-506.4%
ALL EXPENDITURES	$ 74,222,113	$ 78,300,049	$ 78,408,897	$ 77,823,402	$ 79,348,775	$ (939,878)	-1.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 41,077	$ -	$ 7,450	$ 7,450	$ -	$ 7,450	100.0%
ALL OTHER FINANCING USES	$ 41,077	$ -	$ 7,450	$ 7,450	$ -	$ 7,450	100.0%
TOTAL USES	$ 74,263,190	$ 78,300,049	$ 78,416,347	$ 77,830,852	$ 79,348,775	$ (932,428)	-1.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,882,138	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378	$ (1,221,785)	-25.6%
FUND TOTAL SOURCES	$ 4,882,138	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378	$ (1,221,785)	-25.6%
201 ADULT PROBATION FEES							
OPERATING	$ 13,015,979	$ 12,870,619	$ 12,870,619	$ 12,842,595	$ 12,842,594	$ (28,025)	-0.2%
FUND TOTAL SOURCES	$ 13,015,979	$ 12,870,619	$ 12,870,619	$ 12,842,595	$ 12,842,594	$ (28,025)	-0.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%
DEPARTMENT TOTAL SOURCES	$ 17,898,117	$ 17,309,999	$ 17,649,782	$ 17,621,758	$ 16,399,972	$ (1,249,810)	-7.1%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 57,178,657	$ 54,654,939	$ 50,741,123	$ 50,594,260	$ 50,550,066	$ 191,057	0.4%
FUND TOTAL USES	$ 57,178,657	$ 54,654,939	$ 50,741,123	$ 50,594,260	$ 50,550,066	$ 191,057	0.4%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,910,494	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378	$ 1,221,785	25.6%
FUND TOTAL USES	$ 4,910,494	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378	$ 1,221,785	25.6%
201 ADULT PROBATION FEES							
OPERATING	$ 11,923,898	$ 12,870,619	$ 12,870,619	$ 12,767,136	$ 12,842,594	$ 28,025	0.2%
NON-RECURRING	250,141	306,887	306,887	223,726	1,356,274	(1,049,387)	-341.9%
FUND TOTAL USES	$ 12,174,039	$ 13,177,506	$ 13,177,506	$ 12,990,862	$ 14,198,868	$ (1,021,362)	-7.8%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ 6,028,224	$ 9,718,555	$ 9,466,567	$ 10,942,463	$ (1,223,908)	-12.6%
NON-RECURRING	-	-	-	-	100,000	(100,000)	N/A
FUND TOTAL USES	$ -	$ 6,028,224	$ 9,718,555	$ 9,466,567	$ 11,042,463	$ (1,323,908)	-13.6%
DEPARTMENT OPERATING TOTAL USES	$ 74,013,049	$ 77,993,162	$ 78,109,460	$ 77,607,126	$ 77,892,501	$ 216,959	0.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ 250,141	$ 306,887	$ 306,887	$ 223,726	$ 1,456,274	$ (1,149,387)	-374.5%
DEPARTMENT TOTAL USES	$ 74,263,190	$ 78,300,049	$ 78,416,347	$ 77,830,852	$ 79,348,775	$ (932,428)	-1.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	11.00	11.00	11.00	11.00	11.00	-	0.0%
FACILITIES MGMT PROF SUPP SVCS	-	-	.25	-	-	(.25)	(100.0%)
FINANCIAL SERVICES	2.25	2.25	.00	1.25	1.25	1.25	N/A
HUMAN RESOURCES	3.25	3.25	3.75	3.25	3.25	(.50)	(13.3%)
RISK MANAGEMENT	3.50	3.50	4.00	3.50	3.50	(.50)	(12.5%)
PROGRAM TOTAL	20.00	20.00	19.00	19.00	19.00	-	0.0%
BEHAVIORAL CHANGE							
ADULT EDUCATION	17.10	16.35	13.35	13.35	13.35	-	0.0%
PRESENTENCE	123.60	123.60	122.60	122.60	122.60	-	0.0%
PRETRIAL INIT AP RELEASE INFO	24.00	24.00	23.00	23.00	23.00	-	0.0%
PRETRIAL SUPERVISION	42.68	42.68	44.68	44.68	53.68	9.00	20.1%
TRANSITION AND TREATMENT	78.20	79.95	71.95	71.95	75.45	3.50	4.9%
PROGRAM TOTAL	285.58	286.58	275.58	275.58	288.08	12.50	4.5%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	54.26	53.02	51.58	51.58	51.64	.06	0.1%
COMPLIANCE MONITORING	55.05	67.05	69.05	69.05	69.05	-	0.0%
DOMESTIC VIOLENCE	20.35	20.35	18.75	18.75	18.75	-	0.0%
FUGITIVE APPREHENSION	33.00	33.50	33.50	33.50	31.00	(2.50)	(7.5%)
IN CUSTODY MANAGEMENT	43.32	42.32	39.32	39.32	41.32	2.00	5.1%
INDIRECT SERVICES	14.05	14.05	16.05	16.05	15.05	(1.00)	(6.2%)
INTENSIVE PROBATION	95.15	87.33	83.91	83.91	85.39	1.48	1.8%
SERIOUS MENTALLY ILL	17.25	19.25	19.25	19.25	19.25	-	0.0%
SEX OFFENDER	63.38	68.38	69.28	69.28	69.28	-	0.0%
STANDARD PROBATION	347.86	343.42	344.73	344.73	346.19	1.46	0.4%
TRANSFER YOUTH	7.50	7.50	7.75	7.75	7.75	-	0.0%
PROGRAM TOTAL	751.17	756.17	753.17	753.17	754.67	1.50	0.2%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.40	5.40	5.65	5.40	5.40	(.25)	(4.4%)
DESKTOP SUPPORT	.20	.20	.20	.20	.20	-	0.0%
GIS APPLICATION DEV AND SUPP	.75	.75	.50	.75	.75	.25	50.0%
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	8.75	8.75	8.75	8.75	-	0.0%
DEPARTMENT TOTAL	**1,064.50**	**1,071.50**	**1,056.50**	**1,056.50**	**1,070.50**	**14.00**	**1.3%**

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	1.00	1.00	-	-	-	-	N/A
Admin & Operations Mgr	1.00	1.00	-	-	-	-	N/A
Admin/Office Support	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	21.00	22.00	22.00	22.00	22.00	-	0.0%
Administrative Specialist	1.00	1.00	-	-	-	-	N/A
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	14.00	14.00	14.00	14.00	14.00	-	0.0%
Counseling Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Counselor	18.00	16.00	13.00	13.00	13.00	-	0.0%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	3.00	3.00	-	-	-	-	N/A
Deputy Director - Probation	-	.50	3.50	3.50	3.50	-	0.0%
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	22.00	22.00	22.00	22.00	22.00	-	0.0%
Education Manager - Detention	-	-	1.00	1.00	1.00	-	0.0%
Educator - Detention	6.00	6.00	6.00	6.00	6.00	-	0.0%
Educator Supervisor - Detention	-	-	1.00	1.00	1.00	-	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	82.00	78.00	75.00	75.00	74.50	(.50)	(0.7%)
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supv	10.00	10.00	9.00	9.00	9.00	-	0.0%
Management Analyst	4.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant Specialized	6.00	5.00	3.00	3.00	3.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	51.00	52.00	47.00	47.00	47.00	-	0.0%
Probation Assistant	42.50	48.50	46.50	46.50	46.50	-	0.0%
Probation Manager	10.00	10.00	10.00	10.00	10.00	-	0.0%
Probation Officer	578.00	585.50	587.50	587.50	600.00	12.50	2.1%
Probation Officer Supervisor	84.00	84.00	86.00	86.00	88.00	2.00	2.3%
Program Coordinator	8.00	8.00	7.00	7.00	7.00	-	0.0%
Surveillance Officer	79.00	77.00	76.00	76.00	76.00	-	0.0%
Trades Generalist	-	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**1,064.50**	**1,071.50**	**1,056.50**	**1,056.50**	**1,070.50**	**14.00**	**1.3%**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	973.00	922.00	865.00	865.00	864.50	(.50)	(0.1%)
201	ADULT PROBATION FEES	3.00	1.50	1.50	1.50	1.50	-	0.0%
211	ADULT PROBATION GRANTS	88.50	68.00	62.50	47.50	47.50	(15.00)	(24.0%)
255	DETENTION OPERATIONS	-	80.00	127.50	142.50	157.00	29.50	23.1%
Department Total		**1,064.50**	**1,071.50**	**1,056.50**	**1,056.50**	**1,070.50**	**14.00**	**1.3%**

Significant Variance Analysis

- Seventeen probation positions are added in the Detention Fund (255) to address ongoing caseload growth in Prison Re-Entry, Pretrial Electronic Monitoring, Pretrial Standard, Pretrial Bail/Bond, and Pretrial Drug Court programs within the department.
- Five 0.5 FTE's Probation Officers (contract) assigned to the Fugitive Apprehension Activity in the Detention Fund are inactivated in FY 2013.

- A 0.5 FTE Justice System Clerk is eliminated due to insufficient revenues to sustain the position.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease the expenditure budget by $191,057 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Detention Fund (255)

- Decrease the expenditure budget by $27,823 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $38,681 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Regular Pay and Benefits by $151,774 to account for net changes in pay rates assigned to newly filled positions.
- Decrease expenditures by $249,766, including $58,020 for Overtime Pay, $158,730 for Other Personal Services, and $33,016 for Temporary Pay, based on forecasted and historical expenditures.
- Decrease Regular Pay and Benefits by $28,039 and inactivate a 0.5 FTE position. The cost of the position had been allocated to the Adult Probation Fees Fund (201), but the revenue capacity of the fund can no longer sustain this position.
- Increase expenditures for General and Medical Supplies by $55,232, reflecting FY 2012 forecasted expenditures.
- Increase fuel expenditures by $49,092 based on increasing fuel prices.
- Increase Capital Outlay by $60,330 for iCISng-related and other computer equipment.
- Decrease Internal Service Fund charges (ISFC) by $48,299 due to a decline in charges for telecommunication in FY 2013.
- Increase expenditures for Health Care Services (drug tests) by $78,525 due to a decline in grant revenue from the Arizona Office of the Courts that was previously used to fund drug tests.
- Increase Services expenditures by $15,000 for executive recruitment and relocation expenses.
- Increase Services by $134,435, including $24,205 for Rent, $1,040 for Repairs, $9,672 for Travel, $6,672 for Education and Training, $200 for Postage, $30,000 for Support and Care of Persons, and $62,646 for Other Services, based on forecasted and historical expenditures.
- Decrease expenditures for Debt Service by $9,336 as a result of paying off the debt service associated with prior purchases of computer equipment in FY 2012.
- Decrease Transfers-Out by $7,450 due to a one-time expense in FY 2012 to allow the department to purchase a used vehicle from the County Attorney's Office.
- Decrease the Personal Services Allocation-Out to the Adult Probation Grants Fund (211) by $97,339 due to the anticipated decline in grant revenue for FY 2013.
- Increase the Personal Services Allocation-Out to the Adult Probation Fees Fund (201) by $26,657 to maintain structural balance.
- Increase the Personal Services Allocation-Out to the Detention Fund (255) by $56,929 to accurately allocate the overhead and indirect charges in FY 2013.
- Increase Personal Services Allocations-In by $49,616 ($776 from Internal Audit, and $48,840 from the Superior Court General Fund) to reallocate a portion of the expense of a psychologist

and polygraph examiner to provide the psychological tests and evaluations for new hires for Adult Probation.

Adult Probation Fees Fund (201) Operating

- The expenditure budget is decreased by $28,025 as a result of reducing the Personal Services Allocation-In from the General Fund (a reduction of $28,039), and right-sizing the Services Allocation-Out by $14 for structural balance.

Adult Probation Fees Fund (201) Non-Recurring

- Personal Services expenditures budgeted at $159,953 1.5 FTE's Quality Assurance staff.
- Increase Regular Benefits by $321 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Budget $836,000 to replace computers.
- Budget $210,000 to replace aging state-leased vehicles (the state has suspended purchasing new vehicles).
- Budget $50,000 to upgrade to "mid-sized" County-owned vehicles that are scheduled to be replaced during FY 2013.
- Budget $100,000 for hardware and software upgrades for the Communications Center CAD System.

Adult Probation Grants Fund (211) Operating

- Increase Regular Benefits by $13,918 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- The Department anticipates grant revenue to decline in FY 2013. Budgeted revenue is reduced by $1,221,785 and expenditures by $1,223,298 for structural balance.

Detention Fund (255) Operating

- Increase Regular Benefits by $2,505 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Regular Pay and Benefits by $228,066 to account for net changes in pay rates assigned to newly filled positions.
- Increase Overtime pay by $10,200 and decrease Other Personal Services by $46,857 to reflect FY 2012 forecasted expenditures.
- Increase expenditures for Supplies, including an increase of $25,000 for fuel and a decrease of $6,250 for General Supplies based on FY 2012 forecast expenditures.
- Increase expenditures by $247,783 to reflect a department-wide re-allocation of Internal Service Charges to the appropriate fund.
- Decrease expenditures by $56,704 as a result of reducing Other Services by $46,280 and Postage by $150 based on forecasted expenditures combined with a reduction to Debt Service of $8,274 associated with finance charges for computer equipment paid off in FY 2012.
- Right-size Services by $85,827 for expenditure increases of $31,590 for Travel, $17,700 for Health Care Services, $137 for Education and Training, and $36,400 for Support and Care of Persons, based upon FY 2012 forecasted expenditures.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	66.4%	75.7%	67.4%	66.6%	(9.0%)	-12.0%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.5%	97.0%	97.8%	97.7%	0.7%	0.7%
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.	87.9%	91.9%	87.3%	86.2%	(5.7%)	-6.2%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	9.3%	8.4%	9.4%	9.0%	0.6%	7.5%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	56.5%	63.9%	64.8%	64.4%	0.5%	0.9%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	12.7%	8.2%	12.8%	14.0%	5.8%	70.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	66.4%	75.7%	67.4%	66.6%	(9.0%)	-12.0%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period.	571	598	502	518	(80)	-13.3%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period.	1,284	1,759	1,576	1,525	(234)	-13.3%
Demand	Average number of students in need (directed, referred, inquiry) of MCAPD operated education services.	635	672	782	728	56	8.3%
Efficiency	Average cost per student who participates in MCAPD operated education classes during the reporting period.	$ 317.93	$ 399.12	$ 425.93	$ 490.50	$ (91.38)	-22.9%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 283,743	$ 244,769	$ 230,601	$ 244,769	$ -	0.0%
	201 - ADULT PROBATION FEES	2,920	2,400	3,760	3,760	1,360	56.7%
	TOTAL SOURCES	$ 286,663	$ 247,169	$ 234,361	$ 248,529	$ 1,360	0.6%
Expenditure							
	100 - GENERAL	$ 302,237	$ 352,565	$ 352,080	$ 369,035	$ (16,470)	-4.7%
	211 - ADULT PROBATION GRANTS	423,604	601,740	503,189	647,279	(45,539)	-7.6%
	TOTAL USES	$ 725,841	$ 954,305	$ 855,269	$ 1,016,314	$ (62,009)	-6.5%

Activity Narrative: The elimination of a grant-funded teacher in FY 2012 resulted in the reduction of the number of students participating in education classes in the FY 2012 Forecast. Despite a decline in the number of students participating in education classes in FY 2013, the cost associated with providing services is increasing as a result of the participants requiring more educational services to prepare them to pass the G.E.D.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.5%	97.0%	97.8%	97.7%	0.7%	0.7%
Output	Number of presentence investigation reports completed during the reporting period.	14,768	14,316	14,538	14,256	(60)	-0.4%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	14,768	14,316	14,538	14,185	(131)	-0.9%
Efficiency	Average cost per presentence investigation report.	$ 555.88	$ 591.28	$ 569.53	$ 568.46	$ 22.82	3.9%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 112,378	$ 226,676	$ 212,027	$ 215,000	$ (11,676)	-5.2%
	TOTAL SOURCES	$ 112,378	$ 226,676	$ 212,027	$ 215,000	$ (11,676)	-5.2%
Expenditure							
	100 - GENERAL	$ 8,078,526	$ 7,353,987	$ 7,534,642	$ 7,351,109	$ 2,878	0.0%
	211 - ADULT PROBATION GRANTS	130,776	102,138	126,593	125,754	(23,616)	-23.1%
	201 - ADULT PROBATION FEES	-	-	-	5,600	(5,600)	N/A
	255 - DETENTION OPERATIONS	-	1,008,589	618,586	621,447	387,142	38.4%
	TOTAL USES	$ 8,209,302	$ 8,464,714	$ 8,279,821	$ 8,103,910	$ 360,804	4.3%

Activity Narrative: As the number of criminal cases in the criminal justice system continues to decline, the number of presentence investigations reports provided to the courts will continue 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.	45,150	43,120	46,773	45,272	2,152	5.0%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	45,150	43,120	46,773	45,272	2,152	5.0%
Efficiency	Average cost per Initial Appearance defendant packets presented to the court.	$ 37.20	$ 38.81	$ 37.31	$ 35.84	$ 2.97	7.6%
Expenditure							
	100 - GENERAL	$ 1,679,598	$ -	$ -	$ -	$ -	N/A
	211 - ADULT PROBATION GRANTS	-	(28,122)	-	-	(28,122)	100.0%
	201 - ADULT PROBATION FEES	-	-	-	14,000	(14,000)	N/A
	255 - DETENTION OPERATIONS	-	1,701,679	1,745,178	1,608,725	92,954	5.5%
	TOTAL USES	$ 1,679,598	$ 1,673,557	$ 1,745,178	$ 1,622,725	$ 50,832	3.0%

Pretrial Supervision Activity

The purpose of the Pretrial Supervision Activity is to provide supervision to conditionally released defendants so they can appear for court without having to be incarcerated.

Mandates: A.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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of defendants who successfully complete release conditions during the reporting period.	87.9%	91.9%	87.3%	88.3%	(3.6%)	-3.9%
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	9.3%	8.4%	9.4%	9.0%	0.6%	7.5%
Output	Number of defendants who successfully complete release conditions without termination during the reporting period.	4,406	3,716	4,552	4,300	584	15.7%
Output	Average number of defendants who appear for pretrial supervision during the reporting period.	1,668	1,474	2,026	2,274	800	54.3%
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	5,014	4,044	5,212	4,869	825	20.4%
Demand	Average number of defendants who appear to pretrial services during the reporting period.	1,668	1,474	2,026	2,274	800	54.3%
Efficiency	Average daily cost per defendant on pretrial supervision.	$ 774.13	$ 899.29	$ 773.75	$ 1,011.13	$ (111.85)	-12.4%
Expenditure							
	100 - GENERAL	$ 3,410,831	$ 45	$ 2,307	$ 62,068	$ (62,023)	
	201 - ADULT PROBATION FEES	-	-	-	14,000	(14,000)	N/A
	255 - DETENTION OPERATIONS	-	3,341,706	3,519,793	4,271,809	(930,103)	-27.8%
	TOTAL USES	$ 3,410,831	$ 3,341,751	$ 3,522,100	$ 4,347,877	$ (1,006,126)	-30.1%

Activity Narrative: The average number of defendants who appear to Pretrial Services during the reporting period is anticipated to increase in FY 2013. The addition of 11.0 FTE Probation Officers will increase the number of defendants who successfully complete release conditions without termination from 3,716 in FY 2012 to 4,300 in FY 2013. Without the additional personnel, the result measure would have declined to 86.2% in FY 2013, and the efficiency would have grown to $1,035.70 per defendant on pretrial supervision.

Base Adjustments:

- Pretrial Electronic Monitoring: Create 5.0 FTE Probation Officers and 1.0 FTE Supervisor, and increase Detention Fund expenditures by $440,463. The 1:25 Officer to defendant ratio designed for this program has increased to 1:41. The addition of 6.0 FTE positions is projected to reduce the staffing ratio to 1:24. The FY 2013. Expenditures are also increased by $100,000 for five mid-sized passenger vehicles to address ongoing caseload growth.
- Pretrial Standard: Create 2.0 FTE Probation Officers, and increase Detention Fund expenditures by $120,148. An increase in the number of defendants assigned to Pretrial Supervision increased the Probation Officer-to-defendant ratio to 1:85. The addition of Pretrial Standard positions is projected to reduce the ratio to 1:68.
- Pretrial Bail/Bond: Create 3.0 FTE Probation Officers, and increase Detention Fund expenditures by $215,207. The increase in staffing will allow the department to review and prepare appropriate Bail/Bond recommendations for defendants to the Court Judicial Officer.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	56.5%	63.9%	64.8%	64.4%	0.5%	0.9%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	12.7%	8.2%	12.8%	14.0%	5.8%	70.5%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,153	1,284	1,378	1,407	124	9.6%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	2,716	2,402	1,439	1,554	(848)	-35.3%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	733	678	1,487	1,138	460	67.8%
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.	1,596	1,303	1,665	1,804	501	38.4%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	17,078	29,274	11,241	11,111	(18,163)	-62.0%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period.	$ 1,099.83	$ 1,297.38	$ 1,078.96	$ 1,065.80	$ 231.58	17.8%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 3,124,368	$ 3,199,903	$ 3,126,559	$ 2,364,026	$ (835,877)	-26.1%
	TOTAL SOURCES	$ 3,124,368	$ 3,199,903	$ 3,126,559	$ 2,364,026	$ (835,877)	-26.1%
Expenditure							
	100 - GENERAL	$ 2,070,703	$ 1,554,500	$ 1,867,618	$ 1,984,927	$ (430,427)	-27.7%
	211 - ADULT PROBATION GRANTS	2,999,528	3,091,875	2,832,477	1,826,809	1,265,066	40.9%
	201 - ADULT PROBATION FEES	-	-	-	14,000	(14,000)	N/A
	255 - DETENTION OPERATIONS	-	2,014,390	1,246,030	2,172,607	(158,217)	-7.9%
	TOTAL USES	$ 5,070,231	$ 6,660,765	$ 5,946,125	$ 5,998,343	$ 662,422	9.9%

Activity Narrative: The 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 and 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. The grants expired in FY 2012, thus the significant decline in demand for FY 2013.

Base Adjustments:

Detention Fund (255)

- The expenditure budget is increased by $368,735 to fund 5.0 FTE Prison Re-Entry positions to allow for a Probation Officer-to-probationer caseload ratio of 1:20 in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of probationers who complete community work service hours ordered by the court during the reporting period.	60.5%	55.9%	50.0%	43.2%	(12.7%)	-22.8%
Percent of opted-in victims satisfied with MCAPD.	48.2%	52.0%	50.0%	50.9%	(1.1%)	-2.0%
Percent of probationers paying restitution during the reporting period.	80.5%	92.3%	80.2%	80.0%	(12.3%)	-13.3%
Percent of domestic violence probationers who successfully complete probation during the reporting period.	52.6%	59.2%	59.6%	61.8%	2.6%	4.4%
Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	4.5%	4.2%	N/A	N/A
Percent of jail days saved through Court Liaison during the reporting period.	42.8%	44.1%	45.9%	46.2%	2.0%	4.6%
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.	93.7%	88.8%	100.0%	92.8%	4.0%	4.5%
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.	0.5%	0.5%	0.4%	0.4%	(0.0%)	-9.9%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	55.4%	60.0%	59.9%	62.7%	2.7%	4.5%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	N/A	N/A	7.5%	7.8%	N/A	N/A
The percent of Compliance Monitoring probationers who successfully completed supervision during the reporting period.	97.0%	95.6%	97.0%	96.5%	0.9%	0.9%
Percentage of active Compliance Monitoring probationers sentenced for a new felony offense while supervised.	N/A	N/A	1.1%	1.1%	N/A	N/A
Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	79.3%	82.3%	81.0%	83.4%	1.1%	1.3%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	3.3%	3.1%	N/A	N/A
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	N/A	N/A	2.3%	2.0%	N/A	N/A
Percent of standard probationers who successfully complete probation during the reporting period.	69.5%	67.0%	70.1%	71.8%	4.8%	7.1%
Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	N/A	N/A	7.9%	7.8%	N/A	N/A
Percent of transferred youth probationers who successfully complete probation during the reporting period.	39.6%	39.6%	50.5%	53.5%	14.0%	35.2%
Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	7.1%	14.7%	N/A	N/A
Percent of newly ordered warrants cleared during the reporting period.	63.3%	68.0%	64.0%	65.0%	(3.0%)	-4.4%
Percent of warrants cleared during the fiscal year.	54.2%	54.9%	58.0%	66.5%	11.5%	21.0%
The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	7.7%	31.1%	8.2%	8.2%	(22.9%)	-73.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of probationers who complete community work service hours ordered by the court during the reporting period.	60.5%	55.9%	50.0%	43.2%	(12.7%)	-22.8%
Result	Percent of opted-in victims satisfied with MCAPD.	48.2%	52.0%	50.0%	50.9%	(1.1%)	-2.0%
Result	Percent of probationers paying restitution during the reporting period.	80.5%	92.3%	80.2%	80.0%	(12.3%)	-13.3%
Output	Number of opted-in victims receiving victim assistance services.	417	1,126	402	387	(739)	-65.6%
Output	Average number of probationers who paid victim restitution during the reporting period.	3,506	5,497	3,781	4,078	(1,419)	-25.8%
Output	Average number of probationers who performed community work service hours during the reporting period.	3,784	2,748	3,158	2,748	-	0.0%
Output	Average number of probationers ordered to pay restitution and/or perform Community Restitution Service during the fiscal year.	N/A	N/A	11,023	11,462	N/A	N/A
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	4,355	5,957	4,712	5,097	(860)	-14.4%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	6,258	4,916	6,311	6,365	1,449	29.5%
Efficiency	Average daily cost to provide Financial Compliance and Community Restitution services during the fiscal year.	N/A	N/A	$ 285.97	$ 272.30	N/A	N/A
Revenue							
	211 - ADULT PROBATION GRANTS	$ 69,018	$ 206,943	$ 60,926	$ 71,383	$ (135,560)	-65.5%
	201 - ADULT PROBATION FEES	54,579	65,782	61,301	61,301	(4,481)	-6.8%
	TOTAL SOURCES	$ 123,597	$ 272,725	$ 122,227	$ 132,684	$ (140,041)	-51.3%
Expenditure							
	100 - GENERAL	$ 2,943,703	$ 2,960,728	$ 2,903,285	$ 2,922,040	$ 38,688	1.3%
	211 - ADULT PROBATION GRANTS	218,651	191,040	244,724	199,117	(8,077)	-4.2%
	255 - DETENTION OPERATIONS	-	-	4,274	-	-	N/A
	TOTAL USES	$ 3,162,354	$ 3,151,768	$ 3,152,283	$ 3,121,157	$ 30,611	1.0%

Activity Narrative: The demand, output and result measures associated with probationers ordered to pay victim restitution are declining, which is related to the overall ability of probationers to pay during the economic downturn. The department has seen a decline in the number of opted-in victims receiving victim assistance. Though the average number of probationers ordered to perform community work service hours has increased by 29.5%, the number actually completing such services has not changed. The department continues to seek projects and participants in the private and public sectors willing to take on the challenge of overseeing probationers in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of domestic violence probationers who successfully complete probation during the reporting period.	52.6%	59.2%	59.6%	61.8%	2.6%	4.4%
Result	Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	4.5%	4.2%	N/A	N/A
Output	Average number of active domestic violence probationers supervised during the reporting period.	569	605	663	681	77	12.7%
Output	Number of domestic violence probationers terminated from probation during the reporting period.	308	304	282	304	-	0.0%
Output	Average number of domestic violence probationers supervised during the fiscal year. Excludes LJ cases.	N/A	N/A	602	622	N/A	N/A
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	631	661	663	681	20	3.1%
Efficiency	Average cost per active domestic violence probationer during the reporting period.	$ 549.60	$ 548.94	$ 481.14	$ 453.96	$ 94.98	17.3%
Expenditure							
	100 - GENERAL	$ 1,199,953	$ 1,273,678	$ 1,207,164	$ 1,185,215	$ 88,463	6.9%
	211 - ADULT PROBATION GRANTS	50,398	53,653	52,515	51,829	1,824	3.4%
	255 - DETENTION OPERATIONS	-	-	15,833	-	-	N/A
	TOTAL USES	$ 1,250,351	$ 1,327,331	$ 1,275,512	$ 1,237,044	$ 90,287	6.8%

Activity Narrative: The department has had some success in increasing the percent of domestic violence probationers who successfully complete probation. Through increased supervision the average number of active domestic violence probationers will increase in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of newly ordered warrants cleared during the reporting period.	63.3%	68.0%	64.0%	65.0%	(3.0%)	-4.4%
Result	Percent of warrants cleared during the fiscal year.	54.2%	54.9%	58.0%	66.5%	11.5%	21.0%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	7.7%	31.1%	8.2%	8.2%	(22.9%)	-73.8%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period.	7,664	8,000	6,243	5,716	(2,284)	-28.6%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	722	998	679	629	(369)	-37.0%
Output	Total number of probationers on warrant status cleared during the reporting period.	6,992	7,263	5,847	5,696	(1,567)	-21.6%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	4,788	5,978	4,178	4,330	(1,648)	-27.6%
Efficiency	Average daily cost per probationer on warrant status during the reporting period.	$ 61.50	$ 74.24	$ 90.15	$ 89.54	$ (15.30)	-20.6%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 369,563	$ 203,705	$ 440,497	$ 50,225	$ (153,480)	-75.3%
	TOTAL SOURCES	$ 369,563	$ 203,705	$ 440,497	$ 50,225	$ (153,480)	-75.3%
Expenditure							
	100 - GENERAL	$ 1,467,168	$ 2,024,016	$ 1,759,126	$ 1,996,973	$ 27,043	1.3%
	211 - ADULT PROBATION GRANTS	418,320	250,894	381,933	50,225	200,669	80.0%
	255 - DETENTION OPERATIONS	-	100,832	110,259	-	100,832	100.0%
	TOTAL USES	$ 1,885,488	$ 2,375,742	$ 2,251,318	$ 2,047,198	$ 328,544	13.8%

Activity Narrative: The number of probationers newly placed on warrant status by the court is projected to decline by 27.6% through FY 2013. A grant increase in FY 2011 and FY 2012 allowed for staff to focus on clearing a warrant backlog. However this grant funding is significantly reduced in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of jail days saved through Court Liaison during the reporting period.	42.8%	44.1%	45.9%	46.2%	2.0%	4.6%
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 daily number of jailed probationers who receive In-Custody Management services from the Work Furlough and Custody Management Unit, plus the total number of probationers handled by Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	1,579	1,405	1,549	1,463	57	4.1%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	142,340	105,263	139,379	123,982	18,719	17.8%
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.	1,579	1,405	1,549	1,463	57	4.1%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period.	$ 440.94	$ 489.79	$ 407.41	$ 450.64	$ 39.15	8.0%
Revenue							
	211 - ADULT PROBATION GRANTS	$ -	$ 300,408	$ 150,204	$ 269,043	$ (31,365)	-10.4%
	201 - ADULT PROBATION FEES	673,170	691,022	671,464	671,464	(19,558)	-2.8%
	TOTAL SOURCES	$ 673,170	$ 991,430	$ 821,668	$ 940,507	$ (50,923)	-5.1%
Expenditure							
	100 - GENERAL	$ 2,591,072	$ 1,064,756	$ 946,262	$ 950,167	$ 114,589	10.8%
	211 - ADULT PROBATION GRANTS	193,490	213,748	232,813	252,717	(38,969)	-18.2%
	201 - ADULT PROBATION FEES	-	-	-	8,400	(8,400)	N/A
	255 - DETENTION OPERATIONS	-	1,474,607	1,344,427	1,424,949	49,658	3.4%
	TOTAL USES	$ 2,784,562	$ 2,753,111	$ 2,523,502	$ 2,636,233	$ 116,878	4.2%

Activity Narrative: The number of jail days required for probationers going through violation proceedings is projected to increase by 17.8%, while providing the same level of service which increases the efficiency in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from DOC during the reporting period.	93.7%	88.8%	100.0%	92.8%	4.0%	4.5%
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.	0.5%	0.5%	0.4%	0.4%	(0.0%)	-9.9%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	17,396	17,434	15,545	14,454	(2,981)	-17.1%
Output	Number of Sex Offenders who are ordered to check in with Adult Probation within 72 hours following discharge from DOC during the reporting period.	127	197	109	125	(72)	-36.5%
Output	Average number of probationers on deportation status through USICE during the reporting period.	6,792	6,764	4,907	4,190	(2,574)	-38.1%
Demand	Average number of probationers ordered by the court and/or transfered from field supervision to be monitored by Indirect Services during the reporting period.	17,396	17,434	15,545	14,454	(2,981)	-17.1%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period.	$ 13.13	$ 53.73	$ 64.78	$ 16.62	$ 37.11	69.1%
Expenditure							
	100 - GENERAL	$ 913,464	$ 936,656	$ 1,006,961	$ 960,816	$ (24,160)	-2.6%
	TOTAL USES	$ 913,464	$ 936,656	$ 1,006,961	$ 960,816	$ (24,160)	-2.6%

Activity Narrative: The demand continues to decrease, most notably in the number of ICE probationers.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	55.4%	60.0%	59.9%	62.7%	2.7%	4.5%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	N/A	N/A	7.5%	7.8%	N/A	N/A
Output	Average number of active IPS probationers supervised during the reporting period.	798	850	760	780	(70)	-8.2%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	999	820	903	820	-	0.0%
Output	Average number of IPS probationers who are supervised during the fiscal year.	N/A	N/A	760	780	N/A	N/A
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	798	850	760	780	(70)	-8.2%
Efficiency	Average daily cost per IPS probationer for the reporting period.	$ 1,916.55	$ 1,792.42	$ 2,061.16	$ 1,930.97	$ (138.55)	-7.7%
Revenue							
	201 - ADULT PROBATION FEES	$ 440,009	$ 689,179	$ 557,124	$ 557,124	$ (132,055)	-19.2%
	TOTAL SOURCES	$ 440,009	$ 689,179	$ 557,124	$ 557,124	$ (132,055)	-19.2%
Expenditure							
	100 - GENERAL	$ 6,110,390	$ 6,094,219	$ 6,232,830	$ 5,995,163	$ 99,056	1.6%
	201 - ADULT PROBATION FEES	7,251	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	-	33,103	29,455	(29,455)	N/A
	TOTAL USES	$ 6,117,641	$ 6,094,219	$ 6,265,933	$ 6,024,618	$ 69,601	1.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	The percent of Compliance Monitoring probationers who successfully completed supervision during the reporting period.	97.0%	95.6%	97.0%	96.5%	0.9%	0.9%
Result	Percentage of active Compliance Monitoring probationers sentenced for a new felony offense while supervised.	N/A	N/A	1.1%	1.1%	N/A	N/A
Output	Average number of Compliance Monitoring probationers supervised during the reporting period.	11,549	12,508	11,076	10,984	(1,525)	-12.2%
Output	Average number of active Compliance Monitoring probationers monitored during the fiscal year.	N/A	N/A	11,076	10,984	N/A	N/A
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.	11,549	12,508	11,076	10,984	(1,525)	-12.2%
Efficiency	Average cost per Compliance Monitoring probationer supervised during the reporting period.	$ 84.70	$ 89.26	$ 98.80	$ 102.12	$ (12.86)	-14.4%
Expenditure							
	100 - GENERAL	$ 3,912,892	$ 4,303,028	$ 4,236,549	$ 4,345,663	$ (42,635)	-1.0%
	201 - ADULT PROBATION FEES	-	162,876	140,771	140,772	22,104	13.6%
	TOTAL USES	$ 3,912,892	$ 4,465,904	$ 4,377,320	$ 4,486,435	$ (20,531)	-0.5%

Activity Narrative: Compliance Monitoring is made up of Unsupervised and Minimal Assessed Risk Supervision (MARS). This population is forecasted to decrease in FY 2012 and the trend is expected to continue in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	79.3%	82.3%	81.0%	83.4%	1.1%	1.3%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	3.3%	3.1%	N/A	N/A
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	625	677	645	650	(27)	-4.0%
Output	Number of active seriously mentally ill probationers terminated from probation during the reporting period.	368	351	363	404	53	15.1%
Output	Average number of active seriously mentally ill probationers supervised during the fiscal year.	N/A	N/A	645	650	N/A	N/A
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	625	677	645	650	(27)	-4.0%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	$ 542.89	$ 508.82	$ 540.82	$ 529.21	$ (20.40)	-4.0%
Expenditure							
	100 - GENERAL	$ 1,356,140	$ 1,378,381	$ 1,394,236	$ 1,375,956	$ 2,425	0.2%
	TOTAL USES	$ 1,356,140	$ 1,378,381	$ 1,394,236	$ 1,375,956	$ 2,425	0.2%

Sex Offender Activity

The purpose of the Sex Offender Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Sex Offender probationers so they can enhance their likelihood to remain in the community and reduce commitments to the DOC.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	N/A	N/A	2.3%	2.0%	N/A	N/A
Output	Average number of Sex Offender probationers supervised during the reporting period.	1,790	1,802	1,910	2,015	213	11.8%
Output	Average number of active Sex Offender probationers supervised during the fiscal year.	N/A	N/A	1,909	2,009	N/A	N/A
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period.	1,790	1,802	1,910	2,010	208	11.5%
Efficiency	Average cost per active sex offender probationer for the reporting period.	$ 635.50	$ 661.76	$ 619.88	$ 594.03	$ 67.73	10.2%
Revenue							
	211 - ADULT PROBATION GRANTS	$ -	$ -	$ 79,000	$ -	$ -	N/A
	201 - ADULT PROBATION FEES	49,725	53,312	44,897	44,897	(8,415)	-15.8%
	TOTAL SOURCES	$ 49,725	$ 53,312	$ 123,897	$ 44,897	$ (8,415)	-15.8%
Expenditure							
	100 - GENERAL	$ 2,738,511	$ 2,049,943	$ 2,418,513	$ 2,847,108	$ (797,165)	-38.9%
	211 - ADULT PROBATION GRANTS	98,485	-	74,560	74,560	(74,560)	N/A
	201 - ADULT PROBATION FEES	1,713,163	2,720,000	2,241,550	1,865,000	855,000	31.4%
	TOTAL USES	$ 4,550,159	$ 4,769,943	$ 4,734,623	$ 4,786,668	$ (16,725)	-0.4%

Activity Narrative: A significant majority of convicted sex offenders receive lifetime sentences for probation; thus the year-to-year increase in probation supervision.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of standard probationers who successfully complete probation during the reporting period.	69.5%	67.0%	70.1%	71.8%	4.8%	7.1%
Result	Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	N/A	N/A	7.9%	7.8%	N/A	N/A
Output	Average number of active standard probationers supervised for the reporting period.	14,729	14,868	14,829	14,992	124	0.8%
Output	Number of Standard probationers terminated from probation during the reporting period.	6,325	5,420	6,008	5,663	243	4.5%
Output	Average number of active standard probationers supervised during the fiscal year. (Excludes ISC)	N/A	N/A	14,148	14,326	N/A	N/A
Demand	Average number of active standard probationers ordered to be supervised during the reporting period.	14,729	15,501	14,829	14,992	(509)	-3.3%
Efficiency	Average daily cost per active Standard Supervision probationer.	$ 401.69	$ 400.57	$ 410.27	$ 426.93	$ (26.36)	-6.6%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 394,812	$ 296,676	$ 217,973	$ 285,551	$ (11,125)	-3.7%
	201 - ADULT PROBATION FEES	8,129,051	7,668,924	8,139,635	8,139,648	470,724	6.1%
	TOTAL SOURCES	$ 8,523,863	$ 7,965,600	$ 8,357,608	$ 8,425,199	$ 459,599	5.8%
Expenditure							
	100 - GENERAL	$ 13,444,948	$ 13,567,096	$ 12,976,312	$ 12,667,563	$ 899,533	6.6%
	211 - ADULT PROBATION GRANTS	202,139	154,405	225,210	185,972	(31,567)	-20.4%
	201 - ADULT PROBATION FEES	10,018,505	10,024,172	10,332,316	11,860,891	(1,836,719)	-18.3%
	255 - DETENTION OPERATIONS	-	76,752	801,041	886,574	(809,822)	-1055.1%
	TOTAL USES	$ 23,665,592	$ 23,822,425	$ 24,334,879	$ 25,601,000	$ (1,778,575)	-7.5%

Base Adjustments:

Detention Fund (255)

- The expenditure budget is increased by $71,736 to fund 1.0 FTE Drug Court Probation Officer position. The 1:60 Officer to probationer ratio standard on which this program is based has increased to 1:73. The addition of an Officer is expected to reduce the current ratio down to the standard of 1:60.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of transferred youth probationers who successfully complete probation during the reporting period.	39.6%	39.6%	50.5%	53.5%	14.0%	35.2%
Result	Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	N/A	N/A	7.1%	14.7%	N/A	N/A
Output	Average number of active transferred youth probationers being supervised during the reporting period.	252	295	244	258	(37)	-12.6%
Output	Number of transferred youth probationers terminated from probation during the reporting period.	96	96	99	99	3	3.1%
Output	Average number of active transferred youth supervised during the reporting period during the fiscal year.	N/A	N/A	244	258	N/A	N/A
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	252	295	244	258	(37)	-12.6%
Efficiency	Average cost per active transferred youth for the reporting period.	$ 574.12	$ 489.86	$ 610.67	$ 575.50	$ (85.64)	-17.5%
Expenditure							
	100 - GENERAL	$ 579,285	$ 578,522	$ 596,014	$ 593,918	$ (15,396)	-2.7%
	TOTAL USES	$ 579,285	$ 578,522	$ 596,014	$ 593,918	$ (15,396)	-2.7%

Activity Narrative: The average number of active transferred youth supervised is declining. However, the services required by this caseload are costing more, thus reducing the efficiency in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 54,654,939**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (60,107)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(60,107)*	-
Reallocations			**$ 1,167**	**$ -**
Armored Car Charges	*C-49-12-018-2-00*		*1,167*	-
Mid Year Adjustments			**$ (3,854,876)**	**$ -**
AOC Risk Management Charges	*C-49-12-009-2-00*		*(162,876)*	-
Sheriff's Office Reallocation	*C-49-12-028-2-00*		*(3,692,000)*	-
FY 2012 Revised Budget			**$ 50,741,123**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (191,057)**	**$ -**
Adjust Hours Per FTE			*(191,057)*	-
FY 2013 Budget Target			**$ 50,550,066**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 38,681**	**$ -**
Retirement Contributions			*38,681*	-
Base Adjustments			**$ (102,050)**	**$ -**
Other Base Adjustments			*(102,050)*	-
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions		*$ (151,774)*		
Decrease expenditures by $58,020 for Overtime Pay, $158,730 for Other Personal Services, and $33,016 for Temporary Pay		*(249,766)*		
Delete a half-time position allocated to the Adult Probation Fees Fund (201)		*(28,039)*		
Increase General and Medical Supplies to reflect FY 2012 Forecast		*55,232*		
Increase Fuel expenditures		*49,092*		
Increase Capital Outlay for iCISng-related and other computer equipment		*60,330*		
Decrease Internal Service costs due to decline in Telecomm charges		*(48,299)*		
Increase expenditures for Health Care Services (drug tests) due to decrease in grant revenue		*78,525*		
Increase Services expenditures for executive recruitment and relocation		*15,000*		
Rightsize all other Services, with expenditure increases of $24,205 for Rent, $1,040 for Repairs, $9,672 for Travel, $6,672 for Education & Training,$200 for Postage, $30,000 for Support & Care of Persons and $62,646 for Other Services		*134,435*		
Decrease Debt Service costs		*(9,336)*		
Decrease Transfers-Out to County Attorney		*(7,450)*		
Reallocations			**$ 63,369**	**$ -**
Reallocation Between Funds			*13,753*	-
Decrease Personal Services Allocations-Out to Adult Probation Grants Fund (211)		*$ 97,339*		
Decrease Personal Services Allocations-Out to Adult Probation Fees Fund (201)		*28,039*		
Increase Personal Services Allocations-Out to Adult Probation Fees Fund (201)		*(54,696)*		
Increase Personal Services Allocations-Out to Detention Fund (255)		*(56,929)*		
Reallocation Between Depts			*49,616*	-
Increase Personal Services Allocations-In from Internal Audit of $776, and from Superior Court General Fund for the $48,840 shared cost of two positions		*$ 49,616*		
FY 2013 Recommended Budget			**$ 50,550,066**	**$ -**
Percent Change from Target Amount			*0.0%*	

Adult Probation Fees Fund (201)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 12,870,619**	**$ 12,870,619**
FY 2012 Revised Budget			**$ 12,870,619**	**$ 12,870,619**
FY 2013 Budget Target			**$ 12,870,619**	**$ 12,870,619**
Adjustments:				
Fees and Other Revenues			**$ -**	**$ (28,025)**
ProgRevenue Volume Inc/Dec			*-*	*(28,025)*
Reallocations			**$ (28,025)**	**$ -**
Reallocation Between Funds			*(28,025)*	*-*
Decrease Allocations-In by $28,039 to Adult Probation General Fund due to revenue decline, and right-size Services Allocation-Out by $14	*$*	*(28,025)*		
FY 2013 Recommended Budget			**$ 12,842,594**	**$ 12,842,594**
Percent Change from Target Amount			*-0.2%*	*-0.2%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 306,887**	**$ -**
FY 2012 Revised Budget			**$ 306,887**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (538)**	**$ -**
Adjust Hours Per FTE			*(538)*	*-*
FY 2013 Budget Target			**$ 306,349**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 321**	**$ -**
Retirement Contributions			*321*	*-*
Information and Communications Technology				
Other IT Non-Recurring			*936,000*	*-*
Laptop/Desktop/Printer Replacement	*$*	*836,000*		
Communications Center CAD System, software & hardware upgrade		*100,000*		
Non Recurring			**$ 113,604**	**$ -**
Other Non-Recurring			*113,604*	*-*
Vehicle replacements for vehicles previously leased from State	*$*	*113,604*		
FY 2013 Recommended Budget			**$ 1,356,274**	**$ -**
Percent Change from Target Amount			*342.7%*	

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,504,963	$ 2,225,040	$ 2,225,040	$ 2,346,908	$ 2,198,641
Sources:					
Operating	$ 13,015,979	$ 12,870,619	$ 12,870,619	$ 12,842,595	$ 12,842,594
Total Sources:	$ 13,015,979	$ 12,870,619	$ 12,870,619	$ 12,842,595	$ 12,842,594
Uses:					
Operating	$ 11,923,898	$ 12,870,619	$ 12,870,619	$ 12,767,136	$ 12,842,594
Non-Recurring	250,141	306,887	306,887	223,726	1,356,274
Total Uses:	$ 12,174,039	$ 13,177,506	$ 13,177,506	$ 12,990,862	$ 14,198,868
Structural Balance	$ 1,092,081	$ -	$ -	$ 75,459	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,346,908	$ 1,918,153	$ 1,918,153	$ 2,198,641	$ 842,367
Total Ending Spendable Fund Balance	$ 2,346,908	$ 1,918,153	$ 1,918,153	$ 2,198,641	$ 842,367

Adult Probation Grants Fund (211)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 4,439,380**	**$ 4,439,380**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 339,783**	**$ 339,783**
Adult Probation FY 12 Grants	*C-11-12-005-G-00*	*339,783*	*339,783*
FY 2012 Revised Budget		**$ 4,779,163**	**$ 4,779,163**
Adjustments:			
Employee Salary Adjustments		**$ (12,405)**	**$ -**
Adjust Hours Per FTE		*(12,405)*	*-*
FY 2013 Budget Target		**$ 4,766,758**	**$ 4,779,163**
Adjustments:			
Employee Retirement and Benefits		**$ 13,918**	**$ -**
Retirement Contributions		*13,918*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (1,223,298)**	**$ (1,221,785)**
Grant Reconciliation		*(1,223,298)*	*(1,221,785)*
FY 2013 Recommended Budget		**$ 3,557,378**	**$ 3,557,378**
Percent Change from Target Amount		*-25.4%*	*-25.6%*

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (181,632)	$ (181,632)	$ (181,632)	$ (209,971)	$ (209,971)
Sources:					
Operating	$ 4,882,138	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378
Total Sources:	$ 4,882,138	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378
Uses:					
Operating	$ 4,910,494	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378
Total Uses:	$ 4,910,494	$ 4,439,380	$ 4,779,163	$ 4,779,163	$ 3,557,378
Structural Balance	$ (28,356)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 17	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(209,971)	(181,632)	(181,632)	(209,971)	(209,971)
Total Ending Spendable Fund Balance	$ (209,971)	$ (181,632)	$ (181,632)	$ (209,971)	$ (209,971)

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 6,028,224**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (1,669)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(1,669)*	-
Base Adjustments			**$ -**	**$ -**
Mid Year Adjustments			*3,692,000*	-
Sheriff's Office Reallocation	*C-49-12-028-2-00*		*3,692,000*	-
FY 2012 Revised Budget			**$ 9,718,555**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (27,823)**	**$ -**
Adjust Hours Per FTE			*(27,823)*	-
FY 2013 Budget Target			**$ 9,690,732**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 2,505**	**$ -**
Retirement Contributions			*2,505*	-
Base Adjustments			**$ 1,249,226**	**$ -**
Other Base Adjustments			*1,249,226*	-
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions		*$ (228,066)*		
Increase Overtime Pay by $10,200, and decrease Other Personal Services by $46,857 to reflect FY 2012 forecasted expenditures		*(36,657)*		
Increase expenditures for Supplies, including an increase of $25,000 for fuel and a decrease of $6,250 for General Supplies		*18,750*		
Increase expenditures to reflect a department-wide re-allocation of Internal Service Charges to the appropriate funds		*247,783*		
Decrease expenditures by $46,280 for Other Services, $150 for Postage, and $8,274 for Debt Service		*(54,704)*		
Right-size all other Services with expenditure increases of $31,590 for Travel, $17,700 for Health Care Services, $137 for Education & Training, and $36,400 for Support and Care of Persons		*85,827*		
Increase staff for various department programs:				
Prison Re-Entry: 4.0 FTE Probation Officers & 1.0 FTE Supervisor		*368,735*		
Pretrial Electronic Monitoring: 5.0 FTE Probation Officers & 1.0 FTE Supv.		*440,463*		
Pretrial Standard: 2.0 FTE Probation Officers		*120,148*		
Pretrial Bail/Bond: 3.0 FTE Probation Officers		*215,207*		
Drug Court: 1.0 FTE Probation Officers		*71,740*		
FY 2013 Recommended Budget			**$ 10,942,463**	**$ -**
Percent Change from Target Amount			*12.9%*	

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 100,000**	**$ -**
Other Base Adjustments			*100,000*	-
Increase Capital expenditures to purchase five vehicles		*$ 100,000*		
FY 2013 Recommended Budget			**$ 100,000**	**$ -**
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 2013.

Public Health

By June 30, 2018, air quality at all air monitoring stations will be in compliance with federal health standards 100% of the time over 365 days. (Addresses all pollutants.)

Status: For FY 2011 (the last complete year), air quality at all stations was in compliance with federal health standards 87% of the time.

Public Health

By June 30, 2018, the compliance rate of permitted sources to rules and regulations will increase from 91% to 99%, as a result of effective and efficient service delivery by the Air Quality Department.

Status: This is a new goal, which will be tracked in FY 2013.

Citizen Satisfaction

By June 30, 2018, the percentage of citizens being adequately informed of air pollution issues will increase to 80% and making clean air choices will increase by 10% from baseline year as reported in a Maricopa County Citizens' Satisfaction Survey.

Status: The 2011 Citizens' Satisfaction Survey results showed that 69% of the citizens reported being adequately informed. Making clean air choices will be tracked beginning with the 2012 Citizens' Satisfaction Survey; 2012 will be the baseline year.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CAQM - AIR QUALITY MONITORING	$ 566,924	$ 530,000	$ 530,000	$ 588,474	$ -	$ (530,000)	-100.0%
DCPR - DUST CNTRL PERMIT REGULATION	5,527,493	4,580,188	4,580,188	4,596,662	5,063,725	483,537	10.6%
LREC - LARGE SOURCE PERMIT REGULATION	1,469,417	1,576,944	1,576,944	1,590,475	1,608,636	31,692	2.0%
SREC - SMALL SOURCE PERMIT REGULATION	6,318,837	5,676,588	5,683,005	5,583,345	5,450,532	(232,473)	-4.1%
TRDA - TRIP REDUCTION	1,322,423	1,588,800	1,588,800	1,598,531	1,673,800	85,000	5.3%
VVRR - VOL VEH REPAIR AND RETROFIT	410,007	-	-	-	-	-	N/A
85AQ - AIR QUALITY	$ 15,615,101	$ 13,952,520	$ 13,958,937	$ 13,957,487	$ 13,796,693	$ (162,244)	-1.2%
ODIR - EXECUTIVE MANAGEMENT	$ 121,723	$ 6,000	$ 41,406	$ 4,391	$ 788,462	$ 747,056	1804.2%
99AS - ADMINISTRATIVE SERVICES	$ 121,723	$ 6,000	$ 41,406	$ 4,391	$ 788,462	$ 747,056	1804.2%
GGOV - GENERAL GOVERNMENT	$ 64,481	$ 8,000	$ 8,000	$ 10,074	$ 32,040	$ 24,040	300.5%
99GV - GENERAL GOVERNMENT	$ 64,481	$ 8,000	$ 8,000	$ 10,074	$ 32,040	$ 24,040	300.5%
TOTAL PROGRAMS	**$ 15,801,305**	**$ 13,966,520**	**$ 14,008,343**	**$ 13,971,952**	**$ 14,617,195**	**$ 608,852**	**4.3%**
USES							
AQPI - AQ PUBLIC INFORMATION	$ -	$ 412,272	$ 475,272	$ 397,323	$ 550,899	$ (75,627)	-15.9%
CAQM - AIR QUALITY MONITORING	1,412,710	2,206,666	2,204,380	2,800,080	-	2,204,380	100.0%
DCPR - DUST CNTRL PERMIT REGULATION	2,520,505	2,352,819	2,348,178	2,076,138	2,716,829	(368,651)	-15.7%
LREC - LARGE SOURCE PERMIT REGULATION	1,059,977	1,468,554	1,463,622	1,328,649	1,438,061	25,561	1.7%
SREC - SMALL SOURCE PERMIT REGULATION	3,329,124	2,818,356	2,805,707	2,697,553	2,614,118	191,589	6.8%
TRDA - TRIP REDUCTION	1,392,591	1,534,031	1,534,031	1,454,869	1,610,660	(76,629)	-5.0%
VVRR - VOL VEH REPAIR AND RETROFIT	332,979	-	-	-	-	-	N/A
85AQ - AIR QUALITY	$ 10,047,886	$ 10,792,698	$ 10,831,190	$ 10,754,612	$ 8,930,567	$ 1,900,623	17.5%
BDGT - BUDGETING	$ 38,579	$ 39,497	$ 39,497	$ 38,919	$ 39,452	$ 45	0.1%
FSAC - FINANCIAL SERVICES	296,865	195,327	195,327	183,658	191,405	3,922	2.0%
HRAC - HUMAN RESOURCES	131,516	99,734	99,734	99,391	111,225	(11,491)	-11.5%
ODIR - EXECUTIVE MANAGEMENT	3,208,245	4,087,890	4,065,741	3,889,926	6,247,259	(2,181,518)	-53.7%
PROC - PROCUREMENT	25,060	27,161	27,161	26,725	26,999	162	0.6%
99AS - ADMINISTRATIVE SERVICES	$ 3,700,265	$ 4,449,609	$ 4,427,460	$ 4,238,619	$ 6,616,340	$ (2,188,880)	-49.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 609,087	$ 850,511	$ 850,511	$ 850,512	$ 819,913	$ 30,598	3.6%
GGOV - GENERAL GOVERNMENT	15,462	-	46,657	46,657	-	46,657	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	124,620	64,999	64,999	64,992	64,999	-	0.0%
99GV - GENERAL GOVERNMENT	$ 749,169	$ 915,510	$ 962,167	$ 962,161	$ 884,912	$ 77,255	8.0%
TOTAL PROGRAMS	**$ 14,497,320**	**$ 16,157,817**	**$ 16,220,817**	**$ 15,955,392**	**$ 16,431,819**	**$ (211,002)**	**-1.3%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 9,483,171	$ 9,548,988	$ 9,548,988	$ 9,547,988	$ 9,764,372	$ 215,384	2.3%
SUBTOTAL	$ 9,483,171	$ 9,548,988	$ 9,548,988	$ 9,547,988	$ 9,764,372	$ 215,384	2.3%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 2,164,114	$ 1,530,000	$ 1,530,000	$ 1,530,000	$ 2,095,675	$ 565,675	37.0%
0620 - OTHER INTERGOVERNMENTAL	1,322,423	1,588,800	1,588,800	1,657,005	1,673,800	85,000	5.3%
SUBTOTAL	$ 3,486,537	$ 3,118,800	$ 3,118,800	$ 3,187,005	$ 3,769,475	$ 650,675	20.9%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 367,945	$ 361,272	$ 361,272	$ 361,272	$ 386,704	$ 25,432	7.0%
SUBTOTAL	$ 367,945	$ 361,272	$ 361,272	$ 361,272	$ 386,704	$ 25,432	7.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,161,576	$ 923,460	$ 923,460	$ 819,399	$ 662,600	$ (260,860)	-28.2%
SUBTOTAL	$ 2,161,576	$ 923,460	$ 923,460	$ 819,399	$ 662,600	$ (260,860)	-28.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 16,971	$ 8,000	$ 8,000	$ 10,074	$ 32,040	$ 24,040	300.5%
0650 - MISCELLANEOUS REVENUE	19,929	6,000	6,000	4,391	2,004	(3,996)	-66.6%
SUBTOTAL	$ 36,900	$ 14,000	$ 14,000	$ 14,465	$ 34,044	$ 20,044	143.2%
ALL REVENUES	$ 15,536,129	$ 13,966,520	$ 13,966,520	$ 13,930,129	$ 14,617,195	$ 650,675	4.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 265,176	$ -	$ 41,823	$ 41,823	$ -	$ (41,823)	-100.0%
ALL OTHER FINANCING SOURCES	$ 265,176	$ -	$ 41,823	$ 41,823	$ -	$ (41,823)	-100.0%
TOTAL SOURCES	$ 15,801,305	$ 13,966,520	$ 14,008,343	$ 13,971,952	$ 14,617,195	$ 608,852	4.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,509,194	$ 6,674,770	$ 6,674,770	$ 6,730,643	$ 7,122,398	$ (447,628)	-6.7%
0705 - TEMPORARY PAY	8,902	-	-	-	30,244	(30,244)	N/A
0710 - OVERTIME	43,109	23,300	23,300	40,084	65,064	(41,764)	-179.2%
0750 - FRINGE BENEFITS	2,481,253	2,932,383	2,932,383	2,517,698	2,690,847	241,536	8.2%
0790 - OTHER PERSONNEL SERVICES	23,185	7,188	7,188	25,449	60,682	(53,494)	-744.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,017,712)	(1,239,957)	(1,239,957)	(1,247,975)	(1,392,655)	152,698	12.3%
0796 - PERSONNEL SERVICES ALLOC-IN	1,324,243	1,896,307	1,896,307	1,933,500	2,051,385	(155,078)	-8.2%
SUBTOTAL	$ 10,372,174	$ 10,293,991	$ 10,293,991	$ 9,999,399	$ 10,627,965	$ (333,974)	-3.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 388,631	$ 365,082	$ 365,082	$ 294,942	$ 301,148	$ 63,934	17.5%
0803 - FUEL	116,358	116,552	116,552	142,369	165,191	(48,639)	-41.7%
0804 - NON-CAPITAL EQUIPMENT	2,886	20,185	20,185	52,373	39,955	(19,770)	-97.9%
0805 - SUPPLIES-ALLOCATION OUT	(14,220)	(4,482)	(4,482)	(37,279)	(9,686)	5,204	116.1%
0806 - SUPPLIES-ALLOCATION IN	23,098	14,475	14,475	25,643	11,759	2,716	18.8%
SUBTOTAL	$ 516,753	$ 511,812	$ 511,812	$ 478,048	$ 508,367	$ 3,445	0.7%
SERVICES							
0810 - LEGAL SERVICES	$ 118,276	$ 306,120	$ 306,120	$ 293,941	$ 300,700	$ 5,420	1.8%
0811 - HEALTH CARE SERVICES	5,214	9,500	9,500	9,162	10,500	(1,000)	-10.5%
0812 - OTHER SERVICES	1,136,444	1,513,843	1,576,843	1,612,374	1,663,841	(86,998)	-5.5%
0820 - RENT & OPERATING LEASES	901,949	804,971	804,971	868,387	830,412	(25,441)	-3.2%
0825 - REPAIRS AND MAINTENANCE	25,826	35,144	35,144	35,465	64,810	(29,666)	-84.4%
0839 - INTERNAL SERVICE CHARGES	378,722	1,277,612	1,277,612	1,265,356	1,192,511	85,101	6.7%
0841 - TRAVEL	7,249	3,820	3,820	6,403	18,110	(14,290)	-374.1%
0842 - EDUCATION AND TRAINING	33,237	76,714	76,714	50,382	57,241	19,473	25.4%
0843 - POSTAGE/FREIGHT/SHIPPING	42,895	50,771	50,771	39,696	40,648	10,123	19.9%
0850 - UTILITIES	53,998	86,100	86,100	75,246	85,020	1,080	1.3%
0872 - SERVICES-ALLOCATION OUT	(52,068)	(29,876)	(29,876)	(49,823)	(71,534)	41,658	139.4%
0873 - SERVICES-ALLOCATION IN	91,554	168,397	168,397	161,522	224,566	(56,169)	-33.4%
SUBTOTAL	$ 2,743,296	$ 4,303,116	$ 4,366,116	$ 4,368,111	$ 4,416,825	$ (50,709)	-1.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 609,945	$ 609,945	$ 629,011	$ 677,930	$ (67,985)	-11.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	56,729	56,729	56,729	-	56,729	100.0%
0950 - DEBT SERVICE	196,680	23,172	23,172	22,680	-	23,172	100.0%
0956 - CAPITAL-ALLOCATION IN	49,636	359,052	359,052	401,414	200,732	158,320	44.1%
SUBTOTAL	$ 246,316	$ 1,048,898	$ 1,048,898	$ 1,109,834	$ 878,662	$ 170,236	16.2%
ALL EXPENDITURES	$ 13,878,539	$ 16,157,817	$ 16,220,817	$ 15,955,392	$ 16,431,819	$ (211,002)	-1.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 618,781	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 618,781	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 14,497,320	$ 16,157,817	$ 16,220,817	$ 15,955,392	$ 16,431,819	$ (211,002)	-1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
503 AIR QUALITY GRANT							
OPERATING	$ 3,411,855	$ 3,118,800	$ 3,118,800	$ 3,187,005	$ 3,769,475	$ 650,675	20.9%
NON-RECURRING	74,682	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 3,486,537	$ 3,118,800	$ 3,118,800	$ 3,187,005	$ 3,769,475	$ 650,675	20.9%
504 AIR QUALITY FEES							
OPERATING	$ 12,042,941	$ 10,847,720	$ 10,854,137	$ 10,749,541	$ 10,847,720	$ (6,417)	-0.1%
NON-RECURRING	271,827	-	35,406	35,406	-	(35,406)	-100.0%
FUND TOTAL SOURCES	$ 12,314,768	$ 10,847,720	$ 10,889,543	$ 10,784,947	$ 10,847,720	$ (41,823)	-0.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,454,796	$ 13,966,520	$ 13,972,937	$ 13,936,546	$ 14,617,195	$ 644,258	4.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 346,509	$ -	$ 35,406	$ 35,406	$ -	$ (35,406)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 15,801,305	$ 13,966,520	$ 14,008,343	$ 13,971,952	$ 14,617,195	$ 608,852	4.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ -	$ 763,350	$ 763,350	$ 763,350	$ 760,773	$ 2,577	0.3%
NON-RECURRING	-	609,945	609,945	609,945	402,930	207,015	33.9%
FUND TOTAL USES	$ -	$ 1,373,295	$ 1,373,295	$ 1,373,295	$ 1,163,703	$ 209,592	15.3%
503 AIR QUALITY GRANT							
OPERATING	$ 3,421,415	$ 3,118,800	$ 3,118,800	$ 3,118,800	$ 3,769,475	$ (650,675)	-20.9%
NON-RECURRING	4,651	74,682	74,682	74,682	-	74,682	100.0%
FUND TOTAL USES	$ 3,426,066	$ 3,193,482	$ 3,193,482	$ 3,193,482	$ 3,769,475	$ (575,993)	-18.0%
504 AIR QUALITY FEES							
OPERATING	$ 10,990,392	$ 10,847,720	$ 10,847,720	$ 10,582,295	$ 10,749,032	$ 98,688	0.9%
NON-RECURRING	80,862	743,320	806,320	806,320	749,609	56,711	7.0%
FUND TOTAL USES	$ 11,071,254	$ 11,591,040	$ 11,654,040	$ 11,388,615	$ 11,498,641	$ 155,399	1.3%
DEPARTMENT OPERATING TOTAL USES	$ 14,411,807	$ 14,729,870	$ 14,729,870	$ 14,464,445	$ 15,279,280	$ (549,410)	-3.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 85,513	$ 1,427,947	$ 1,490,947	$ 1,490,947	$ 1,152,539	$ 338,408	22.7%
DEPARTMENT TOTAL USES	$ 14,497,320	$ 16,157,817	$ 16,220,817	$ 15,955,392	$ 16,431,819	$ (211,002)	-1.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	22.50	19.50	17.75	19.25	36.60	18.85	106.2%
FINANCIAL SERVICES	6.50	3.10	3.10	3.10	3.10	-	0.0%
HUMAN RESOURCES	2.25	-	.00	-	-	-	N/A
PROCUREMENT	.50	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	32.25	23.60	21.85	23.35	40.70	18.85	86.3%
AIR QUALITY							
AIR QUALITY MONITORING	17.00	18.00	19.00	19.00	-	(19.00)	(100.0%)
AQ PUBLIC INFORMATION	-	2.00	2.00	2.00	2.00	-	0.0%
DUST CNTRL PERMIT REGULATION	59.55	30.45	33.05	33.05	32.30	(.75)	(2.3%)
LARGE SOURCE PERMIT REGULATION	16.45	16.20	16.10	16.10	16.65	.55	3.4%
SMALL SOURCE PERMIT REGULATION	43.00	40.35	36.60	36.60	36.95	.35	1.0%
TRIP REDUCTION	10.50	12.00	12.00	12.00	12.00	-	0.0%
VOL VEH REPAIR AND RETROFIT	1.50	-	.00	-	-	-	N/A
PROGRAM TOTAL	148.00	119.00	118.75	118.75	99.90	(18.85)	(15.9%)
DEPARTMENT TOTAL	180.25	142.60	140.60	142.10	140.60	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	6.00	7.00	7.00	7.00	7.00	-	0.0%
Administrative Supervisor	2.00	2.00	3.00	3.00	3.00	-	0.0%
Air Instrument Technician Supv	-	-	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	-	-	4.00	4.00	4.00	-	0.0%
Air Quality Enforcement Spec	-	-	3.00	3.00	3.00	-	0.0%
Air Quality Operations Supervisor	-	-	1.00	1.00	-	(1.00)	(100.0%)
Air Quality Planner	-	-	6.00	6.00	6.00	-	0.0%
Air Quality Planning Supv	-	-	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	-	-	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	-	-	40.00	40.00	40.00	-	0.0%
Air Quality Specialist Supv	-	-	6.00	6.00	6.00	-	0.0%
Atmospheric Science Pro	-	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%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Air Quality	-	-	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	8.00	6.00	6.00	6.00	6.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Associate	21.00	17.00	17.00	17.00	18.00	1.00	5.9%
Engineering Manager	1.00	1.00	-	-	-	-	N/A
Engineering Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Enforcement Spec	6.00	3.00	-	-	-	-	N/A
Environmental Spclst Supv	10.00	7.00	-	-	-	-	N/A
Environmental Specialist	60.00	41.00	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	.60	.60	.60	.60	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Human Resources Support Supv	1.00	-	-	-	-	-	N/A
Instrumentation Technician Air	12.00	13.00	13.00	13.00	13.00	-	0.0%
Management Analyst	2.00	2.00	-	1.00	-	-	N/A
Management Assistant	-	1.00	-	-	-	-	N/A
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	8.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	13.00	11.00	11.00	11.00	11.00	-	0.0%
Operations/Program Manager	4.00	3.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	-	-	-	-	N/A
Planner	8.00	8.00	-	-	-	-	N/A
Planning Supervisor	1.00	1.00	-	-	-	-	N/A
Project Administrator	2.00	2.00	1.00	1.00	1.00	-	0.0%
RDSA Ombudsman	-	-	1.00	1.00	1.00	-	0.0%
Regression Modeler	1.00	-	-	-	-	-	N/A
Special Projects Manager	-	-	-	.50	-	-	N/A
Trainer	.25	-	-	-	-	-	N/A
Department Total	**180.25**	**142.60**	**140.60**	**142.10**	**140.60**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
503 AIR QUALITY GRANT	22.00	24.60	21.60	14.60	21.60	-	0.0%
504 AIR QUALITY FEES	158.25	118.00	119.00	127.50	119.00	-	0.0%
Department Total	**180.25**	**142.60**	**140.60**	**142.10**	**140.60**	**-**	**0.0%**

Staffing Variance Analysis

During FY 2012, a number of positions were reviewed and adjusted. This is why there is a variance between FY 2012 Adopted and FY 2012 Revised in the Staffing by Market Range Title Table in lines such as Air Quality Specialist and Environmental Specialists.

General Adjustments

General Fund (100)

Other Base Adjustments:

- Decrease expenditure budget by $2,577 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- The FY 2013 Non Recurring Non Project budget includes a $402,930 adjustment for Air Quality monitoring equipment.

Air Quality Grant Fund (503)

Personnel:

- Increase Regular Benefits by $8,627 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $4,179 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes an $8,627 base adjustment for benefits salary savings to absorb the increase in retirement contributions.

Air Quality Fees Fund (504)

Personnel:

- Increase Regular Benefits by $56,235 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $24,340 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes an expenditure decrease of $163,141 in salary and benefits savings for the department.
- The FY 2013 Operating budget includes an expenditure increase of $32,558 for a temporary Air Quality Planner.
- The FY 2013 Non Recurring Non Project budget includes an increase of $749,609, which includes a $440,000 carry-over for completion of the Accela Information System and Public Relations projects, and $309,609 for the department's technology purchases, RDSA allocations and vehicle locator system for 64 trucks and SUVs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percentage of current, updated air monitoring information available on the internet every 60 minutes.	N/A	90.0%	90.0%	N/A	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	25.0%	25.0%	25.0%	(0.0%)	-0.1%
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	8.2%	8.2%	8.2%	0.0%	0.4%
Percentage of permit actions completed within the Department’s timeliness standards.	N/A	87.5%	87.5%	87.5%	0.0%	0.0%
Percentage of large source inspections in compliance.	N/A	43.3%	43.3%	43.3%	0.0%	0.0%
Percentage of non-title V permit action requests completed within the Department's timeliness standards.	N/A	89.9%	89.9%	89.9%	0.0%	0.0%
Percentage of general permit action requests completed within the Department's timeliness standards.	N/A	90.7%	90.7%	90.7%	0.0%	0.0%
Percentage of small source inspections in compliance.	N/A	71.8%	71.8%	71.8%	0.0%	0.0%
Percentage of small source enforcement cases resolved in 60 days.	N/A	39.9%	39.9%	39.9%	0.0%	0.0%
Percentage of dust control inspections in compliance.	N/A	83.0%	83.0%	85.0%	2.0%	2.4%
Percentage of dust control enforcement cases resolved in 60 days.	N/A	53.3%	53.3%	54.7%	1.4%	2.6%
Percent of contacts from media sources responded to within four hours.	N/A	64.4%	62.2%	62.2%	(2.2%)	-3.4%
Percent of requests for information from media sources responded to within 20 business hours.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of contacts from media sources responded to within four hours.	N/A	64.4%	62.2%	62.2%	(2.2%)	-3.4%
Result	Percent of requests for information from media sources responded to within 20 business hours.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of responses to requests for information from media sources.	N/A	45	45	45	-	0.0%
Demand	Total Number of requests for information from media sources.	N/A	45	45	45	-	0.0%
Efficiency	Total Public Information Office Expenditure per response to requests for information from media sources.	N/A	$ 10,561.60	$ 8,479.67	$ 12,242.20	$ (1,680.60)	-15.9%
Expenditure							
	504 - AIR QUALITY FEES	$ -	$ 475,272	$ 397,323	$ 550,899	$ (75,627)	-15.9%
	TOTAL USES	$ -	$ 475,272	$ 397,323	$ 550,899	$ (75,627)	-15.9%

Activity Narrative: The Air Quality Public Information Activity supports the Department in meeting 100% of the demand. An increase in expenditure is for additional outreach and education purposes in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of current, updated air monitoring information available on the internet every 60 minutes.	N/A	90.0%	90.0%	N/A	N/A	N/A
Output	Number of reports provided on the internet every 60 minutes.	N/A	7,884	7,800	N/A	N/A	N/A
Demand	Number of reports required on the internet every 60 minutes.	N/A	8,760	8,700	N/A	N/A	N/A
Efficiency	Total Air Monitoring Activity Expenditure per number of reports provided on the internet every 60 minutes.	N/A	$ 279.60	$ 404.07	N/A	N/A	N/A
Revenue							
	503 - AIR QUALITY GRANT	$ 566,924	$ 530,000	$ 588,474	$ -	$ (530,000)	-100.0%
	TOTAL SOURCES	$ 566,924	$ 530,000	$ 588,474	$ -	$ (530,000)	-100.0%
Expenditure							
	100 - GENERAL	$ -	$ 1,373,295	$ 1,373,295	$ -	$ 1,373,295	100.0%
	503 - AIR QUALITY GRANT	694,070	515,774	904,740	-	515,774	100.0%
	504 - AIR QUALITY FEES	718,640	315,311	522,045	-	315,311	100.0%
	TOTAL USES	$ 1,412,710	$ 2,204,380	$ 2,800,080	$ -	$ 2,204,380	100.0%

Activity Narrative: Further strategic planning discussions on the Air Quality Monitoring Activity with the Department determined that this activity is administrative and has been moved to the Executive Management Activity in FY 2013. The primary customer for this Activity is the Environmental Protection Agency. Regulatory reporting efforts such as this are administrative by definition in Maricopa County's Managing for Results.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of dust control inspections in compliance.	N/A	83.0%	83.0%	85.0%	2.0%	2.4%
Result	Percentage of dust control enforcement cases resolved in 60 days.	N/A	53.3%	53.3%	54.7%	1.4%	2.6%
Output	Number of dust control compliance inspections completed.	N/A	8,000	8,000	9,000	1,000	12.5%
Output	Number of dust control enforcement cases resolved.	N/A	180	180	190	10	5.6%
Demand	Number of dust control compliance inspections required.	N/A	7,656	7,656	7,700	44	0.6%
Demand	Number of dust control enforcement cases received that require resolution.	N/A	198	198	205	7	3.5%
Efficiency	Total Dust Control Permit Regulation Expenditure per inspections completed.	N/A	$ 293.52	$ 255.37	$ 301.87	$ (8.35)	-2.8%
Revenue							
	503 - AIR QUALITY GRANT	$ 1,064,991	$ 1,000,000	$ 1,000,000	$ 1,309,217	$ 309,217	30.9%
	504 - AIR QUALITY FEES	4,462,502	3,580,188	3,596,662	3,754,508	174,320	4.9%
	TOTAL SOURCES	$ 5,527,493	$ 4,580,188	$ 4,596,662	$ 5,063,725	$ 483,537	10.6%
Expenditure							
	503 - AIR QUALITY GRANT	$ 920,893	$ 921,306	$ 639,222	$ 1,273,608	$ (352,302)	-38.2%
	504 - AIR QUALITY FEES	1,599,612	1,426,872	1,436,916	1,443,221	(16,349)	-1.1%
	TOTAL USES	$ 2,520,505	$ 2,348,178	$ 2,076,138	$ 2,716,829	$ (368,651)	-15.7%

Activity Narrative: An increase in revenues is due to the EPA 105 grant and an increase in demand for service for dust control permits. This increase in demand results in an increase in revenue and expenditure for this Activity. The increase in dust control compliance inspections required is based on increase in the number of permits. As a result in the increase of inspections, there is an anticipated increase in enforcement cases for the Department.

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 Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percentage of permit actions completed within the Department's timeliness standards.	N/A	87.5%	87.5%	87.5%	0.0%	0.0%
Percentage of large source inspections in compliance.	N/A	43.3%	43.3%	43.3%	0.0%	0.0%
Number of completed large source (Title V) permit actions provided.	N/A	8	8	7	(1)	-12.5%
Number of large source compliance inspections completed.	N/A	30	30	30	-	0.0%
Number of requests for Title V permit actions.	N/A	8	8	7	(1)	-12.5%
Number of large sources compliance inspections required.	N/A	35	35	35	-	0.0%
Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided.	N/A	$ 182,952.75	$ 162,843.00	$ 205,437.29	$ (22,484.54)	-12.3%
504 - AIR QUALITY FEES	$ 1,469,417	$ 1,576,944	$ 1,590,475	$ 1,608,636	$ 31,692	2.0%
TOTAL SOURCES	$ 1,469,417	$ 1,576,944	$ 1,590,475	$ 1,608,636	$ 31,692	2.0%
504 - AIR QUALITY FEES	$ 1,059,977	$ 1,463,622	$ 1,328,649	$ 1,438,061	$ 25,561	1.7%
TOTAL USES	$ 1,059,977	$ 1,463,622	$ 1,328,649	$ 1,438,061	$ 25,561	1.7%

Activity Narrative: Title V permit fees have increased, however the level of service the Department provides decreased because the number of Title V permitted sources has declined.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards.	N/A	89.9%	89.9%	89.9%	0.0%	0.0%
Result	Percentage of general permit action requests completed within the Department's timeliness standards.	N/A	90.7%	90.7%	90.7%	0.0%	0.0%
Result	Percentage of small source inspections in compliance.	N/A	71.8%	71.8%	71.8%	0.0%	0.0%
Result	Percentage of small source enforcement cases resolved in 60 days.	N/A	39.9%	39.9%	39.9%	0.0%	0.0%
Output	Number of small source non-Title V permit actions provided.	N/A	632	632	632	-	0.0%
Output	Number of small source general permit actions provided.	N/A	172	172	172	-	0.0%
Output	Number of small source compliance inspections completed.	N/A	2,072	2,072	2,072	-	0.0%
Output	Number of small source enforcement cases resolved.	N/A	632	632	632	-	0.0%
Demand	Number of new requests for small source non-Title V permit actions.	N/A	632	632	632	-	0.0%
Demand	Number of small source compliance inspections required.	N/A	2,766	2,766	2,766	-	0.0%
Demand	Number of new small source enforcement cases requiring resolution.	N/A	718	718	718	-	0.0%
Demand	Number of new requests for small source general permit actions.	N/A	172	172	172	-	0.0%
Efficiency	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided.	N/A	$ 4,439.41	$ 4,256.53	$ 4,136.26	$ 303.15	6.8%
Revenue							
	504 - AIR QUALITY FEES	$ 6,318,837	$ 5,683,005	$ 5,583,345	$ 5,450,532	$ (232,473)	-4.1%
	TOTAL SOURCES	$ 6,318,837	$ 5,683,005	$ 5,583,345	$ 5,450,532	$ (232,473)	-4.1%
Expenditure							
	504 - AIR QUALITY FEES	$ 3,329,124	$ 2,805,707	$ 2,697,553	$ 2,614,118	$ 191,589	6.8%
	TOTAL USES	$ 3,329,124	$ 2,805,707	$ 2,697,553	$ 2,614,118	$ 191,589	6.8%

Activity Narrative: A decrease in revenues for this Activity is due to anticipation of more small sources being in compliance with regulations in FY 2013 which will decrease fine revenue. An increase in expenditure is due to the reallocation of internal service fund charges from the Executive Management Activity to this Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting".	N/A	25.0%	25.0%	25.0%	(0.0%)	-0.1%
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	8.2%	8.2%	8.2%	0.0%	0.4%
Output	Number of major employer sites that received Trip Reduction Program services.	360	3,100	3,100	3,100	-	0.0%
Demand	Number of major employer sites requesting Trip Reduction Program services.	-	3,100	3,100	3,100	-	0.0%
Efficiency	Total Trip Reduction Program Expenditure per major employer site that received Trip Reduction Program services.	$ 3,868.31	$ 494.85	$ 457.86	$ 519.57	$ (24.72)	-5.0%
Revenue							
	503 - AIR QUALITY GRANT	$ 1,322,423	$ 1,588,800	$ 1,598,531	$ 1,673,800	$ 85,000	5.3%
	TOTAL SOURCES	$ 1,322,423	$ 1,588,800	$ 1,598,531	$ 1,673,800	$ 85,000	5.3%
Expenditure							
	503 - AIR QUALITY GRANT	$ 1,392,591	$ 1,534,031	$ 1,454,869	$ 1,610,660	$ (76,629)	-5.0%
	TOTAL USES	$ 1,392,591	$ 1,534,031	$ 1,454,869	$ 1,610,660	$ (76,629)	-5.0%

Activity Narrative: An increase in revenue is due to additional funding from the Maricopa Association of Governments in FY 2013. The increase in expenditure is due to increased overhead cost and one-time expenditures for technology 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.	596	N/A	N/A	N/A	N/A	N/A
Demand	Number Maricopa County citizens requesting monetary assistance for Voluntary Vehicle Repair & Retrofit Program vehicle emission repair services.	596	N/A	N/A	N/A	N/A	N/A
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	$ 410,007	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 410,007	$ -	$ -	$ -	$ -	N/A
Expenditure							
	503 - AIR QUALITY GRANT	$ 332,979	$ -	$ -	$ -	$ -	N/A
	TOTAL USES	$ 332,979	$ -	$ -	$ -	$ -	N/A

Activity Narrative: The FY 2013 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 2013 in hopes that funding will be identified from grantors.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 763,350**	**$ -**
FY 2012 Revised Budget		**$ 763,350**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (2,577)**	**$ -**
Adjust Hours Per FTE		*(2,577)*	-
FY 2013 Budget Target		**$ 760,773**	**$ -**
FY 2013 Recommended Budget		**$ 760,773**	**$ -**
Percent Change from Target Amount		*0.0%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 609,945**	**$ -**
FY 2012 Revised Budget		**$ 609,945**	**$ -**
Adjustments:			
Non Recurring		**$ (609,945)**	**$ -**
Other Non-Recurring		*(609,945)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 402,930**	**$ -**
Other Non-Recurring		*402,930*	-
Air Monitoring Capital Equipment	*$ 402,930*		
FY 2013 Recommended Budget		**$ 402,930**	**$ -**

Air Quality Grant Fund (503)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 3,118,800**	**$ 3,118,800**
FY 2012 Revised Budget	**$ 3,118,800**	**$ 3,118,800**
Adjustments:		
Employee Salary Adjustments	**$ (4,179)**	**$ -**
Adjust Hours Per FTE	*(4,179)*	*-*
FY 2013 Budget Target	**$ 3,114,621**	**$ 3,118,800**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 8,627**	**$ -**
Retirement Contributions	*8,627*	*-*
Base Adjustments	**$ (8,627)**	**$ -**
Personnel Savings	*(8,627)*	*-*
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 654,854**	**$ 650,675**
Grant Reconciliation	*654,854*	*650,675*
FY 2013 Recommended Budget	**$ 3,769,475**	**$ 3,769,475**
Percent Change from Target Amount	*21.0%*	*20.9%*

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ 74,682**	**$ -**
FY 2012 Revised Budget	**$ 74,682**	**$ -**
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (74,682)**	**$ -**
Grant Reconciliation	*(74,682)*	*-*
FY 2013 Budget Target	**$ -**	**$ -**
FY 2013 Recommended Budget	**$ -**	**$ -**

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (106,492)	$ (106,492)	$ (106,492)	$ (46,014)	$ (52,491)
Sources:					
Operating	$ 3,411,855	$ 3,118,800	$ 3,118,800	$ 3,187,005	$ 3,769,475
Non-Recurring	74,682	-	-	-	-
Total Sources:	$ 3,486,537	$ 3,118,800	$ 3,118,800	$ 3,187,005	$ 3,769,475
Uses:					
Operating	$ 3,421,415	$ 3,118,800	$ 3,118,800	$ 3,118,800	$ 3,769,475
Non-Recurring	4,651	74,682	74,682	74,682	-
Total Uses:	$ 3,426,066	$ 3,193,482	$ 3,193,482	$ 3,193,482	$ 3,769,475
Structural Balance	$ (9,560)	$ -	$ -	$ 68,205	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(46,014)	(181,174)	(181,174)	(52,491)	(52,491)
Total Ending Spendable Fund Balance	$ (46,014)	$ (181,174)	$ (181,174)	$ (52,491)	$ (52,491)

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 2012 Adopted Budget				**$ 10,847,720**	**$ 10,847,720**
Adjustments:	Agenda Item:				
Non Recurring				**$ -**	**$ 6,417**
Vehicles AQ to Assessor	*C-74-12-003-V-00*			*-*	*6,417*
FY 2012 Revised Budget				**$ 10,847,720**	**$ 10,854,137**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ (24,340)**	**$ -**
Adjust Hours Per FTE				*(24,340)*	*-*
Non Recurring				**$ -**	**$ (6,417)**
Vehicles AQ to Assessor	*C-74-12-003-V-00*			*-*	*(6,417)*
FY 2013 Budget Target				**$ 10,823,380**	**$ 10,847,720**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ 56,235**	**$ -**
Retirement Contributions				*56,235*	*-*
Base Adjustments				**$ (130,583)**	**$ -**
Other Base Adjustments				*32,558*	*-*
Air Quality Planner (Temporary)		*$*	*32,558*		
Personnel Savings				*(163,141)*	*-*
FY 2013 Recommended Budget				**$ 10,749,032**	**$ 10,847,720**
Percent Change from Target Amount				*-0.7%*	*0.0%*

Air Quality Fee Fund (504) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 743,320**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Intergovernmental Agreements			**$ 63,000**	**$ -**
AZ BOR Coop Extension IGA	*C-85-12-004-3-00*		*63,000*	-
Non Recurring			**$ -**	**$ 35,406**
Vehicle Air Qual to Env Svcs FY 12 1	*C-88-12-001-V-00*		-	*35,406*
FY 2012 Revised Budget			**$ 806,320**	**$ 35,406**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Intergovernmental Agreements			**$ (63,000)**	**$ -**
AZ BOR Coop Extension IGA	*C-85-12-004-3-00*		*(63,000)*	-
Non Recurring			**$ (743,320)**	**$ (35,406)**
Vehicle Air Qual to Env Svcs FY 12 1	*C-88-12-001-V-00*		-	*(35,406)*
Other Non-Recurring			*(743,320)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 749,609**	**$ -**
Non Recurring Carry Forward			*440,000*	-
Accela Information System Project Completion		*$ 190,000*		
Public Relations Project		*250,000*		
Other Non-Recurring			*309,609*	-
Technology Purchases		*$ 198,980*		
RDSA Allocations		*25,629*		
Vehicle Locator System for 64 Trucks & SUVs		*85,000*		
FY 2013 Recommended Budget			**$ 749,609**	**$ -**

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,144,395	$ 1,816,856	$ 1,816,856	$ 3,387,891	$ 2,784,223
Sources:					
Operating	$ 12,042,941	$ 10,847,720	$ 10,854,137	$ 10,749,541	$ 10,847,720
Non-Recurring	271,827	-	35,406	35,406	-
Total Sources:	$ 12,314,768	$ 10,847,720	$ 10,889,543	$ 10,784,947	$ 10,847,720
Uses:					
Operating	$ 10,990,392	$ 10,847,720	$ 10,847,720	$ 10,582,295	$ 10,749,032
Non-Recurring	80,862	743,320	806,320	806,320	749,609
Total Uses:	$ 11,071,254	$ 11,591,040	$ 11,654,040	$ 11,388,615	$ 11,498,641
Structural Balance	$ 1,052,549	$ -	$ 6,417	$ 167,246	$ 98,688
Accounting Adjustments	$ (18)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,387,891	$ 1,073,536	$ 1,052,359	$ 2,784,223	$ 2,133,302
Total Ending Spendable Fund Balance	$ 3,387,891	$ 1,073,536	$ 1,052,359	$ 2,784,223	$ 2,133,302

Animal Care and Control

Analysis by Zach Wolfe, 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 2015, increase dog licensing compliance to 45% from 39% in FY 2009.

Status: In the first six months of FY 2012, there is an increase in the number of individuals both requesting licenses (3.15%) and complying with the licensing requirements (3.80%) in comparison to the same time period in FY 2011. The percentage of dogs licensed in Maricopa County for FY 2010 was 38%. Compliance calculations for FY 2011 are unavailable until County population estimates are released by the Census, which are scheduled for release in April of 2012. 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, 2015, ensure the sustainability of providing a minimum of 10,000 pet sterilization surgeries per year in "at-risk" areas.

Status: In FY 2011, the Department was able to sterilize 11,506 pets through the Uno por Uno Program which services "vulnerable" neighborhoods and the Maricopa County Spay/Neuter Assistance Program (MCSNAP). The Department has provided 2,837 surgeries though January 2012. In order to meet the target of 10,000 surgeries, the number of vouchers provided for pet sterilization has increased.

Department Specific

By June 2015, 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 2011, the Department saved 69% of "treatable and manageable" pets. For FY 2012 through January, the save rate for "treatable and manageable" pets is 63%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 3,332,653	$ 3,482,188	$ 3,482,188	$ 3,381,678	$ 3,426,390	$ (55,798)	-1.6%
79AC - ANIMAL CONTROL	$ 3,332,653	$ 3,482,188	$ 3,482,188	$ 3,381,678	$ 3,426,390	$ (55,798)	-1.6%
PETA - PET ADOPTION	$ 2,123,192	$ 2,463,281	$ 2,463,281	$ 2,721,659	$ 2,042,353	$ (420,928)	-17.1%
79AP - PET ADOPTION	$ 2,123,192	$ 2,463,281	$ 2,463,281	$ 2,721,659	$ 2,042,353	$ (420,928)	-17.1%
DOGL - DOG LICENSING	$ 7,060,081	$ 7,084,587	$ 7,084,587	$ 6,511,542	$ 7,332,887	$ 248,300	3.5%
79PL - PET LICENSING	$ 7,060,081	$ 7,084,587	$ 7,084,587	$ 6,511,542	$ 7,332,887	$ 248,300	3.5%
LCSN - LOW COST SPAY NEUTER	$ 1,311,265	$ 1,151,137	$ 1,151,137	$ 872,472	$ 879,029	$ (272,108)	-23.6%
79SN - ANIMAL WELFARE SAFETY NET	$ 1,311,265	$ 1,151,137	$ 1,151,137	$ 872,472	$ 879,029	$ (272,108)	-23.6%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ 4,357	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ 4,357	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	$ 61,428	$ 82,188	$ 82,188	$ 47,245	$ 64,464	$ (17,724)	-21.6%
99GV - GENERAL GOVERNMENT	$ 61,428	$ 82,188	$ 82,188	$ 47,245	$ 64,464	$ (17,724)	-21.6%
TOTAL PROGRAMS	**$ 13,888,619**	**$ 14,263,381**	**$ 14,263,381**	**$ 13,538,953**	**$ 13,745,123**	**$ (518,258)**	**-3.6%**
USES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 2,782,056	$ 3,129,072	$ 3,117,435	$ 2,926,719	$ 3,020,263	$ 97,172	3.1%
79AC - ANIMAL CONTROL	$ 2,782,056	$ 3,129,072	$ 3,117,435	$ 2,926,719	$ 3,020,263	$ 97,172	3.1%
PETA - PET ADOPTION	$ 4,804,733	$ 4,838,815	$ 4,800,610	$ 4,733,927	$ 4,870,471	$ (69,861)	-1.5%
79AP - PET ADOPTION	$ 4,804,733	$ 4,838,815	$ 4,800,610	$ 4,733,927	$ 4,870,471	$ (69,861)	-1.5%
DOGL - DOG LICENSING	$ 1,803,915	$ 2,092,002	$ 1,960,411	$ 1,654,030	$ 1,975,638	$ (15,227)	-0.8%
79PL - PET LICENSING	$ 1,803,915	$ 2,092,002	$ 1,960,411	$ 1,654,030	$ 1,975,638	$ (15,227)	-0.8%
LCSN - LOW COST SPAY NEUTER	$ 1,115,292	$ 1,577,282	$ 1,604,684	$ 987,031	$ 836,791	$ 767,893	47.9%
79SN - ANIMAL WELFARE SAFETY NET	$ 1,115,292	$ 1,577,282	$ 1,604,684	$ 987,031	$ 836,791	$ 767,893	47.9%
BDGT - BUDGETING	$ 103,794	$ 64,054	$ 63,755	$ 63,616	$ 63,976	$ (221)	-0.3%
FSAC - FINANCIAL SERVICES	48,410	1,234,159	1,233,764	1,195,804	1,234,098	(334)	0.0%
HRAC - HUMAN RESOURCES	60,774	62,972	62,675	91,604	64,898	(2,223)	-3.5%
ODIR - EXECUTIVE MANAGEMENT	747,131	665,482	781,873	738,888	738,348	43,525	5.6%
PROC - PROCUREMENT	62,722	60,094	59,811	59,960	60,017	(206)	-0.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,022,831	$ 2,086,761	$ 2,201,878	$ 2,149,872	$ 2,161,337	$ 40,541	1.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 809,812	$ 864,722	$ 864,722	$ 864,723	$ 897,966	$ (33,244)	-3.8%
GGOV - GENERAL GOVERNMENT	1,139,912	-	39,237	-	-	39,237	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	180,287	182,283	182,283	133,789	102,514	79,769	43.8%
99GV - GENERAL GOVERNMENT	$ 2,130,011	$ 1,047,005	$ 1,086,242	$ 998,512	$ 1,000,480	$ 85,762	7.9%
DESK - DESKTOP SUPPORT	$ 81,519	$ 79,814	$ 79,491	$ 80,160	$ 79,402	$ 89	0.1%
99IT - INFORMATION TECHNOLOGY	$ 81,519	$ 79,814	$ 79,491	$ 80,160	$ 79,402	$ 89	0.1%
TOTAL PROGRAMS	**$ 13,740,357**	**$ 14,850,751**	**$ 14,850,751**	**$ 13,530,251**	**$ 13,944,382**	**$ 906,369**	**6.1%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 7,060,081	$ 7,084,587	$ 7,084,587	$ 6,511,542	$ 7,332,887	$ 248,300	3.5%
SUBTOTAL	$ 7,060,081	$ 7,084,587	$ 7,084,587	$ 6,511,542	$ 7,332,887	$ 248,300	3.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ -	$ -	$ -	$ 70,900	$ -	$ -	N/A
SUBTOTAL	$ -	$ -	$ -	$ 70,900	$ -	$ -	N/A
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,395,726	$ 3,478,154	$ 3,478,154	$ 3,403,703	$ 3,466,929	$ (11,225)	-0.3%
0635 - OTHER CHARGES FOR SERVICES	2,051,264	2,459,397	2,459,397	2,083,134	1,982,042	(477,355)	-19.4%
SUBTOTAL	$ 5,446,990	$ 5,937,551	$ 5,937,551	$ 5,486,837	$ 5,448,971	$ (488,580)	-8.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,149	$ 4,034	$ 4,034	$ 4,164	$ 4,034	$ -	0.0%
SUBTOTAL	$ 3,149	$ 4,034	$ 4,034	$ 4,164	$ 4,034	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 61,428	$ 92,888	$ 92,888	$ 51,545	$ 56,241	$ (36,647)	-39.5%
0650 - MISCELLANEOUS REVENUE	1,316,971	1,144,321	1,144,321	1,413,965	889,490	(254,831)	-22.3%
SUBTOTAL	$ 1,378,399	$ 1,237,209	$ 1,237,209	$ 1,465,510	$ 945,731	$ (291,478)	-23.6%
ALL REVENUES	$ 13,888,619	$ 14,263,381	$ 14,263,381	$ 13,538,953	$ 13,731,623	$ (531,758)	-3.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ -	$ -	$ 13,500	$ 13,500	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ -	$ 13,500	$ 13,500	N/A
TOTAL SOURCES	$ 13,888,619	$ 14,263,381	$ 14,263,381	$ 13,538,953	$ 13,745,123	$ (518,258)	-3.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,355,503	$ 5,863,234	$ 5,865,832	$ 5,538,076	$ 5,681,810	$ 184,022	3.1%
0710 - OVERTIME	95,150	71,565	71,565	123,372	108,092	(36,527)	-51.0%
0750 - FRINGE BENEFITS	2,160,692	2,646,473	2,643,875	2,446,747	2,568,810	75,065	2.8%
0790 - OTHER PERSONNEL SERVICES	85,305	58,022	58,022	57,943	59,891	(1,869)	-3.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(458,046)	(473,201)	(473,201)	(473,207)	(553,344)	80,143	16.9%
0796 - PERSONNEL SERVICES ALLOC-IN	471,866	471,761	471,761	471,764	549,844	(78,083)	-16.6%
SUBTOTAL	$ 7,710,470	$ 8,637,854	$ 8,637,854	$ 8,164,695	$ 8,415,103	$ 222,751	2.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 284,859	$ 179,276	$ 179,276	$ 215,129	$ 178,699	$ 577	0.3%
0802 - MEDICAL SUPPLIES	408,336	411,516	411,516	373,383	402,664	8,852	2.2%
0803 - FUEL	187,377	139,382	139,382	179,068	175,212	(35,830)	-25.7%
0804 - NON-CAPITAL EQUIPMENT	37,437	51,338	51,338	32,450	-	51,338	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(7,344)	(7,344)	(7,344)	(7,344)	(4,822)	(2,522)	-34.3%
0806 - SUPPLIES-ALLOCATION IN	7,344	12,504	12,504	9,963	4,822	7,682	61.4%
SUBTOTAL	$ 918,009	$ 786,672	$ 786,672	$ 802,649	$ 756,575	$ 30,097	3.8%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 835,053	$ 1,160,972	$ 1,160,972	$ 615,848	$ 446,151	$ 714,821	61.6%
0812 - OTHER SERVICES	905,018	1,034,501	1,034,501	814,032	1,020,689	13,812	1.3%
0820 - RENT & OPERATING LEASES	25,276	19,798	19,798	19,937	21,889	(2,091)	-10.6%
0825 - REPAIRS AND MAINTENANCE	165,792	74,735	74,735	86,243	75,295	(560)	-0.7%
0839 - INTERNAL SERVICE CHARGES	487,229	1,408,717	1,408,717	1,320,919	1,379,253	29,464	2.1%
0841 - TRAVEL	10,969	14,532	14,532	10,818	14,591	(59)	-0.4%
0842 - EDUCATION AND TRAINING	2,728	11,534	11,534	13,706	11,509	25	0.2%
0843 - POSTAGE/FREIGHT/SHIPPING	186,860	167,005	167,005	146,454	169,961	(2,956)	-1.8%
0850 - UTILITIES	324,997	275,712	275,712	275,803	275,712	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(36,977)	(37,860)	(37,860)	(37,482)	(57,778)	19,918	52.6%
0873 - SERVICES-ALLOCATION IN	37,072	37,860	37,860	38,408	57,778	(19,918)	-52.6%
SUBTOTAL	$ 2,944,017	$ 4,167,506	$ 4,167,506	$ 3,304,686	$ 3,415,050	$ 752,456	18.1%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ 115,268	$ 116,000	$ 116,000	$ 116,000	$ 217,095	$ (101,095)	-87.2%
0950 - DEBT SERVICE	12,284	2,160	2,160	2,124	-	2,160	100.0%
0955 - CAPITAL-ALLOCATION OUT	(9,504)	-	-	(5,383)	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	9,504	-	-	4,921	-	-	N/A
SUBTOTAL	$ 127,552	$ 118,160	$ 118,160	$ 117,662	$ 217,095	$ (98,935)	-83.7%
ALL EXPENDITURES	$ 11,700,048	$ 13,710,192	$ 13,710,192	$ 12,389,692	$ 12,803,823	$ 906,369	6.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 2,040,309	$ 1,140,559	$ 1,140,559	$ 1,140,559	$ 1,140,559	$ -	0.0%
ALL OTHER FINANCING USES	$ 2,040,309	$ 1,140,559	$ 1,140,559	$ 1,140,559	$ 1,140,559	$ -	0.0%
TOTAL USES	$ 13,740,357	$ 14,850,751	$ 14,850,751	$ 13,530,251	$ 13,944,382	$ 906,369	6.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,380,662	$ 1,387,617	$ 1,387,617	$ 1,009,268	$ 944,331	$ (443,286)	-31.9%
FUND TOTAL SOURCES	$ 1,380,662	$ 1,387,617	$ 1,387,617	$ 1,009,268	$ 944,331	$ (443,286)	-31.9%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 9,152,911	$ 9,361,383	$ 9,361,383	$ 9,118,575	$ 9,333,978	$ (27,405)	-0.3%
NON-RECURRING	-	-	-	4,357	13,500	13,500	N/A
FUND TOTAL SOURCES	$ 9,152,911	$ 9,361,383	$ 9,361,383	$ 9,122,932	$ 9,347,478	$ (13,905)	-0.1%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,355,046	$ 3,514,381	$ 3,514,381	$ 3,406,753	$ 3,453,314	$ (61,067)	-1.7%
FUND TOTAL SOURCES	$ 3,355,046	$ 3,514,381	$ 3,514,381	$ 3,406,753	$ 3,453,314	$ (61,067)	-1.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,888,619	$ 14,263,381	$ 14,263,381	$ 13,534,596	$ 13,731,623	$ (531,758)	-3.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ 4,357	$ 13,500	$ 13,500	N/A
DEPARTMENT TOTAL SOURCES	$ 13,888,619	$ 14,263,381	$ 14,263,381	$ 13,538,953	$ 13,745,123	$ (518,258)	-3.6%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ -	0.0%
FUND TOTAL USES	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ 257,903	$ -	0.0%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,331,927	$ 1,387,617	$ 1,387,617	$ 820,876	$ 944,331	$ 443,286	31.9%
NON-RECURRING	-	300,000	300,000	250,000	-	300,000	100.0%
FUND TOTAL USES	$ 1,331,927	$ 1,687,617	$ 1,687,617	$ 1,070,876	$ 944,331	$ 743,286	44.0%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 8,888,284	$ 9,358,200	$ 9,358,200	$ 8,886,371	$ 9,254,949	$ 103,251	1.1%
NON-RECURRING	90,585	-	-	-	55,000	(55,000)	N/A
FUND TOTAL USES	$ 8,978,869	$ 9,358,200	$ 9,358,200	$ 8,886,371	$ 9,309,949	$ 48,251	0.5%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,171,658	$ 3,431,031	$ 3,431,031	$ 3,199,101	$ 3,270,104	$ 160,927	4.7%
NON-RECURRING	-	116,000	116,000	116,000	162,095	(46,095)	-39.7%
FUND TOTAL USES	$ 3,171,658	$ 3,547,031	$ 3,547,031	$ 3,315,101	$ 3,432,199	$ 114,832	3.2%
DEPARTMENT OPERATING TOTAL USES	$ 13,649,772	$ 14,434,751	$ 14,434,751	$ 13,164,251	$ 13,727,287	$ 707,464	4.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 90,585	$ 416,000	$ 416,000	$ 366,000	$ 217,095	$ 198,905	47.8%
DEPARTMENT TOTAL USES	$ 13,740,357	$ 14,850,751	$ 14,850,751	$ 13,530,251	$ 13,944,382	$ 906,369	6.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	7.00	7.00	9.00	8.00	8.00	(1.00)	(11.1%)
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	2.00	2.00	1.00	(1.00)	(50.0%)
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	12.00	15.00	14.00	13.00	(2.00)	(13.3%)
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	52.00	52.00	52.00	52.00	49.00	(3.00)	(5.8%)
PROGRAM TOTAL	52.00	52.00	52.00	52.00	49.00	(3.00)	(5.8%)
ANIMAL WELFARE SAFETY NET							
LOW COST SPAY NEUTER	4.00	4.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	5.00	5.00	5.00	-	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	79.00	80.00	80.00	79.00	(1.00)	(1.3%)
PROGRAM TOTAL	78.00	79.00	80.00	80.00	79.00	(1.00)	(1.3%)
PET LICENSING							
DOG LICENSING	21.00	21.00	18.00	18.00	18.00	-	0.0%
PROGRAM TOTAL	21.00	21.00	18.00	18.00	18.00	-	0.0%
DEPARTMENT TOTAL	168.00	169.00	171.00	170.00	165.00	(6.00)	(3.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	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	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%
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	39.00	39.00	40.00	40.00	40.00	-	0.0%
Animal Control Officer	39.00	39.00	38.00	38.00	35.00	(3.00)	(7.9%)
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	13.00	12.00	12.00	12.00	-	0.0%
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	-	-	-	-	N/A
Deputy Director - Animal Care & Control	-	-	1.00	1.00	1.00	-	0.0%
Dispatcher	4.00	4.00	4.00	4.00	4.00	-	0.0%
Exec Asst to Executive Officer	-	-	1.00	1.00	-	(1.00)	(100.0%)
Executive Assistant	1.00	1.00	-	-	1.00	1.00	N/A
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant Specialized	39.00	39.00	40.00	39.00	38.00	(2.00)	(5.0%)
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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**168.00**	**169.00**	**171.00**	**170.00**	**165.00**	**(6.00)**	**(3.5%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
572	ANIMAL CONTROL LICENSE SHELTER	110.00	111.00	112.00	111.00	109.00	(3.00)	(2.7%)
573	ANIMAL CONTROL GRANTS	6.00	6.00	7.00	7.00	7.00	-	0.0%
574	ANIMAL CONTROL FIELD OPERATION	52.00	52.00	52.00	52.00	49.00	(3.00)	(5.8%)
Department Total		**168.00**	**169.00**	**171.00**	**170.00**	**165.00**	**(6.00)**	**(3.5%)**

General Adjustments

Base Adjustments:

Animal Control License/Shelter Fund (572)

- Increase Regular Benefits by $27,523 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $17,941 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Decrease revenue budget by $27,405 for lower interest earnings.
- Decrease in personnel costs by $112,833 in administrative activities due to increased allocations to other funds, and reduction in costs through newer staff being hired in at lower rates.
- The FY 2013 Non Recurring Non Project budget includes funding of $55,000 for the replacement of a shelter truck.

Animal Control Grants Fund (573)

- Increase Regular Benefits by $8,593 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $1,205 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Decrease revenue budget by $1,814 for lower interest earnings.
- Decrease expense budget by $450,674 for fewer spay/neuter surgery vouchers.
- Decrease revenue budget by $443,286 for a decrease in expected donations.

Animal Control Field Operations Fund (574)

- Increase Regular Benefits by $18,888 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $8,080 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase in budgeted expenditures for fuel of $37,000 to address rising fuel costs.
- Increase in budgeted expenditures for overtime of $15,000 to bring in line with historical expenditures.
- Decrease in personal expenditures of $137,742 due to the elimination of three positions.
- Decrease in revenue and expenditure budget by $55,798 for changes in contracts with cities and towns for field services.
- Decrease revenue budget by $5,269 for lower interest earnings.
- Non Recurring Non Project includes expenditures of $162,095 for the replacement of three trucks.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of cases resolved within the time limitations of the contract obligation	100.3%	101.3%	100.0%	100.0%	(1.3%)	-1.3%
Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%

Activities that comprise this program include:

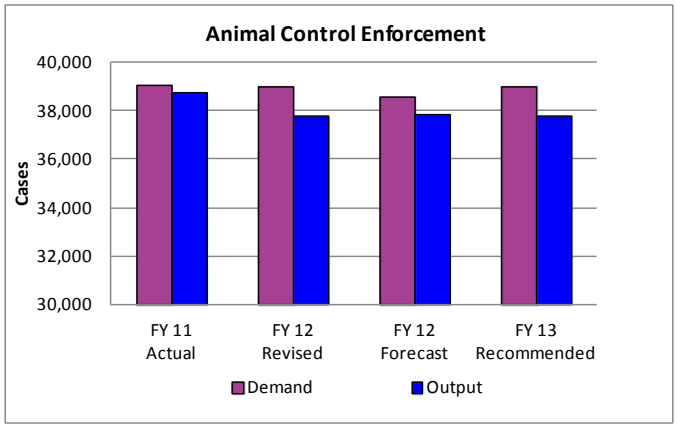
- Animal Control Enforcement

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of cases resolved within the time limitations of the contract obligation	100.3%	101.3%	100.4%	100.0%	(1.3%)	-1.3%
Result	Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%
Output	Number of cases closed	38,740	37,800	37,847	37,800	-	0.0%
Output	Number of bite cases closed	5,677	5,350	5,571	5,350	-	0.0%
Demand	Number of cases requested within scope of contract	39,037	39,000	38,612	39,000	-	0.0%
Demand	Number of bite cases requested within scope of contract	5,711	5,400	5,620	5,400	-	0.0%
Efficiency	Expenditure per case closed	$ 71.81	$ 82.47	$ 77.33	$ 79.90	$ 2.57	3.1%
Revenue							
	574 - ANIMAL CONTROL FIELD OPERATION	$ 3,332,653	$ 3,482,188	$ 3,381,678	$ 3,426,390	$ (55,798)	-1.6%
	TOTAL SOURCES	$ 3,332,653	$ 3,482,188	$ 3,381,678	$ 3,426,390	$ (55,798)	-1.6%
Expenditure							
	100 - GENERAL	$ 220,271	$ 220,269	$ 220,267	$ 257,903	$ (37,634)	-17.1%
	574 - ANIMAL CONTROL FIELD OPERATION	2,561,785	2,897,166	2,706,452	2,762,360	134,806	4.7%
	TOTAL USES	$ 2,782,056	$ 3,117,435	$ 2,926,719	$ 3,020,263	$ 97,172	3.1%



Activity Narrative: The FY 2013 budget supports the Department in meeting the level of service agreed to by the cities and towns in their intergovernmental agreements. The result measures monitor timeliness of responding to animal control instances and compare those to the proportion of total cases closed. The data above displays that the number of cases resolved within the time limitations of the contract obligation in FY 2011 (101.3%) slightly exceeded the number of cases closed. This is because the closure of a case can lag behind the resolution of the case. All cases in FY 2011 and in the first six months of FY 2012 have been resolved within the agreed upon time obligations of the contract.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of successful adoptions	93.8%	100.0%	96.9%	100.0%	0.0%	0.0%

Activities that comprise this program include:

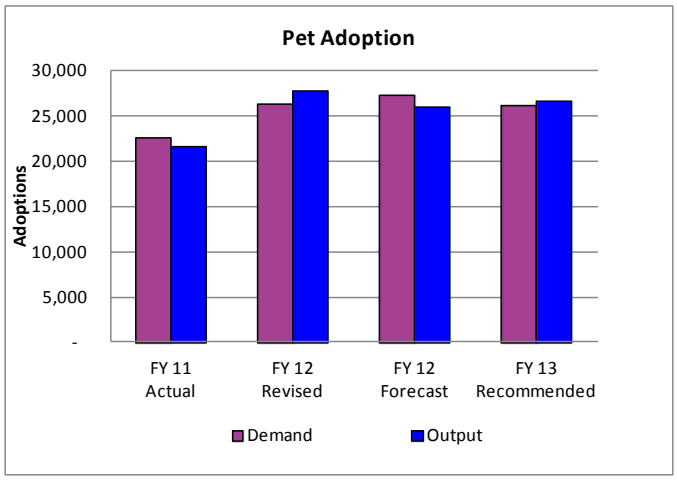
- Pet Adoption

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of successful adoptions	93.8%	100.0%	96.9%	100.0%	0.0%	0.0%
Output	Number of adoptions completed	21,511	27,669	25,863	26,463	(1,206)	-4.4%
Output	Number of cats adopted	3,183	8,571	5,875	7,821	(750)	-8.8%
Output	Number of dogs adopted	18,328	19,098	19,982	18,642	(456)	-2.4%
Demand	Number of people requesting adoptions	22,529	26,256	27,110	26,000	(256)	-1.0%
Demand	Number of adoptable cats available	3,992	9,892	6,772	9,039	(853)	-8.6%
Demand	Number of adoptable dogs available	20,701	22,058	24,074	21,540	(518)	-2.3%
Efficiency	Expenditure per adoption completed	$ 223.36	$ 173.50	$ 183.04	$ 184.05	$ (10.55)	-6.1%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 58,412	$ 236,480	$ 134,132	$ 63,852	$ (172,628)	-73.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	2,064,780	2,226,801	2,587,527	1,978,501	(248,300)	-11.2%
	TOTAL SOURCES	$ 2,123,192	$ 2,463,281	$ 2,721,659	$ 2,042,353	$ (420,928)	-17.1%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 209,454	$ 74,101	$ 79,722	$ 98,629	$ (24,528)	-33.1%
	572 - ANIMAL CONTROL LICENSE SHELTER	4,595,279	4,726,509	4,654,205	4,771,842	(45,333)	-1.0%
	TOTAL USES	$ 4,804,733	$ 4,800,610	$ 4,733,927	$ 4,870,471	$ (69,861)	-1.5%



Activity Narrative: The FY 2013 budget supports the Department in sustaining a high percentage of successful adoptions in Maricopa County. An unsuccessful adoption occurs when a new pet owner returns the animal to the shelter within a short period of time. The Department utilizes pre-adoption counseling and responsive customer service to achieve a 93.8% successful adoption rate for FY 2011. The Department's goal is for this number to increase to 100% in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of dogs licensed in Maricopa County	N/A	34.6%	34.6%	34.3%	(0.3%)	-0.8%

Activities that comprise this program include:

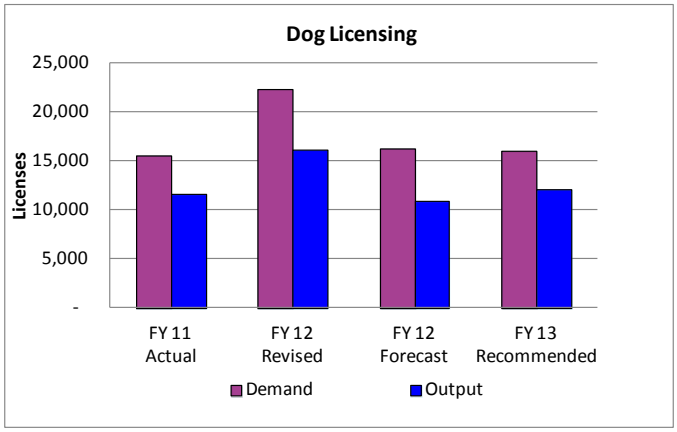
- Dog Licensing

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of dogs licensed in Maricopa County	N/A	34.6%	34.6%	34.3%	(0.3%)	-0.8%
Output	Number of dog licenses issued.	347,151	341,366	329,331	316,613	(24,753)	-7.3%
Demand	Number of dog licenses requested	411,970	399,049	385,768	372,486	(26,563)	-6.7%
Efficiency	Expenditure per dog license issued	$ 5.20	$ 5.74	$ 5.02	$ 6.24	$ (0.50)	-8.7%
Revenue							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 7,046,961	$ 7,068,602	$ 6,497,658	$ 7,316,902	$ 248,300	3.5%
	574 - ANIMAL CONTROL FIELD OPERATION	13,120	15,985	13,884	15,985	-	0.0%
	TOTAL SOURCES	$ 7,060,081	$ 7,084,587	$ 6,511,542	$ 7,332,887	$ 248,300	3.5%
Expenditure							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,803,915	$ 1,960,411	$ 1,654,030	$ 1,975,638	$ (15,227)	-0.8%
	TOTAL USES	$ 1,803,915	$ 1,960,411	$ 1,654,030	$ 1,975,638	$ (15,227)	-0.8%



Activity Narrative: The FY 2013 budget supports the Department in maintaining the percentage of dogs that are licensed in Maricopa County. In FY 2010, the Department instituted an automated system for processing pet owner information that comes from veterinarians. This allows the Department to notify dog owners of their legal responsibility to license their dog. However, the economic downtown has created a challenge as some residents choose not to license their pets as a cost savings measure. Of those who are interested in licensing their dog, there is a significant contingent who do not comply

with the requirements, most notably obtaining a rabies shot, and consequently do not license their dog. This represented 16% of all licenses requested or 64,819 unissued dog licenses in FY 2011.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent change in pet intake in Maricopa County	(14.1%)	(9.9%)	(9.9%)	(1.1%)	8.8%	-88.8%

Activities that comprise this program include:

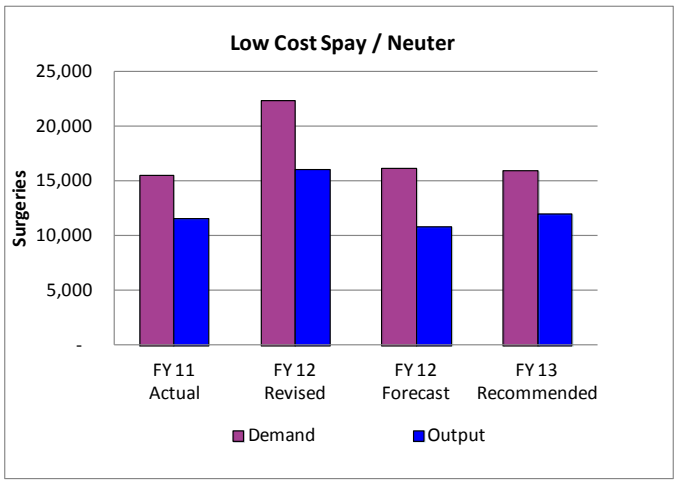
- Low-Cost Spay/Neuter

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent change in pet intake in Maricopa County	(14.1%)	(9.9%)	(9.9%)	(1.1%)	8.8%	-88.8%
Output	Number of pet sterilization surgeries provided	11,506	16,017	10,846	11,931	(4,086)	-25.5%
Demand	Number of pet sterilization surgeries requested	15,443	22,256	16,145	15,907	(6,349)	-28.5%
Efficiency	Expenditure per pet sterilization surgery provided	$ 96.93	$ 100.19	$ 91.00	$ 70.14	$ 30.05	30.0%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 1,311,265	$ 1,151,137	$ 872,472	$ 879,029	$ (272,108)	-23.6%
	TOTAL SOURCES	$ 1,311,265	$ 1,151,137	$ 872,472	$ 879,029	$ (272,108)	-23.6%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 1,115,292	$ 1,604,684	$ 987,031	$ 836,791	$ 767,893	47.9%
	TOTAL USES	$ 1,115,292	$ 1,604,684	$ 987,031	$ 836,791	$ 767,893	47.9%



Activity Narrative: The FY 2013 budget demonstrates further declines in donation revenue compared to FY 2012 Revised which is used to support the Department in providing low cost spay/neuter

services. The number of vouchers that are provided is determined by the amount of funding collected through donations. The Department expects to see a 10% increase in the number of surgeries provided in FY 2013 in comparison to those provided in FY 2012 Forecast. These services increase pet health and decrease the pet population in the County, which in turn should decrease the pets coming into Department shelters. These efforts lead to the expectation that for the second straight year, though the proportion of annual pet intake has increased, the Department will see a decline in the number of pet intakes.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 257,903**	**$ -**
FY 2012 Revised Budget		**$ 257,903**	**$ -**
FY 2013 Budget Target		**$ 257,903**	**$ -**
FY 2013 Recommended Budget		**$ 257,903**	**$ -**
Percent Change from Target Amount		*0.0%*	

Animal Control License/Shelter Fund (572)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 9,358,200**	**$ 9,361,383**
FY 2012 Revised Budget		**$ 9,358,200**	**$ 9,361,383**
Adjustments:			
Employee Salary Adjustments		**$ (17,941)**	**$ -**
Adjust Hours Per FTE		*(17,941)*	*-*
FY 2013 Budget Target		**$ 9,340,259**	**$ 9,361,383**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 27,523**	**$ -**
Retirement Contributions		*27,523*	*-*
Base Adjustments		**$ (112,833)**	**$ -**
Other Base Adjustments		*(112,833)*	*-*
Personal Adjustments	*$ (112,883)*		
General Revenues		**$ -**	**$ (27,405)**
Interest Revenue		*-*	*(27,405)*
FY 2013 Recommended Budget		**$ 9,254,949**	**$ 9,333,978**
Percent Change from Target Amount		*-0.9%*	*-0.3%*

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

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Capital Improvement Program			**$ -**	**$ 13,500**
Transfer to Capital Proj Fund			*-*	*13,500*
Non Recurring			**$ 55,000**	**$ -**
Other Non-Recurring			*55,000*	*-*
Vehicle Replacement	*$*	*55,000*		
FY 2013 Recommended Budget			**$ 55,000**	**$ 13,500**

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

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 4,732,775	$ 4,716,924	$ 4,716,924	$ 4,906,816	$ 5,143,377
Sources:					
Operating	$ 9,152,911	$ 9,361,383	$ 9,361,383	$ 9,118,575	$ 9,333,978
Non-Recurring	-	-	-	4,357	13,500
Total Sources:	$ 9,152,911	$ 9,361,383	$ 9,361,383	$ 9,122,932	$ 9,347,478
Uses:					
Operating	$ 8,888,284	$ 9,358,200	$ 9,358,200	$ 8,886,371	$ 9,254,949
Non-Recurring	90,585	-	-	-	55,000
Total Uses:	$ 8,978,869	$ 9,358,200	$ 9,358,200	$ 8,886,371	$ 9,309,949
Structural Balance	$ 264,627	$ 3,183	$ 3,183	$ 232,204	$ 79,029
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,906,816	$ 4,720,107	$ 4,720,107	$ 5,143,377	$ 5,180,906
Total Ending Spendable Fund Balance	$ 4,906,816	$ 4,720,107	$ 4,720,107	$ 5,143,377	$ 5,180,906

Animal Control Donations Fund (573)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 1,387,617**	**$ 1,387,617**
FY 2012 Revised Budget	**$ 1,387,617**	**$ 1,387,617**
Adjustments:		
Employee Salary Adjustments	**$ (1,205)**	**$ -**
Adjust Hours Per FTE	*(1,205)*	*-*
FY 2013 Budget Target	**$ 1,386,412**	**$ 1,387,617**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 8,593**	**$ -**
Retirement Contributions	*8,593*	*-*
Fees and Other Revenues	**$ (450,674)**	**$ (443,286)**
ProgRevenue Volume Inc/Dec	*(450,674)*	*(443,286)*
FY 2013 Recommended Budget	**$ 944,331**	**$ 944,331**
Percent Change from Target Amount	*-31.9%*	*-31.9%*
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ 300,000**	**$ -**
FY 2012 Revised Budget	**$ 300,000**	**$ -**
Adjustments:		
Non Recurring	**$ (300,000)**	**$ -**
Other Non-Recurring	*(300,000)*	*-*
FY 2013 Budget Target	**$ -**	**$ -**
FY 2013 Recommended Budget	**$ -**	**$ -**

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 909,772	$ 1,244,614	$ 1,244,614	$ 958,514	$ 896,906
Sources:					
Operating	$ 1,380,662	$ 1,387,617	$ 1,387,617	$ 1,009,268	$ 944,331
Total Sources:	$ 1,380,662	$ 1,387,617	$ 1,387,617	$ 1,009,268	$ 944,331
Uses:					
Operating	$ 1,331,927	$ 1,387,617	$ 1,387,617	$ 820,876	$ 944,331
Non-Recurring	-	300,000	300,000	250,000	-
Total Uses:	$ 1,331,927	$ 1,687,617	$ 1,687,617	$ 1,070,876	$ 944,331
Structural Balance	$ 48,735	$ -	$ -	$ 188,392	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 958,514	$ 944,614	$ 944,614	$ 896,906	$ 896,906
Total Ending Spendable Fund Balance	$ 958,514	$ 944,614	$ 944,614	$ 896,906	$ 896,906

Animal Control Field Operations Fund (574)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 3,431,031**	**$ 3,514,381**
FY 2012 Revised Budget		**$ 3,431,031**	**$ 3,514,381**
Adjustments:			
Employee Salary Adjustments		**$ (8,080)**	**$ -**
Adjust Hours Per FTE		*(8,080)*	*-*
FY 2013 Budget Target		**$ 3,422,951**	**$ 3,514,381**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 18,888**	**$ -**
Retirement Contributions		*18,888*	*-*
Base Adjustments		**$ (115,937)**	**$ -**
Other Base Adjustments		*21,805*	*-*
Fuel	*$ 37,000*		
Overtime	*15,000*		
Postage/Freight/Shipping	*3,000*		
Internal Service Charge Adjustment	*(33,195)*		
Vacant Position Elimination		*(137,742)*	*-*
Fees and Other Revenues		**$ (55,798)**	**$ (55,798)**
ProgRevenue Volume Inc/Dec		*(55,798)*	*(55,798)*
General Revenues		**$ -**	**$ (5,269)**
Interest Revenue		*-*	*(5,269)*
FY 2013 Recommended Budget		**$ 3,270,104**	**$ 3,453,314**
Percent Change from Target Amount		*-4.5%*	*-1.7%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 116,000**	**$ -**
FY 2012 Revised Budget		**$ 116,000**	**$ -**
Adjustments:			
Non Recurring		**$ (116,000)**	**$ -**
Other Non-Recurring		*(116,000)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 162,095**	**$ -**
Other Non-Recurring		*162,095*	*-*
3 Replacement Trucks	*$ 162,095*		
FY 2013 Recommended Budget		**$ 162,095**	**$ -**

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,183,549	$ 1,332,896	$ 1,332,896	$ 1,366,945	$ 1,458,597
Sources:					
Operating	$ 3,355,046	$ 3,514,381	$ 3,514,381	$ 3,406,753	$ 3,453,314
Total Sources:	$ 3,355,046	$ 3,514,381	$ 3,514,381	$ 3,406,753	$ 3,453,314
Uses:					
Operating	$ 3,171,658	$ 3,431,031	$ 3,431,031	$ 3,199,101	$ 3,270,104
Non-Recurring	-	116,000	116,000	116,000	162,095
Total Uses:	$ 3,171,658	$ 3,547,031	$ 3,547,031	$ 3,315,101	$ 3,432,199
Structural Balance	$ 183,388	$ 83,350	$ 83,350	$ 207,652	$ 183,210
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,366,945	$ 1,300,246	$ 1,300,246	$ 1,458,597	$ 1,479,712
Total Ending Spendable Fund Balance	$ 1,366,945	$ 1,300,246	$ 1,300,246	$ 1,458,597	$ 1,479,712

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: As of March 1, 2011, 100 percent of properties within Maricopa County were fairly and equitably valued. On August 31, 2011, 100 percent of Business Personal Properties were fairly and equitably valued.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
PRAS - PROPERTY ASSESSMENT	$ 317,670	$ 240,000	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
12PA - PROPERTY ASSESSMENT	$ 317,670	$ 240,000	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
TOTAL PROGRAMS	**$ 317,670**	**$ 240,000**	**$ 240,000**	**$ 289,015**	**$ 240,000**	**$ -**	**0.0%**
USES							
PRAS - PROPERTY ASSESSMENT	$ 18,553,101	$ 18,596,648	$ 18,372,479	$ 17,855,477	$ 18,176,563	$ 195,916	1.1%
12PA - PROPERTY ASSESSMENT	$ 18,553,101	$ 18,596,648	$ 18,372,479	$ 17,855,477	$ 18,176,563	$ 195,916	1.1%
BDGT - BUDGETING	$ 43,166	$ 39,919	$ 39,723	$ 39,846	$ 39,866	$ (143)	-0.4%
FSAC - FINANCIAL SERVICES	43,821	39,919	39,723	39,845	39,866	(143)	-0.4%
HRAC - HUMAN RESOURCES	378,551	381,021	379,180	381,615	384,440	(5,260)	-1.4%
ODIR - EXECUTIVE MANAGEMENT	752,913	1,113,837	1,110,985	1,240,158	1,066,478	44,507	4.0%
PROC - PROCUREMENT	72,947	72,218	71,890	71,654	72,135	(245)	-0.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,291,398	$ 1,646,914	$ 1,641,501	$ 1,773,118	$ 1,602,785	$ 38,716	2.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 33,636	$ 73,907	$ 73,907	$ 73,906	$ 73,907	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 33,636	$ 73,907	$ 73,907	$ 73,906	$ 73,907	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,790,463	$ 1,546,777	$ 1,761,759	$ 1,619,076	$ 1,630,126	$ 131,633	7.5%
DACR - DATA CENTER	121,389	339,581	258,059	269,281	245,187	12,872	5.0%
DESK - DESKTOP SUPPORT	262,965	241,714	272,939	270,285	268,261	4,678	1.7%
GISA - GIS APPLICATION DEV AND SUPP	549,415	882,438	845,322	829,540	686,404	158,918	18.8%
99IT - INFORMATION TECHNOLOGY	$ 2,724,232	$ 3,010,510	$ 3,138,079	$ 2,988,182	$ 2,829,978	$ 308,101	9.8%
TOTAL PROGRAMS	**$ 22,602,367**	**$ 23,327,979**	**$ 23,225,966**	**$ 22,690,683**	**$ 22,683,233**	**$ 542,733**	**2.3%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
SUBTOTAL	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
ALL REVENUES	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
TOTAL SOURCES	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 14,572,265	$ 15,227,095	$ 15,266,945	$ 14,467,729	$ 14,744,370	$ 522,575	3.4%
0705 - TEMPORARY PAY	6,282	10,944	10,944	7,776	7,848	3,096	28.3%
0710 - OVERTIME	3,130	-	-	7,568	-	-	N/A
0750 - FRINGE BENEFITS	5,113,665	5,693,127	5,551,264	5,371,374	5,576,378	(25,114)	-0.5%
0790 - OTHER PERSONNEL SERVICES	27,246	18,951	18,951	18,993	1,000	17,951	94.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,349)	-	-	-	-	-	N/A
SUBTOTAL	$ 19,721,239	$ 20,950,117	$ 20,848,104	$ 19,873,440	$ 20,329,596	$ 518,508	2.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 507,575	$ 322,394	$ 322,394	$ 321,130	$ 324,986	$ (2,592)	-0.8%
0803 - FUEL	5,493	2,400	2,400	2,264	3,000	(600)	-25.0%
0804 - NON-CAPITAL EQUIPMENT	26,604	-	-	2,912	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	-	72,000	72,000	78,508	79,200	(7,200)	-10.0%
SUBTOTAL	$ 539,672	$ 396,794	$ 396,794	$ 404,814	$ 407,186	$ (10,392)	-2.6%
SERVICES							
0810 - LEGAL SERVICES	$ 12,575	$ 6,500	$ 6,500	$ 10,866	$ 15,000	$ (8,500)	-130.8%
0812 - OTHER SERVICES	976,248	625,067	625,067	1,092,008	528,750	96,317	15.4%
0820 - RENT & OPERATING LEASES	488,312	66,000	66,000	72,256	111,996	(45,996)	-69.7%
0825 - REPAIRS AND MAINTENANCE	32,394	182,800	182,800	167,090	184,750	(1,950)	-1.1%
0839 - INTERNAL SERVICE CHARGES	125,050	329,235	329,235	327,598	305,678	23,557	7.2%
0841 - TRAVEL	124,485	189,600	189,600	129,618	188,677	923	0.5%
0842 - EDUCATION AND TRAINING	32,894	54,600	54,600	48,384	61,600	(7,000)	-12.8%
0843 - POSTAGE/FREIGHT/SHIPPING	519,097	524,266	524,266	561,609	550,000	(25,734)	-4.9%
0850 - UTILITIES	18,893	3,000	3,000	3,000	-	3,000	100.0%
SUBTOTAL	$ 2,329,948	$ 1,981,068	$ 1,981,068	$ 2,412,429	$ 1,946,451	$ 34,617	1.7%
CAPITAL							
0950 - DEBT SERVICE	$ 11,508	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 11,508	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 22,602,367	$ 23,327,979	$ 23,225,966	$ 22,690,683	$ 22,683,233	$ 542,733	2.3%
TOTAL USES	$ 22,602,367	$ 23,327,979	$ 23,225,966	$ 22,690,683	$ 22,683,233	$ 542,733	2.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
FUND TOTAL SOURCES	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 317,670	$ 240,000	$ 240,000	$ 284,848	$ 240,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 22,259,732	$ 22,658,796	$ 22,558,914	$ 22,290,285	$ 22,452,658	$ 106,256	0.5%
NON-RECURRING	342,635	669,183	667,052	400,398	230,575	436,477	65.4%
FUND TOTAL USES	$ 22,602,367	$ 23,327,979	$ 23,225,966	$ 22,690,683	$ 22,683,233	$ 542,733	2.3%
DEPARTMENT OPERATING TOTAL USES	$ 22,259,732	$ 22,658,796	$ 22,558,914	$ 22,290,285	$ 22,452,658	$ 106,256	0.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 342,635	$ 669,183	$ 667,052	$ 400,398	$ 230,575	$ 436,477	65.4%
DEPARTMENT TOTAL USES	$ 22,602,367	$ 23,327,979	$ 23,225,966	$ 22,690,683	$ 22,683,233	$ 542,733	2.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	5.48	7.48	7.48	7.48	7.48	-	0.0%
FINANCIAL SERVICES	.50	.50	.50	.50	.50	-	0.0%
HUMAN RESOURCES	4.49	4.50	4.50	4.50	4.50	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.97	13.98	13.98	13.98	13.98	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	18.50	15.00	16.00	16.00	16.00	-	0.0%
DATA CENTER	4.00	5.00	3.50	3.50	3.50	-	0.0%
DESKTOP SUPPORT	2.00	3.00	3.50	3.50	3.50	-	0.0%
GIS APPLICATION DEV AND SUPP	4.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	28.50	29.00	29.00	29.00	29.00	-	0.0%
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	282.98	286.48	290.00	284.93	280.93	(9.08)	(3.1%)
PROGRAM TOTAL	282.98	286.48	290.00	284.93	280.93	(9.08)	(3.1%)
DEPARTMENT TOTAL	323.45	329.46	332.98	327.91	323.91	(9.08)	(2.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accountant	5.00	5.00	-	-	-	-	N/A
Admin/Operations Specialist	.49	.50	1.50	.50	1.50	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	-	-	3.00	3.00	5.00	2.00	66.7%
Appraiser	108.00	108.00	104.00	103.00	98.00	(6.00)	(5.8%)
Appraiser Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Appraiser Senior	13.96	13.96	11.48	11.48	11.48	-	0.0%
Appraiser Supervisor	19.00	18.00	19.00	19.00	19.00	-	0.0%
Appraiser Trainee	5.00	5.00	14.00	13.00	17.00	3.00	21.4%
Auditor Appraiser	-	-	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
CAMA Manager	1.00	1.00	-	-	-	-	N/A
Chief Appraiser - Assessor	-	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Computer Operator - Sr/Ld	1.00	1.00	-	-	-	-	N/A
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	4.00	4.00	4.00	4.00	4.00	-	0.0%
Development Svcs Technician	79.00	81.00	79.00	77.93	76.93	(2.08)	(2.6%)
Director	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	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	-	(1.00)	(100.0%)
Finance Support Supervisor	2.00	2.00	1.00	1.00	1.00	-	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 Manager	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	-	4.00	3.00	3.00	-	(3.00)	(100.0%)
Legal Assistant Supv	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	2.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
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	2.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Tech Support	3.00	3.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	5.00	4.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Sr/Ld	4.00	4.00	3.00	3.00	3.00	-	0.0%
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Regression Modeler	7.00	7.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	-	-	2.00	2.00	2.00	-	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	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	-	-	-	-	N/A
Web Designer/Developer	-	-	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	**323.45**	**329.46**	**332.98**	**327.91**	**323.91**	**(9.08)**	**(2.7%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100 GENERAL	323.45	329.46	332.98	327.91	323.91	(9.08)	(2.7%)
Department Total	**323.45**	**329.46**	**332.98**	**327.91**	**323.91**	**(9.08)**	**(2.7%)**

General Adjustments

Personnel:

- Increase Regular Benefits by $143,043 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $70,205 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes a $143,043 base adjustment for salary savings to absorb the increase in retirement contributions.
- The FY 2013 Operating budget includes a $129,612 base adjustment for two eliminated vacant positions.
- The FY 2013 Operating budget includes a $57,786 base adjustment that decreased salary savings for three eliminated vacant positions.
- The FY 2013 Non Recurring Non Project budget includes a $230,575 adjustment for training of two new Applications Development Supervisors due to the present incumbents retiring.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of property assessments provided	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of property assessments provided	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of property assessments provided	N/A	1,636,029	1,636,029	1,672,819	36,790	2.2%
Demand	Total number of property assessments required	N/A	1,636,029	1,636,029	1,672,819	36,790	2.2%
Efficiency	Expenditures per property assessment provided	N/A	$ 11.23	$ 10.89	$ 10.87	$ 0.36	3.2%
Revenue							
	100 - GENERAL	$ 317,670	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
	TOTAL SOURCES	$ 317,670	$ 240,000	$ 289,015	$ 240,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 18,553,101	$ 18,372,479	$ 17,855,477	$ 18,176,563	$ 195,916	1.1%
	TOTAL USES	$ 18,553,101	$ 18,372,479	$ 17,855,477	$ 18,176,563	$ 195,916	1.1%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. Expenditures in FY 2013 budget decreased due to one-time funding for Small Claims Tax Court cases staff and oblique orthophotography (aerial side and overhead photography) in FY 2012.

The Department has historically managed their budget with significant savings each year. The FY 2013 budget includes the absorption of three Litigation staff, an increase in Marshall & Swift contract costs and additional postage expenditures within their current appropriation. There is Non-Departmental funding set aside for the Assessor's Office in the event the Department experiences unforeseen circumstances in FY 2013 in which continued absorption of additional expenditures is no longer possible.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 22,658,796**	**$ 240,000**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (99,882)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(99,882)*	-
FY 2012 Revised Budget			**$ 22,558,914**	**$ 240,000**
Adjustments:				
Employee Salary Adjustments				
Adjust Hours Per FTE			*(70,205)*	-
FY 2013 Budget Target			**$ 22,488,709**	**$ 240,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 143,043**	**$ -**
Retirement Contributions			*143,043*	-
Base Adjustments			**$ (179,094)**	**$ -**
Personnel Savings			*(85,257)*	-
Base Adjustments		*$ (143,043)*		
Adjustment for Elimination of Vacant Positions		*57,786*		
Vacant Position Elimination			*(93,837)*	-
FY 2013 Recommended Budget			**$ 22,452,658**	**$ 240,000**
Percent Change from Target Amount			*-0.2%*	*0.0%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 669,183**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (2,131)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(2,131)*	-
FY 2012 Revised Budget			**$ 667,052**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (1,274)**	**$ -**
Adjust Hours Per FTE			*(1,274)*	-
Non Recurring			**$ (665,778)**	**$ -**
Other Non-Recurring			*(665,778)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 230,575**	**$ -**
Other Non-Recurring			*230,575*	-
Applications Development Supervisors (2)		*$ 230,575*		
FY 2013 Recommended Budget			**$ 230,575**	**$ -**

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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 338,368	$ 355,010	$ 353,809	$ 342,233	$ 353,263	$ 546	0.2%
99AS - ADMINISTRATIVE SERVICES	$ 338,368	$ 355,010	$ 353,809	$ 342,233	$ 353,263	$ 546	0.2%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 170	$ -	$ -	$ 170	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	662	662	627	662	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 662	$ 832	$ 627	$ 662	$ 170	20.4%
TOTAL PROGRAMS	**$ 338,368**	**$ 355,672**	**$ 354,641**	**$ 342,860**	**$ 353,925**	**$ 716**	**0.2%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 254,746	$ 150,444	$ 260,522	$ 259,776	$ 257,680	$ 2,842	1.1%
0750 - FRINGE BENEFITS	81,678	51,746	80,585	79,219	82,861	(2,276)	-2.8%
0790 - OTHER PERSONNEL SERVICES	1,468	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	136,234	-	-	-	-	N/A
SUBTOTAL	$ 337,892	$ 338,424	$ 341,107	$ 338,995	$ 340,541	$ 566	0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 13	$ 5,176	$ 1,462	$ -	$ 2,000	$ (538)	-36.8%
SUBTOTAL	$ 13	$ 5,176	$ 1,462	$ -	$ 2,000	$ (538)	-36.8%
SERVICES							
0812 - OTHER SERVICES	$ 26	$ 270	$ 270	$ -	$ 2,600	$ (2,330)	-863.0%
0839 - INTERNAL SERVICE CHARGES	333	3,350	3,350	2,722	2,360	990	29.6%
0841 - TRAVEL	-	3,267	3,267	595	4,000	(733)	-22.4%
0842 - EDUCATION AND TRAINING	18	5,065	5,065	490	2,304	2,761	54.5%
0843 - POSTAGE/FREIGHT/SHIPPING	86	120	120	58	120	-	0.0%
SUBTOTAL	$ 463	$ 12,072	$ 12,072	$ 3,865	$ 11,384	$ 688	5.7%
ALL EXPENDITURES	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
TOTAL USES	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
FUND TOTAL USES	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
DEPARTMENT OPERATING TOTAL USES	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%
DEPARTMENT TOTAL USES	$ 338,368	$ 355,672	$ 354,641	$ 342,860	$ 353,925	$ 716	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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:

- Decrease expenditure budget by $716 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $3,827 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,031)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(1,031)*	-
FY 2012 Revised Budget		**$ 354,641**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (716)**	**$ -**
Adjust Hours Per FTE		*(716)*	-
FY 2013 Budget Target		**$ 353,925**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,827**	**$ -**
Retirement Contributions		*3,827*	-
Base Adjustments		**$ (3,827)**	**$ -**
Other Base Adjustments		*(3,827)*	-
FY 2013 Recommended Budget		**$ 353,925**	**$ -**
Percent Change from Target Amount		*0.0%*	

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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 343,435	$ 355,007	$ 353,750	$ 348,087	$ 353,260	$ 490	0.1%
99AS - ADMINISTRATIVE SERVICES	$ 343,435	$ 355,007	$ 353,750	$ 348,087	$ 353,260	$ 490	0.1%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 226	$ -	$ -	$ 226	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	630	665	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 891	$ 630	$ 665	$ 226	25.4%
TOTAL PROGRAMS	**$ 343,435**	**$ 355,672**	**$ 354,641**	**$ 348,717**	**$ 353,925**	**$ 716**	**0.2%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 266,802	$ 269,625	$ 268,869	$ 266,258	$ 256,759	$ 12,110	4.5%
0750 - FRINGE BENEFITS	89,566	82,888	82,613	75,314	82,699	(86)	-0.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(16,000)	-	-	-	-	-	N/A
SUBTOTAL	$ 340,368	$ 352,513	$ 351,482	$ 341,572	$ 339,458	$ 12,024	3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,472	$ 350	$ 350	$ 4,142	$ 5,000	$ (4,650)	-1328.6%
SUBTOTAL	$ 2,472	$ 350	$ 350	$ 4,142	$ 5,000	$ (4,650)	-1328.6%
SERVICES							
0812 - OTHER SERVICES	$ 119	$ 200	$ 200	$ 16	$ -	$ 200	100.0%
0839 - INTERNAL SERVICE CHARGES	40	2,489	2,489	2,187	1,998	491	19.7%
0841 - TRAVEL	367	-	-	522	5,000	(5,000)	N/A
0842 - EDUCATION AND TRAINING	-	-	-	260	2,469	(2,469)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	69	120	120	18	-	120	100.0%
SUBTOTAL	$ 595	$ 2,809	$ 2,809	$ 3,003	$ 9,467	$ (6,658)	-237.0%
ALL EXPENDITURES	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%
TOTAL USES	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL OPERATING	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%
FUND TOTAL USES	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%
DEPARTMENT OPERATING TOTAL USES	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%
DEPARTMENT TOTAL USES	$ 343,435	$ 355,672	$ 354,641	$ 348,717	$ 353,925	$ 716	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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:

- Decrease expenditure budget by $716 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $3,916 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,031)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(1,031)*	-
FY 2012 Revised Budget		**$ 354,641**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (716)**	**$ -**
Adjust Hours Per FTE		*(716)*	-
FY 2013 Budget Target		**$ 353,925**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,916**	**$ -**
Retirement Contributions		*3,916*	-
Base Adjustments		**$ (3,916)**	**$ -**
Other Base Adjustments		*(3,916)*	-
FY 2013 Recommended Budget		**$ 353,925**	**$ -**
Percent Change from Target Amount		*0.0%*	

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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 340,678	$ 355,031	$ 353,847	$ 347,310	$ 353,284	$ 563	0.2%
99AS - ADMINISTRATIVE SERVICES	$ 340,678	$ 355,031	$ 353,847	$ 347,310	$ 353,284	$ 563	0.2%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 153	$ -	$ -	$ 153	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	641	641	608	641	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 641	$ 794	$ 608	$ 641	$ 153	19.3%
TOTAL PROGRAMS	**$ 340,678**	**$ 355,672**	**$ 354,641**	**$ 347,918**	**$ 353,925**	**$ 716**	**0.2%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 259,349	$ 259,039	$ 261,997	$ 260,085	$ 258,847	$ 3,150	1.2%
0750 - FRINGE BENEFITS	74,425	80,202	79,927	79,652	83,027	(3,100)	-3.9%
SUBTOTAL	$ 333,774	$ 339,241	$ 341,924	$ 339,737	$ 341,874	$ 50	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 441	$ 3,621	$ 2,145	$ 1,477	$ 975	$ 1,170	54.5%
SUBTOTAL	$ 441	$ 3,621	$ 2,145	$ 1,477	$ 975	$ 1,170	54.5%
SERVICES							
0812 - OTHER SERVICES	$ 251	$ 2,400	$ 1,200	$ 163	$ 1,000	$ 200	16.7%
0839 - INTERNAL SERVICE CHARGES	1,681	3,895	3,895	3,349	3,476	419	10.8%
0841 - TRAVEL	3,697	3,600	3,600	2,571	3,600	-	0.0%
0842 - EDUCATION AND TRAINING	130	2,675	1,637	150	2,500	(863)	-52.7%
0843 - POSTAGE/FREIGHT/SHIPPING	704	240	240	471	500	(260)	-108.3%
SUBTOTAL	$ 6,463	$ 12,810	$ 10,572	$ 6,704	$ 11,076	$ (504)	-4.8%
ALL EXPENDITURES	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%
TOTAL USES	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL OPERATING	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%
FUND TOTAL USES	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%
DEPARTMENT OPERATING TOTAL USES	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%
DEPARTMENT TOTAL USES	$ 340,678	$ 355,672	$ 354,641	$ 347,918	$ 353,925	$ 716	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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:

- Decrease expenditure budget by $716 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $3,841 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,031)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(1,031)*	-
FY 2012 Revised Budget		**$ 354,641**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (716)**	**$ -**
Adjust Hours Per FTE		*(716)*	-
FY 2013 Budget Target		**$ 353,925**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,841**	**$ -**
Retirement Contributions		*3,841*	-
Base Adjustments		**$ (3,841)**	**$ -**
Other Base Adjustments		*(3,841)*	-
FY 2013 Recommended Budget		**$ 353,925**	**$ -**
Percent Change from Target Amount		*0.0%*	

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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 343,043	$ 355,024	$ 353,860	$ 344,426	$ 353,277	$ 583	0.2%
99AS - ADMINISTRATIVE SERVICES	$ 343,043	$ 355,024	$ 353,860	$ 344,426	$ 353,277	$ 583	0.2%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 133	$ -	$ -	$ 133	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	648	648	615	648	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 648	$ 781	$ 615	$ 648	$ 133	17.0%
TOTAL PROGRAMS	**$ 343,043**	**$ 355,672**	**$ 354,641**	**$ 345,041**	**$ 353,925**	**$ 716**	**0.2%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 259,516	$ 255,780	$ 258,738	$ 258,404	$ 255,600	$ 3,138	1.2%
0750 - FRINGE BENEFITS	82,213	80,619	80,344	80,248	82,467	(2,123)	-2.6%
SUBTOTAL	$ 341,729	$ 336,399	$ 339,082	$ 338,652	$ 338,067	$ 1,015	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 213	$ 6,420	$ 4,946	$ 2,967	$ 2,759	$ 2,187	44.2%
SUBTOTAL	$ 213	$ 6,420	$ 4,946	$ 2,967	$ 2,759	$ 2,187	44.2%
SERVICES							
0812 - OTHER SERVICES	$ 461	$ 1,200	$ 1,200	$ 580	$ 2,500	$ (1,300)	-108.3%
0839 - INTERNAL SERVICE CHARGES	16	2,507	2,507	2,256	2,099	408	16.3%
0841 - TRAVEL	329	2,590	2,590	-	4,000	(1,410)	-54.4%
0842 - EDUCATION AND TRAINING	260	5,456	3,216	130	4,000	(784)	-24.4%
0843 - POSTAGE/FREIGHT/SHIPPING	35	1,100	1,100	456	500	600	54.5%
SUBTOTAL	$ 1,101	$ 12,853	$ 10,613	$ 3,422	$ 13,099	$ (2,486)	-23.4%
ALL EXPENDITURES	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%
TOTAL USES	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%
FUND TOTAL USES	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%
DEPARTMENT OPERATING TOTAL USES	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%
DEPARTMENT TOTAL USES	$ 343,043	$ 355,672	$ 354,641	$ 345,041	$ 353,925	$ 716	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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:

- Decrease expenditure budget by $716 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $3,809 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,031)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(1,031)*	-
FY 2012 Revised Budget		**$ 354,641**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (716)**	**$ -**
Adjust Hours Per FTE		*(716)*	-
FY 2013 Budget Target		**$ 353,925**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,809**	**$ -**
Retirement Contributions		*3,809*	-
Base Adjustments		**$ (3,809)**	**$ -**
Other Base Adjustments		*(3,809)*	-
FY 2013 Recommended Budget		**$ 353,925**	**$ -**
Percent Change from Target Amount		*0.0%*	

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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 323,859	$ 355,062	$ 354,031	$ 345,239	$ 353,315	$ 716	0.2%
99AS - ADMINISTRATIVE SERVICES	$ 323,859	$ 355,062	$ 354,031	$ 345,239	$ 353,315	$ 716	0.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ 610	$ 610	$ 588	$ 610	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 610	$ 610	$ 588	$ 610	$ -	0.0%
TOTAL PROGRAMS	**$ 323,859**	**$ 355,672**	**$ 354,641**	**$ 345,827**	**$ 353,925**	**$ 716**	**0.2%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 185,180	$ 235,587	$ 238,545	$ 214,076	$ 235,487	$ 3,058	1.3%
0705 - TEMPORARY PAY	8,250	7,920	7,920	-	13,200	(5,280)	-66.7%
0710 - OVERTIME	84	-	-	176	(1,837)	1,837	N/A
0750 - FRINGE BENEFITS	61,681	76,849	76,574	66,338	79,630	(3,056)	-4.0%
0796 - PERSONNEL SERVICES ALLOC-IN	16,000	-	-	-	-	-	N/A
SUBTOTAL	$ 271,195	$ 320,356	$ 323,039	$ 280,590	$ 326,480	$ (3,441)	-1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 19,981	$ 7,617	$ 5,078	$ 4,427	$ 5,103	$ (25)	-0.5%
0804 - NON-CAPITAL EQUIPMENT	639	-	-	10,000	-	-	N/A
SUBTOTAL	$ 20,620	$ 7,617	$ 5,078	$ 14,427	$ 5,103	$ (25)	-0.5%
SERVICES							
0812 - OTHER SERVICES	$ 4,256	$ 5,808	$ 5,808	$ 1,610	$ 5,000	$ 808	13.9%
0839 - INTERNAL SERVICE CHARGES	757	2,980	2,980	3,924	2,342	638	21.4%
0841 - TRAVEL	18,118	14,377	13,202	2,876	7,500	5,702	43.2%
0842 - EDUCATION AND TRAINING	4,198	4,294	4,294	2,350	7,000	(2,706)	-63.0%
0843 - POSTAGE/FREIGHT/SHIPPING	463	240	240	50	500	(260)	-108.3%
SUBTOTAL	$ 27,792	$ 27,699	$ 26,524	$ 10,810	$ 22,342	$ 4,182	15.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 4,252	$ -	$ -	$ 40,000	$ -	$ -	N/A
SUBTOTAL	$ 4,252	$ -	$ -	$ 40,000	$ -	$ -	N/A
ALL EXPENDITURES	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%
TOTAL USES	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%
FUND TOTAL USES	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%
DEPARTMENT OPERATING TOTAL USES	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%
DEPARTMENT TOTAL USES	$ 323,859	$ 355,672	$ 354,641	$ 345,827	$ 353,925	$ 716	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Bd of Supvr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Administrator - BOS	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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:

- Decrease expenditure budget by $716 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $3,618 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 355,672**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,031)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(1,031)*	-
FY 2012 Revised Budget		**$ 354,641**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (716)**	**$ -**
Adjust Hours Per FTE		*(716)*	-
FY 2013 Budget Target		**$ 353,925**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,618**	**$ -**
Retirement Contributions		*3,618*	-
Base Adjustments		**$ (3,618)**	**$ -**
Other Base Adjustments		*(3,618)*	-
FY 2013 Recommended Budget		**$ 353,925**	**$ -**
Percent Change from Target Amount		*0.0%*	

Business Strategies and Health Care Programs

Analysis by Karina Araiza, 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: In FY 2013, the Department plans on improving retention by developing an Early Identification of Individuals with HIV/AIDS strategy, which will strengthen partnerships with local non-profits, county, state and testing locations to engage new clients in medical care. Retention reporting has also been adopted as a focus of the statewide, multiple Ryan White Part A Regional Quality Committee, providing further encouragement for contracted medical providers to document and improve retention.

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: In 2012, an on-site fitness room was expanded to the Durango Campus. Progress is expected in FY 2013, along with new emphasis on Employee Fitness as an activity in the Strategic Business Plan.

Quality Workforce

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

Status: In FY 2013, the Department plans on making progress by continuing the Passport to Wellness premium incentive along with more emphasis on communication to employees.

Quality Workforce

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

Status: In FY 2013, the Department plans on making progress by continuing the Passport to Wellness premium incentive along with more emphasis on communication to employees.

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: In FY 2013, the Department plans on making progress by continuing the Passport to Wellness premium incentive along with more emphasis on communication to employees.

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: The Department will restructure and simplify medical and pharmacy plans to contain cost increases. The continuation of restructuring medical plans with plan design changes and wellness programs will help contain future cost increases.

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: In FY 2013, the Department plans on making progress by continuing the Passport to Wellness premium incentive along with more emphasis on communication to employees.

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: In FY 2013, the Department plans on making progress by continuing the Passport to Wellness premium incentive along with more emphasis on communication to employees.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
WBEG - EMPLOYEE WELLNESS	$ 687,305	$ 1,753,804	$ 1,753,804	$ 1,501,597	$ -	$ (1,753,804)	-100.0%
35EP - EMPLOYEE PROGRAMS	$ 687,305	$ 1,753,804	$ 1,753,804	$ 1,501,597	$ -	$ (1,753,804)	-100.0%
EMPA - EMP SHRT TRM COUNS AND REF	$ 188,427	$ 206,332	$ 206,332	$ 204,053	$ 201,617	$ (4,715)	-2.3%
ERGO - EMPLOYEE ERGONOMICS	-	257,211	257,211	-	-	(257,211)	-100.0%
FIBP - EMP LIFE INSURANCE BENEFITS	5,152,746	5,517,819	5,517,819	5,222,930	3,417,054	(2,100,765)	-38.1%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	2,707,559	3,794,016	3,794,016	3,331,460	3,387,318	(406,698)	-10.7%
OTHR - EMP VOL INSURANCE BENEFITS	304,030	285,492	285,492	597,655	617,672	332,180	116.4%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	4,224,056	2,108,383	2,108,383	2,067,083	1,889,896	(218,487)	-10.4%
SFMD - EMPLOYEE MEDICAL BENEFITS	90,039,018	96,204,888	96,204,888	97,275,290	101,877,980	5,673,092	5.9%
SFRX - EMPLOYEE PHARMACY BENEFITS	14,137,228	13,070,004	13,070,004	12,637,202	12,584,880	(485,124)	-3.7%
SIDE - EMPLOYEE DENTAL BENEFITS	8,943,513	8,990,194	8,990,194	9,094,234	8,860,049	(130,145)	-1.4%
STDS - EMP SHORT TERM DISABILITY INS	3,019,323	1,825,513	1,825,513	1,856,105	1,854,876	29,363	1.6%
VISN - EMPLOYEE VISION BENEFITS	1,409,288	1,327,632	1,327,632	1,448,684	1,537,504	209,872	15.8%
39EB - EMP BENEFITS AND WELLNESS	$ 130,125,188	$ 133,587,484	$ 133,587,484	$ 133,734,696	$ 136,228,846	$ 2,641,362	2.0%
AHCS - AHCCCS ACUTE CARE	$ -	$ -	$ -	$ 2,353,283	$ -	$ -	N/A
39IM - INDIGENT MEDICAL CARE	$ -	$ -	$ -	$ 2,353,283	$ -	$ -	N/A
ALTC - ALTCS LONG TERM CARE	$ -	$ -	$ -	$ 153,306	$ -	$ -	N/A
CRLT - COUNTY RESIDUAL LONG TERM CARE	6,876	6,876	6,876	6,996	7,000	124	1.8%
39LT - INDIGENT LONG TERM CARE	$ 6,876	$ 6,876	$ 6,876	$ 160,302	$ 7,000	$ 124	1.8%
CORE - RYAN WHITE PT A CORE MED SVCS	$ -	$ 5,848,093	$ 5,848,093	$ 3,404,774	$ 5,912,135	$ 64,042	1.1%
NMSS - RYAN WHITE PT A NON MED SVCS	-	1,073,669	1,073,669	842,638	1,111,400	37,731	3.5%
39RW - RYAN WHITE HIV AIDS PART A	$ -	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ 101,773	1.5%
SHAC - SERVICES FOR PEOPLE WITH HIV A	$ 6,171,997	$ -	$ -	$ -	$ -	$ -	N/A
86CM - HIV HCV SERVICES	$ 6,171,997	$ -	$ -	$ -	$ -	$ -	N/A
BDGT - BUDGETING	$ -	$ 23,312	$ 23,312	$ -	$ -	$ (23,312)	-100.0%
FSAC - FINANCIAL SERVICES	135,080	399,624	399,624	7,840	-	(399,624)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	-	13,361	13,361	-	3,765,088	3,751,727	28079.7%
99AS - ADMINISTRATIVE SERVICES	$ 135,080	$ 436,297	$ 436,297	$ 7,840	$ 3,765,088	$ 3,328,791	763.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 223,763	$ 223,763	$ -	$ -	$ (223,763)	-100.0%
GGOV - GENERAL GOVERNMENT	555,719	743	743	351,046	-	(743)	-100.0%
POOL - POOLED COSTS	2,920,984	1,803,369	1,803,369	3,127,998	-	(1,803,369)	-100.0%
99GV - GENERAL GOVERNMENT	$ 3,476,703	$ 2,027,875	$ 2,027,875	$ 3,479,044	$ -	$ (2,027,875)	-100.0%
TOTAL PROGRAMS	**$ 140,603,149**	**$ 144,734,098**	**$ 144,734,098**	**$ 145,484,174**	**$ 147,024,469**	**$ 2,290,371**	**1.6%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
WBEG - EMPLOYEE WELLNESS	$ 945,097	$ 3,834,454	$ 3,833,781	$ 1,116,665	$ -	$ 3,833,781	100.0%
35EP - EMPLOYEE PROGRAMS	$ 945,097	$ 3,834,454	$ 3,833,781	$ 1,116,665	$ -	$ 3,833,781	100.0%
BCAS - BENEFITS CUSTOMER ASSISTANCE	$ -	$ -	$ -	$ -	$ 548,626	$ (548,626)	N/A
EMPA - EMP SHRT TRM COUNS AND REF	188,387	206,332	206,332	204,053	201,617	4,715	2.3%
ERGO - EMPLOYEE ERGONOMICS	258,183	257,211	255,947	259,874	257,174	(1,227)	-0.5%
FIBP - EMP LIFE INSURANCE BENEFITS	5,177,339	5,517,819	5,517,819	5,209,251	3,417,054	2,100,765	38.1%
FITN - EMPLOYEE FITNESS	-	-	-	-	444,760	(444,760)	N/A
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,194,027	3,794,016	3,794,016	3,285,721	3,387,318	406,698	10.7%
MSPM - EMP MET SYN PREV MITIGATION	-	-	-	-	53,982	(53,982)	N/A
OTHR - EMP VOL INSURANCE BENEFITS	306,278	285,492	285,492	591,427	617,672	(332,180)	-116.4%
PRHT - EMPLOYEE PREVENTIVE HEALTH	-	-	-	-	3,416,337	(3,416,337)	N/A
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	1,626,969	2,104,872	2,104,872	1,636,836	1,889,896	214,976	10.2%
SFMD - EMPLOYEE MEDICAL BENEFITS	95,367,659	95,929,475	95,929,475	89,243,749	102,939,980	(7,010,505)	-7.3%
SFRX - EMPLOYEE PHARMACY BENEFITS	14,744,118	13,070,004	13,070,004	14,711,864	12,584,880	485,124	3.7%
SIDE - EMPLOYEE DENTAL BENEFITS	9,142,495	8,990,194	8,990,194	9,096,806	8,860,049	130,145	1.4%
STDS - EMP SHORT TERM DISABILITY INS	2,179,362	2,885,499	2,885,499	1,704,586	2,072,661	812,838	28.2%
TOCE - EMPLOYEE TOBACCO CESSATION	-	-	-	-	23,982	(23,982)	N/A
VISN - EMPLOYEE VISION BENEFITS	1,495,659	1,327,632	1,327,632	1,451,950	1,537,504	(209,872)	-15.8%
39EB - EMP BENEFITS AND WELLNESS	$ 133,680,476	$ 134,368,546	$ 134,367,282	$ 127,396,117	$ 142,253,492	$ (7,886,210)	-5.9%
BNPA - BUS AND NON PROFIT ASSISTANCE	$ -	$ -	$ -	$ -	$ 196,000	$ (196,000)	N/A
IPRD - REG INDUSTRY PROMOTION AND DEV	-	-	-	-	1,784,009	(1,784,009)	N/A
VTPR - REG VISITOR AND TOURISM PROM	-	-	-	-	272,500	(272,500)	N/A
39ED - ECONOMIC DEVELOPMENT	$ -	$ -	$ -	$ -	$ 2,252,509	$ (2,252,509)	N/A
LITG - LITIGATION SUPPORT	$ -	$ -	$ -	$ 437,117	$ -	$ -	N/A
39HC - INDIGENT HEALTH CARE	$ -	$ -	$ -	$ 437,117	$ -	$ -	N/A
MEHO - MH COMMITMENT SEC TRANSPORTS	$ 66,185	$ 77,200	$ 77,200	$ 83,868	$ 105,000	$ (27,800)	-36.0%
MEHT - MH COMMITMENT TESTIMONY	619,362	575,000	575,000	653,774	800,000	(225,000)	-39.1%
NOBH - INDIGENT NON SMI BEHAV HLTH	-	-	-	-	3,366,705	(3,366,705)	N/A
NOSA - INDIGENT NON SMI SUB ABSE SVCS	-	-	-	-	1,489,871	(1,489,871)	N/A
RETR - PSYCH RESIDENT TRAINING	3,547,896	3,547,896	3,547,896	3,547,896	3,547,896	-	0.0%
SARN - SMI BEHAVIORAL HEALTH	39,483,492	41,457,672	41,457,672	41,457,672	43,530,556	(2,072,884)	-5.0%
SVPC - SEX VIOL PERSON COMMITMENTS	1,316,928	5,000,000	5,000,000	3,826,337	4,000,000	1,000,000	20.0%
39IB - BEHAVIORAL HEALTH	$ 45,033,863	$ 50,657,768	$ 50,657,768	$ 49,569,547	$ 56,840,028	$ (6,182,260)	-12.2%
AHCS - AHCCCS ACUTE CARE	$ 15,247,381	$ 20,575,000	$ 20,575,000	$ 22,289,583	$ 20,225,200	$ 349,800	1.7%
39IM - INDIGENT MEDICAL CARE	$ 15,247,381	$ 20,575,000	$ 20,575,000	$ 22,289,583	$ 20,225,200	$ 349,800	1.7%
ALTC - ALTCS LONG TERM CARE	$ 114,698,304	$ 154,518,900	$ 154,518,900	$ 154,311,709	$ 148,533,600	$ 5,985,300	3.9%
CRLT - COUNTY RESIDUAL LONG TERM CARE	93,934	200,000	200,000	89,296	205,358	(5,358)	-2.7%
39LT - INDIGENT LONG TERM CARE	$ 114,792,238	$ 154,718,900	$ 154,718,900	$ 154,401,005	$ 148,738,958	$ 5,979,942	3.9%
GEMH - GEN MENTAL HEALTH	$ 4,856,580	$ 4,856,577	$ 4,856,577	$ 4,856,577	$ -	$ 4,856,577	100.0%
39MP - STATE MANDATED PAYMENTS	$ 4,856,580	$ 4,856,577	$ 4,856,577	$ 4,856,577	$ -	$ 4,856,577	100.0%
PFMG - PERFORMANCE MANAGEMENT	$ 163,639	$ 188,453	$ 687,543	$ 411,899	$ 200,220	$ 487,323	70.9%
39PM - PERFORMANCE MANAGEMENT	$ 163,639	$ 188,453	$ 687,543	$ 411,899	$ 200,220	$ 487,323	70.9%
CORE - RYAN WHITE PT A CORE MED SVCS	$ -	$ 5,848,093	$ 5,844,259	$ 3,119,037	$ 5,912,135	$ (67,876)	-1.2%
NMSS - RYAN WHITE PT A NON MED SVCS	-	1,073,669	1,073,669	1,128,375	1,111,400	(37,731)	-3.5%
39RW - RYAN WHITE HIV AIDS PART A	$ -	$ 6,921,762	$ 6,917,928	$ 4,247,412	$ 7,023,535	$ (105,607)	-1.5%
TBHO - TB HOSPITALIZATION ORDERS	$ -	$ -	$ -	$ -	$ 500,000	$ (500,000)	N/A
39TB - TB HOSPITALIZATION ORDERS	$ -	$ -	$ -	$ -	$ 500,000	$ (500,000)	N/A
SHAC - SERVICES FOR PEOPLE WITH HIV A	$ 6,089,573	$ -	$ -	$ -	$ -	$ -	N/A
86CM - HIV HCV SERVICES	$ 6,089,573	$ -	$ -	$ -	$ -	$ -	N/A
TBTE - TB TESTING AMD TREATMENT	$ 110,136	$ 500,000	$ 500,000	$ 78,305	$ -	$ 500,000	100.0%
86ID - INFECTIOUS DISEASE CONTROL	$ 110,136	$ 500,000	$ 500,000	$ 78,305	$ -	$ 500,000	100.0%
BDGT - BUDGETING	$ 63,234	$ 48,168	$ 31,996	$ 34,522	$ 32,269	$ (273)	-0.9%
FSAC - FINANCIAL SERVICES	1,520,375	1,587,755	1,575,152	2,326,962	1,091,448	483,704	30.7%
HRAC - HUMAN RESOURCES	-	11,560	11,560	11,077	11,560	-	0.0%
ODIR - EXECUTIVE MANAGEMENT	258,581	292,307	296,162	149,700	382,019	(85,857)	-29.0%
PROC - PROCUREMENT	-	-	-	-	110,723	(110,723)	N/A
99AS - ADMINISTRATIVE SERVICES	$ 1,842,190	$ 1,939,790	$ 1,914,870	$ 2,522,261	$ 1,628,019	$ 286,851	15.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 466,687	$ 223,763	$ 223,763	$ 226,626	$ 145,412	$ 78,351	35.0%
GGOV - GENERAL GOVERNMENT	1,380,291	743	11,636	-	-	11,636	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	4,872	2,948	2,948	2,409	6,204	(3,256)	-110.4%
POOL - POOLED COSTS	123,863	2,693,564	2,700,796	1,259,721	-	2,700,796	100.0%
99GV - GENERAL GOVERNMENT	$ 1,975,713	$ 2,921,018	$ 2,939,143	$ 1,488,756	$ 151,616	$ 2,787,527	94.8%
TOTAL PROGRAMS	**$ 324,736,886**	**$ 381,482,268**	**$ 381,968,792**	**$ 368,815,244**	**$ 379,813,577**	**$ 2,155,215**	**0.6%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,171,997	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ 101,773	1.5%
SUBTOTAL	$ 6,171,997	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ 101,773	1.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 1,540,119	$ 1,842,320	$ 1,842,320	$ 1,651,246	$ 1,585,698	$ (256,622)	-13.9%
0635 - OTHER CHARGES FOR SERVICES	28,154,790	29,408,339	29,408,339	29,204,327	28,031,387	(1,376,952)	-4.7%
0636 - INTERNAL SERVICE CHARGES	104,037,684	106,175,420	106,175,420	107,443,240	110,276,849	4,101,429	3.9%
0638 - PATIENT SERVICES REVENUE	14,129	6,876	6,876	6,996	7,000	124	1.8%
SUBTOTAL	$ 133,746,722	$ 137,432,955	$ 137,432,955	$ 138,305,809	$ 139,900,934	$ 2,467,979	1.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 498,476	$ 379,381	$ 379,381	$ 351,046	$ 100,000	$ (279,381)	-73.6%
0650 - MISCELLANEOUS REVENUE	135,964	-	-	2,579,907	-	-	N/A
SUBTOTAL	$ 634,440	$ 379,381	$ 379,381	$ 2,930,953	$ 100,000	$ (279,381)	-73.6%
ALL REVENUES	$ 140,553,159	$ 144,734,098	$ 144,734,098	$ 145,484,174	$ 147,024,469	$ 2,290,371	1.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 49,990	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 49,990	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 140,603,149	$ 144,734,098	$ 144,734,098	$ 145,484,174	$ 147,024,469	$ 2,290,371	1.6%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,904,469	$ 2,125,751	$ 2,149,807	$ 2,272,525	$ 2,185,015	$ (35,208)	-1.6%
0705 - TEMPORARY PAY	26,731	30,437	27,457	-	33,800	(6,343)	-23.1%
0710 - OVERTIME	131	-	-	1,736	2,100	(2,100)	N/A
0750 - FRINGE BENEFITS	584,073	737,306	746,467	741,104	729,402	17,065	2.3%
0790 - OTHER PERSONNEL SERVICES	4,520	-	-	22	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(860,745)	(143,279)	(192,057)	(180,285)	(241,501)	49,444	25.7%
0796 - PERSONNEL SERVICES ALLOC-IN	1,059,168	296,341	296,341	270,609	280,801	15,540	5.2%
SUBTOTAL	$ 2,718,347	$ 3,046,556	$ 3,028,015	$ 3,105,711	$ 2,989,617	$ 38,398	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 30,503	$ 28,800	$ 28,800	$ 26,351	$ 597,545	$ (568,745)	-1974.8%
0802 - MEDICAL SUPPLIES	-	-	-	205,216	15,000	(15,000)	N/A
0803 - FUEL	1,624	744	744	1,550	2,000	(1,256)	-168.8%
0804 - NON-CAPITAL EQUIPMENT	6,507	-	-	41,856	534,825	(534,825)	N/A
0805 - SUPPLIES-ALLOCATION OUT	(1,880)	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	1,880	-	-	-	-	-	N/A
SUBTOTAL	$ 38,634	$ 29,544	$ 29,544	$ 274,973	$ 1,149,370	$ (1,119,826)	-3790.4%
SERVICES							
0810 - LEGAL SERVICES	$ 619,362	$ 575,000	$ 575,000	$ 653,774	$ 800,000	$ (225,000)	-39.1%
0811 - HEALTH CARE SERVICES	126,837,477	131,855,132	131,855,132	122,883,617	134,183,971	(2,328,839)	-1.8%
0812 - OTHER SERVICES	12,150,836	14,131,803	14,636,868	10,124,553	14,311,633	325,235	2.2%
0820 - RENT & OPERATING LEASES	5,764	1,550	1,550	9,949	9,077	(7,527)	-485.6%
0825 - REPAIRS AND MAINTENANCE	28,917	39,467	39,467	117,377	1,031,819	(992,352)	-2514.4%
0830 - INTERGOVERNMENTAL PAYMENTS	180,357,042	231,196,521	231,196,521	231,196,521	224,798,828	6,397,693	2.8%
0839 - INTERNAL SERVICE CHARGES	11,458	254,075	254,075	245,457	252,154	1,921	0.8%
0841 - TRAVEL	9,168	11,500	11,500	9,065	26,128	(14,628)	-127.2%
0842 - EDUCATION AND TRAINING	3,917	9,000	9,000	6,347	17,984	(8,984)	-99.8%
0843 - POSTAGE/FREIGHT/SHIPPING	5,811	12,120	12,120	1,536	7,996	4,124	34.0%
0845 - SUPPORT AND CARE OF PERSONS	93,934	200,000	200,000	88,722	200,000	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(591,008)	-	-	(83,286)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	591,008	-	-	83,286	-	-	N/A
SUBTOTAL	$ 320,123,686	$ 378,286,168	$ 378,791,233	$ 365,336,918	$ 375,639,590	$ 3,151,643	0.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 97,642	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	9,241	120,000	120,000	-	35,000	$ 85,000	70.8%
SUBTOTAL	$ 9,241	$ 120,000	$ 120,000	$ 97,642	$ 35,000	$ 85,000	70.8%
ALL EXPENDITURES	$ 322,889,908	$ 381,482,268	$ 381,968,792	$ 368,815,244	$ 379,813,577	$ 2,155,215	0.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,846,978	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 1,846,978	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 324,736,886	$ 381,482,268	$ 381,968,792	$ 368,815,244	$ 379,813,577	$ 2,155,215	0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 14,910	$ 6,876	$ 6,876	$ 6,996	$ 7,000	$ 124	1.8%
NON-RECURRING	134,299	-	-	2,514,429	-	-	N/A
FUND TOTAL SOURCES	$ 149,209	$ 6,876	$ 6,876	$ 2,521,425	$ 7,000	$ 124	1.8%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,171,997	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ 101,773	1.5%
FUND TOTAL SOURCES	$ 6,171,997	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ 101,773	1.5%
601 CMG MEDICAL							
OPERATING	$ 36,877,764	$ 38,798,632	$ 38,798,632	$ 39,229,207	$ 45,309,309	$ 6,510,677	16.8%
FUND TOTAL SOURCES	$ 36,877,764	$ 38,798,632	$ 38,798,632	$ 39,229,207	$ 45,309,309	$ 6,510,677	16.8%
602 CMG LOW OPTION							
OPERATING	$ 1,173,809	$ 1,201,113	$ 1,201,113	$ 1,199,730	$ -	$ (1,201,113)	-100.0%
FUND TOTAL SOURCES	$ 1,173,809	$ 1,201,113	$ 1,201,113	$ 1,199,730	$ -	$ (1,201,113)	-100.0%
603 OAP IN							
OPERATING	$ 16,617,112	$ 17,985,367	$ 17,985,367	$ 16,652,355	$ -	$ (17,985,367)	-100.0%
FUND TOTAL SOURCES	$ 16,617,112	$ 17,985,367	$ 17,985,367	$ 16,652,355	$ -	$ (17,985,367)	-100.0%
604 OAP MEDICAL							
OPERATING	$ 27,159,801	$ 29,754,654	$ 29,754,654	$ 28,064,163	$ 43,667,011	$ 13,912,357	46.8%
FUND TOTAL SOURCES	$ 27,159,801	$ 29,754,654	$ 29,754,654	$ 28,064,163	$ 43,667,011	$ 13,912,357	46.8%
605 OAP LOW OPTION							
OPERATING	$ 2,054,223	$ 2,187,205	$ 2,187,205	$ 2,437,621	$ -	$ (2,187,205)	-100.0%
FUND TOTAL SOURCES	$ 2,054,223	$ 2,187,205	$ 2,187,205	$ 2,437,621	$ -	$ (2,187,205)	-100.0%
606 CHOICE FUND H.S.A.							
OPERATING	$ 5,405,927	$ 5,514,104	$ 5,514,104	$ 9,007,319	$ 12,239,116	$ 6,725,012	122.0%
FUND TOTAL SOURCES	$ 5,405,927	$ 5,514,104	$ 5,514,104	$ 9,007,319	$ 12,239,116	$ 6,725,012	122.0%
607 FI DENTAL PPO							
OPERATING	$ 5,201,492	$ 4,997,323	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ (206,047)	-4.1%
FUND TOTAL SOURCES	$ 5,201,492	$ 4,997,323	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ (206,047)	-4.1%
608 COINSURANCE PHARMACY							
OPERATING	$ 12,169,687	$ 11,358,884	$ 11,358,884	$ 10,904,534	$ 12,584,880	$ 1,225,996	10.8%
FUND TOTAL SOURCES	$ 12,169,687	$ 11,358,884	$ 11,358,884	$ 10,904,534	$ 12,584,880	$ 1,225,996	10.8%
609 CONSUMER CHOICE							
OPERATING	$ 1,910,244	$ 1,711,120	$ 1,711,120	$ 1,732,668	$ -	$ (1,711,120)	-100.0%
FUND TOTAL SOURCES	$ 1,910,244	$ 1,711,120	$ 1,711,120	$ 1,732,668	$ -	$ (1,711,120)	-100.0%
610 70 PERCENT STD							
OPERATING	$ 1,976,198	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 1,976,198	$ -	$ -	$ -	$ -	$ -	N/A
611 60 PERCENT STD							
OPERATING	$ 462,078	$ 1,384,936	$ 1,384,936	$ 1,408,807	$ 1,408,140	$ 23,204	1.7%
FUND TOTAL SOURCES	$ 462,078	$ 1,384,936	$ 1,384,936	$ 1,408,807	$ 1,408,140	$ 23,204	1.7%
612 50 PERCENT STD							
OPERATING	$ 393,281	$ 297,718	$ 297,718	$ 305,369	$ 304,556	$ 6,838	2.3%
FUND TOTAL SOURCES	$ 393,281	$ 297,718	$ 297,718	$ 305,369	$ 304,556	$ 6,838	2.3%
613 40 PERCENT STD							
OPERATING	$ 187,766	$ 142,859	$ 142,859	$ 141,929	$ 142,180	$ (679)	-0.5%
FUND TOTAL SOURCES	$ 187,766	$ 142,859	$ 142,859	$ 141,929	$ 142,180	$ (679)	-0.5%
614 BEHAVIORAL HEALTH							
OPERATING	$ 4,216,898	$ 2,104,872	$ 2,104,872	$ 2,067,083	$ 1,889,896	$ (214,976)	-10.2%
FUND TOTAL SOURCES	$ 4,216,898	$ 2,104,872	$ 2,104,872	$ 2,067,083	$ 1,889,896	$ (214,976)	-10.2%
615 WELLNESS							
OPERATING	$ 687,305	$ 1,613,048	$ 1,613,048	$ 1,501,597	$ 1,589,616	$ (23,432)	-1.5%
FUND TOTAL SOURCES	$ 687,305	$ 1,613,048	$ 1,613,048	$ 1,501,597	$ 1,589,616	$ (23,432)	-1.5%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 280,724	$ 278,924	$ 278,924	$ 279,946	$ -	$ (278,924)	-100.0%
FUND TOTAL SOURCES	$ 280,724	$ 278,924	$ 278,924	$ 279,946	$ -	$ (278,924)	-100.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 3,419,452	$ 2,862,139	$ 2,862,139	$ 3,199,098	$ 2,175,472	$ (686,667)	-24.0%
FUND TOTAL SOURCES	$ 3,419,452	$ 2,862,139	$ 2,862,139	$ 3,199,098	$ 2,175,472	$ (686,667)	-24.0%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ -	$ -	$ -	$ -	$ 1,070,000	$ 1,070,000	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 1,070,000	$ 1,070,000	N/A
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,008,189	$ 2,804,131	$ 2,804,131	$ 2,555,870	$ 2,585,420	$ (218,711)	-7.8%
FUND TOTAL SOURCES	$ 2,008,189	$ 2,804,131	$ 2,804,131	$ 2,555,870	$ 2,585,420	$ (218,711)	-7.8%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 699,370	$ 989,885	$ 989,885	$ 775,590	$ 801,898	$ (187,987)	-19.0%
FUND TOTAL SOURCES	$ 699,370	$ 989,885	$ 989,885	$ 775,590	$ 801,898	$ (187,987)	-19.0%
623 VISION							
OPERATING	$ 1,340,811	$ 1,327,632	$ 1,327,632	$ 1,417,645	$ 1,537,504	$ 209,872	15.8%
FUND TOTAL SOURCES	$ 1,340,811	$ 1,327,632	$ 1,327,632	$ 1,417,645	$ 1,537,504	$ 209,872	15.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
624 STAND ALONE VISION							
OPERATING	$ 64,325	$ -	$ -	$ 31,039	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 64,325	$ -	$ -	$ 31,039	$ -	$ -	N/A
625 FI PREPAID DENTAL							
OPERATING	$ 400,509	$ 418,926	$ 418,926	$ 382,056	$ 396,386	$ (22,540)	-5.4%
FUND TOTAL SOURCES	$ 400,509	$ 418,926	$ 418,926	$ 382,056	$ 396,386	$ (22,540)	-5.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 1,082,149	$ 1,130,769	$ 1,130,769	$ 1,064,527	$ 330,175	$ (800,594)	-70.8%
FUND TOTAL SOURCES	$ 1,082,149	$ 1,130,769	$ 1,130,769	$ 1,064,527	$ 330,175	$ (800,594)	-70.8%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,583,979	$ 3,880,123	$ 3,880,123	$ 3,659,395	$ 2,831,922	$ (1,048,201)	-27.0%
FUND TOTAL SOURCES	$ 3,583,979	$ 3,880,123	$ 3,880,123	$ 3,659,395	$ 2,831,922	$ (1,048,201)	-27.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 188,427	$ 206,332	$ 206,332	$ 204,053	$ 201,617	$ (4,715)	-2.3%
FUND TOTAL SOURCES	$ 188,427	$ 206,332	$ 206,332	$ 204,053	$ 201,617	$ (4,715)	-2.3%
629 SI DENTAL							
OPERATING	$ 3,313,860	$ 3,573,945	$ 3,573,945	$ 3,781,053	$ 3,672,387	$ 98,442	2.8%
FUND TOTAL SOURCES	$ 3,313,860	$ 3,573,945	$ 3,573,945	$ 3,781,053	$ 3,672,387	$ 98,442	2.8%
630 DEPENDENT LIFE							
OPERATING	$ 486,618	$ 506,927	$ 506,927	$ 499,008	$ 254,957	$ (251,970)	-49.7%
FUND TOTAL SOURCES	$ 486,618	$ 506,927	$ 506,927	$ 499,008	$ 254,957	$ (251,970)	-49.7%
631 VOLUNTARY BENEFITS							
OPERATING	$ 304,030	$ 285,492	$ 285,492	$ 597,655	$ 617,672	$ 332,180	116.4%
FUND TOTAL SOURCES	$ 304,030	$ 285,492	$ 285,492	$ 597,655	$ 617,672	$ 332,180	116.4%
632 CIGNA FOR SENIORS							
OPERATING	$ 565,925	$ 488,400	$ 488,400	$ 684,895	$ 662,544	$ 174,144	35.7%
FUND TOTAL SOURCES	$ 565,925	$ 488,400	$ 488,400	$ 684,895	$ 662,544	$ 174,144	35.7%
652 HEALTH SELECT SI TRUST							
NON-RECURRING	$ 49,990	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 49,990	$ -	$ -	$ -	$ -	$ -	N/A
900 ELIMINATIONS							
OPERATING	$ -	$ -	$ -	$ -	$ (1,070,000)	$ (1,070,000)	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ (1,070,000)	$ (1,070,000)	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 140,418,860	$ 144,734,098	$ 144,734,098	$ 142,969,745	$ 147,024,469	$ 2,290,371	1.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 184,289	$ -	$ -	$ 2,514,429	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 140,603,149	$ 144,734,098	$ 144,734,098	$ 145,484,174	$ 147,024,469	$ 2,290,371	1.6%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 237,183,724	$ 233,003,139	$ 233,489,663	$ 234,104,338	$ 228,045,053	$ 5,444,610	2.3%
NON-RECURRING	(55,551,712)	-	-	-	1,000,000	(1,000,000)	N/A
FUND TOTAL USES	$ 181,632,012	$ 233,003,139	$ 233,489,663	$ 234,104,338	$ 229,045,053	$ 4,444,610	1.9%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,188,595	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ (101,773)	-1.5%
FUND TOTAL USES	$ 6,188,595	$ 6,921,762	$ 6,921,762	$ 4,247,412	$ 7,023,535	$ (101,773)	-1.5%
601 CMG MEDICAL							
OPERATING	$ 37,359,970	$ 38,798,632	$ 38,798,632	$ 37,927,574	$ 45,759,309	$ (6,960,677)	-17.9%
FUND TOTAL USES	$ 37,359,970	$ 38,798,632	$ 38,798,632	$ 37,927,574	$ 45,759,309	$ (6,960,677)	-17.9%
602 CMG LOW OPTION							
OPERATING	$ 1,361,870	$ 1,201,113	$ 1,201,113	$ 874,356	$ -	$ 1,201,113	100.0%
FUND TOTAL USES	$ 1,361,870	$ 1,201,113	$ 1,201,113	$ 874,356	$ -	$ 1,201,113	100.0%
603 OAP IN							
OPERATING	$ 16,280,986	$ 17,985,367	$ 17,985,367	$ 12,853,432	$ -	$ 17,985,367	100.0%
FUND TOTAL USES	$ 16,280,986	$ 17,985,367	$ 17,985,367	$ 12,853,432	$ -	$ 17,985,367	100.0%
604 OAP MEDICAL							
OPERATING	$ 31,390,964	$ 29,754,654	$ 29,754,654	$ 28,072,617	$ 44,117,011	$ (14,362,357)	-48.3%
FUND TOTAL USES	$ 31,390,964	$ 29,754,654	$ 29,754,654	$ 28,072,617	$ 44,117,011	$ (14,362,357)	-48.3%
605 OAP LOW OPTION							
OPERATING	$ 2,249,302	$ 2,187,205	$ 2,187,205	$ 1,621,048	$ -	$ 2,187,205	100.0%
FUND TOTAL USES	$ 2,249,302	$ 2,187,205	$ 2,187,205	$ 1,621,048	$ -	$ 2,187,205	100.0%
606 CHOICE FUND H.S.A.							
OPERATING	$ 5,395,171	$ 5,514,104	$ 5,514,104	$ 7,268,945	$ 12,239,116	$ (6,725,012)	-122.0%
FUND TOTAL USES	$ 5,395,171	$ 5,514,104	$ 5,514,104	$ 7,268,945	$ 12,239,116	$ (6,725,012)	-122.0%
607 FI DENTAL PPO							
OPERATING	$ 5,216,341	$ 4,997,323	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ 206,047	4.1%
FUND TOTAL USES	$ 5,216,341	$ 4,997,323	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ 206,047	4.1%
608 COINSURANCE PHARMACY							
OPERATING	$ 11,718,140	$ 11,358,884	$ 11,358,884	$ 12,973,092	$ 12,584,880	$ (1,225,996)	-10.8%
FUND TOTAL USES	$ 11,718,140	$ 11,358,884	$ 11,358,884	$ 12,973,092	$ 12,584,880	$ (1,225,996)	-10.8%
609 CONSUMER CHOICE							
OPERATING	$ 2,746,756	$ 1,711,120	$ 1,711,120	$ 1,738,772	$ -	$ 1,711,120	100.0%
FUND TOTAL USES	$ 2,746,756	$ 1,711,120	$ 1,711,120	$ 1,738,772	$ -	$ 1,711,120	100.0%
610 70 PERCENT STD							
OPERATING	$ 1,447,617	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 1,447,617	$ -	$ -	$ -	$ -	$ -	N/A
611 60 PERCENT STD							
OPERATING	$ 342,252	$ 2,173,104	$ 2,173,104	$ 1,408,807	$ 1,625,925	$ 547,179	25.2%
FUND TOTAL USES	$ 342,252	$ 2,173,104	$ 2,173,104	$ 1,408,807	$ 1,625,925	$ 547,179	25.2%
612 50 PERCENT STD							
OPERATING	$ 310,055	$ 477,494	$ 477,494	$ 226,595	$ 304,556	$ 172,938	36.2%
FUND TOTAL USES	$ 310,055	$ 477,494	$ 477,494	$ 226,595	$ 304,556	$ 172,938	36.2%
613 40 PERCENT STD							
OPERATING	$ 79,438	$ 234,901	$ 234,901	$ 69,184	$ 142,180	$ 92,721	39.5%
FUND TOTAL USES	$ 79,438	$ 234,901	$ 234,901	$ 69,184	$ 142,180	$ 92,721	39.5%
614 BEHAVIORAL HEALTH							
OPERATING	$ 1,592,110	$ 2,104,872	$ 2,104,872	$ 1,636,836	$ 1,889,896	$ 214,976	10.2%
FUND TOTAL USES	$ 1,592,110	$ 2,104,872	$ 2,104,872	$ 1,636,836	$ 1,889,896	$ 214,976	10.2%
615 WELLNESS							
OPERATING	$ 678,209	$ 1,613,048	$ 1,613,048	$ 585,176	$ 1,589,616	$ 23,432	1.5%
NON-RECURRING	28,179	2,080,650	2,080,650	387,814	2,349,445	(268,795)	-12.9%
FUND TOTAL USES	$ 706,388	$ 3,693,698	$ 3,693,698	$ 972,990	$ 3,939,061	$ (245,363)	-6.6%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 255,639	$ 309,852	$ 309,852	$ 279,946	$ -	$ 309,852	100.0%
NON-RECURRING	-	72,000	72,000	72,000	-	72,000	100.0%
FUND TOTAL USES	$ 255,639	$ 381,852	$ 381,852	$ 351,946	$ -	$ 381,852	100.0%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,274,781	$ 2,862,139	$ 2,862,139	$ 1,841,565	$ 2,175,472	$ 686,667	24.0%
NON-RECURRING	143,468	508,343	508,343	160,750	121,825	386,518	76.0%
FUND TOTAL USES	$ 2,418,249	$ 3,370,482	$ 3,370,482	$ 2,002,315	$ 2,297,297	$ 1,073,185	31.8%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ -	$ -	$ -	$ -	$ 1,232,000	$ (1,232,000)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 1,232,000	$ (1,232,000)	N/A
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,397,983	$ 2,804,131	$ 2,804,131	$ 2,526,769	$ 2,585,420	$ 218,711	7.8%
FUND TOTAL USES	$ 2,397,983	$ 2,804,131	$ 2,804,131	$ 2,526,769	$ 2,585,420	$ 218,711	7.8%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 784,044	$ 989,885	$ 989,885	$ 758,952	$ 801,898	$ 187,987	19.0%
FUND TOTAL USES	$ 784,044	$ 989,885	$ 989,885	$ 758,952	$ 801,898	$ 187,987	19.0%
623 VISION							
OPERATING	$ 1,430,053	$ 1,327,632	$ 1,327,632	$ 1,421,301	$ 1,537,504	$ (209,872)	-15.8%
FUND TOTAL USES	$ 1,430,053	$ 1,327,632	$ 1,327,632	$ 1,421,301	$ 1,537,504	$ (209,872)	-15.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
624 STAND ALONE VISION							
OPERATING	$ 45,364	$ -	$ -	$ 30,649	$ -	$ -	N/A
FUND TOTAL USES	$ 45,364	$ -	$ -	$ 30,649	$ -	$ -	N/A
625 FI PREPAID DENTAL							
OPERATING	$ 401,021	$ 418,926	$ 418,926	$ 381,990	$ 396,386	$ 22,540	5.4%
FUND TOTAL USES	$ 401,021	$ 418,926	$ 418,926	$ 381,990	$ 396,386	$ 22,540	5.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 1,050,096	$ 1,130,769	$ 1,130,769	$ 1,058,341	$ 330,175	$ 800,594	70.8%
FUND TOTAL USES	$ 1,050,096	$ 1,130,769	$ 1,130,769	$ 1,058,341	$ 330,175	$ 800,594	70.8%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,610,986	$ 3,880,123	$ 3,880,123	$ 3,654,646	$ 2,831,922	$ 1,048,201	27.0%
FUND TOTAL USES	$ 3,610,986	$ 3,880,123	$ 3,880,123	$ 3,654,646	$ 2,831,922	$ 1,048,201	27.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 188,387	$ 206,332	$ 206,332	$ 204,053	$ 201,617	$ 4,715	2.3%
FUND TOTAL USES	$ 188,387	$ 206,332	$ 206,332	$ 204,053	$ 201,617	$ 4,715	2.3%
629 SI DENTAL							
OPERATING	$ 3,390,396	$ 3,573,945	$ 3,573,945	$ 3,783,691	$ 3,672,387	$ (98,442)	-2.8%
FUND TOTAL USES	$ 3,390,396	$ 3,573,945	$ 3,573,945	$ 3,783,691	$ 3,672,387	$ (98,442)	-2.8%
630 DEPENDENT LIFE							
OPERATING	$ 492,647	$ 506,927	$ 506,927	$ 496,264	$ 254,957	$ 251,970	49.7%
FUND TOTAL USES	$ 492,647	$ 506,927	$ 506,927	$ 496,264	$ 254,957	$ 251,970	49.7%
631 VOLUNTARY BENEFITS							
OPERATING	$ 306,278	$ 285,492	$ 285,492	$ 591,427	$ 617,672	$ (332,180)	-116.4%
FUND TOTAL USES	$ 306,278	$ 285,492	$ 285,492	$ 591,427	$ 617,672	$ (332,180)	-116.4%
632 CIGNA FOR SENIORS							
OPERATING	$ 567,485	$ 488,400	$ 488,400	$ 625,777	$ 662,544	$ (174,144)	-35.7%
FUND TOTAL USES	$ 567,485	$ 488,400	$ 488,400	$ 625,777	$ 662,544	$ (174,144)	-35.7%
652 HEALTH SELECT SI TRUST							
NON-RECURRING	$ 1,380,291	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 1,380,291	$ -	$ -	$ -	$ -	$ -	N/A
900 ELIMINATIONS							
OPERATING	$ -	$ -	$ -	$ -	$ (1,070,000)	$ 1,070,000	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ (1,070,000)	$ 1,070,000	N/A
DEPARTMENT OPERATING TOTAL USES	$ 378,736,660	$ 378,821,275	$ 379,307,799	$ 368,194,680	$ 376,342,307	$ 2,965,492	0.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ (53,999,774)	$ 2,660,993	$ 2,660,993	$ 620,564	$ 3,471,270	$ (810,277)	-30.5%
DEPARTMENT TOTAL USES	$ 324,736,886	$ 381,482,268	$ 381,968,792	$ 368,815,244	$ 379,813,577	$ 2,155,215	0.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.70	.40	.40	.40	-	0.0%
EXECUTIVE MANAGEMENT	.05	4.05	4.05	5.05	3.34	(.71)	(17.5%)
FINANCIAL SERVICES	5.30	6.10	6.40	6.40	7.60	1.20	18.8%
PROCUREMENT	-	-	.00	-	1.33	1.33	N/A
PROGRAM TOTAL	5.85	10.85	10.85	11.85	12.67	1.82	16.8%
ECONOMIC DEVELOPMENT							
REG INDUSTRY PROMOTION AND DEV	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
EMP BENEFITS AND WELLNESS							
BENEFITS CUSTOMER ASSISTANCE	-	-	.00	-	7.33	7.33	N/A
EMP MET SYN PREV MITIGATION	-	-	.00	-	.05	.05	N/A
EMPLOYEE ERGONOMICS	3.00	3.00	3.00	3.00	3.00	-	0.0%
EMPLOYEE FITNESS	-	-	.00	-	1.15	1.15	N/A
EMPLOYEE PREVENTIVE HEALTH	-	-	.00	-	.75	.75	N/A
EMPLOYEE TOBACCO CESSATION	-	-	.00	-	.05	.05	N/A
PROGRAM TOTAL	3.00	3.00	3.00	3.00	12.33	9.33	311.0%
EMPLOYEE PROGRAMS							
EMPLOYEE WELLNESS	2.00	2.00	2.00	3.00	-	(2.00)	(100.0%)
PROGRAM TOTAL	2.00	2.00	2.00	3.00	-	(2.00)	(100.0%)
GENERAL GOVERNMENT							
POOLED COSTS	9.30	8.15	10.15	9.15	-	(10.15)	(100.0%)
PROGRAM TOTAL	9.30	8.15	10.15	9.15	-	(10.15)	(100.0%)
HIV HCV SERVICES							
SERVICES FOR PEOPLE WITH HIV A	9.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	9.00	-	-	-	-	-	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	-	.00	-	-	-	N/A
PROGRAM TOTAL	2.00	-	-	-	-	-	N/A
RYAN WHITE HIV AIDS PART A							
RYAN WHITE PT A CORE MED SVCS	-	12.00	15.00	12.00	10.00	(5.00)	(33.3%)
PROGRAM TOTAL	-	12.00	15.00	12.00	10.00	(5.00)	(33.3%)
DEPARTMENT TOTAL	33.15	38.00	43.00	41.00	38.00	(5.00)	(11.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	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)	(100.0%)
Benefits Specialist - County	.15	-	-	-	-	-	N/A
Admin/Operations Specialist	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Budget Supervisor	1.00	-	-	-	-	-	N/A
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
Health Educator Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Financial Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	1.00	2.00	1.00	100.0%
Director - Business Strategies & Healthcare Progra	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	5.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
Management Assistant	-	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	2.00	2.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	-	-	-	-	-	N/A
Finance/Business Analyst	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Health Educator	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	1.00	2.00	2.00	2.00	2.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Correctional	-	1.00	3.00	3.00	2.00	(1.00)	(33.3%)
Consultant	(1.00)	-	-	-	-	-	N/A
Managing for Results Faciltatr	-	-	2.00	2.00	2.00	-	0.0%
Special Projects Manager	-	1.00	-	-	1.00	1.00	N/A
Human Resources Supervisor – County	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**33.15**	**38.00**	**43.00**	**41.00**	**38.00**	**(5.00)**	**(11.6%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	4.00	7.00	6.00	7.00	6.00	-	0.0%
532	PUBLIC HEALTH GRANTS	9.00	12.00	15.00	12.00	10.00	(5.00)	(33.3%)
615	WELLNESS	-	-	-	-	2.00	2.00	N/A
618	BENEFIT ADMINISTRATION	20.15	19.00	22.00	22.00	20.00	(2.00)	(9.1%)
Department Total		**33.15**	**38.00**	**43.00**	**41.00**	**38.00**	**(5.00)**	**(11.6%)**

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $3,783 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Decrease expenditure budget by $349,800 due to a reduction in Arizona Health Care Cost Containment System (AHCCCS) Contribution.
- Decrease expenditures by $5,985,300 due to a reduction in Arizona Long Term Care System (ALTCS) Contribution.
- Increase expenditures by $2,072,884 due to an increase in Arnold v. Sarn Contribution.

Public Health Grant Fund (532)

- Decrease expenditure budget by $2,688 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Benefits Administration Fund (618)

- Decrease expenditure budget by $4,952 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $4,432 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Other Services by $4,432 to offset the increase in Retirement and Benefits.
- Reduce Other Services by $500,000 to upgrade the MfR system in FY 2013. Funding for these upgrades will reside within Non-Departmental.

Public Health Grant Fund (532)

- Increase Regular Benefits by $4,971 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase revenues by $101,773 and expenditures by $99,490 to reconcile expected grant awards in FY 2013.

Wellness Fund (615)

- Increase Regular Benefits by $1,026 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Personal Services by $145,991 to fully fund the Wellness Coordinator, Fitness Coordinator and Wellness Supervisor in FY 2013.
- Increase budget expenditures to right-size Supplies by $28,500 to include $9,500 General Supplies, $15,000 Medical Supplies and $4,000 Non Capital Equipment.
- Decrease budget expenditures to right size Services by $197,449 to include $240,599 Health Care Services, $41,150 Other Services and $2,000 Repairs & Maintenance.
- Decrease Internal Services Charges by $1,500 to align with FY 2013 charges.
- Decrease revenue by $23,432 based on FY 2012 Forecast.

Benefits Administration Fund (618)

- Increase Regular Benefits by $10,340 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Benefits and Personnel Salary Savings by $12,778 based on changing the average savings in FY 2012 Revised of 3.67% to an average savings of 3.00% in FY 2013.
- Increase Salary by $20,454 due to rate change in new hires.
- Decrease budget expenditures by $29,956 to right size Temporary Pay based on FY 2012 Forecast.
- Increase budget expenditures by $30,264 to right size Temporary Pay Adjustments based on FY 2012 Forecast.
- Increase budget expenditures by $100 to right size Overtime based on FY 2012 Forecast.
- Decrease budget expenditures by $7,059 to right size Benefits Salary Adjustment based on FY 2012 Forecast.
- Increase Other Benefits by $4,872 to align with FY 2013 charges for Internal Service Fund Charges.
- Increase budget expenditures by $995 to right size Temporary Benefits.
- Increase budget expenditures by $37,057 due to increase in Personal Services Allocation Out.
- Decrease budget expenditures by $94,415 due to decrease in Personal Services Allocation In.

- Increase budget expenditures to right size Supplies by $3,856 to include $2,600 General Supplies and $1,256 Fuel.
- Decrease Services by $541,805 to include $535,944 Other Services, $5,820 Rent & Operating Leases, $7,681 Repairs & Maintenance, $500 Travel, $500 Education & Training and $5,000 Postage/Freight/Handling based on FY 2012 Forecast.
- Decrease Internal Service Charges by $90,082 to align with FY 2013 charges.
- Increase Capital Equipment by $35,000 due to expected purchase of new computers.
- Decrease revenue by $686,667 as a result of premium rate changes in FY 2013.

General Fund (100) Non Recurring Non Project (0001)

- Budget for one-time expenditures of $1,000,000 for Silicon Valley Bank economic development grant.

Wellness (615) Non Recurring Non Project (0001)

- Budget for one-time expenditures of $268,795 for the Wellness Programs in the County and upgrades of exercise rooms.

Benefits Administration Fund (618) Non Recurring Non Project (0001)

- Budget for one-time expenditures of $121,825 for the purchase of computer desktops, lap tops and related computer set-up services.

Programs and Activities

Voluntary Benefits

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.

Activities that comprise this program include:

- Employee Flexible Spending Accounts
- Employee Life Insurance Benefits
- Employee Voluntary Insurance Benefits

Employee Flexible Spending Accounts

The purpose of the Employee Flexible Spending Accounts 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees satisfied with their health care flexible spending account.	82.0%	95.1%	95.1%	95.3%	0.2%	0.2%
Result	Percentage of employees satisfied with their dependent care flexible spending account.	50.1%	90.0%	90.0%	90.5%	0.5%	0.6%
Output	Average number of employees participating in a dependent care flexible spending account.	N/A	N/A	N/A	245	N/A	N/A
Output	Average number of employees participating in a health care flexible spending account.	N/A	N/A	N/A	1,901	N/A	N/A
Output	Average number of employees participating in a limited use flexible spending account.	N/A	N/A	N/A	148	N/A	N/A
Output	Average number of employees participating in a flexible spending account of any type.	N/A	N/A	N/A	2,294	N/A	N/A
Demand	Average number of employees enrolled in a dependent care flexible spending account.	N/A	N/A	N/A	245	N/A	N/A
Demand	Average number of employees enrolled in a health care flexible spending account.	N/A	N/A	N/A	1,901	N/A	N/A
Demand	Average number of employees enrolled in a limited use flexible spending account.	N/A	N/A	N/A	148	N/A	N/A
Demand	Average number of employees enrolled in a flexible spending account of any type.	N/A	N/A	N/A	2,294	N/A	N/A
Efficiency	Expenditure per employee participating in a dependent care or health care flexible spending account.	N/A	N/A	N/A	$ 1,476.60	N/A	N/A
Revenue							
	621 - FLEX SPENDING HEALTH	$ 2,008,189	$ 2,804,131	$ 2,555,870	$ 2,585,420	$ (218,711)	-7.8%
	622 - FLEX SPENDING DEP CARE	699,370	989,885	775,590	801,898	(187,987)	-19.0%
	TOTAL SOURCES	$ 2,707,559	$ 3,794,016	$ 3,331,460	$ 3,387,318	$ (406,698)	-10.7%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ 12,000	$ -	$ -	$ -	$ -	N/A
	621 - FLEX SPENDING HEALTH	2,397,983	2,804,131	2,526,769	2,585,420	218,711	7.8%
	622 - FLEX SPENDING DEP CARE	784,044	989,885	758,952	801,898	187,987	19.0%
	TOTAL USES	$ 3,194,027	$ 3,794,016	$ 3,285,721	$ 3,387,318	$ 406,698	10.7%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Life Insurance Benefits

The purpose of the Employee Life Insurance Benefits Activity is to provide life and accidental death and dismemberment insurance coverage to County benefit-eligible employees and their dependents so they can obtain affordable financial assistance in the event of death or dismemberment.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	56.1%	70.0%	70.0%	N/A	N/A	N/A
Result	Percentage of employees receiving additional life insurance who rated the benefit as affordable.	80.0%	87.0%	87.0%	N/A	N/A	N/A
Result	Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	63.1%	87.0%	87.0%	N/A	N/A	N/A
Result	Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	53.0%	67.9%	67.9%	N/A	N/A	N/A
Output	Average number of employees who receive basic life insurance coverage.	N/A	N/A	N/A	12,307	N/A	N/A
Output	Average number of employees who receive accidental death and dismemberment insurance coverage.	N/A	N/A	N/A	12,307	N/A	N/A
Output	Average number of employees who receive additional life insurance coverage.	N/A	N/A	N/A	8,141	N/A	N/A
Output	Average number of employees who receive child life insurance coverage.	N/A	N/A	N/A	3,666	N/A	N/A
Output	Average number of employees who receive spouse life insurance coverage.	N/A	N/A	N/A	3,586	N/A	N/A
Output	Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	N/A	N/A	N/A	1,795	N/A	N/A
Demand	Average number of employees enrolled in basic life insurance coverage	N/A	N/A	N/A	12,307	N/A	N/A
Demand	Average number of employees enrolled in accidental death and dismemberment insurance coverage	N/A	N/A	N/A	12,307	N/A	N/A
Demand	Average number of employees enrolled in additional life and accidental death and dismemberment insurance coverage.	N/A	N/A	N/A	4,155	N/A	N/A
Demand	Average number of employees enrolled in child life insurance coverage.	N/A	N/A	N/A	3,666	N/A	N/A
Demand	Average number of employees enrolled in spouse life insurance coverage.	N/A	N/A	N/A	3,586	N/A	N/A
Efficiency	Expenditure per employee who receives basic life, additional life, accidental death and dismemberment, child life and/or spouse life insurance coverage.	N/A	N/A	N/A	$ 158.64	N/A	N/A
Revenue							
	626 - FI LIFE AND AD AND D	$ 1,082,149	$ 1,130,769	$ 1,064,527	$ 330,175	$ (800,594)	-70.8%
	627 - SUPPLEMENTAL LIFE	3,583,979	3,880,123	3,659,395	2,831,922	(1,048,201)	-27.0%
	630 - DEPENDENT LIFE	486,618	506,927	499,008	254,957	(251,970)	-49.7%
	TOTAL SOURCES	$ 5,152,746	$ 5,517,819	$ 5,222,930	$ 3,417,054	$ (2,100,765)	-38.1%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ 23,610	$ -	$ -	$ -	$ -	N/A
	626 - FI LIFE AND AD AND D	1,050,096	1,130,769	1,058,341	330,175	800,594	70.8%
	627 - SUPPLEMENTAL LIFE	3,610,986	3,880,123	3,654,646	2,831,922	1,048,201	27.0%
	630 - DEPENDENT LIFE	492,647	506,927	496,264	254,957	251,970	49.7%
	TOTAL USES	$ 5,177,339	$ 5,517,819	$ 5,209,251	$ 3,417,054	$ 2,100,765	38.1%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Voluntary Insurance Benefits

The purpose of the Employee Voluntary Insurance Benefits Activity is to provide voluntary property, casualty and pre-paid legal insurance group rates to County employees so they can obtain affordable insurance coverage.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving voluntary insurance coverage who rated the benefit as affordable according to the annual benefit customer satisfaction survey.	N/A	N/A	N/A	89.0%	N/A	N/A
Output	Average number of employees receiving group rental insurance coverage.	N/A	N/A	N/A	3	N/A	N/A
Output	Average number of employees receiving accident insurance coverage.	N/A	N/A	N/A	374	N/A	N/A
Output	Average number of employees receiving critical illness insurance coverage.	N/A	N/A	N/A	128	N/A	N/A
Output	Average number of employees receiving term life insurance coverage.	N/A	N/A	N/A	63	N/A	N/A
Output	Average number of employees enrolled in whole life insurance coverage.	N/A	N/A	N/A	137	N/A	N/A
Output	Average number of employees receiving voluntary insurance coverage.	N/A	N/A	N/A	407	N/A	N/A
Output	Average number of employees receiving group prepaid legal services.	N/A	N/A	N/A	1,797	N/A	N/A
Demand	Average number of employees enrolled in group rental insurance.	N/A	N/A	N/A	3	N/A	N/A
Demand	Average number of employees enrolled in accident insurance.	N/A	N/A	N/A	374	N/A	N/A
Demand	Average number of employees enrolled in critical illness insurance.	N/A	N/A	N/A	128	N/A	N/A
Demand	Average number of employees enrolled in term life insurance.	N/A	N/A	N/A	63	N/A	N/A
Demand	Average number of employees enrolled in whole life insurance.	N/A	N/A	N/A	137	N/A	N/A
Demand	Average number of employees enrolled in voluntary insurance.	N/A	N/A	N/A	407	N/A	N/A
Demand	Average number of employees enrolled in group prepaid legal services.	N/A	N/A	N/A	1,797	N/A	N/A
Efficiency	Expenditure per employee receiving voluntary insurance coverage.	N/A	N/A	N/A	$ 126.47	N/A	N/A
Revenue							
	631 - VOLUNTARY BENEFITS	$ 304,030	$ 285,492	$ 597,655	$ 617,672	$ 332,180	116.4%
	TOTAL SOURCES	$ 304,030	$ 285,492	$ 597,655	$ 617,672	$ 332,180	116.4%
Expenditure							
	631 - VOLUNTARY BENEFITS	$ 306,278	$ 285,492	$ 591,427	$ 617,672	$ (332,180)	-116.4%
	TOTAL USES	$ 306,278	$ 285,492	$ 591,427	$ 617,672	$ (332,180)	-116.4%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Benefits and Wellness

The purpose of the Employee Benefits and Wellness Program is to provide health and other insurance and wellness services to Maricopa County employees and their families so they can effectively and affordable maintain and improve their health.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of departments who received the services who feel that as a result of services,	100.0%	71.7%	71.7%	72.5%	0.8%	1.1%
Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits	53.0%	61.9%	61.9%	67.0%	5.0%	8.2%
Percentage of behavioral health claims expense to premium revenue (loss ratio).	25.9%	100.0%	57.8%	100.0%	0.0%	0.0%
Percentage of employees receiving medical insurance coverage who consider benefits to be affordable according to the benefits customer satisfaction survey.	82.1%	91.1%	91.1%	91.1%	0.1%	0.1%
Percentage of medical claims expense to premium revenue (loss ratio).	101.1%	100.0%	92.6%	100.9%	0.9%	0.9%
Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	N/A	N/A	94.1%	N/A	N/A
Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	90.0%	87.0%	87.0%	91.0%	4.0%	4.6%
Percentage of pharmacy claims expense to premium revenue (loss ratio).	97.4%	100.0%	111.7%	101.2%	1.2%	1.2%
Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	N/A	N/A	87.0%	N/A	N/A
Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	82.0%	92.5%	92.5%	92.9%	0.4%	0.5%
Percentage of dental claims expense to premium revenue (loss ratio).	98.9%	100.0%	104.0%	100.0%	0.0%	0.0%
Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits according to the benefits customer satisfaction survey.	N/A	N/A	N/A	82.0%	N/A	N/A
Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	89.1%	89.1%	89.1%	89.2%	0.1%	0.1%
Percentage of vision claims expenses to premium revenue (loss ratio).	99.2%	100.0%	121.9%	100.0%	0.0%	0.0%
Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey	N/A	N/A	N/A	84.0%	N/A	N/A
Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	56.1%	70.0%	70.0%	N/A	N/A	N/A
Percentage of employees receiving additional life insurance who rated the benefit as affordable.	80.0%	87.0%	87.0%	N/A	N/A	N/A

Program Results (continued)

Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	63.1%	87.0%	87.0%	N/A	N/A	N/A
Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	53.0%	67.9%	67.9%	N/A	N/A	N/A
Percentage of employees satisfied with their health care flexible spending account.	82.0%	95.1%	95.1%	95.3%	0.2%	0.2%
Percentage of employees satisfied with their dependent care flexible spending account.	50.1%	90.0%	90.0%	90.5%	0.5%	0.6%
Percentage of employees receiving voluntary insurance coverage who rated the benefit as affordable according to the annual benefit customer satisfaction survey.	N/A	N/A	N/A	89.0%	N/A	N/A
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	52.0%	61.9%	61.9%	62.0%	0.1%	0.1%
Percentage of short-term disability claims expense to premium revenue (loss ratio).	70.2%	100.0%	91.2%	111.7%	11.7%	11.7%
Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	53.0%	71.0%	71.0%	73.0%	2.0%	2.8%
Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	115.5%	N/A	N/A
Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	100.0%	N/A	N/A
Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	10.1%	N/A	N/A
Percentage of employees who strongly agree they know more about their health following the screening	N/A	N/A	N/A	0.0%	N/A	N/A
Percentage of employees enrolled in medical insurance coverage who receive the medical insurance premium incentive reduction for completion of both biometric screening and the health assessment	N/A	N/A	N/A	33.5%	N/A	N/A
Percentage of employees and dependents who successfully complete all preventive care required by the Passport to Wellness program	N/A	N/A	N/A	0.0%	N/A	N/A
Percentage of employees and dependents enrolled in medical insurance coverage who identify a preventable health condition	N/A	N/A	N/A	0.0%	N/A	N/A
Percentage of employees who agree that on-site fitness classes were useful	N/A	N/A	N/A	95.0%	N/A	N/A
Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program pos tscreening	N/A	N/A	N/A	48.0%	N/A	N/A
Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program prescreening	N/A	N/A	N/A	1.0%	N/A	N/A
Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	N/A	N/A	N/A	N/A

Program Results (continued)

Percentage of customers indicating they were satisfied with the response to their call	N/A	N/A	N/A	85.0%	N/A	N/A

Activities that comprise this program include:

- Employee Behavioral Health Benefits
- Employee Benefits Customer Assistance
- Employee Dental Benefits
- Employee Ergonomics
- Employee Fitness
- Employee Medical Benefits
- Employee Metabolic Syndrome
- Employee Pharmacy Benefits
- Employee Preventative Health
- Employee Short-term Counseling and Referrals
- Employee Short-term Disability Insurance
- Employee Tobacco Cessation
- Employee Vision Insurance

Employee Behavioral Health Benefits Activity

The purpose of the Employee Behavioral Health Benefit Activity is to provide Behavioral Health insurance coverage to County benefit-eligible employees, retirees and their covered dependents so they can obtain effective and affordable behavioral health care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits	53.0%	61.9%	61.9%	67.0%	5.0%	8.2%
Result	Percentage of behavioral health claims expense to premium revenue (loss ratio).	25.9%	100.0%	57.8%	100.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving behavioral health insurance coverage.	N/A	N/A	N/A	10,149	N/A	N/A
Output	Average number of members receiving behavioral health insurance coverage.	23,629	22,782	25,677	23,382	600	2.6%
Demand	Average number of subscribers (covered employees and retirees) enrolled in behavioral health insurance coverage.	23,629	22,782	25,677	10,149	(12,633)	-55.5%
Demand	Average number of members enrolled in behavioral health insurance coverage.	N/A	N/A	N/A	23,382	N/A	N/A
Efficiency	Expenditure per subscriber (covered employee or retiree) receiving behavioral health insurance coverage.	$ -	$ 7.70	$ 5.80	$ 15.52	$ (7.82)	-101.5%
Efficiency	Expenditure per member receiving behavioral health insurance coverage.	N/A	N/A	N/A	$ 6.74	N/A	N/A
Revenue							
	614 - BEHAVIORAL HEALTH	$ 4,216,898	$ 2,104,872	$ 2,067,083	$ 1,889,896	$ (214,976)	-10.2%
	616 - CONTRACT ADMINISTRATION	7,158	3,511	-	-	(3,511)	-100.0%
	TOTAL SOURCES	$ 4,224,056	$ 2,108,383	$ 2,067,083	$ 1,889,896	$ (218,487)	-10.4%
Expenditure							
	614 - BEHAVIORAL HEALTH	$ 1,592,110	$ 2,104,872	$ 1,636,836	$ 1,889,896	$ 214,976	10.2%
	616 - CONTRACT ADMINISTRATION	5,379	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	29,480	-	-	-	-	N/A
	TOTAL USES	$ 1,626,969	$ 2,104,872	$ 1,636,836	$ 1,889,896	$ 214,976	10.2%

Activity Narrative: In FY 2011 and FY 2012, the number of subscribers (covered employees and retirees) enrolled in a behavioral health insurance also included the number of members. This caused revenue and demand to be over-estimated. In FY 2013, the number of subscribers is separate from the number of members, resulting in a significant decrease in demand and efficiency.

Employee Benefits Customer Assistance Activity

The purpose of the Employee Benefits Customer Assistance Activity is to provide employee benefits assistance and information to County benefit-eligible employees and their dependents so they can effectively use and appreciate their County benefits.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of customers indicating they were satisfied with the response to their call	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of responses to customer telephone calls and e-mails	N/A	N/A	N/A	11,323	N/A	N/A
Demand	Number of benefits customer service calls and e-mails	N/A	N/A	N/A	11,323	N/A	N/A
Efficiency	Total activity expenditure per customer service call and e-mail response	N/A	N/A	N/A	$ 48.44	N/A	N/A
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ -	$ -	$ -	$ 548,526	$ (548,526)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 548,526	$ (548,526)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Dental Benefits Activity

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

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	82.0%	92.5%	92.5%	92.9%	0.4%	0.5%
Result	Percentage of dental claims expense to premium revenue (loss ratio).	98.9%	100.0%	104.0%	100.0%	0.0%	0.0%
Result	Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits according to the benefits customer satisfaction survey.	N/A	N/A	N/A	82.0%	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving dental insurance coverage	N/A	N/A	N/A	11,315	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving self-insured dental insurance coverage.	N/A	N/A	N/A	4,791	N/A	N/A
Output	Average number of members receiving dental insurance coverage.	24,142	19,606	26,474	26,204	6,598	33.7%
Output	Average number of subscribers (covered employees and retirees) receiving fully insured dental insurance coverage.	N/A	N/A	N/A	6,524	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving pre-paid dental insurance coverage.	N/A	N/A	N/A	1,702	N/A	N/A
Output	Average number of members receiving fully insured dental insurance coverage	N/A	N/A	N/A	11,065	N/A	N/A
Output	Average number of members receiving self-insured dental insurance coverage	N/A	N/A	N/A	11,576	N/A	N/A
Output	Average number of members receiving pre-paid dental insurance coverage	N/A	N/A	N/A	3,563	N/A	N/A
Demand	Average number of subscribers (covered employees and retirees) enrolled in dental insurance coverage.	N/A	N/A	N/A	11,315	N/A	N/A
Demand	Average number of members enrolled in dental insurance coverage.	24,142	19,606	26,474	26,204	6,598	33.7%
Efficiency	Expenditure per member who received dental insurance coverage	$ -	$ 458.54	$ 343.61	$ 28.18	$ 430.37	93.9%
Revenue							
	607 - FI DENTAL PPO	$ 5,201,492	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ (206,047)	-4.1%
	616 - CONTRACT ADMINISTRATION	27,652	-	-	-	-	N/A
	625 - FI PREPAID DENTAL	400,509	418,926	382,056	396,386	(22,540)	-5.4%
	629 - SI DENTAL	3,313,860	3,573,945	3,781,053	3,672,387	98,442	2.8%
	TOTAL SOURCES	$ 8,943,513	$ 8,990,194	$ 9,094,234	$ 8,860,049	$ (130,145)	-1.4%
Expenditure							
	607 - FI DENTAL PPO	$ 5,216,341	$ 4,997,323	$ 4,931,125	$ 4,791,276	$ 206,047	4.1%
	616 - CONTRACT ADMINISTRATION	20,777	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	113,960	-	-	-	-	N/A
	625 - FI PREPAID DENTAL	401,021	418,926	381,990	396,386	22,540	5.4%
	629 - SI DENTAL	3,390,396	3,573,945	3,783,691	3,672,387	(98,442)	-2.8%
	TOTAL USES	$ 9,142,495	$ 8,990,194	$ 9,096,806	$ 8,860,049	$ 130,145	1.4%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Ergonomics Activity

The purpose of the Employee Ergonomics Activity is to provide recommendations for work tools and workspace that provide and efficient and productive work environment to County employees so they can avoid or mitigate discomfort and injury in the workplace.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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 (with reduced risk related to ergonomics).	100.0%	71.7%	71.7%	72.5%	0.8%	1.1%
Output	Number of ergonomic evaluations completed	4,330	4,303	4,838	4,920	617	14.3%
Demand	Number of ergonomic evaluations requested	4,823	4,361	3,638	4,920	559	12.8%
Efficiency	Expenditure per evaluation completed	N/A	N/A	N/A	$ 52.27	N/A	N/A
Revenue							
	618 - BENEFIT ADMINISTRATION	$ -	$ 257,211	$ -	$ -	$ (257,211)	-100.0%
	TOTAL SOURCES	$ -	$ 257,211	$ -	$ -	$ (257,211)	-100.0%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ 258,183	$ 255,947	$ 259,874	$ 257,174	$ (1,227)	-0.5%
	TOTAL USES	$ 258,183	$ 255,947	$ 259,874	$ 257,174	$ (1,227)	-0.5%

Activity Narrative: The revenue was budgeted in error in FY 2012 Revised; this activity does not generate revenue.

Employee Fitness Activity

The purpose of the Employee Fitness Activity is to provide fitness education, facilities, activities and classes to County employees and dependents so they can improve their physical fitness.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees who agree that on-site fitness classes were useful	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Number of participants in on-site fitness classes	N/A	N/A	N/A	17,492	N/A	N/A
Demand	Number of employees who register for on-site fitness classes	N/A	N/A	N/A	870	N/A	N/A
Efficiency	Total activity expenditure per on-site fitness class participant	N/A	N/A	N/A	$ 25.43	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ -	$ -	$ 444,760	$ (444,760)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 444,760	$ (444,760)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Medical Benefits Activity

The purpose of the Employee Medical Benefits Activity is to provide Medical insurance coverage to County benefits-eligible employees, retirees and their dependents so they can have access to effective and affordable medical care.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving medical insurance coverage who consider benefits to be affordable according to the benefits customer satisfaction survey.	82.1%	91.1%	91.1%	91.1%	0.1%	0.1%
Result	Percentage of medical claims expense to premium revenue (loss ratio).	101.1%	100.0%	92.6%	100.9%	0.9%	0.9%
Result	Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	N/A	N/A	94.1%	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a Health Savings Account	N/A	N/A	N/A	1,276	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving medical insurance coverage.	N/A	N/A	N/A	11,133	N/A	N/A
Output	Average number of members receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a health savings account.	1,224	1,230	2,183	2,976	1,746	142.0%
Output	Average number of members receiving medical insurance coverage.	23,630	23,481	25,678	25,534	2,053	8.7%
Output	Average number of employees receiving medical insurance coverage.	N/A	N/A	N/A	11,018	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving HMO medical insurance coverage.	N/A	N/A	N/A	5,106	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving PPO medical insurance coverage.	N/A	N/A	N/A	4,751	N/A	N/A
Output	Average number of members receiving HMO medical insurance coverage	N/A	N/A	N/A	12,209	N/A	N/A
Output	Average number of members receiving PPO medical insurance coverage.	N/A	N/A	N/A	10,349	N/A	N/A
Demand	Average number of subscribers (covered eligible employees and retirees) enrolled in medical insurance coverage.	N/A	N/A	N/A	11,133	N/A	N/A
Demand	Average number of members enrolled in medical insurance coverage.	23,630	23,481	25,677	25,534	2,053	8.7%
Efficiency	Expenditure per subscriber (employee or retiree) receiving medical benefit coverage	N/A	N/A	N/A	$ 770.53	N/A	N/A
Efficiency	Expenditure per member receiving medical benefit coverage.	$ -	$ 340.45	$ 315.96	$ 335.96	$ 4.49	1.3%
Revenue							
	601 - CMG MEDICAL	$ 36,877,764	$ 38,798,632	$ 39,229,207	$ 45,309,309	$ 6,510,677	16.8%
	602 - CMG LOW OPTION	1,173,809	1,201,113	1,199,730	-	(1,201,113)	-100.0%
	603 - OAP IN	16,617,112	17,985,367	16,652,355	-	(17,985,367)	-100.0%
	604 - OAP MEDICAL	27,159,801	29,754,654	28,064,163	43,667,011	13,912,357	46.8%
	605 - OAP LOW OPTION	2,054,223	2,187,205	2,437,621	-	(2,187,205)	-100.0%
	606 - CHOICE FUND H.S.A.	5,405,927	5,514,104	9,007,319	12,239,116	6,725,012	122.0%
	616 - CONTRACT ADMINISTRATION	184,457	275,413	-	-	(275,413)	-100.0%
	619 - ONSITE PHARMACY CLINIC	-	-	-	429,138	429,138	N/A
	632 - CIGNA FOR SENIORS	565,925	488,400	684,895	662,544	174,144	35.7%
	900 - ELIMINATIONS	-	-	-	(429,138)	(429,138)	N/A
	TOTAL SOURCES	$ 90,039,018	$ 96,204,888	$ 97,275,290	$101,877,980	$ 5,673,092	5.9%

Expenditure							
	601 - CMG MEDICAL	$ 36,746,310	$ 38,798,632	$ 37,927,574	$ 45,759,309	$ (6,960,677)	-17.9%
	602 - CMG LOW OPTION	1,409,809	1,201,113	874,356	-	1,201,113	100.0%
	603 - OAP IN	16,134,129	17,985,367	12,853,432	-	17,985,367	100.0%
	604 - OAP MEDICAL	29,892,135	29,754,654	28,072,617	44,117,011	(14,362,357)	-48.3%
	605 - OAP LOW OPTION	2,284,169	2,187,205	1,621,048	-	2,187,205	100.0%
	606 - CHOICE FUND H.S.A.	4,892,831	5,514,104	7,268,945	12,239,116	(6,725,012)	-122.0%
	616 - CONTRACT ADMINISTRATION	156,118	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	605,793	-	-	-	-	N/A
	619 - ONSITE PHARMACY CLINIC	-	-	-	591,138	(591,138)	N/A
	632 - CIGNA FOR SENIORS	567,485	488,400	625,777	662,544	(174,144)	-35.7%
	900 - ELIMINATIONS	-	-	-	(429,138)	429,138	N/A
	TOTAL USES	$ 92,688,779	$ 95,929,475	$ 89,243,749	$102,939,980	$ (7,010,505)	-7.3%

Activity Narrative: The following medical plans are being eliminated in FY 2013: CMG Low (602), OAP In (603) and OAP Low (605). This will help contain costs for the County, and enhance employees' medical coverage and reduce potential exposure to high out of pocket expenses.

Employee Metabolic Syndrome Activity

The purpose of the Employee Metabolic Syndrome Activity is to provide education, training and coaching on risk factors associated with Metabolic Syndrome to County employees and dependents so they can prevent or mitigate health risk factors.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program pos tscreening	N/A	N/A	N/A	48.0%	N/A	N/A
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program prescreening	N/A	N/A	N/A	1.0%	N/A	N/A
Output	Number of employees who completed the metabolic syndrome program	N/A	N/A	N/A	50	N/A	N/A
Output	Number of employees who participated in the metabolic syndrome program	N/A	N/A	N/A	200	N/A	N/A
Demand	Number of employees eligible to participate in the metabolic syndrome program	N/A	N/A	N/A	6,959	N/A	N/A
Efficiency	Total activity expenditure per metabolic syndrome program participant	N/A	N/A	N/A	$ 269.91	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ -	$ -	$ 53,982	$ (53,982)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 53,982	$ (53,982)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Pharmacy Benefits Activity

The purpose of the Employee Pharmacy Benefits Activity is to provide pharmacy insurance coverage to County employees, retirees and their dependents so they can obtain effective and affordable prescribed medications.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	90.0%	87.0%	87.0%	91.0%	4.0%	4.6%
Result	Percentage of pharmacy claims expense to premium revenue (loss ratio).	97.4%	100.0%	111.7%	101.2%	1.2%	1.2%
Result	Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	N/A	N/A	87.0%	N/A	N/A
Output	Average number of subscribers (covered employees and retirees) receiving pharmacy insurance coverage.	N/A	N/A	N/A	9,875	N/A	N/A
Output	Average number of members receiving pharmacy insurance coverage.	22,412	22,294	23,495	22,558	264	1.2%
Demand	Average number of subscribers (covered employees and retirees) enrolled for pharmacy insurance coverage.	N/A	N/A	N/A	9,875	N/A	N/A
Demand	Average number of members enrolled in pharmacy insurance coverage.	22,412	22,294	23,495	22,558	264	1.2%
Efficiency	Expenditure per subscriber (covered employees and retirees) receiving pharmacy insurance coverage.	N/A	N/A	N/A	$ 106.20	N/A	N/A
Efficiency	Expenditure per member receiving pharmacy insurance coverage.	$ -	$ 48.85	$ 56.92	$ 46.49	$ 2.36	4.8%
Revenue							
	608 - COINSURANCE PHARMACY	$ 12,169,687	$ 11,358,884	$ 10,904,534	$ 12,584,880	$ 1,225,996	10.8%
	609 - CONSUMER CHOICE	1,910,244	1,711,120	1,732,668	-	(1,711,120)	-100.0%
	616 - CONTRACT ADMINISTRATION	57,297	-	-	-	-	N/A
	619 - ONSITE PHARMACY CLINIC	-	-	-	640,862	640,862	N/A
	900 - ELIMINATIONS	-	-	-	(640,862)	(640,862)	N/A
	TOTAL SOURCES	$ 14,137,228	$ 13,070,004	$ 12,637,202	$ 12,584,880	$ (485,124)	-3.7%
Expenditure							
	608 - COINSURANCE PHARMACY	$ 11,718,140	$ 11,358,884	$ 12,973,092	$ 12,584,880	$ (1,225,996)	-10.8%
	609 - CONSUMER CHOICE	2,746,756	1,711,120	1,738,772	-	1,711,120	100.0%
	616 - CONTRACT ADMINISTRATION	43,052	-	-	-	-	N/A
	618 - BENEFIT ADMINISTRATION	236,170	-	-	-	-	N/A
	619 - ONSITE PHARMACY CLINIC	-	-	-	640,862	(640,862)	N/A
	900 - ELIMINATIONS	-	-	-	(640,862)	640,862	N/A
	TOTAL USES	$ 14,744,118	$ 13,070,004	$ 14,711,864	$ 12,584,880	$ 485,124	3.7%

Activity Narrative: The Consumer Choice Fund (609) is being eliminated in FY 2013. As a result, employees will receive reduced premiums or only modest increases in their pharmacy plan costs. In addition, the On-Site Pharmacy/Clinic will be funded by the County in FY 2013 with daily operations managed by Walgreens.

Employee Preventive Health Activity

The purpose of the Employee Preventive Health Activity is to provide health screenings and immunizations to County employees and dependents so they can prevent or detect health conditions and risks in a timely manner.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees who strongly agree they know more about their health following the screening	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percentage of employees enrolled in medical insurance coverage who receive the medical insurance premium incentive reduction for completion of both biometric screening and the health assessment	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percentage of employees and dependents who successfully complete all preventive care required by the Passport to Wellness program	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percentage of employees and dependents enrolled in medical insurance coverage who identify a preventable health condition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of employees who participate in biometric screenings	N/A	N/A	N/A	9,000	N/A	N/A
Output	Number of influenza vaccinations administered	N/A	N/A	N/A	4,060	N/A	N/A
Demand	Number of biometric screenings requested	N/A	N/A	N/A	9,000	N/A	N/A
Demand	Number of influenza vaccinations requested	N/A	N/A	N/A	4,060	N/A	N/A
Efficiency	Total activity expenditure per biometric screening conducted	N/A	N/A	N/A	$ 379.59	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ -	$ -	$ 3,416,337	$ (3,416,337)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,416,337	$ (3,416,337)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Short-Term Counseling and Referrals Activity

The purpose of the Employee Short-Term Counseling and Referrals Activity is to 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	52.0%	61.9%	61.9%	62.0%	0.1%	0.1%
Output	Number of active employees who received short-term counseling and referral services.	12,652	12,749	12,870	12,354	(395)	-3.1%
Demand	Number of active employees requesting short-term counseling and referral services.	12,785	12,749	12,889	12,354	(395)	-3.1%
Efficiency	Expenditure per employee receiving short-term counseling and referral services	$ -	$ 1.35	$ 1.32	$ 1.36	$ (0.01)	-0.8%
Revenue							
	628 - EMPLOYEE ASSISTANCE	$ 188,427	$ 206,332	$ 204,053	$ 201,617	$ (4,715)	-2.3%
	TOTAL SOURCES	$ 188,427	$ 206,332	$ 204,053	$ 201,617	$ (4,715)	-2.3%
Expenditure							
	628 - EMPLOYEE ASSISTANCE	$ 188,387	$ 206,332	$ 204,053	$ 201,617	$ 4,715	2.3%
	TOTAL USES	$ 188,387	$ 206,332	$ 204,053	$ 201,617	$ 4,715	2.3%

Employee Short-Term Disability Activity

The purpose of the Employee Short-Term Disability Activity is to provide short-term disability insurance coverage to County employees so they can obtain affordable income replacement in the event of a disability that prevents them from working.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of short-term disability claims expense to premium revenue (loss ratio).	70.2%	100.0%	91.2%	111.7%	11.7%	11.7%
Result	Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	53.0%	71.0%	71.0%	73.0%	2.0%	2.8%
Result	Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	115.5%	N/A	N/A
Result	Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	N/A	N/A	N/A	10.1%	N/A	N/A
Output	Average number of employees receiving short-term disability insurance.	7,812	7,798	8,064	8,003	205	2.6%
Output	Average number of employees receiving 60% short-term disability insurance.	N/A	N/A	N/A	5,202	N/A	N/A
Output	Average number of employees receiving 50% short-term disability insurance.	N/A	N/A	N/A	1,702	N/A	N/A
Output	Average number of employees receiving 40% short-term disability insurance.	N/A	N/A	N/A	1,099	N/A	N/A
Demand	Average number of employees enrolled in short-term disability insurance.	7,812	7,798	8,064	8,003	205	2.6%
Demand	Average number of employees enrolled in 60% short-term disability insurance.	N/A	N/A	N/A	5,202	N/A	N/A
Demand	Average number of employees enrolled in 50% short-term disability insurance.	N/A	N/A	N/A	1,702	N/A	N/A
Demand	Average number of employees enrolled in 40% short-term disability insurance.	N/A	N/A	N/A	1,099	N/A	N/A
Efficiency	Expenditure per employee who received short-term disability insurance coverage.	$ -	$ 30.84	$ 21.14	$ 21.58	$ 9.25	30.0%
Revenue							
	610 - 70 PERCENT STD	$ 1,976,198	$ -	$ -	$ -	$ -	N/A
	611 - 60 PERCENT STD	462,078	1,384,936	1,408,807	1,408,140	23,204	1.7%
	612 - 50 PERCENT STD	393,281	297,718	305,369	304,556	6,838	2.3%
	613 - 40 PERCENT STD	187,766	142,859	141,929	142,180	(679)	-0.5%
	TOTAL SOURCES	$ 3,019,323	$ 1,825,513	$ 1,856,105	$ 1,854,876	$ 29,363	1.6%
Expenditure							
	610 - 70 PERCENT STD	$ 1,447,617	$ -	$ -	$ -	$ -	N/A
	611 - 60 PERCENT STD	342,252	2,173,104	1,408,807	1,625,925	547,179	25.2%
	612 - 50 PERCENT STD	310,055	477,494	226,595	304,556	172,938	36.2%
	613 - 40 PERCENT STD	79,438	234,901	69,184	142,180	92,721	39.5%
	TOTAL USES	$ 2,179,362	$ 2,885,499	$ 1,704,586	$ 2,072,661	$ 812,838	28.2%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Tobacco Cessation Activity

The purpose of the Employee Tobacco Cessation Activity is to provide tobacco cessation education, coaching, medications and supplies to County employees and dependents so they can stop using tobacco products.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of employees that completed the tobacco smoking cessation program	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of employees who participate in the tobacco smoking cessation program	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of employees who enroll in the tobacco smoking cessation program	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per tobacco smoking cessation program participant	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ -	$ -	$ 23,982	$ (23,982)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 23,982	$ (23,982)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Employee Vision Insurance Activity

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

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	89.1%	89.1%	89.1%	89.2%	0.1%	0.1%
Result	Percentage of vision claims expenses to premium revenue (loss ratio).	99.2%	100.0%	121.9%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey	N/A	N/A	N/A	84.0%	N/A	N/A
Output	Average number of subscribers (employees plus retirees) receiving vision insurance coverage	N/A	N/A	N/A	11,432	N/A	N/A
Output	Average number of members enrolled in vision insurance coverage	24,472	23,116	25,682	25,535	2,419	10.5%
Demand	Average number of subscribers (employees Plus retirees) enrolled for vision insurance coverage.	N/A	N/A	N/A	11,432	N/A	N/A
Demand	Average number of members enrolled for vision insurance coverage.	24,133	23,116	26,189	25,535	2,419	10.5%
Efficiency	Expenditure per member who received vision insurance coverage.	$ -	$ 4.79	$ 5.65	$ 5.02	$ (0.23)	-4.8%
Revenue							
	616 - CONTRACT ADMINISTRATION	$ 4,152	$ -	$ -	$ -	$ -	N/A
	623 - VISION	1,340,811	1,327,632	1,417,645	1,537,504	209,872	15.8%
	624 - STAND ALONE VISION	64,325	-	31,039	-	-	N/A
	TOTAL SOURCES	$ 1,409,288	$ 1,327,632	$ 1,448,684	$ 1,537,504	$ 209,872	15.8%
Expenditure							
	616 - CONTRACT ADMINISTRATION	$ 3,122	$ -	$ -	$ -	$ -	N/A
	618 - BENEFIT ADMINISTRATION	17,120	-	-	-	-	N/A
	623 - VISION	1,430,053	1,327,632	1,421,301	1,537,504	(209,872)	-15.8%
	624 - STAND ALONE VISION	45,364	-	30,649	-	-	N/A
	TOTAL USES	$ 1,495,659	$ 1,327,632	$ 1,451,950	$ 1,537,504	$ (209,872)	-15.8%

Activity Narrative: The Stand Alone Vision Plan Fund (624) is being eliminated in FY 2013 to reflect the consolidation of vision benefits to one plan with a single set of premiums.

Economic Development Program

The purpose of the Economic Development Program is to provide economic development services to industries, small businesses enterprises, nonprofits, and visitors so they can expand economic opportunities within Maricopa County.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percentage of local businesses assisted with competing for government contracts that	N/A	N/A	N/A	N/A	N/A	N/A
Actual resort room nights as a percentage of the goal	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of jobs created that are high-wage jobs	N/A	N/A	N/A	43.8%	N/A	N/A

Activities that comprise this program include:

- Business and Non Profit Assistance
- Regional Industry Promotion and Development
- Regional Visitor and Tourism Promotion

Business and Non Profit Assistance Activity

The purpose of the Business and Non Profit Assistance Activity is to provide assistance with organization development, competition for government contract, and information to small businesses and nonprofit organization so they can expand economic opportunities in Maricopa County.

Mandates: None.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of local businesses assisted with competing for government contracts that reported adding jobs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of community and faith-based organizations receiving individual technical assistance.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of local businesses assisted with competing for government contracts.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of local businesses using web page assistance services.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of local businesses and community and faith-based organizations assisted.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of community and faith-based organizations requiring individual technical assistance.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of local businesses requiring assistance with bidding on government contracts.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of local businesses seeking web page assistance services.	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Expenditures per local business or community and faith-based organization assisted.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 196,000	$ (196,000)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 196,000	$ (196,000)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Regional Industry Promotion and Development

The purpose of the Regional Visitor and Tourism Promotion Activity is to provide regional economic development promotion, industry prospecting, and business recruitment to high-wage base industries considering location or expansion in Maricopa County so they can generate export income and high-wage employment opportunities.

Mandates: None.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of jobs created that are high-wage jobs	N/A	N/A	N/A	43.8%	N/A	N/A
Output	Number of jobs created	N/A	N/A	N/A	3,200	N/A	N/A
Output	Number of qualified prospects relocating to Maricopa County	N/A	N/A	N/A	200	N/A	N/A
Demand	Number of qualified prospects	N/A	N/A	N/A	200	N/A	N/A
Efficiency	Total activity expenditures per job created	N/A	N/A	N/A	$ 557.50	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,784,009	$ (1,784,009)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 1,784,009	$ (1,784,009)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Regional Visitor and Tourism Activity

The purpose of the Regional Visitor and Tourism Activity is to provide convention, sporting event and tourism promotion and assistance services to convention and sporting event organizers and visitors so they can contribute to the economic vitality of Maricopa County.

Mandates: None.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Actual resort room nights as a percentage of the goal	N/A	N/A	N/A	N/A	N/A	N/A
Output	Member Leads/Distributions	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Visitor guide requests	N/A	N/A	N/A	8,000	N/A	N/A
Efficiency	Total activity expenditure per member leads/distribution	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 272,500	$ (272,500)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 272,500	$ (272,500)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Behavioral Health Program

The purpose of the Trial Delivery Program is to provide treatment, evaluation and security services to persons with serious mental health conditions so they can maintain and improve their mental health.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of persons secured and transported by law enforcement for mental health commitment hearings that appear on time for their hearing.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of mental health commitment second affidavits prepared and delivered on time.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Mental Health Commitment Secure Transports
- Mental Health Commitment Testimony
- Sexually Violent Person Commitments

Mental Health Commitment Secure Transports Activity

The purpose of the Mental Health Commitment Secure Transports Activity is to provide secure transportation to mental health court to County residents subject to mental health commitment proceedings so they can safely attend and appear in court.

Mandates: ARS § 36-545.06

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of persons secured and transported by law enforcement for mental health commitment hearings that appear on time for their hearing.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of persons secured and transported by law enforcement for mental health commitment hearings.	N/A	N/A	N/A	2,193	N/A	N/A
Demand	Number of persons ordered to be secured and transported by law enforcement for mental health commitment hearings.	N/A	N/A	N/A	2,193	N/A	N/A
Efficiency	Expenditure per person secured and transported by law enforcement for mental health commitment hearings.	N/A	N/A	N/A	$ 47.88	N/A	N/A
Expenditure							
	100 - GENERAL	$ 66,185	$ 77,200	$ 83,868	$ 105,000	$ (27,800)	-36.0%
	TOTAL USES	$ 66,185	$ 77,200	$ 83,868	$ 105,000	$ (27,800)	-36.0%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Mental Health Commitment Testimony Activity

The purpose of the Mental Health Commitment Testimony Activity is to provide testimony at mental health commitment hearings by mental health professionals to County residents subject to mental health commitment proceedings so they can receive a fully informed judgment by the mental health court.

Mandates: ARS § 36-545.06

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of mental health commitment second affidavits prepared and delivered on time.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of mental health commitment second affidavits prepared and delivered.	N/A	N/A	N/A	2,750	N/A	N/A
Demand	Number of mental health commitment second affidavits ordered by the court.	N/A	N/A	N/A	2,750	N/A	N/A
Efficiency	Expenditure mental health commitment per second affidavit prepared and delivered.	N/A	N/A	N/A	$ 290.91	N/A	N/A
Expenditure							
	100 - GENERAL	$ 619,362	$ 575,000	$ 653,774	$ 800,000	$ (225,000)	-39.1%
	TOTAL USES	$ 619,362	$ 575,000	$ 653,774	$ 800,000	$ (225,000)	-39.1%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Sexually Violent Person Commitments Activity

The purpose of the Sexually Violent Person Commitments Activity is to provide secured hospitalization and treatment at the Arizona State Hospital to persons committed by the court so they can avoid victimizing other individuals.

Mandates: Laws 2011, First Regular Session, Chapter 31, Section 20

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Average number of Maricopa County residents in commitment at the Arizona State Hospital as Sexually Violent Persons.	N/A	N/A	N/A	47	N/A	N/A
Demand	Average number of Maricopa County residents committed as Sexually Violent Persons by the Court.	N/A	N/A	N/A	47	N/A	N/A
Efficiency	County expenditure per Maricopa County resident in commitment at the Arizona State Hospital as Sexually Violent Persons.	N/A	N/A	N/A	$ 85,106.38	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,316,928	$ 5,000,000	$ 3,826,337	$ 4,000,000	$ 1,000,000	20.0%
	TOTAL USES	$ 1,316,928	$ 5,000,000	$ 3,826,337	$ 4,000,000	$ 1,000,000	20.0%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

Indigent Medical Care Program

The purpose of the Indigent Medical Care Program is to provide acute medical services to eligible Maricopa County citizen so they can maintain and improve their health.

Indigent Long Term Care Program

The purpose of the Long Term Care Program is to provide institutional and community-based long-term care services to Maricopa County residents who received services from the County at the time ALTCS was implements, but who do not meet ALTCS eligibility standards, so they can maintain or improve their health.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percentage of persons in County Residual long-term care who maintain or improve their level of care.	N/A	N/A	N/A	100.0%	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 institutional and community-based long-term care services to Maricopa County residents who received services from the County at the time ALTCS was implemented, but who do not meet ALTCS eligibility standards, 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of persons in County Residual long-term care who maintain or improve their level of care.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average number of members receiving County Residual long-term care services.	2	2	2	2	-	0.0%
Demand	Average number of members enrolled in County Residual long-term care services.	2	2	2	2	-	0.0%
Efficiency	Expenditure per member receiving County Residual long-term care services.	$ 11,741.75	$ 25,000.00	$ 11,162.00	$ 8,556.58	$ 16,443.42	65.8%
Revenue							
	100 - GENERAL	$ 6,876	$ 6,876	$ 6,996	$ 7,000	$ 124	1.8%
	TOTAL SOURCES	$ 6,876	$ 6,876	$ 6,996	$ 7,000	$ 124	1.8%
Expenditure							
	100 - GENERAL	$ 93,934	$ 200,000	$ 89,296	$ 205,358	$ (5,358)	-2.7%
	TOTAL USES	$ 93,934	$ 200,000	$ 89,296	$ 205,358	$ (5,358)	-2.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of employees who believe that Managing for Results will increase	N/A	75.0%	55.0%	55.0%	(20.0%)	-26.7%
Percent of departments rating Managing for Results consultation services as very helpful.	N/A	100.0%	80.0%	80.0%	(20.0%)	-20.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of employees who believe that Managing for Results will increase organizational effectiveness.	N/A	75.0%	55.0%	55.0%	(20.0%)	-26.7%
Result	Percent of departments rating Managing for Results consultation services as very helpful.	N/A	100.0%	80.0%	80.0%	(20.0%)	-20.0%
Output	Number of facilitated department strategic business plans.	N/A	N/A	N/A	27	N/A	N/A
Output	Number of strategic business plan reviews.	N/A	N/A	N/A	27	N/A	N/A
Demand	Number of strategic business plan reviews requested.	N/A	8	8	27	19	237.5%
Demand	Number of department strategic business plans to be updated	N/A	N/A	N/A	27	N/A	N/A
Efficiency	Expenditure per updated department strategic business plan.	N/A	N/A	N/A	$ 25,934.07	N/A	N/A
Expenditure							
	100 - GENERAL	$ 163,639	$ 687,543	$ 411,899	$ 700,220	$ (12,677)	-1.8%
	TOTAL USES	$ 163,639	$ 687,543	$ 411,899	$ 700,220	$ (12,677)	-1.8%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of clients tested with a Viral load below level of detection	0.0%	33.5%	22.8%	33.5%	0.0%	0.1%
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	45.5%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of clients tested with a Viral load below level of detection	0.0%	33.5%	22.8%	33.5%	0.0%	0.1%
Output	Number of core medical units of service received	68,463	235,912	261,444	234,000	(1,912)	-0.8%
Output	Average number of eligible clients receiving core medical services	606	3,920	2,184	1,600	(2,320)	-59.2%
Demand	Number of core medical units of service units requested	68,463	235,912	261,431	234,000	(1,912)	-0.8%
Demand	Average number of eligible clients requesting core medical services	2,580	2,798	2,665	2,800	2	0.1%
Efficiency	Expenditure per unit of core medical services received	$ -	$ 24.77	$ 11.93	$ 25.17	$ (0.40)	-1.6%
Efficiency	Expenditure per eligible client receiving core medical services.	N/A	N/A	N/A	$ 306.80	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ 5,848,093	$ 3,404,774	$ 5,912,135	$ 64,042	1.1%
	TOTAL SOURCES	$ -	$ 5,848,093	$ 3,404,774	$ 5,912,135	$ 64,042	1.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ 5,844,259	$ 3,119,037	$ 5,890,528	$ (46,269)	-0.8%
	TOTAL USES	$ -	$ 5,844,259	$ 3,119,037	$ 5,890,528	$ (46,269)	-0.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	45.5%	N/A	N/A
Output	Number of non-medical support units of service received	52,795	55,164	25,645	39,084	(16,080)	-29.1%
Output	Average number of eligible clients with referral to non-medical support services.	N/A	N/A	N/A	110	N/A	N/A
Output	Average number of eligible clients receiving non-medical support services.	N/A	N/A	N/A	783	N/A	N/A
Demand	Number of non-medical support units requested	52,795	55,164	25,645	39,084	(16,080)	-29.1%
Demand	Average number of eligible clients requesting non-medical support services.	N/A	N/A	N/A	783	N/A	N/A
Efficiency	Expenditure per non-medical support unit of service received	$ -	$ 19.46	$ 44.00	$ 28.44	$ (8.97)	-46.1%
Efficiency	Expenditure per eligible client receiving non-medical support services.	N/A	N/A	N/A	$ 118.28	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ 1,073,669	$ 842,638	$ 1,111,400	$ 37,731	3.5%
	TOTAL SOURCES	$ -	$ 1,073,669	$ 842,638	$ 1,111,400	$ 37,731	3.5%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ 1,073,669	$ 1,128,375	$ 1,111,400	$ (37,731)	-3.5%
	TOTAL USES	$ -	$ 1,073,669	$ 1,128,375	$ 1,111,400	$ (37,731)	-3.5%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Maricopa County residents infected with tuberculosis provided inpatient	N/A	N/A	N/A	100.0%	N/A	N/A

Tuberculosis Hospitalization Orders Activity

The purpose of Tuberculosis Hospitalization Orders Activity is to provide hospitalization and quarantine ordered by the County Public Health Officer to persons infected with Tuberculosis so they can avoid infecting other individuals.

Mandate: ARS § 36-717

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Maricopa County residents infected with tuberculosis provided inpatient hospitalization that reduce their risk of infecting others.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of Maricopa County residents infected with tuberculosis provided inpatient hospitalization.	N/A	N/A	N/A	2	N/A	N/A
Demand	Number of Maricopa County residents infected with tuberculosis ordered to inpatient hospitalization by the Public Health Officer.	N/A	N/A	N/A	2	N/A	N/A
Efficiency	Expenditure per Maricopa County residents infected with tuberculosis provided inpatient hospitalization.	N/A	N/A	N/A	$ 250,000.00	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 500,000	$ (500,000)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 500,000	$ (500,000)	N/A

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible. These measures will be reviewed again during the FY 2014 Strategic Business Plan update.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$114,698,304	$154,518,900	$154,311,709	$148,533,600	$ 5,985,300	3.9%
	TOTAL USES	$114,698,304	$154,518,900	$154,311,709	$148,533,600	$ 5,985,300	3.9%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$ 15,247,381	$ 20,575,000	$ 22,289,583	$ 20,225,200	$ 349,800	1.7%
	TOTAL USES	$ 15,247,381	$ 20,575,000	$ 22,289,583	$ 20,225,200	$ 349,800	1.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$ 39,483,492	$ 41,457,672	$ 41,457,672	$ 43,530,556	$ (2,072,884)	-5.0%
	TOTAL USES	$ 39,483,492	$ 41,457,672	$ 41,457,672	$ 43,530,556	$ (2,072,884)	-5.0%

Indigent Non-SMI Behavioral 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 3,366,705	$ (3,366,705)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,366,705	$ (3,366,705)	N/A

Indigent Non-SMI Substance Abuse Services – 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,489,871	$ (1,489,871)	N/A

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.

		FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Expenditure							
	100 - GENERAL	$ 1,316,928	$ 5,000,000	$ 3,826,337	$ 4,000,000	$ 1,000,000	20.0%
	TOTAL USES	$ 1,316,928	$ 5,000,000	$ 3,826,337	$ 4,000,000	$ 1,000,000	20.0%

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.

		FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
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 2012 Adopted Budget			**$ 237,003,448**	**$ 6,876**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (3,688)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(3,688)*	-
FY 2012 Revised Budget			**$ 236,999,760**	**$ 6,876**
Adjustments:				
Employee Salary Adjustments			**$ (3,783)**	**$ -**
Adjust Hours Per FTE			*(3,783)*	-
Fees and Other Revenues			**$ -**	**$ -**
ProgRevenue Volume Inc/Dec			-	-
Mandated Health Care			**$ (4,262,216)**	**$ -**
AHCCCS Contribution			*(349,800)*	-
ALTCS Contribution			*(5,985,300)*	-
Arnold v. Sarn Contribution			*2,072,884*	-
FY 2013 Budget Target			**$ 228,545,053**	**$ 6,876**
Adjustments:				
Employee Retirement and Benefits			**$ 4,432**	**$ -**
Retirement Contributions			*4,432*	-
Base Adjustments			**$ (504,432)**	**$ -**
Other Base Adjustments			*(504,432)*	-
Reduce Other Services to offset increase in Retirement & Benefits		*$ (4,432)*		
Reduce Other Services for MfR upgrades		*(500,000)*		
FY 2013 Recommended Budget			**$ 228,045,053**	**$ 7,000**
Percent Change from Target Amount			*-0.2%*	*1.8%*

General Fund (100) Non Recurring Non Project

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 1,000,000**	**$ -**
Other Base Adjustments		*1,000,000*	-
Silicon Valley Bank economic development grant	*$ 1,000,000*		
FY 2013 Recommended Budget		**$ 1,000,000**	**$ -**
Percent Change from Target Amount			

Public Health Grant Fund (532)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 6,921,762**	**$ 6,921,762**
FY 2012 Revised Budget		**$ 6,921,762**	**$ 6,921,762**
Adjustments:			
Employee Salary Adjustments		**$ (2,688)**	**$ -**
Adjust Hours Per FTE		*(2,688)*	-
FY 2013 Budget Target		**$ 6,919,074**	**$ 6,921,762**
Adjustments:			
Employee Retirement and Benefits		**$ 4,971**	**$ -**
Retirement Contributions		*4,971*	-
Base Adjustments		**$ 99,490**	**$ -**
Other Base Adjustments		*99,490*	-
Increase expenditures for structural balance	*$ 99,490*		
Fees and Other Revenues		**$ -**	**$ 101,773**
ProgRevenue Volume Inc/Dec		-	*101,773*
Increase revenue due to anticipated increase in grants	*$ 101,773*		
FY 2013 Recommended Budget		**$ 7,023,535**	**$ 7,023,535**
Percent Change from Target Amount		*1.5%*	*1.5%*

Wellness Fund (615)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 1,613,048**	**$ 1,613,048**
FY 2012 Revised Budget			**$ 1,613,048**	**$ 1,613,048**
FY 2013 Budget Target			**$ 1,613,048**	**$ 1,613,048**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ 1,026**	**$ -**
Retirement Contributions			*1,026*	*-*
Base Adjustments			**$ (1,026)**	**$ -**
Other Base Adjustments			*(1,026)*	*-*
Increase Personnel Services due to a shift in staff between funds		*$ 145,991*		
Increase Supplies to right size General and Medical Supplies, and Non Capital Equip.		*28,500*		
Decrease Services to right size Health care, Other Servics and Repairs & Maint.		*(197,449)*		
Decrease Internal Service charges to align with FY 2013 charges		*(1,500)*		
Fees and Other Revenues			**$ (23,432)**	**$ (23,432)**
ProgRevenue Volume Inc/Dec			*(23,432)*	*(23,432)*
Decrease Revenue based on FY 2012 Forecast		*(23,432)*		
FY 2013 Recommended Budget			**$ 1,589,616**	**$ 1,589,616**
Percent Change from Target Amount			*-1.5%*	*-1.5%*

Wellness Fund (615) Non Recurring Non Project

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 2,080,650**	**$ -**
FY 2012 Revised Budget			**$ 2,080,650**	**$ -**
FY 2013 Budget Target			**$ 2,080,650**	**$ -**
Adjustments:				
Non Recurring			**$ 268,795**	**$ -**
Other Non-Recurring			*268,795*	*-*
Budgeted expenditures for Wellness Program and exercise rooms upgrades		*$ 268,795*		
FY 2013 Recommended Budget			**$ 2,349,445**	**$ -**
Percent Change from Target Amount			*12.9%*	

Benefit Administration Fund (618)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 2,862,139**	**$ 2,862,139**
FY 2012 Revised Budget			**$ 2,862,139**	**$ 2,862,139**
Adjustments:				
Employee Salary Adjustments			**$ (4,952)**	**$ -**
Adjust Hours Per FTE			*(4,952)*	-
FY 2013 Budget Target			**$ 2,857,187**	**$ 2,862,139**
Adjustments:				
Employee Retirement and Benefits			**$ 10,340**	**$ -**
Retirement Contributions			*10,340*	-
Base Adjustments			**$ (692,055)**	**$ -**
Other Base Adjustments			*(692,055)*	-
Increase Benefits and Personnel Savings	*$*	*12,778*		
Increase Salary due change in rate for new hires in FY 2013		*20,454*		
Right size Temporary pay	*$*	*(29,956)*		
Right size Temporary Pay Adjustments		*30,264*		
Right size Overtime	*$*	*100*		
Right size Benefits Salary Adjustment		*(7,059)*		
Right size Other Benefits		*4,872*		
Right size Temporary Benefits	*$*	*995*		
Increase Personal Services Alloc Out		*(37,057)*		
Decrease Personal Services Alloc In	*$*	*(94,415)*		
Increase Supplies to right size General Supplies and Fuel		*3,856*		
Decrease Services to right size Other Services, Rent & Operating Leases, Repairs & Maint., Travel, Education & Training, Postage/Freight/Handling		*(541,805)*		
Decrease Internal Service Charges to align with FY 13 charges	*$*	*(90,082)*		
Increase Capital Equipment due to expected purchase of new computers	*$*	*35,000*		
Fees and Other Revenues			**$ -**	**$ (686,667)**
ProgRevenue Volume Inc/Dec			*-*	*(686,667)*
Decrease revenue due to preium rate changes	*$*	*(686,667)*		
FY 2013 Recommended Budget			**$ 2,175,472**	**$ 2,175,472**
Percent Change from Target Amount			*-23.9%*	*-24.0%*

Benefit Administration Fund (618) Non-Recurring Non-Project

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 508,343**	**$ -**
FY 2012 Revised Budget			**$ 508,343**	**$ -**
Adjustments: Agenda Item:				
Non Recurring			**$ (508,343)**	**$ -**
Other Non-Recurring			*(508,343)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments: Agenda Item:				
Non Recurring			**$ 121,825**	**$ -**
Non Recurring Carry Forward			*121,825*	-
Budgeted for purchase of computer services and equipment	*$*	*121,825*		
FY 2013 Recommended Budget			**$ 121,825**	**$ -**
Percent Change from Target Amount				

Benefits Trust Fund (685)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 138,896,374**	**$ 137,805,460**
FY 2012 Revised Budget	**$ 138,896,374**	**$ 137,805,460**
FY 2013 Budget Target	**$ 138,896,374**	**$ 137,805,460**
FY 2013 Recommended Budget	**$ 138,891,422**	**$ 137,805,460**
Percent Change from Target Amount	*0.0%*	*0.0%*

Benefits Trust Fund (685) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 42,741,713	$ 49,316,075	$ 49,316,075	$ 41,023,135	$ 49,274,978
Sources:					
Operating	$ 134,231,953	$ 137,805,460	$ 137,805,460	$ 138,715,337	$ 141,063,934
Total Sources:	$ 134,231,953	$ 137,805,460	$ 137,805,460	$ 138,715,337	$ 141,063,934
Uses:					
Operating	$ 132,685,461	$ 138,896,374	$ 138,896,374	$ 129,842,930	$ 142,343,719
Total Uses:	$ 132,857,108	$ 141,557,367	$ 141,557,367	$ 130,463,494	$ 144,814,989
Structural Balance	$ 1,546,492	$ (1,090,914)	$ (1,090,914)	$ 8,872,407	$ (1,279,785)
Ending Spendable Fund Balance:					
Restricted	$ 48,161,303	$ 49,364,077	$ 49,364,077	$ 51,594,725	$ 48,565,117
Unassigned	(7,138,168)	(3,799,909)	(3,799,909)	(2,319,747)	(3,041,194)
Total Ending Spendable Fund Balance	$ 41,023,135	$ 45,564,168	$ 45,564,168	$ 49,274,978	$ 45,523,923

Call Center

Analysis by Ron Forster, 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, 2013, 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 Valuations mailing were revised and posted on the internet before the mailing in February 2012. The Department began using a new contact center telephone system in the summer of 2011. The system has capability for automation and self-service which will assist citizens with being able to get answers to questions without contacting Call Center staff directly.

Individual Empowerment

By June, 2013, the Call Center will increase in-house agency specific training by 50% so that agents will be better able to answer the increasingly complex caller questions making the calling experience more customer-friendly.

Status: The new contact center telephone system has recording capabilities which allow the staff to be trained better with real call simulations. Additionally, the Department continues to work with the agencies they serve to increase knowledge of the Call Center staff.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
TELE - CUSTOMER SERVICE TELEPHONE	$ 1,358,250	$ 1,571,174	$ 1,564,520	$ 1,550,896	$ 1,560,224	$ 4,296	0.3%
14SC - STAR CENTER	$ 1,358,250	$ 1,571,174	$ 1,564,520	$ 1,550,896	$ 1,560,224	$ 4,296	0.3%
ODIR - EXECUTIVE MANAGEMENT	$ 164	$ -	$ -	$ -	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ 164	$ -	$ -	$ -	$ -	$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	$ 2,904	$ 2,391	$ 4,516	$ 3,630	$ 4,516	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 2,904	$ 2,391	$ 4,516	$ 3,630	$ 4,516	$ -	0.0%
TOTAL PROGRAMS	**$ 1,361,318**	**$ 1,573,565**	**$ 1,569,036**	**$ 1,554,526**	**$ 1,564,740**	**$ 4,296**	**0.3%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 940,460	$ 928,340	$ 928,340	$ 949,354	$ 927,487	$ 853	0.1%
0705 - TEMPORARY PAY	31,795	29,058	29,058	25,403	52,829	(23,771)	-81.8%
0710 - OVERTIME	(318)	7,000	7,000	5,000	-	7,000	100.0%
0750 - FRINGE BENEFITS	359,490	410,989	406,460	409,181	413,919	(7,459)	-1.8%
0790 - OTHER PERSONNEL SERVICES	4,019	3,600	3,600	1,500	-	3,600	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(35,000)	35,000	N/A
SUBTOTAL	$ 1,335,446	$ 1,378,987	$ 1,374,458	$ 1,390,438	$ 1,359,235	$ 15,223	1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 4,078	$ 7,070	$ 7,070	$ 4,800	$ 4,920	$ 2,150	30.4%
SUBTOTAL	$ 4,078	$ 7,070	$ 7,070	$ 4,800	$ 4,920	$ 2,150	30.4%
SERVICES							
0812 - OTHER SERVICES	$ 19,804	$ 4,040	$ 1,915	$ 43,417	$ 58,891	$ (56,976)	-2975.2%
0820 - RENT & OPERATING LEASES	1,312	1,980	1,980	1,645	1,980	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	2,556	2,556	1,163	2,556	-	0.0%
0839 - INTERNAL SERVICE CHARGES	628	178,332	180,457	112,463	183,363	(2,906)	-1.6%
0841 - TRAVEL	31	-	-	-	-	-	N/A
0842 - EDUCATION AND TRAINING	13	500	500	500	3,695	(3,195)	-639.0%
0843 - POSTAGE/FREIGHT/SHIPPING	6	100	100	100	100	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(50,000)	50,000	N/A
SUBTOTAL	$ 21,794	$ 187,508	$ 187,508	$ 159,288	$ 200,585	$ (13,077)	-7.0%
ALL EXPENDITURES	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,554,526	$ 1,564,740	$ 4,296	0.3%
TOTAL USES	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,554,526	$ 1,564,740	$ 4,296	0.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,568,737	$ 1,564,740	$ 4,296	0.3%
FUND TOTAL USES	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,568,737	$ 1,564,740	$ 4,296	0.3%
DEPARTMENT OPERATING TOTAL USES	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,568,737	$ 1,564,740	$ 4,296	0.3%
DEPARTMENT TOTAL USES	$ 1,361,318	$ 1,573,565	$ 1,569,036	$ 1,568,737	$ 1,564,740	$ 4,296	0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Administrative Supervisor	2.00	2.00	-	-	2.00	2.00	N/A
Call Center Supervisor	-	-	2.00	2.00	-	(2.00)	(100.0%)
Call Ctr Representative	22.00	22.00	18.00	18.00	22.00	4.00	22.2%
Call Ctr Representative - Lead	-	-	4.00	4.00	-	(4.00)	(100.0%)
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

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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:

- Decrease the expenditure budget by $4,296 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $2,528 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee. The increase in benefits was offset by a reduction in other personnel costs resulting in a net impact of zero.

Non Departmental:

- The FY 2013 expenditure budget includes $50,000 in Non Departmental for the Call Center for temporary staff to meet unexpected call volumes.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of calls answered within 30 seconds	56.3%	57.3%	58.6%	54.8%	(2.5%)	-4.3%

Activities that comprise this program include:

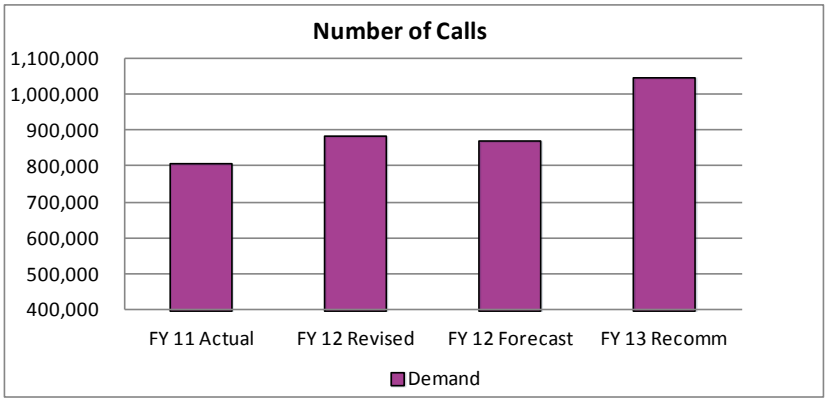
- Customer Service Telephone

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of calls answered within 30 seconds	56.3%	57.3%	57.2%	54.8%	(2.5%)	-4.3%
Output	Number of calls answered	805,563	881,721	836,820	1,044,198	162,477	18.4%
Output	Total calls	805,563	881,721	836,820	1,044,198	162,477	18.4%
Output	Number of calls answered within 30 seconds	453,485	505,098	478,730	572,511	67,413	13.3%
Demand	Number of calls projected to be offered	805,563	881,721	926,920	1,044,198	162,477	18.4%
Efficiency	Average cost of a call answered	$ 1.69	$ 1.77	$ 1.85	$ 1.49	$ 0.28	15.8%
Expenditure							
	100 - GENERAL	$ 1,358,250	$ 1,564,520	$ 1,550,896	$ 1,560,224	$ 4,296	0.3%
	TOTAL USES	$ 1,358,250	$ 1,564,520	$ 1,550,896	$ 1,560,224	$ 4,296	0.3%



Activity Narrative: Declining property values have led to an increase in the volume of Assessor property valuation 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 2013. Based on the upcoming general election along with the explosive popularity of the Permanent Early Voting List (PEVL), total election call demand is expected to increase in FY 2013. The average cost per call answered is decreasing in FY 2013 due to the increased volume of calls and the efficiencies created by the new contact center telephone system.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 1,573,565**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (4,529)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(4,529)*	-
FY 2012 Revised Budget			**$ 1,569,036**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (4,296)**	**$ -**
Adjust Hours Per FTE			*(4,296)*	-
FY 2013 Budget Target			**$ 1,564,740**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,528**	**$ -**
Retirement Contributions			*2,528*	-
Base Adjustments			**$ (2,528)**	**$ -**
Other Base Adjustments			*(2,528)*	-
Reduction in Other Personnel Serivces not required		*$ (2,528)*		
FY 2013 Recommended Budget			**$ 1,564,740**	**$ -**
Percent Change from Target Amount			*0.0%*	

Clerk of the Board

Analysis by Angie Flick, Management and Budget Supervisor

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 translated into Spanish.

Status: This goal has been reached. The Office of the Clerk of the Board has translated the latest changes to the Agenda Hearings into Spanish.

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 only been able to move forward in providing access to SOLAR to one member of outside counsel. 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.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
RCRD - RECORDS MANAGEMENT	$ 122,383	$ 362,179	$ 360,911	$ 161,981	$ 351,869	$ 9,042	2.5%
06IS - INFORMATION SERVICES	$ 122,383	$ 362,179	$ 360,911	$ 161,981	$ 351,869	$ 9,042	2.5%
MTNG - MEETING MANAGEMENT	$ 627,038	$ 748,457	$ 746,935	$ 610,529	$ 766,618	$ (19,683)	-2.6%
06MM - MEETING MANAGEMENT	$ 627,038	$ 748,457	$ 746,935	$ 610,529	$ 766,618	$ (19,683)	-2.6%
SDIS - SPECIAL DISTRICTS	$ 46,540	$ 65,637	$ 65,320	$ 61,342	$ 65,583	$ (263)	-0.4%
06SD - SPECIAL DISTRICTS	$ 46,540	$ 65,637	$ 65,320	$ 61,342	$ 65,583	$ (263)	-0.4%
BORD - BOARDS AND COMMISSIONS	$ 20,370	$ 17,390	$ 17,311	$ 11,950	$ 9,662	$ 7,649	44.2%
LICP - LICENSES AND PERMITS	23,906	23,639	23,531	19,288	19,599	3,932	16.7%
06SS - STATUTORY SERVICES	$ 44,276	$ 41,029	$ 40,842	$ 31,238	$ 29,261	$ 11,581	28.4%
FSAC - FINANCIAL SERVICES	$ 33,531	$ 31,012	$ 30,861	$ 36,198	$ 30,968	$ (107)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	158,710	159,900	159,270	149,709	179,257	(19,987)	-12.5%
99AS - ADMINISTRATIVE SERVICES	$ 192,241	$ 190,912	$ 190,131	$ 185,907	$ 210,225	$ (20,094)	-10.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 72	$ 200,541	$ 200,541	$ 196,857	$ 192,983	$ 7,558	3.8%
99GV - GENERAL GOVERNMENT	$ 72	$ 200,541	$ 200,541	$ 196,857	$ 192,983	$ 7,558	3.8%
TOTAL PROGRAMS	**$ 1,032,550**	**$ 1,608,755**	**$ 1,604,680**	**$ 1,247,854**	**$ 1,616,539**	**$ (11,859)**	**-0.7%**

Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 547,205	$ 619,596	$ 619,596	$ 585,258	$ 597,650	$ 21,946	3.5%
0705 - TEMPORARY PAY	3,774	-	-	-	-	-	N/A
0710 - OVERTIME	218	-	-	43	-	-	N/A
0750 - FRINGE BENEFITS	182,416	221,640	217,564	208,557	219,522	(1,958)	-0.9%
0790 - OTHER PERSONNEL SERVICES	1,423	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(58,200)	(155,330)	(155,329)	(120,023)	(21,079)	(134,250)	-86.4%
0796 - PERSONNEL SERVICES ALLOC-IN	516	25,703	25,703	-	21,079	4,624	18.0%
SUBTOTAL	$ 677,352	$ 711,609	$ 707,534	$ 673,835	$ 817,172	$ (109,638)	-15.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,503	$ 18,360	$ 18,360	$ 9,370	$ 17,360	$ 1,000	5.4%
0804 - NON-CAPITAL EQUIPMENT	-	22,401	22,401	2,401	5,000	17,401	77.7%
SUBTOTAL	$ 8,503	$ 40,761	$ 40,761	$ 11,771	$ 22,360	$ 18,401	45.1%
SERVICES							
0810 - LEGAL SERVICES	$ 434	$ 1,736	$ 1,736	$ 1,322	$ 3,436	$ (1,700)	-97.9%
0812 - OTHER SERVICES	324,667	404,013	404,013	324,041	371,435	32,578	8.1%
0820 - RENT & OPERATING LEASES	6,361	6,024	6,024	5,170	6,760	(736)	-12.2%
0825 - REPAIRS AND MAINTENANCE	-	26,000	26,000	1,204	19,986	6,014	23.1%
0839 - INTERNAL SERVICE CHARGES	1,961	203,372	203,372	200,608	202,307	1,065	0.5%
0841 - TRAVEL	2,498	1,200	1,200	534	4,200	(3,000)	-250.0%
0842 - EDUCATION AND TRAINING	4,643	24,538	24,538	540	25,400	(862)	-3.5%
0843 - POSTAGE/FREIGHT/SHIPPING	(333)	792	792	188	4,000	(3,208)	-405.1%
SUBTOTAL	$ 340,231	$ 667,675	$ 667,675	$ 533,607	$ 637,524	$ 30,151	4.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 158,610	$ 158,610	$ 28,641	$ 129,483	$ 29,127	18.4%
0940 - INFRASTRUCTURE	-	30,100	30,100	-	10,000	20,100	66.8%
0950 - DEBT SERVICE	6,464	-	-	-	-	-	N/A
SUBTOTAL	$ 6,464	$ 188,710	$ 188,710	$ 28,641	$ 139,483	$ 49,227	26.1%
ALL EXPENDITURES	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%
TOTAL USES	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 829,878	$ 1,209,399	$ 1,206,028	$ 1,158,094	$ 1,208,258	$ (2,230)	-0.2%
NON-RECURRING	202,672	399,356	398,652	89,760	408,281	(9,629)	-2.4%
FUND TOTAL USES	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%
DEPARTMENT OPERATING TOTAL USES	$ 829,878	$ 1,209,399	$ 1,206,028	$ 1,158,094	$ 1,208,258	$ (2,230)	-0.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 202,672	$ 399,356	$ 398,652	$ 89,760	$ 408,281	$ (9,629)	-2.4%
DEPARTMENT TOTAL USES	$ 1,032,550	$ 1,608,755	$ 1,604,680	$ 1,247,854	$ 1,616,539	$ (11,859)	-0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.35	1.25	1.25	1.25	1.25	-	0.0%
FINANCIAL SERVICES	.75	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	2.10	1.75	1.75	1.75	1.75	-	0.0%
INFORMATION SERVICES							
RECORDS MANAGEMENT	3.15	4.40	4.40	4.40	4.40	-	0.0%
PROGRAM TOTAL	3.15	4.40	4.40	4.40	4.40	-	0.0%
MEETING MANAGEMENT							
MEETING MANAGEMENT	3.70	4.25	4.50	4.50	4.50	-	0.0%
PROGRAM TOTAL	3.70	4.25	4.50	4.50	4.50	-	0.0%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	.55	.85	.85	.85	.85	-	0.0%
PROGRAM TOTAL	.55	.85	.85	.85	.85	-	0.0%
STATUTORY SERVICES							
BOARDS AND COMMISSIONS	.50	.25	.15	.15	.15	-	0.0%
LICENSES AND PERMITS	.50	.50	.35	.35	.35	-	0.0%
PROGRAM TOTAL	1.00	.75	.50	.50	.50	-	0.0%
DEPARTMENT TOTAL	10.50	12.00	12.00	12.00	12.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	-	-	-	-	N/A
Deputy Director - Clerk of the Board	-	-	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%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	4.00	4.00	4.00	4.00	-	0.0%
Management Assistant	1.00	-	-	-	-	-	N/A
Office Assistant	.50	-	-	-	-	-	N/A
Office Assistant Specialized	3.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	**10.50**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100 GENERAL	10.50	12.00	12.00	12.00	12.00	-	0.0%
Department Total	**10.50**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

Operating

- Decrease expenditure budget by $2,687 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

- Increase Regular Benefits by $4,917 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $12,239 due to reduction in personnel costs because of employee turnover and the ability to hire new staff at a lower rate than previous incumbents.

Non Recurring Non Project (0001)

- Non Recurring carry forward of $281,576 for the SOLAR and Electronic Document Management System projects.
- Decrease expenditure budget by $137 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $699 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
  Increase in Non Recurring Non Project expenditures for funding 2 ½ FTEs related to document scanning and to meet the increased demand of public records requests.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research	98.5%	92.7%	97.6%	100.0%	7.3%	7.9%
Percent of record and information requests processed within five business days	93.2%	94.2%	90.5%	75.0%	(19.2%)	-20.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research	98.5%	92.7%	97.6%	100.0%	7.3%	7.9%
Result	Percent of record and information requests processed within five business days.	93.2%	94.2%	90.5%	75.0%	(19.2%)	-20.4%
Output	Number of record and information requests processed.	1,119	900	813	800	(100)	-11.1%
Demand	Number of record and information requests received.	1,121	900	817	800	(100)	-11.1%
Efficiency	Average cost per record and information research request processed.	$ 109.37	$ 401.01	$ 199.24	$ 439.84	$ (38.82)	-9.7%
Expenditure							
	100 - GENERAL	$ 122,383	$ 360,911	$ 161,981	$ 351,869	$ 9,042	2.5%
	TOTAL USES	$ 122,383	$ 360,911	$ 161,981	$ 351,869	$ 9,042	2.5%

Activity Narrative: Expenditures are decreasing due to the SOLAR and electronic documents project progressing. Funding for two FTEs related to the electronic document scanning process have been added to the Non Recurring Non Project budget. The net result of the decrease in project spending and the increase due to personnel is a small expenditure decrease from the FY 2012 Revised budget. Compared to the FY 2011 Actual, the percent of record and information requests processed within five business days is expected to decrease in FY 2013 due to the increasing complexity of information requests.

Meeting Management Program

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

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Board of Supervisors' and Countywide Districts' meetings held in	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Formal Agenda items that require special handling	24.8%	10.8%	18.3%	22.9%	12.0%	111.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Formal Agenda items that require special handling	24.8%	10.8%	18.3%	22.9%	12.0%	111.5%
Output	Number of Board of Supervisor and Countywide District Formal Agenda items processed.	2,312	2,100	2,254	2,100	-	0.0%
Output	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requiring special handling.	573	227	500	480	253	111.5%
Output	Number of Board of Supervisors' and Countywide Districts' meetings held	225	289	224	200	(89)	-30.8%
Demand	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requested.	2,312	2,100	2,254	2,100	-	0.0%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested.	238	320	207	200	(120)	-37.5%
Efficiency	Expenditure per Formal Agenda item processed	$ 271.21	$ 355.68	$ 270.86	$ 365.06	$ (9.37)	-2.6%
Expenditure							
	100 - GENERAL	$ 627,038	$ 746,935	$ 610,529	$ 766,618	$ (19,683)	-2.6%
	TOTAL USES	$ 627,038	$ 746,935	$ 610,529	$ 766,618	$ (19,683)	-2.6%

Activity Narrative: Department expenditures are increasing due to the non-recurring, carry over funding from FY 2012 for the SOLAR project. The number of meetings requested and held is expected to decrease as County department performance and relationships continue to strengthen.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of requests for information related to Special Districts completed within five business days.	85.1%	93.3%	80.4%	75.0%	(18.3%)	-19.6%

Activities that comprise this program include:

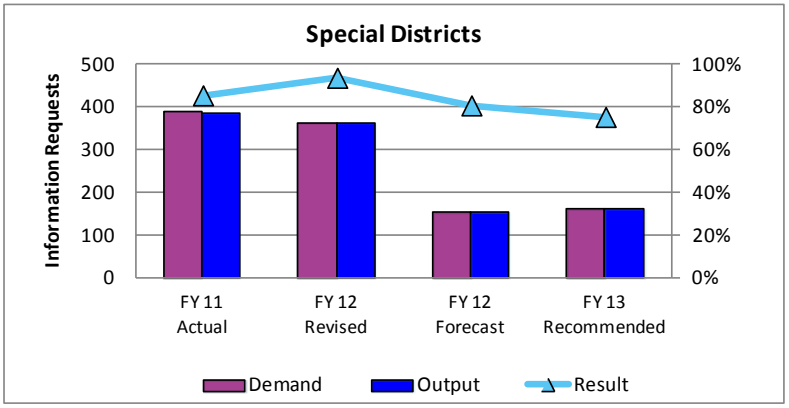
- Special Districts

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of requests for information related to Special Districts completed within five business days.	85.1%	93.3%	80.4%	75.0%	(18.3%)	-19.6%
Output	Number of requests for information related to special district administrative services completed	383	360	153	160	(200)	-55.6%
Demand	Number of requests for information related to special districts	385	360	145	160	(200)	-55.6%
Efficiency	Average cost per information request completed for special district	$ 121.51	$ 181.44	$ 400.93	$ 409.89	$ (228.45)	-125.9%
Expenditure							
	100 - GENERAL	$ 46,540	$ 65,320	$ 61,342	$ 65,583	$ (263)	-0.4%
	TOTAL USES	$ 46,540	$ 65,320	$ 61,342	$ 65,583	$ (263)	-0.4%



Activity Narrative: Special Districts are typically formed when citizens in un-incorporated Maricopa County join together to purchase services such as fire services, water service, or street improvements. Since the decline in the economy began, many districts have dissolved and there has been a marked decrease in need to create special districts. The economic environment is not expected to turn around enough in FY 2013 to cause a surge in special district requests.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	55.0%	86.7%	91.7%	100.0%	13.3%	15.4%
Percent of applications processed by the next formal meeting date	86.4%	88.0%	100.0%	100.0%	12.0%	13.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of applications processed by the next formal meeting date	86.4%	88.0%	100.0%	100.0%	12.0%	13.6%
Output	Number of applications processed.	88	100	100	100	-	0.0%
Output	Number of claims processed	5,447	5,100	4,439	4,000	(1,100)	-21.6%
Demand	Number of claims received	5,447	5,100	4,739	4,000	(1,100)	-21.6%
Demand	Number of applications received.	96	100	100	100	-	0.0%
Efficiency	Cost per application processed.	$ 271.66	$ 235.31	$ 192.88	$ 195.99	$ 39.32	16.7%
Expenditure							
	100 - GENERAL	$ 23,906	$ 23,531	$ 19,288	$ 19,599	$ 3,932	16.7%
	TOTAL USES	$ 23,906	$ 23,531	$ 19,288	$ 19,599	$ 3,932	16.7%

Activity Narrative: The number of liquor license and firework applications received and processed by the Department is expected to remain constant from FY 2012 to FY 2013 based on the applications being received so far in FY 2012. All claims filed against the County are served on the Clerk of the Board's Office. Claims may include general lawsuits, property tax legal appeals, and other notices of claim. The performance measure above does not include property classification validation or property tax appeals. While claims are unpredictable, the current trend in claims received is declining.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	55.0%	86.7%	91.7%	100.0%	13.3%	15.4%
Output	Number of monthly Notice of Vacancy reports sent to Board of Supervisor District Offices.	33	52	55	60	8	15.4%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District Offices	60	60	60	60	-	0.0%
Efficiency	Average cost per Notice of Vacancy Report Sent	$ 617.27	$ 332.90	$ 217.27	$ 161.03	$ 171.87	51.6%
Expenditure							
	100 - GENERAL	$ 20,370	$ 17,311	$ 11,950	$ 9,662	$ 7,649	44.2%
	TOTAL USES	$ 20,370	$ 17,311	$ 11,950	$ 9,662	$ 7,649	44.2%

Activity Narrative: Three significant new committees were formed in FY 2011, which caused a significant amount of senior staff's time being devoted to maintain logs for the new committees. The workload in this area has returned to normal levels which will allow the staff to meet 100% of the demand for monthly Notice of Vacancy Reports.

Appropriated Budget Reconciliation

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,209,399**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (3,371)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(3,371)*	-
FY 2012 Revised Budget		**$ 1,206,028**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (2,687)**	**$ -**
Adjust Hours Per FTE		*(2,687)*	-
FY 2013 Budget Target		**$ 1,203,341**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 4,917**	**$ -**
Retirement Contributions		*4,917*	-
FY 2013 Recommended Budget		**$ 1,208,258**	**$ -**
Percent Change from Target Amount		*0.4%*	

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 399,356**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (704)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(704)*	-
FY 2012 Revised Budget			**$ 398,652**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (137)**	**$ -**
Adjust Hours Per FTE			*(137)*	-
Non Recurring			**$ (398,515)**	**$ -**
Other Non-Recurring			*(398,515)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 699**	**$ -**
Retirement Contributions			*699*	-
Base Adjustments			**$ 126,006**	**$ -**
Other Base Adjustments			*126,006*	-
Funding for 1 1/2 Document Scanning Positions		*$ 64,413*		
Funding for 1 Public Records Request Analyst		*61,593*		
Non Recurring			**$ 281,576**	**$ -**
Non Recurring Carry Forward			*281,576*	-
SOLAR and Electronic Document Management Project		*$ 281,576*		
FY 2013 Recommended Budget			**$ 408,281**	**$ -**

Clerk of the Superior Court

Analysis by Dreamlyn W. Johnson, 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

Access to Justice

By December 31, 2013, 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 two business hours.

Status: The Clerk's Office revised this goal during the FY 2013 Strategic Budget Planning update process reducing the wait time for access to electronic filing services from eight hours to two hours. The department is confident that it will meet the goal by December 31, 2013.

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, 2013, to provide improved security, management and access to court records for juvenile court stakeholders.

Status: The Clerk's Office has established a target date of implementation for Phase I of the Juvenile Electronic Court Record (ECR) of August, 2012. All of the operational requirements necessary to ensure a smooth implementation have been identified, including the redesign of workspaces to accommodate imaging, the purchase of additional scanners to image identified documents, and establishment of the Juvenile case type within the Clerk's Electronic Document Management System (EDMS) to ensure the integrity and security of the Juvenile ECR. Though aggressive, the department expects to meet this goal by January 1, 2013.

Access to Justice

By June 30, 2015, all paper records eligible for the Electronic Court Record (ECR), both active and inactive, will be accessible as the official court record for all users of those records, to provide improved security, management, access, and long term retention of superior court records.

Status: Two key projects have been initiated in support of this goal – Transcript Imaging and Pre 2002 Imaging. The department is actively working to achieve this goal and will do so by June 30, 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CASE - CASE ESTABLISHMENT	$ 458,979	$ 456,000	$ 456,000	$ 376,599	$ 240,000	$ (216,000)	-47.4%
COUR - MEMORIALIZE COURT PROCEEDINGS	4,720,083	3,898,672	3,206,613	3,437,777	3,491,316	284,703	8.9%
EFDC - EFILED DOCUMENT	-	-	-	-	3,000,000	3,000,000	N/A
SCDC - SCANNED DOCUMENT	5,339,305	5,182,000	5,182,000	4,339,448	1,335,000	(3,847,000)	-74.2%
16CR - COURT RECORDS	$ 10,518,367	$ 9,536,672	$ 8,844,613	$ 8,153,824	$ 8,066,316	$ (778,297)	-8.8%
COCL - COURT ORDERED RECEIVABLES	$ 9,663,065	$ 9,813,600	$ 9,813,600	$ 6,854,732	$ 6,872,000	$ (2,941,600)	-30.0%
COFR - COURT ORDERED FIN RECORDS	-	8,000	8,000	2,200	5,000	(3,000)	-37.5%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 9,663,065	$ 9,821,600	$ 9,821,600	$ 6,856,932	$ 6,877,000	$ (2,944,600)	-30.0%
PURE - PUBLIC REGISTRATIONS	$ 1,142,440	$ 1,288,000	$ 1,288,000	$ 999,426	$ 1,138,000	$ (150,000)	-11.6%
16PR - PUBLIC RECORDS	$ 1,142,440	$ 1,288,000	$ 1,288,000	$ 999,426	$ 1,138,000	$ (150,000)	-11.6%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 1,545,048	$ 1,545,048	$ 1,319,588	$ 1,117,088	$ (427,960)	-27.7%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 1,545,048	$ 1,545,048	$ 1,319,588	$ 1,117,088	$ (427,960)	-27.7%
GGOV - GENERAL GOVERNMENT	$ (27,433)	$ -	$ -	$ 18,093	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (27,433)	$ -	$ -	$ 18,093	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 229,071	$ 216,000	$ 216,000	$ 187,705	$ 216,000	$ -	0.0%
99IT - INFORMATION TECHNOLOGY	$ 229,071	$ 216,000	$ 216,000	$ 187,705	$ 216,000	$ -	0.0%
TOTAL PROGRAMS	**$ 21,525,510**	**$ 22,407,320**	**$ 21,715,261**	**$ 17,535,568**	**$ 17,414,404**	**$ (4,300,857)**	**-19.8%**
USES							
APLS - APPELLATE RECORDS	$ 459,179	$ 527,800	$ 456,985	$ 477,086	$ 454,918	$ 2,067	0.5%
CASE - CASE ESTABLISHMENT	3,108,413	3,196,694	2,934,060	2,962,277	3,243,734	(309,674)	-10.6%
COUR - MEMORIALIZE COURT PROCEEDINGS	12,306,653	12,176,710	11,197,077	12,078,302	11,758,165	(561,088)	-5.0%
DIST - DISTRIBUTION	841,703	851,351	798,599	707,583	781,259	17,340	2.2%
DRPT - DISPOSITION REPORT	215,454	284,814	266,489	252,672	254,569	11,920	4.5%
EFDC - EFILED DOCUMENT	-	-	-	-	811,189	(811,189)	N/A
EXCC - EXHIBIT CUSTODY	655,680	824,953	672,771	627,687	698,253	(25,482)	-3.8%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	367,401	363,224	354,317	355,604	360,623	(6,306)	-1.8%
SCDC - SCANNED DOCUMENT	5,049,338	5,690,995	5,402,922	5,111,192	4,552,025	850,897	15.7%
16CR - COURT RECORDS	$ 23,003,821	$ 23,916,541	$ 22,083,220	$ 22,572,403	$ 22,914,735	$ (831,515)	-3.8%
CFID - COURT CLERK FIDUCIARY	$ 198,074	$ 193,385	$ 192,422	$ 199,643	$ 192,086	$ 336	0.2%
COCL - COURT ORDERED RECEIVABLES	389,837	237,891	278,967	298,677	266,479	12,488	4.5%
CODS - COURT ORDERED DISBURSEMENT	322,804	286,109	280,057	274,314	298,567	(18,510)	-6.6%
COFR - COURT ORDERED FIN RECORDS	1,503,856	1,997,280	1,723,949	1,832,441	1,963,055	(239,106)	-13.9%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 2,414,571	$ 2,714,665	$ 2,475,395	$ 2,605,075	$ 2,720,187	$ (244,792)	-9.9%
CDOC - COURT DOCUMENT COPY	$ 1,074,570	$ 1,237,173	$ 1,066,780	$ 1,152,536	$ 1,235,418	$ (168,638)	-15.8%
CTFD - COURT FILE DELIVERY	727,797	803,349	729,172	755,425	580,672	148,500	20.4%
IMDC - IMAGED DOCUMENT	-	-	-	-	4,092,746	(4,092,746)	N/A
PURE - PUBLIC REGISTRATIONS	942,701	1,870,220	1,729,409	1,182,173	947,599	781,810	45.2%
16PR - PUBLIC RECORDS	$ 2,745,068	$ 3,910,742	$ 3,525,361	$ 3,090,134	$ 6,856,435	$ (3,331,074)	-94.5%
BDGT - BUDGETING	$ 92,561	$ 72,884	$ 72,513	$ 77,002	$ 72,787	$ (274)	-0.4%
FSAC - FINANCIAL SERVICES	132,455	234,584	234,170	150,160	110,854	123,316	52.7%
HRAC - HUMAN RESOURCES	563,706	570,134	529,062	669,299	556,452	(27,390)	-5.2%
ODIR - EXECUTIVE MANAGEMENT	3,171,176	3,453,828	5,659,012	3,486,312	3,686,533	1,972,479	34.9%
PROC - PROCUREMENT	73,550	120,824	120,326	118,693	120,628	(302)	-0.3%
RMGT - RISK MANAGEMENT	230,008	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 4,263,456	$ 4,452,254	$ 6,615,083	$ 4,501,466	$ 4,547,254	$ 2,067,829	31.3%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 29,742	$ -	$ -	$ 29,742	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	72,352	880,981	813,677	492,078	662,263	151,414	18.6%
99GV - GENERAL GOVERNMENT	$ 72,352	$ 880,981	$ 843,419	$ 492,078	$ 662,263	$ 181,156	21.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,681,305	$ 4,955,169	$ 4,882,653	$ 2,843,720	$ 5,951,934	$ (1,069,281)	-21.9%
DACR - DATA CENTER	501,730	783,226	771,555	746,426	782,564	(11,009)	-1.4%
DESK - DESKTOP SUPPORT	1,392,546	583,084	581,140	454,960	564,486	16,654	2.9%
HDSP - HELP DESK SUPPORT	108,628	121,309	91,982	126,495	121,134	(29,152)	-31.7%
99IT - INFORMATION TECHNOLOGY	$ 5,684,209	$ 6,442,788	$ 6,327,330	$ 4,171,601	$ 7,420,118	$ (1,092,788)	-17.3%
TOTAL PROGRAMS	**$ 38,183,477**	**$ 42,317,971**	**$ 41,869,808**	**$ 37,432,757**	**$ 45,120,992**	**$ (3,251,184)**	**-7.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 500,542	$ 468,000	$ 468,000	$ 477,161	$ 478,000	$ 10,000	2.1%
SUBTOTAL	$ 500,542	$ 468,000	$ 468,000	$ 477,161	$ 478,000	$ 10,000	2.1%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,266	$ 1,389,716	$ (445,232)	-24.3%
SUBTOTAL	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,266	$ 1,389,716	$ (445,232)	-24.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 844,534	$ 844,534	$ 844,534	$ 844,532	$ 864,734	$ 20,200	2.4%
0635 - OTHER CHARGES FOR SERVICES	15,707,034	15,546,238	14,854,179	12,907,124	12,904,954	(1,949,225)	-13.1%
SUBTOTAL	$ 16,551,568	$ 16,390,772	$ 15,698,713	$ 13,751,656	$ 13,769,688	$ (1,929,025)	-12.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,083,054	$ 3,660,000	$ 3,660,000	$ 1,604,316	$ 1,668,000	$ (1,992,000)	-54.4%
SUBTOTAL	$ 3,083,054	$ 3,660,000	$ 3,660,000	$ 1,604,316	$ 1,668,000	$ (1,992,000)	-54.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 50,501	$ 14,000	$ 14,000	$ 20,392	$ 9,000	$ (5,000)	-35.7%
0650 - MISCELLANEOUS REVENUE	171,650	39,600	39,600	139,777	100,000	60,400	152.5%
SUBTOTAL	$ 222,151	$ 53,600	$ 53,600	$ 160,169	$ 109,000	$ 55,400	103.4%
ALL REVENUES	$ 21,525,510	$ 22,407,320	$ 21,715,261	$ 17,535,568	$ 17,414,404	$ (4,300,857)	-19.8%
TOTAL SOURCES	$ 21,525,510	$ 22,407,320	$ 21,715,261	$ 17,535,568	$ 17,414,404	$ (4,300,857)	-19.8%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 23,347,680	$ 24,742,554	$ 25,006,018	$ 23,054,855	$ 24,160,044	$ 845,974	3.4%
0705 - TEMPORARY PAY	183,244	189,632	189,632	76,279	88,472	101,160	53.3%
0710 - OVERTIME	71,724	50,000	50,000	68,237	72,000	(22,000)	-44.0%
0750 - FRINGE BENEFITS	9,252,516	10,377,349	9,966,669	9,585,417	10,417,805	(451,136)	-4.5%
0790 - OTHER PERSONNEL SERVICES	133,494	108,000	108,000	72,124	108,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,111,664)	(1,485,114)	(1,927,864)	(1,135,808)	(986,976)	(940,888)	-48.8%
0796 - PERSONNEL SERVICES ALLOC-IN	1,108,141	1,514,514	1,957,264	1,314,404	1,016,376	940,888	48.1%
SUBTOTAL	$ 32,985,135	$ 35,496,935	$ 35,349,719	$ 33,035,508	$ 34,875,721	$ 473,998	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 896,307	$ 940,218	$ 916,388	$ 647,530	$ 776,653	$ 139,735	15.2%
0803 - FUEL	19,105	22,800	22,800	19,543	22,800	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	967,097	393,292	393,292	119,006	470,000	(76,708)	-19.5%
SUBTOTAL	$ 1,882,509	$ 1,356,310	$ 1,332,480	$ 786,079	$ 1,269,453	$ 63,027	4.7%
SERVICES							
0810 - LEGAL SERVICES	$ 20,664	$ 12,000	$ 12,000	$ 9,302	$ -	$ 12,000	100.0%
0812 - OTHER SERVICES	919,396	2,721,331	2,511,518	1,301,151	6,981,881	(4,470,363)	-178.0%
0820 - RENT & OPERATING LEASES	146,088	165,600	165,600	146,190	165,600	-	0.0%
0825 - REPAIRS AND MAINTENANCE	319,227	585,436	585,436	546,004	570,500	14,936	2.6%
0839 - INTERNAL SERVICE CHARGES	72,499	585,612	585,612	531,452	456,670	128,942	22.0%
0841 - TRAVEL	35,122	50,798	50,798	32,091	40,000	10,798	21.3%
0842 - EDUCATION AND TRAINING	62,747	151,473	151,473	62,242	95,000	56,473	37.3%
0843 - POSTAGE/FREIGHT/SHIPPING	468,228	500,000	500,000	399,775	499,050	950	0.2%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(350,027)	350,027	N/A
0873 - SERVICES-ALLOCATION IN	230,008	252,476	185,172	219,775	517,144	(331,972)	-179.3%
SUBTOTAL	$ 2,273,979	$ 5,024,726	$ 4,747,609	$ 3,247,982	$ 8,975,818	$ (4,228,209)	-89.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 1,006,330	$ 440,000	$ 440,000	$ 274,088	$ -	$ 440,000	100.0%
0950 - DEBT SERVICE	35,524	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	-	(135,000)	(135,000)	-	-	(135,000)	-100.0%
0956 - CAPITAL-ALLOCATION IN	-	135,000	135,000	89,100	-	135,000	100.0%
SUBTOTAL	$ 1,041,854	$ 440,000	$ 440,000	$ 363,188	$ -	$ 440,000	100.0%
ALL EXPENDITURES	$ 38,183,477	$ 42,317,971	$ 41,869,808	$ 37,432,757	$ 45,120,992	$ (3,251,184)	-7.8%
TOTAL USES	$ 38,183,477	$ 42,317,971	$ 41,869,808	$ 37,432,757	$ 45,120,992	$ (3,251,184)	-7.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 11,264,484	$ 11,557,600	$ 11,557,600	$ 8,230,757	$ 8,250,000	$ (3,307,600)	-28.6%
FUND TOTAL SOURCES	$ 11,264,484	$ 11,557,600	$ 11,557,600	$ 8,230,757	$ 8,250,000	$ (3,307,600)	-28.6%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716	$ (445,232)	-24.3%
FUND TOTAL SOURCES	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716	$ (445,232)	-24.3%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,678,853	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000	$ (249,000)	-15.7%
FUND TOTAL SOURCES	$ 1,678,853	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000	$ (249,000)	-15.7%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 1,199,475	$ 1,100,000	$ 1,100,000	$ 1,020,000	$ 1,000,000	$ (100,000)	-9.1%
FUND TOTAL SOURCES	$ 1,199,475	$ 1,100,000	$ 1,100,000	$ 1,020,000	$ 1,000,000	$ (100,000)	-9.1%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,408,082	$ 2,633,772	$ 1,941,713	$ 2,308,016	$ 2,345,688	$ 403,975	20.8%
FUND TOTAL SOURCES	$ 2,408,082	$ 2,633,772	$ 1,941,713	$ 2,308,016	$ 2,345,688	$ 403,975	20.8%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 101,098	$ 91,000	$ 91,000	$ 79,206	$ 89,000	$ (2,000)	-2.2%
FUND TOTAL SOURCES	$ 101,098	$ 91,000	$ 91,000	$ 79,206	$ 89,000	$ (2,000)	-2.2%
273 VICTIM LOCATION							
OPERATING	$ 8,485	$ 8,000	$ 8,000	$ 3,930	$ 5,000	$ (3,000)	-37.5%
FUND TOTAL SOURCES	$ 8,485	$ 8,000	$ 8,000	$ 3,930	$ 5,000	$ (3,000)	-37.5%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,696,838	$ 3,598,000	$ 3,598,000	$ 3,022,432	$ 3,000,000	$ (598,000)	-16.6%
FUND TOTAL SOURCES	$ 3,696,838	$ 3,598,000	$ 3,598,000	$ 3,022,432	$ 3,000,000	$ (598,000)	-16.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 21,525,510	$ 22,407,320	$ 21,715,261	$ 17,535,568	$ 17,414,404	$ (4,300,857)	-19.8%
DEPARTMENT TOTAL SOURCES	$ 21,525,510	$ 22,407,320	$ 21,715,261	$ 17,535,568	$ 17,414,404	$ (4,300,857)	-19.8%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 29,560,065	$ 30,516,351	$ 30,362,382	$ 28,670,600	$ 29,575,588	$ 786,794	2.6%
NON-RECURRING	-	45,000	45,000	12,161	2,500,000	(2,455,000)	-5455.6%
FUND TOTAL USES	$ 29,560,065	$ 30,561,351	$ 30,407,382	$ 28,682,761	$ 32,075,588	$ (1,668,206)	-5.5%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,171,100	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716	$ 445,232	24.3%
FUND TOTAL USES	$ 1,171,100	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716	$ 445,232	24.3%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,050,515	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000	$ 249,000	15.7%
NON-RECURRING	18,389	725,000	725,000	150,000	1,000,000	(275,000)	-37.9%
FUND TOTAL USES	$ 1,068,904	$ 2,309,000	$ 2,309,000	$ 1,479,037	$ 2,335,000	$ (26,000)	-1.1%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 336,448	$ 1,100,000	$ 1,100,000	$ 505,579	$ 1,000,000	$ 100,000	9.1%
NON-RECURRING	90,900	-	-	-	100,000	(100,000)	N/A
FUND TOTAL USES	$ 427,348	$ 1,100,000	$ 1,100,000	$ 505,579	$ 1,100,000	$ -	0.0%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 2,260,916	$ 2,633,772	$ 1,941,713	$ 2,254,497	$ 2,345,688	$ (403,975)	-20.8%
NON-RECURRING	-	-	397,865	-	-	397,865	100.0%
FUND TOTAL USES	$ 2,260,916	$ 2,633,772	$ 2,339,578	$ 2,254,497	$ 2,345,688	$ (6,110)	-0.3%
270 CHILD SUPPORT ENHANCEMENT							
NON-RECURRING	$ -	$ 45,900	$ 45,900	$ 30,771	$ 100,000	$ (54,100)	-117.9%
FUND TOTAL USES	$ -	$ 45,900	$ 45,900	$ 30,771	$ 100,000	$ (54,100)	-117.9%
273 VICTIM LOCATION							
NON-RECURRING	$ 42,552	$ 75,000	$ 75,000	$ 46,112	$ 75,000	$ -	0.0%
FUND TOTAL USES	$ 42,552	$ 75,000	$ 75,000	$ 46,112	$ 75,000	$ -	0.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 2,620,910	$ 3,598,000	$ 3,598,000	$ 2,891,810	$ 3,000,000	$ 598,000	16.6%
NON-RECURRING	1,031,682	160,000	160,000	-	2,700,000	(2,540,000)	-1587.5%
DEPARTMENT OPERATING TOTAL USES	$ 36,999,954	$ 41,267,071	$ 40,421,043	$ 37,193,713	$ 38,645,992	$ 1,775,051	4.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,183,523	$ 1,050,900	$ 1,448,765	$ 239,044	$ 6,475,000	$ (5,026,235)	-346.9%
DEPARTMENT TOTAL USES	$ 38,183,477	$ 42,317,971	$ 41,869,808	$ 37,432,757	$ 45,120,992	$ (3,251,184)	-7.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	36.80	38.80	41.80	40.80	40.80	(1.00)	(2.4%)
FINANCIAL SERVICES	2.00	1.55	1.55	1.55	1.55	-	0.0%
HUMAN RESOURCES	8.00	8.00	9.00	9.00	8.00	(1.00)	(11.1%)
PROCUREMENT	1.00	1.55	1.55	1.55	1.55	-	0.0%
PROGRAM TOTAL	48.80	50.80	54.80	53.80	52.80	(2.00)	(3.6%)
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	3.00	3.25	3.15	3.25	3.25	.10	3.2%
COURT ORDERED DISBURSEMENT	7.60	3.95	3.85	4.60	4.45	.60	15.6%
COURT ORDERED FIN RECORDS	39.15	41.90	42.25	43.00	42.65	.40	0.9%
COURT ORDERED RECEIVABLES	8.40	4.55	5.65	6.05	5.55	(.10)	(1.8%)
PROGRAM TOTAL	58.15	53.65	54.90	56.90	55.90	1.00	1.8%
COURT RECORDS							
APPELLATE RECORDS	10.55	10.70	9.70	8.70	8.70	(1.00)	(10.3%)
CASE ESTABLISHMENT	65.85	67.70	69.35	68.35	66.80	(2.55)	(3.7%)
DISPOSITION REPORT	5.05	6.20	5.20	5.20	5.20	-	0.0%
DISTRIBUTION	9.45	9.00	9.50	9.00	7.60	(1.90)	(20.0%)
EFILED DOCUMENT	-	-	.00	-	15.50	15.50	N/A
EXHIBIT CUSTODY	14.00	15.70	14.70	14.70	14.70	-	0.0%
JUVENILE SUBSEQUENT DOCUMENT	7.80	7.50	7.70	7.70	7.70	-	0.0%
MEMORIALIZE COURT PROCEEDINGS	240.50	234.55	234.55	234.55	231.25	(3.30)	(1.4%)
SCANNED DOCUMENT	121.80	118.25	121.25	121.75	102.20	(19.05)	(15.7%)
PROGRAM TOTAL	475.00	469.60	471.95	469.95	459.65	(12.30)	(2.6%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	22.00	22.50	23.50	22.50	21.50	(2.00)	(8.5%)
DATA CENTER	7.50	6.25	6.25	6.25	6.25	-	0.0%
DESKTOP SUPPORT	6.00	6.50	6.50	6.50	6.50	-	0.0%
HELP DESK SUPPORT	2.00	2.25	2.25	2.25	2.25	-	0.0%
PROGRAM TOTAL	37.50	37.50	38.50	37.50	36.50	(2.00)	(5.2%)
PUBLIC RECORDS							
COURT DOCUMENT COPY	24.95	25.20	22.80	22.80	25.15	2.35	10.3%
COURT FILE DELIVERY	16.50	17.45	18.05	18.05	12.40	(5.65)	(31.3%)
IMAGED DOCUMENT	-	-	.00	-	8.85	8.85	N/A
PUBLIC REGISTRATIONS	19.10	19.80	19.00	19.00	19.75	.75	3.9%
PROGRAM TOTAL	60.55	62.45	59.85	59.85	66.15	6.30	10.5%
DEPARTMENT TOTAL	680.00	674.00	680.00	678.00	671.00	(9.00)	(1.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin & Operations Mgr	19.00	-	-	-	-	-	N/A
Admin/Operations Specialist	3.00	3.00	3.00	2.00	3.00	-	0.0%
Admin/Operations Supv	16.00	-	-	-	-	-	N/A
Administrative Staff Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	-	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%
Attorney	-	1.00	1.00	1.00	1.00	-	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	2.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	218.50	214.50	214.50	214.50	213.50	(1.00)	(0.5%)
Courtroom Services Supervisor	-	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
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	-	-	-	-	N/A
Deputy Director - Clerk of the Court	-	-	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	1.00	-	0.0%
Finance Manager	-	-	-	1.00	1.00	1.00	N/A
Finance Manager - Large	-	-	1.00	-	-	(1.00)	(100.0%)
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
General Laborer	9.00	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	2.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Human Resources Manager	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
IS Architect	-	-	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	2.00	(1.00)	(33.3%)
IS Project Manager - Sr/Ld	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
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	7.00	7.00	7.00	-	0.0%
Justice System Clerk	290.00	287.00	287.00	287.00	286.00	(1.00)	(0.3%)
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	21.00	20.00	(1.00)	(4.8%)
Justice System Manager	-	11.00	11.00	11.00	10.00	(1.00)	(9.1%)
Management Analyst	3.00	2.00	3.00	3.00	3.00	-	0.0%
Management Assistant	-	-	1.00	2.00	1.00	-	0.0%
Media 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	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	-	-	(1.00)	(100.0%)
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	-	-	-	-	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	-	-	2.00	2.00	2.00	-	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%
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	3.00	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	**680.00**	**674.00**	**680.00**	**678.00**	**671.00**	**(9.00)**	**(1.3%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	556.00	548.00	553.00	551.00	545.00	(8.00)	(1.4%)
205	COURT DOCUMENT RETRIEVAL	25.00	27.00	27.00	27.00	27.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216	CLERK OF THE COURT GRANTS	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
218	CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	45.00	45.00	46.00	46.00	46.00	-	0.0%
Department Total		**680.00**	**674.00**	**680.00**	**678.00**	**671.00**	**(9.00)**	**(1.3%)**

Significant Variance Analysis

Overall, the department eliminated 11.0 vacant FTE's. The department inactivated 2.0 Temporary positions and 2.0 FTE's to right size the budget due to declining revenue while an additional 7.0 FTE's are eliminated as a result of changes in operational needs of the department.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $96,832 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Court Document Retrieval Fund (205)

- Decrease expenditure budget by $4,146 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Judicial Enhancement Fund (208)

- Decrease expenditure budget by $809 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Clerk of the Court Grants Fund (216)

- Decrease expenditure budget by $863 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Clerk of the Court Fill the Gap Fund (218)

- Decrease expenditure budget by $7,289 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase revenues and expenditures by $692,059 based on FY 2012 Court Fill-the-Gap Plan.

Electronic Document Management System Fund (274)

- Decrease expenditure budget by $7,747 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $198,193 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce filing fee revenue by $3,307,600 based on FY 2012 Forecast.
- Reduce Personal Services by $145,143 due to the elimination of 2.0 Regular FTE's and 2.0 Temporary FTE's.
- Reduce Services by $141,515 based on FY 2012 Forecast.
- Reduce Internal Service Charges by $128,942 based on FY 2013 charges.
- Reduce Services-Allocation Out by $350,027 as a result of changes in the allocation to special revenue funds.
- Reduce Services-Allocation In by $22,472 based State Risk Management Charges for FY 2013.

- Reduce Capital Equipment by $400,000 based on shift of expenditures to Non Recurring.

General Fund (100) Non-Recurring

- Increase expenditure budget by $2,500,000 for the Restitution, Fines, and Reimbursement (RFR) System project.

Court Document Retrieval Fund (205)

- Increase Regular Benefits by $8,570 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce filing fee revenue by $249,000 based on FY 2012 Forecast.
- Increase Personal Services by $7,355 to fully fund all positions.
- Reduce General Supplies by $525 based on FY 2012 Forecast.
- Reduce Other Services by $283,250 based on FY 2012 Forecast.
- Increase Postage/Freight/Shipping by $1,000 based on FY 2012 Forecast.
- Increase Services-Allocation In by $26,870 based on FY 2013 charges for Telecom and Internal Service Charges.

Court Document Retrieval Fund (205) Non-Recurring

- Increase expenditure budget by $275,000 for the EDMS project.

Judicial Enhancement Fund (208)

- Increase Regular Benefits by $1,674 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce filing fee revenue by $100,000 based on FY 2012 Forecast.
- Increase in Personal Services of $1,223 to fully fund all positions.
- Reduce expenditures in General Supplies and Non-Capital Equipment by $152,478 based on FY 2012 Forecast.
- Increase Other Services and Repairs and Maintenance by $63,693 for structural balance.
- Reduce Education and Training by $17,173 based on FY 2012 Forecast.
- Increase Services-Allocation In by $5,422 based on FY 2013 charges for Telecom and Internal Service Charges.

Judicial Enhancement Fund (208) Non-Recurring

- Increase expenditure budget by $100,000 for the custom Queue Management Project.

Clerk of the Court Grants Fund (216)

- Increase Regular Benefits by $1,499 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce Personnel Savings by $636 based on FY 2012 Forecast.
- Reduce grant revenue and expenditures by $445,232 based on expected grant awards in FY 2013.

Clerk of the Court Fill the Gap Fund (218)

- Increase Regular Benefits by $14,852 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Intergovernmental Charges for Service by $20,200 based on charges in FY 2013.
- Reduce Other Charges for Service by $308,284 based on charges in FY 2013.
- Reduce Personal Services by $21,976 based on FY 2012 Forecast.
- Reduce General Supplies by $36,956 for structural balance.
- Reduce Other Services by $262,421 for structural balance.
- Increase Services-Allocation In by $48,121 based on FY 2013 charges for Telecom and Internal Service Charges.

Child Support Enhancement Fund (270)

- Increase service revenue by $2,000 based on FY 2012 Forecast.

Victim Location Fund (273)

- Reduce Interest Earning revenue by $3,000 based on FY 2012 Forecast.

Electronic Document Management Fund (274)

- Increase Regular Benefits by $16,354 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce filing fee revenue by $598,000 based on FY 2012 Forecast.
- Increase Personal Services by $145,811 to fully fund all positions.
- Reduce General Supplies and Non-Capital Equipment by $107,790 based on FY 2012 Forecast.
- Reduce Other Services and Repairs and Maintenance by $687,201 for structural balance.
- Increase Services-Allocation In by $51,180 based on FY 2013 charges for Telecom and Internal Service Charges.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	99.8%	100.0%	0.0%	0.0%
Percent of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	100.0%	100.0%	98.9%	100.0%	0.0%	0.0%
Percent of new cases established within stated timeframes	99.6%	99.0%	99.6%	99.6%	0.7%	0.7%
Percent of Adult cases established within stated timeframes	99.6%	98.9%	99.7%	99.6%	0.8%	0.8%
Percent of Juvenile cases established within stated timeframes	99.8%	100.0%	99.4%	99.7%	(0.2%)	-0.2%
Percent of minute entries created within three days from date of hearing to date of creation	96.4%	96.8%	96.6%	96.6%	(0.2%)	-0.2%
Percent of Adult minute entries created within three days from date of hearing to date of creation	98.6%	98.3%	98.3%	98.1%	(0.2%)	-0.2%
Percent of Juvenile minute entries created within three days from date of hearing to date of creation	80.8%	86.5%	84.6%	86.1%	(0.4%)	-0.4%
Percent of accurate Adult minute entries in a statistical sample of completed minute entries	99.8%	99.8%	99.9%	99.8%	0.1%	0.1%
Percent of accurate Juvenile minute entries in a statistical sample of completed minute entries	99.6%	99.5%	99.8%	99.8%	0.2%	0.2%
Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received Adult court created documents distributed by the next business day after receipt of the documents for distribution	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.8%	100.0%	98.7%	98.6%	(1.4%)	-1.4%
Percent 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%
Percent 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%

Program Results (Continued)

Percent of exhibits received for intake that are available for access within established timeframes	99.6%	99.8%	99.2%	99.3%	(0.5%)	-0.6%
Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	99.6%	99.9%	99.2%	99.3%	(0.6%)	-0.6%
Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.5%	99.6%	99.0%	99.1%	(0.5%)	-0.5%
Percent of Juvenile subsequent documents docketed within established timeframes	99.9%	99.9%	97.7%	98.8%	(1.2%)	-1.2%
Percent of eFiled documents available to all authorized customers within two business hours	N/A	N/A	N/A	52.8%	N/A	N/A
Percent of eFiled documents reviewed within one business hour after being submitted	N/A	N/A	N/A	43.6%	N/A	N/A
Percent of eFiled documents docketed within one business hour of Acceptance	N/A	N/A	N/A	36.0%	N/A	N/A
Percent of properly linked eFiled documents	N/A	N/A	N/A	99.9%	N/A	N/A
Percent of scanned and docketed documents available to all authorized customers by 5:00PM two business days after being filed in paper format	N/A	N/A	N/A	60.0%	N/A	N/A
Percent of filed paper documents scanned by 5:00PM the business day after being filed	N/A	N/A	N/A	70.0%	N/A	N/A
Percent of scanned documents docketed by 5:00PM the business day after being scanned	N/A	N/A	N/A	50.0%	N/A	N/A
Percent of Scanned documents meeting Quality Control standards	N/A	N/A	N/A	99.9%	N/A	N/A

Activities that comprise this program include:

- Appellate
- Case Establishment
- Disposition Report
- Distribution
- Efiled Document
- Exhibits Custody
- Juvenile Subsequent Document
- Memorialize Court Proceedings Scanned Document

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	99.8%	100.0%	0.0%	0.0%
Result	Percent of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	100.0%	100.0%	98.9%	100.0%	0.0%	0.0%
Output	Number of records transmitted to an Appellate Court	1,552	1,687	1,545	1,615	(72)	-4.3%
Output	Number of Adult records transmitted to an Appellate Court	1,339	1,452	1,280	1,340	(112)	-7.7%
Output	Number of Juvenile records transmitted to an Appellate Court	213	234	267	277	43	18.4%
Demand	Number of records to be transmitted to an Appellate Court	1,648	1,693	1,613	1,717	24	1.4%
Efficiency	Cost per record transmitted to an Appellate Court	$ 295.86	$ 270.89	$ 306.24	$ 281.68	$ (10.80)	-4.0%
Expenditure							
	100 - GENERAL	$ 409,520	$ 409,817	$ 429,674	$ 407,598	$ 2,219	0.5%
	218 - CLERK OF COURT FILL THE GAP	49,659	47,168	47,412	47,320	(152)	-0.3%
	TOTAL USES	$ 459,179	$ 456,985	$ 477,086	$ 454,918	$ 2,067	0.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of new cases established within stated timeframes	99.6%	99.0%	99.6%	99.6%	0.7%	0.7%
Result	Percent of Adult cases established within stated timeframes	99.6%	98.9%	99.7%	99.6%	0.8%	0.8%
Result	Percent of Juvenile cases established within stated timeframes	99.8%	100.0%	99.4%	99.7%	(0.2%)	-0.2%
Output	Number of new cases established	178,655	197,606	145,314	156,926	(40,680)	-20.6%
Output	Number of Adult cases established	161,301	180,078	129,694	139,779	(40,299)	-22.4%
Output	Number of Juvenile cases established	17,354	17,530	15,620	17,147	(383)	-2.2%
Demand	Number of new cases to be established	179,975	199,590	145,888	157,306	(42,284)	-21.2%
Efficiency	Cost per new case established	$ 17.40	$ 14.85	$ 20.37	$ 20.67	$ (5.82)	-39.2%
Revenue							
	100 - GENERAL	$ 458,979	$ 456,000	$ 376,599	$ 240,000	$ (216,000)	-47.4%
	TOTAL SOURCES	$ 458,979	$ 456,000	$ 376,599	$ 240,000	$ (216,000)	-47.4%
Expenditure							
	100 - GENERAL	$ 2,568,311	$ 2,202,343	$ 2,376,676	$ 2,540,270	$ (337,927)	-15.3%
	216 - CLERK OF THE COURT GRANTS	-	225,588	93,995	178,284	47,304	21.0%
	218 - CLERK OF COURT FILL THE GAP	457,619	439,494	424,352	444,423	(4,929)	-1.1%
	274 - CLERK OF THE COURT EDMS	82,483	66,635	67,254	80,757	(14,122)	-21.2%
	TOTAL USES	$ 3,108,413	$ 2,934,060	$ 2,962,277	$ 3,243,734	$ (309,674)	-10.6%

Activity Narrative: The number of adult cases is expected to decrease (as compared to FY 2012 Revised) due to a decline in foreclosures and mortgage litigation attributed to economic improvement in the County. Additionally, a decline in new criminal case filings may be attributed to changes within the County Attorney's Office.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.8%	100.0%	98.7%	98.6%	(1.4%)	-1.4%
Result	Percent 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	Percent 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	Percent 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	95.0%	100.0%	59.0%	56.7%	(43.3%)	-43.3%
Output	Number of Disposition Reports / Abstracts transmitted	53,751	53,265	47,426	50,496	(2,769)	-5.2%
Output	Number of Disposition Reports transmitted	46,891	46,992	42,705	45,405	(1,587)	-3.4%
Output	Number of Adult Abstracts transmitted	4,750	4,018	3,226	3,462	(556)	-13.8%
Output	Number of Juvenile Abstracts transmitted	2,110	2,254	1,495	1,629	(625)	-27.7%
Demand	Number of Disposition Reports / Abstracts to be transmitted	64,667	62,290	58,787	63,191	901	1.4%
Efficiency	Cost per Disposition Report / Abstract transmitted	$ 4.01	$ 5.00	$ 5.34	$ 5.04	$ (0.04)	-0.8%
Expenditure							
	100 - GENERAL	$ 207,615	$ 250,110	$ 234,083	$ 253,093	$ (2,983)	-1.2%
	216 - CLERK OF THE COURT GRANTS	-	-	-	1,476	(1,476)	N/A
	205 - COURT DOCUMENT RETRIEVAL	7,839	-	2,326	-	-	N/A
	274 - CLERK OF THE COURT EDMS	-	16,379	16,263	-	16,379	100.0%
	TOTAL USES	$ 215,454	$ 266,489	$ 252,672	$ 254,569	$ 11,920	4.5%

Activity Narrative: All sentencings require a disposition report or abstract. The increase in output and demand from FY 2012 Forecast is attributed to an expected increase in sentencings, therefore increasing the number of disposition reports and abstracts transmitted.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Adult court created documents distributed by the next business day after receipt of the documents for distribution	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court created documents distributed	677,043	681,338	609,233	649,030	(32,308)	-4.7%
Output	Number of Adult court created documents distributed	N/A	564,805	504,478	536,625	(28,180)	-5.0%
Output	Number of Juvenile court created documents distributed	N/A	116,534	104,756	112,408	(4,126)	-3.5%
Demand	Number of court created documents received for distribution	677,104	681,338	609,233	649,030	(32,308)	-4.7%
Efficiency	Cost per court created document distributed	$ 1.24	$ 1.17	$ 1.22	$ 1.20	$ (0.03)	-2.7%
Expenditure							
	100 - GENERAL	$ 841,703	$ 767,831	$ 694,763	$ 769,403	$ (1,572)	-0.2%
	216 - CLERK OF THE COURT GRANTS	-	30,768	12,820	11,856	18,912	61.5%
	TOTAL USES	$ 841,703	$ 798,599	$ 707,583	$ 781,259	$ 17,340	2.2%

Activity Narrative: The decline in output and demand in FY 2012 Forecast is due to the elimination of certain minute entries by staff as more agencies converted to electronic distribution. In FY 2013, the department anticipates and increase in output and demand due to an increase in case filings.

Efiled Document Activity

The purpose of the Efiled Document Activity is to provide eFiled court documents to judicial officers, court personnel and eFiling parties so they can access accurate eFiled court records within two business hours of a document being eFiled.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eFiled documents available to all authorized customers within two business hours	N/A	N/A	N/A	52.8%	N/A	N/A
Result	Percent of eFiled documents reviewed within one business hour after being submitted	N/A	N/A	N/A	43.6%	N/A	N/A
Result	Percent of eFiled documents docketed within one business hour of Acceptance	N/A	N/A	N/A	36.0%	N/A	N/A
Result	Percent of properly linked eFiled documents	N/A	N/A	N/A	99.9%	N/A	N/A
Output	Number of eFiled documents available to all authorized customers	N/A	N/A	N/A	342,322	N/A	N/A
Output	Number of reviewed eFiled documents	N/A	N/A	N/A	401,866	N/A	N/A
Output	Number of docketed eFiled documents	N/A	N/A	N/A	206,619	N/A	N/A
Demand	Number of eFilded documents to be docketed	N/A	N/A	N/A	373,870	N/A	N/A
Demand	Number of eFiled documents submitted for review	N/A	N/A	N/A	411,634	N/A	N/A
Efficiency	Cost per eFiled document	N/A	N/A	N/A	$ 2.37	N/A	N/A
Revenue							
	274 - CLERK OF THE COURT EDMS	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 324,293	$ (324,293)	N/A
	218 - CLERK OF COURT FILL THE GAP	-	-	-	84,955	(84,955)	N/A
	274 - CLERK OF THE COURT EDMS	-	-	-	401,941	(401,941)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 811,189	$ (811,189)	N/A

Activity Narrative: This is a new activity; therefore, there is no historical data.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of exhibits received for intake that are available for access within established timeframes	99.6%	99.8%	99.2%	99.3%	(0.5%)	-0.6%
Result	Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	99.6%	99.9%	99.2%	99.3%	(0.6%)	-0.6%
Result	Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.5%	99.6%	99.0%	99.1%	(0.5%)	-0.5%
Output	Number of exhibits processed for intake	119,039	126,261	110,029	118,397	(7,864)	-6.2%
Output	Number of Adult exhibits processed for intake	103,296	112,706	97,680	105,110	(7,596)	-6.7%
Output	Number of Juvenile exhibits processed for intake	15,743	13,557	12,349	13,287	(270)	-2.0%
Demand	Number of exhibits received for intake	119,503	126,346	110,320	118,666	(7,680)	-6.1%
Efficiency	Cost per exhibit processed for intake	$ 5.51	$ 5.33	$ 5.68	$ 5.90	$ (0.57)	-10.7%
Expenditure							
	100 - GENERAL	$ 587,656	$ 508,997	$ 554,409	$ 618,759	$ (109,762)	-21.6%
	205 - COURT DOCUMENT RETRIEVAL	-	80,000	-	-	80,000	100.0%
	218 - CLERK OF COURT FILL THE GAP	68,024	83,774	73,278	79,494	4,280	5.1%
	TOTAL USES	$ 655,680	$ 672,771	$ 627,687	$ 698,253	$ (25,482)	-3.8%

Activity Narrative: Comparing FY 2012 Forecast to FY 2013 Recommended, output and demand are anticipated to increase as case filings increase.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Juvenile subsequent documents docketed within established timeframes	99.9%	99.9%	97.7%	98.8%	(1.2%)	-1.2%
Output	Number of Juvenile subsequent documents docketed	238,945	235,574	214,195	231,879	(3,695)	-1.6%
Demand	Number of Juvenile subsequent documents to be docketed	242,003	238,651	220,321	238,664	13	0.0%
Efficiency	Cost per Juvenile subsequent document docketed	$ 1.54	$ 1.50	$ 1.67	$ 1.56	$ (0.05)	-3.4%
Expenditure							
	100 - GENERAL	$ 367,401	$ 354,317	$ 355,604	$ 360,623	$ (6,306)	-1.8%
	TOTAL USES	$ 367,401	$ 354,317	$ 355,604	$ 360,623	$ (6,306)	-1.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of minute entries created within three days from date of hearing to date of creation	96.4%	96.8%	96.6%	96.6%	(0.2%)	-0.2%
Result	Percent of Adult minute entries created within three days from date of hearing to date of creation	98.6%	98.3%	98.3%	98.1%	(0.2%)	-0.2%
Result	Percent of Juvenile minute entries created within three days from date of hearing to date of creation	80.8%	86.5%	84.6%	86.1%	(0.4%)	-0.4%
Result	Percent of accurate Adult minute entries in a statistical sample of completed minute entries	99.8%	99.8%	99.9%	99.8%	0.1%	0.1%
Result	Percent of accurate Juvenile minute entries in a statistical sample of completed minute entries	99.6%	99.5%	99.8%	99.8%	0.2%	0.2%
Output	Number of minute entries created	598,641	570,732	564,495	608,489	37,757	6.6%
Output	Number of Adult minute entries created	523,374	498,528	493,204	531,785	33,257	6.7%
Output	Number of Juvenile minute entries created	75,267	72,205	71,291	76,704	4,499	6.2%
Output	Number of Adult minute entries in a statistical sample of completed minute entries	523,374	498,528	493,204	531,785	33,257	6.7%
Output	Number of Juvenile minute entries in a statistical sample of completed minute entries	75,267	72,205	71,291	76,704	4,499	6.2%
Demand	Number of minute entries to be created	598,641	570,732	564,495	608,489	37,757	6.6%
Efficiency	Cost per minute entry created	$ 20.56	$ 19.62	$ 21.39	$ 19.32	$ 0.30	1.5%
Revenue							
	216 - CLERK OF THE COURT GRANTS	$ 1,246,129	$ 289,900	$ 219,777	$ 272,628	$ (17,272)	-6.0%
	208 - JUDICIAL ENHANCEMENT	970,404	884,000	832,295	784,000	(100,000)	-11.3%
	218 - CLERK OF COURT FILL THE GAP	2,408,075	1,941,713	2,308,044	2,345,688	403,975	20.8%
	270 - CHILD SUPPORT ENHANCEMENT	95,475	91,000	77,661	89,000	(2,000)	-2.2%
	TOTAL SOURCES	$ 4,720,083	$ 3,206,613	$ 3,437,777	$ 3,491,316	$ 284,703	8.9%
Expenditure							
	100 - GENERAL	$ 9,926,768	$ 9,711,656	$ 9,936,472	$ 10,132,587	$ (420,931)	-4.3%
	216 - CLERK OF THE COURT GRANTS	1,170,364	501,409	910,197	396,610	104,799	20.9%
	218 - CLERK OF COURT FILL THE GAP	1,209,521	984,012	1,231,633	1,228,968	(244,956)	-24.9%
	TOTAL USES	$ 12,306,653	$ 11,197,077	$ 12,078,302	$ 11,758,165	$ (561,088)	-5.0%

Activity Narrative: The forecasted increase in output and demand in FY 2013 is related to the anticipated increase in dependency case filings and the Special Warrants Project.

Scanned Document Activity

The purpose of the Scanned Document Activity is to provide scanned court documents to judicial officers, court personnel and parties so they can access accurate scanned court documents by 5:00PM two business days after being filed in paper format.

Mandates: Supreme Court Administrative Order 2006-96 authorizes a pilot program in Maricopa County to dispose of paper case file records after replacement with electronic images and designating the electronic image as the original record. Later rescinded and replaced with ACJA §1-507(E) under which a court may request authorization from the AOC to rely on electronic images of court records in lieu of paper case records.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of scanned and docketed documents available to all authorized customers by 5:00PM two business days after being filed in paper format	N/A	N/A	N/A	60.0%	N/A	N/A
Result	Percent of filed paper documents scanned by 5:00PM the business day after being filed	N/A	N/A	N/A	70.0%	N/A	N/A
Result	Percent of scanned documents docketed by 5:00PM the business day after being scanned	N/A	N/A	N/A	50.0%	N/A	N/A
Result	Percent of Scanned documents meeting Quality Control standards	N/A	N/A	N/A	99.9%	N/A	N/A
Output	Number of documents both scanned and docketed	N/A	N/A	N/A	2,435,820	N/A	N/A
Output	Number of documents scanned	N/A	N/A	N/A	2,435,820	N/A	N/A
Output	Number of scanned documents docketed	N/A	N/A	N/A	1,948,655	N/A	N/A
Demand	Number of documents to be scanned	N/A	N/A	N/A	2,435,820	N/A	N/A
Demand	Number of Scanned documents to be docketed	N/A	N/A	N/A	1,948,655	N/A	N/A
Efficiency	Cost per scanned and docketed document	N/A	N/A	N/A	$ 1.87	N/A	N/A
Revenue							
	205 - COURT DOCUMENT RETRIEVAL	$ 1,667,448	$ 1,584,000	$ 1,324,624	$ 1,335,000	$ (249,000)	-15.7%
	274 - CLERK OF THE COURT EDMS	3,671,857	3,598,000	3,014,824	-	(3,598,000)	-100.0%
	TOTAL SOURCES	$ 5,339,305	$ 5,182,000	$ 4,339,448	$ 1,335,000	$ (3,847,000)	-74.2%
Expenditure							
	100 - GENERAL	$ 2,674,847	$ 2,279,743	$ 2,613,241	$ 2,340,996	$ (61,253)	-2.7%
	216 - CLERK OF THE COURT GRANTS	-	416,036	173,346	184,512	231,524	55.6%
	205 - COURT DOCUMENT RETRIEVAL	591,495	621,205	552,550	500,240	120,965	19.5%
	218 - CLERK OF COURT FILL THE GAP	467,985	509,230	474,889	403,481	105,749	20.8%
	274 - CLERK OF THE COURT EDMS	1,315,011	1,576,708	1,297,166	1,122,796	453,912	28.8%
	TOTAL USES	$ 5,049,338	$ 5,402,922	$ 5,111,192	$ 4,552,025	$ 850,897	15.7%

Activity Narrative: This is a new activity; therefore, there is no historical data.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of payments posted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of checks issued within established timeframes	100.0%	100.0%	95.6%	100.0%	0.0%	0.0%
Percent of restitution checks issued within established timeframes	100.0%	100.0%	95.4%	100.0%	0.0%	0.0%
Percent of bond checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of reconciliations completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of financial records available within established timeframes	95.5%	96.7%	99.8%	99.8%	3.2%	3.3%
Percent of accurate Billing financial records in a statistical sample of deferral orders	99.2%	99.0%	96.4%	95.7%	(3.3%)	-3.3%
Percent of accurate Trust financial records in a statistical sample of trust orders	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.9%	98.9%	98.8%	98.7%	(0.2%)	-0.2%
Percent 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%
Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders financial records available within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Criminal Obligation financial records available within thirty days from the docketed date	93.6%	95.2%	100.0%	100.0%	4.8%	5.0%
Percent of Juvenile financial records available within 30 days from the filing date	98.3%	99.2%	96.6%	96.3%	(2.9%)	-2.9%
Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	99.9%	100.0%	100.0%	0.1%	0.1%
Percent of Support Orders financial reports available within established timeframes	94.0%	97.4%	93.4%	93.5%	(3.9%)	-4.0%

Activities that comprise this program include:

- Court Ordered Disbursement
- Court Ordered Financial Records
- Court Ordered Receivables
- Fiduciary

Court Ordered Disbursement Activity

The purpose of the Court Ordered Disbursement Activity is to provide checks to crime victims and litigants pursuant to court order and to government entities pursuant to statute and court rule so they can access funds due them in a timely manner.

Mandates: A.R.S. §13-804 mandates that the court ensure that each legal entity required to pay restitution do so in a prompt manner, and do so subject to specified procedures and requirements. A.R.S. §8-344 mandates that the Clerk act as a pass-through entity for the payment of all restitution payments due from a juvenile ordered by the court to make payments to a victim.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of checks issued within established timeframes	100.0%	100.0%	95.6%	100.0%	0.0%	0.0%
Result	Percent of restitution checks issued within established timeframes	100.0%	100.0%	95.4%	100.0%	0.0%	0.0%
Result	Percent of bond checks issued within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of checks issued	76,927	79,111	83,894	90,577	11,466	14.5%
Output	Number of restitution checks issued	73,147	75,198	80,121	86,320	11,122	14.8%
Output	Number of bond checks issued	3,780	3,912	3,772	4,255	343	8.8%
Demand	Number of checks to be issued	86,970	86,310	88,512	95,233	8,923	10.3%
Efficiency	Cost per check issued	$ 4.20	$ 3.54	$ 3.21	$ 3.30	$ 0.24	6.9%
Expenditure							
	100 - GENERAL	$ 280,252	$ 205,057	$ 221,729	$ 223,567	$ (18,510)	-9.0%
	205 - COURT DOCUMENT RETRIEVAL	-	-	6,473	-	-	N/A
	273 - VICTIM LOCATION	42,552	75,000	46,112	75,000	-	0.0%
	TOTAL USES	$ 322,804	$ 280,057	$ 274,314	$ 298,567	$ (18,510)	-6.6%

Activity Narrative: In FY 2013, an increase in demand and output is expected due to the Clerk of the Superior Court partnering with the County Attorney's Office to create the Victim Location Project. This project allows the department to use resources from the County Attorney's Office to locate addresses of victims that are owed restitution checks.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of financial records available within established timeframes	95.5%	96.7%	99.8%	99.8%	3.2%	3.3%
Result	Percent of accurate Billing financial records in a statistical sample of deferral orders	99.2%	99.0%	96.4%	95.7%	(3.3%)	-3.3%
Result	Percent 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	Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.9%	98.9%	98.8%	98.7%	(0.2%)	-0.2%
Result	Percent 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	Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders financial records available within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Criminal Obligation financial records available within thirty days from the docketed date	93.6%	95.2%	100.0%	100.0%	4.8%	5.0%
Result	Percent of Juvenile financial records available within 30 days from the filing date	98.3%	99.2%	96.6%	96.3%	(2.9%)	-2.9%
Result	Percent 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	Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	99.9%	100.0%	100.0%	0.1%	0.1%
Result	Percent of Support Orders financial reports available within established timeframes	94.0%	97.4%	93.4%	93.5%	(3.9%)	-4.0%
Output	Number of financial record orders processed	222,279	231,891	180,088	199,642	(32,249)	-13.9%
Output	Number of Billing Unit financial record orders processed	24,539	25,778	22,996	24,977	(801)	-3.1%
Output	Number of Trust financial record orders processed	5,533	6,890	5,174	5,784	(1,106)	-16.1%
Output	Number of Criminal Obligation financial record orders processed	154,562	159,950	118,265	132,410	(27,540)	-17.2%
Output	Number of Support Orders financial record orders processed	26,068	27,620	24,815	26,885	(735)	-2.7%
Output	Number of Juvenile financial record orders processed	11,577	11,654	8,837	9,585	(2,069)	-17.8%
Output	Number of Support Orders financial record customer inquiries resolved	18,424	17,622	20,112	21,394	3,772	21.4%
Output	Number of Criminal Obligation financial record customer inquiries resolved	38,612	36,322	29,618	31,713	(4,609)	-12.7%
Output	Number of Support Orders financial reports prepared	4,566	4,451	4,300	4,359	(92)	-2.1%
Demand	Number of financial record orders to be processed	231,099	238,868	189,403	208,759	(30,109)	-12.6%
Efficiency	Cost per financial record processed	$ 6.75	$ 7.43	$ 10.22	$ 9.83	$ (2.40)	-32.3%
Revenue							
	273 - VICTIM LOCATION	$ -	$ 8,000	$ 2,200	$ 5,000	$ (3,000)	-37.5%
	TOTAL SOURCES	$ -	$ 8,000	$ 2,200	$ 5,000	$ (3,000)	-37.5%
Expenditure							

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of payments posted within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of payments posted	43,464	30,121	42,314	45,414	15,293	50.8%
Demand	Number of payments to be posted	43,640	30,317	42,314	45,414	15,097	49.8%
Efficiency	Cost per payment posted	$ 8.97	$ 9.26	$ 7.18	$ 5.87	$ 3.39	36.6%
Revenue							
	100 - GENERAL	$ 9,663,065	$ 9,813,600	$ 6,854,732	$ 6,872,000	$ (2,941,600)	-30.0%
	TOTAL SOURCES	$ 9,663,065	$ 9,813,600	$ 6,854,732	$ 6,872,000	$ (2,941,600)	-30.0%
Expenditure							
	100 - GENERAL	$ 389,837	$ 278,967	$ 298,677	$ 266,479	$ 12,488	4.5%
	TOTAL USES	$ 389,837	$ 278,967	$ 298,677	$ 266,479	$ 12,488	4.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of reconciliations completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of reconciliations completed	118,137	115,667	106,302	114,239	(1,428)	-1.2%
Demand	Number of reconciliations to be completed	118,137	115,667	106,302	114,239	(1,428)	-1.2%
Efficiency	Cost per reconciliation completed	$ 1.68	$ 1.66	$ 1.89	$ 1.68	$ (0.02)	-1.1%
Expenditure							
	100 - GENERAL	$ 198,074	$ 192,422	$ 199,643	$ 192,086	$ 336	0.2%
	TOTAL USES	$ 198,074	$ 192,422	$ 199,643	$ 192,086	$ 336	0.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of page reproductions completed within established timeframes	100.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile page reproductions completed within established timeframes	99.7%	99.7%	98.4%	98.3%	(1.3%)	-1.3%
Percent of files delivered within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult files delivered within two business days from time of request	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent 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%
Percent of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of eligible pre-2002 pages that are accessible in electronic format	N/A	N/A	N/A	30.0%	N/A	N/A

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Imaged Document
- 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of page reproductions completed within established timeframes	100.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
Result	Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile page reproductions completed within established timeframes	99.7%	99.7%	98.4%	98.3%	(1.3%)	-1.3%
Output	Number of pages reproduced	1,362,114	1,416,508	1,166,617	1,285,590	(130,918)	-9.2%
Output	Number of Adult pages reproduced	1,249,013	1,302,955	1,066,730	1,175,940	(127,015)	-9.7%
Output	Number of Juvenile pages reproduced	113,101	113,554	99,886	109,649	(3,905)	-3.4%
Demand	Number of pages to be reproduced	1,364,127	1,418,131	1,170,864	1,290,595	(127,536)	-9.0%
Efficiency	Cost per page reproduced	$ 0.79	$ 0.75	$ 0.99	$ 0.96	$ (0.21)	-27.6%
Expenditure							
	100 - GENERAL	$ 1,013,855	$ 878,136	$ 982,536	$ 976,664	$ (98,528)	-11.2%
	216 - CLERK OF THE COURT GRANTS	-	-	-	23,100	(23,100)	N/A
	205 - COURT DOCUMENT RETRIEVAL	60,715	188,644	170,000	235,654	(47,010)	-24.9%
	TOTAL USES	$ 1,074,570	$ 1,066,780	$ 1,152,536	$ 1,235,418	$ (168,638)	-15.8%

Activity Narrative: The decrease in output and demand when comparing FY 2012 Revised to FY 2013 Recommended is due to the increasing popularity of the Electronic Court Record. More customers are accessing electronic records instead of requesting hard copies from the Clerk's Office.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of files delivered within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult files delivered within two business days from time of request	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent 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	Number of files delivered	84,165	84,744	70,773	75,549	(9,195)	-10.9%
Output	Number of Adult files delivered	32,241	30,432	23,523	24,867	(5,565)	-18.3%
Output	Number of Juvenile files delivered	51,924	54,312	47,250	50,685	(3,627)	-6.7%
Demand	Number of files requested	85,412	85,688	71,173	75,756	(9,932)	-11.6%
Efficiency	Cost per file delivered	$ 8.65	$ 8.60	$ 10.70	$ 7.69	$ 0.92	10.7%
Expenditure							
	100 - GENERAL	$ 358,425	$ 337,357	$ 353,800	$ 322,495	$ 14,862	4.4%
	216 - CLERK OF THE COURT GRANTS	-	10,260	4,275	11,508	(1,248)	-12.2%
	205 - COURT DOCUMENT RETRIEVAL	369,372	381,555	397,350	246,669	134,886	35.4%
	TOTAL USES	$ 727,797	$ 729,172	$ 755,425	$ 580,672	$ 148,500	20.4%

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.

Imaged Document Activity

The purpose of the Imaged Document Activity is to provide archival quality electronic images of pre-2002 court records currently maintained in paper format to attorneys, the public and agencies so they can access all eligible pre-2002 court records in a secure and electronic format.

Mandates: A.R.S. §12-282 mandates that the clerk safely keep and dispose of all records and photographic/electronic images of records shall be received in evidence in all courts and hearings in like manner as the original.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible pre-2002 pages that are accessible in electronic format	N/A	N/A	N/A	30.0%	N/A	N/A
Output	Number of pre-2002 pages imaged	N/A	N/A	N/A	16,943,112	N/A	N/A
Demand	Number of pre-2002 pages to be imaged	N/A	N/A	N/A	16,943,112	N/A	N/A
Efficiency	Cost per pre-2002 page imaged	N/A	N/A	N/A	$ 0.24	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 132,312	$ (132,312)	N/A
	205 - COURT DOCUMENT RETRIEVAL	-	-	-	1,218,401	(1,218,401)	N/A
	274 - CLERK OF THE COURT EDMS	-	-	-	2,742,033	(2,742,033)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 4,092,746	$ (4,092,746)	N/A

Activity Narrative: This is a new activity; therefore, there is not historical data.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of applications processed	45,764	44,264	37,874	39,966	(4,298)	-9.7%
Demand	Number of applications requested	45,764	44,264	37,874	39,966	(4,298)	-9.7%
Efficiency	Cost per application processed	$ 20.60	$ 39.07	$ 31.66	$ 23.71	$ 15.36	39.3%
Revenue							
	100 - GENERAL	$ 1,142,440	$ 1,288,000	$ 999,426	$ 1,138,000	$ (150,000)	-11.6%
	TOTAL SOURCES	$ 1,142,440	$ 1,288,000	$ 999,426	$ 1,138,000	$ (150,000)	-11.6%
Expenditure							
	100 - GENERAL	$ 909,559	$ 698,705	$ 834,488	$ 846,487	$ (147,782)	-21.2%
	216 - CLERK OF THE COURT GRANTS	-	3,658	1,523	4,452	(794)	-21.7%
	205 - COURT DOCUMENT RETRIEVAL	33,142	1,027,046	346,162	96,660	930,386	90.6%
	TOTAL USES	$ 942,701	$ 1,729,409	$ 1,182,173	$ 947,599	$ 781,810	45.2%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 30,516,351**	**$ 11,557,600**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (139,273)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(139,273)*	*-*
Reallocations			**$ 52,608**	**$ -**
Armored Car Charges	*C-49-12-018-2-00*		*52,608*	*-*
Supplemental Funding				
Mid Year Adjustments			**$ (67,304)**	**$ -**
AOC Risk Management Charges	*C-49-12-009-2-00*		*(67,304)*	*-*
FY 2012 Revised Budget			**$ 30,362,382**	**$ 11,557,600**
Adjustments:				
Employee Salary Adjustments			**$ (96,832)**	**$ -**
Adjust Hours Per FTE			*(96,832)*	*-*
FY 2013 Budget Target			**$ 30,265,550**	**$ 11,557,600**
Adjustments:				
Employee Retirement and Benefits			**$ 198,193**	**$ -**
Retirement Contributions			*198,193*	*-*
Base Adjustments			**$ (888,155)**	**$ -**
Other Base Adjustments			*(888,155)*	*-*
Reduce Personal Services based on FY 2012 Forecast		*$ (145,143)*		
Eliminated 2.0 FTE Regular and 2.0 FTE Temporary positions				
Increase General Supplies and Non-Capital Equipment for equipment replacement		*233,305*		
Reduce Services based on FY 2012 Forecast.		*(153,515)*		
Reduce Internal Service Charges based on FY 2013 charges		*(128,942)*		
Reduce Services- Allocation Out due to allocation to special revenue funds		*(350,027)*		
Reduce Services- Allocation In based on State Risk Management Charges		*(22,472)*		
Reduce Capital- Allocation Out due to shift to non-recurring		*(321,361)*		
Fees and Other Revenues			**$ -**	**$ (3,307,600)**
ProgRevenue Volume Inc/Dec			*-*	*(3,307,600)*
Increase Licenses and Permits based on FY 2012 Forecast		*$ 10,000*		
Reduce Other Charges for Services based on FY 2012 Forecast		*(1,386,000)*		
Reduce Fines & Forfeits based on FY 2012 Forecast		*(1,992,000)*		
Increase Miscellaneous Revneu based on FY 2012 Forecast		*60,400*		
FY 2013 Recommended Budget			**$ 29,575,588**	**$ 8,250,000**
Percent Change from Target Amount			*-2.3%*	*-28.6%*

General Fund (100) Non Recurring

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 45,000**	**$ -**
FY 2012 Revised Budget		**$ 45,000**	**$ -**
Adjustments:			
Non Recurring		**$ (45,000)**	**$ -**
Other Non-Recurring		*(45,000)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*2,500,000*	-
Imagine and Conversion of inactive records pre-2002	*$ 2,500,000*		
FY 2013 Recommended Budget		**$ 2,500,000**	**$ -**
Percent Change from Target Amount			

Court Document Retrieval Fund (205)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,584,000**	**$ 1,584,000**
FY 2012 Revised Budget		**$ 1,584,000**	**$ 1,584,000**
Adjustments:			
Employee Salary Adjustments		**$ (4,146)**	**$ -**
Adjust Hours Per FTE		*(4,146)*	-
FY 2013 Budget Target		**$ 1,579,854**	**$ 1,584,000**
Adjustments:			
Employee Retirement and Benefits		**$ 8,570**	**$ -**
Retirement Contributions		*8,570*	-
Fees and Other Revenues		**$ (253,424)**	**$ (249,000)**
ProgRevenue Volume Inc/Dec		*(253,424)*	*(249,000)*
Reduce Other Charges for Services based on FY 2012 Forecast	*(249,000)*		
Increase Personal Services to fully fund all positions	*7,355*		
Reduce General Supplies based on FY 2012 Forecast	*(525)*		
Reduce Other Services based on FY 2012 Forecast	*(283,250)*		
Increase Repairs and Maintenance, Postage/Freight/Shipping, and Services- Allocation In based on FY 2012 Forecast	*22,996*		
FY 2013 Recommended Budget		**$ 1,335,000**	**$ 1,335,000**
Percent Change from Target Amount		*-15.5%*	*-15.7%*

Court Document Retrieval Fund (205) Non Recurring

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 725,000**	**$ -**
FY 2012 Revised Budget		**$ 725,000**	**$ -**
Adjustments:			
Non Recurring		**$ (725,000)**	**$ -**
Other Non-Recurring		*(725,000)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,000,000**	**$ -**
Other Non-Recurring		*1,000,000*	-
Imagine and Conversion of inactive records pre-2002	*1,000,000*		
FY 2013 Recommended Budget		**$ 1,000,000**	**$ -**
Percent Change from Target Amount			

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,103,484	$ 1,544,464	$ 1,544,464	$ 1,713,435	$ 1,563,435
Sources:					
Operating	$ 1,678,853	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000
Total Sources:	$ 1,678,853	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000
Uses:					
Operating	$ 1,050,515	$ 1,584,000	$ 1,584,000	$ 1,329,037	$ 1,335,000
Total Uses:	$ 1,068,904	$ 2,309,000	$ 2,309,000	$ 1,479,037	$ 2,335,000
Structural Balance	$ 628,338	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,713,435	$ 819,464	$ 819,464	$ 1,563,435	$ 563,435
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 1,713,435	$ 819,464	$ 819,464	$ 1,563,435	$ 563,435

Judicial Enhancement Fund (208)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,100,000**	**$ 1,100,000**
FY 2012 Revised Budget		**$ 1,100,000**	**$ 1,100,000**
Adjustments:			
Employee Salary Adjustments		**$ (809)**	**$ -**
Adjust Hours Per FTE		*(809)*	-
FY 2013 Budget Target		**$ 1,099,191**	**$ 1,100,000**
Adjustments:			
Employee Retirement and Benefits		**$ 1,674**	**$ -**
Retirement Contributions		*1,674*	-
Fees and Other Revenues		**$ (100,865)**	**$ (100,000)**
ProgRevenue Volume Inc/Dec		*(100,865)*	*(100,000)*
Reduce Other Charges for Services based on FY 2012 Forecast	*$ (100,000)*		
Increase Personal Services to fully fund all positions	*1,223*		
Reduce General Services and Non-Capital Equipment based on FY 2012 Forecast	*(152,478)*		
Increase Other Services and Repairs and Maintenance based on FY 2012 Forecast	*62,141*		
Reduce Education and Training to structurally balance	*(17,173)*		
Increase Services- Allocation In based on FY 2013 ISFC charges	*5,422*		
FY 2013 Recommended Budget		**$ 1,000,000**	**$ 1,000,000**
Percent Change from Target Amount		*-9.0%*	*-9.1%*

Judicial Enhancement Fund (208) Non Recurring

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 100,000**	**$ -**
Other Non-Recurring		*100,000*	-
Custom Queue Management Project	*100,000*		
FY 2013 Recommended Budget		**$ 100,000**	**$ -**
Percent Change from Target Amount			

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,318,846	$ 1,582,748	$ 1,582,748	$ 1,921,296	$ 2,141,713
Sources:					
Operating	$ 1,815,227	$ 1,670,600	$ 1,670,600	$ 1,542,503	$ 1,521,600
Total Sources:	$ 1,815,227	$ 1,670,600	$ 1,670,600	$ 1,542,503	$ 1,521,600
Uses:					
Operating	$ 738,016	$ 1,670,600	$ 1,670,600	$ 1,022,086	$ 1,521,600
Total Uses:	$ 1,212,778	$ 1,970,600	$ 1,970,600	$ 1,322,086	$ 1,621,600
Structural Balance	$ 1,077,211	$ -	$ -	$ 520,417	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,921,296	$ 1,282,748	$ 1,282,748	$ 2,141,713	$ 2,041,713
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 1,921,296	$ 1,282,748	$ 1,282,748	$ 2,141,713	$ 2,041,713

Clerk of the Superior Court Grants Fund (216)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 1,834,948**	**$ 1,834,948**
FY 2012 Revised Budget	**$ 1,834,948**	**$ 1,834,948**
Adjustments:		
Employee Salary Adjustments	**$ (863)**	**$ -**
Adjust Hours Per FTE	*(863)*	*-*
FY 2013 Budget Target	**$ 1,834,085**	**$ 1,834,948**
Adjustments:		
Employee Retirement and Benefits	**$ 1,499**	**$ -**
Retirement Contributions	*1,499*	*-*
Base Adjustments	**$ (636)**	**$ -**
Personnel Savings	*(636)*	*-*
Grants	**$ (445,232)**	**$ (445,232)**
Grant Reconciliation	*(445,232)*	*(445,232)*
FY 2013 Recommended Budget	**$ 1,389,716**	**$ 1,389,716**
Percent Change from Target Amount	*-24.2%*	*-24.3%*

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

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ (338,498)	$ (338,498)	$ (2,900)	$ (2,900)
Sources:					
Operating	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716
Total Sources:	$ 1,168,195	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716
Uses:					
Operating	$ 1,171,100	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716
Total Uses:	$ 1,171,100	$ 1,834,948	$ 1,834,948	$ 1,542,190	$ 1,389,716
Structural Balance	$ (2,905)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Unassigned	(2,900)	(338,498)	(338,498)	(2,900)	(2,900)
Total Ending Spendable Fund Balance	$ (2,900)	$ (338,498)	$ (338,498)	$ (2,900)	$ (2,900)

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

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 2,633,772**	**$ 2,633,772**
Adjustments:	Agenda Item:			
Fees and Other Revenues			**$ (692,059)**	**$ (692,059)**
FY 12 Court Fill-the-Gap Plan	*C-80-12-008-2-00*		*(692,059)*	*(692,059)*
FY 2012 Revised Budget			**$ 1,941,713**	**$ 1,941,713**
Adjustments:				
Employee Salary Adjustments			**$ (7,289)**	**$ -**
Adjust Hours Per FTE			*(7,289)*	*-*
Fees and Other Revenues			**$ 692,059**	**$ 692,059**
FY 12 Court Fill-the-Gap Plan	*C-80-12-008-2-00*		*692,059*	*692,059*
FY 2013 Budget Target			**$ 2,626,483**	**$ 2,633,772**
Adjustments:				
Employee Retirement and Benefits			**$ 14,852**	**$ -**
Retirement Contributions			*14,852*	*-*
Fees and Other Revenues			**$ (295,647)**	**$ (288,084)**
ProgRevenue Volume Inc/Dec			*(295,647)*	*(288,084)*
Reduce Charges for Service based on COC Fill the Gap amount		*(288,084)*		
Reduce Personal Services to fully fund all positions		*(44,391)*		
Reduce General Supplies and Other Services to structurally balance		*(299,377)*		
Increase Services- Allocation In based on FY 2013 ISFC charges		*48,121*		
FY 2013 Recommended Budget			**$ 2,345,688**	**$ 2,345,688**
Percent Change from Target Amount			*-10.7%*	*-10.9%*

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

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 215,174	$ 139,257	$ 139,257	$ 362,342	$ 415,861
Sources:					
Operating	$ 2,408,082	$ 2,633,772	$ 1,941,713	$ 2,308,016	$ 2,345,688
Total Sources:	$ 2,408,082	$ 2,633,772	$ 1,941,713	$ 2,308,016	$ 2,345,688
Uses:					
Operating	$ 2,260,916	$ 2,633,772	$ 1,941,713	$ 2,254,497	$ 2,345,688
Total Uses:	$ 2,260,916	$ 2,633,772	$ 2,339,578	$ 2,254,497	$ 2,345,688
Structural Balance	$ 147,166	$ -	$ -	$ 53,519	$ -
Ending Spendable Fund Balance:					
Restricted	$ 362,342	$ 139,257	$ -	$ 415,861	$ 415,861
Unassigned	-	-	(258,608)	-	-
Total Ending Spendable Fund Balance	$ 362,342	$ 139,257	$ (258,608)	$ 415,861	$ 415,861

Child Support Enhancement Fund (270)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ -**	**$ 91,000**
FY 2012 Revised Budget		**$ -**	**$ 91,000**
FY 2013 Budget Target		**$ -**	**$ 91,000**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ -**	**$ (2,000)**
ProgRevenue Volume Inc/Dec		-	*(2,000)*
Reduce Interest Earnings based on FY 2012 Forecast	*(2,000)*		
FY 2013 Recommended Budget		**$ -**	**$ 89,000**
Percent Change from Target Amount			*-2.2%*

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 473,968	$ 591,914	$ 591,914	$ 575,066	$ 623,501
Sources:					
Operating	$ 101,098	$ 91,000	$ 91,000	$ 79,206	$ 89,000
Total Sources:	$ 101,098	$ 91,000	$ 91,000	$ 79,206	$ 89,000
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Total Uses:	$ -	$ 45,900	$ 45,900	$ 30,771	$ 100,000
Structural Balance	$ 101,098	$ 91,000	$ 91,000	$ 79,206	$ 89,000
Ending Spendable Fund Balance:					
Restricted	$ 575,066	$ 637,014	$ 637,014	$ 623,501	$ 612,501
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 575,066	$ 637,014	$ 637,014	$ 623,501	$ 612,501

Victim Location Fund (273)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ -**	**$ 8,000**
FY 2012 Revised Budget		**$ -**	**$ 8,000**
FY 2013 Budget Target		**$ -**	**$ 8,000**
Adjustments:			
ProgRevenue Volume Inc/Dec		-	*(3,000)*
Reduce Interest Earnings based on FY 2012 Forecast	*(3,000)*		
FY 2013 Recommended Budget		**$ -**	**$ 5,000**
Percent Change from Target Amount			*-37.5%*

Victim Location Fund (273) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 180,821	$ 150,291	$ 150,291	$ 146,753	$ 104,571
Sources:					
Operating	$ 8,485	$ 8,000	$ 8,000	$ 3,930	$ 5,000
Total Sources:	$ 8,485	$ 8,000	$ 8,000	$ 3,930	$ 5,000
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Total Uses:	$ 42,552	$ 75,000	$ 75,000	$ 46,112	$ 75,000
Structural Balance	$ 8,485	$ 8,000	$ 8,000	$ 3,930	$ 5,000
Ending Spendable Fund Balance:					
Restricted	$ 146,753	$ 83,291	$ 83,291	$ 104,571	$ 34,571
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 146,753	$ 83,291	$ 83,291	$ 104,571	$ 34,571

Electronic Document Management System Fund (274)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 3,598,000**	**$ 3,598,000**
FY 2012 Revised Budget		**$ 3,598,000**	**$ 3,598,000**
Adjustments:			
Employee Salary Adjustments		**$ (7,747)**	**$ -**
Adjust Hours Per FTE		*(7,747)*	-
FY 2013 Budget Target		**$ 3,590,253**	**$ 3,598,000**
Adjustments:			
Employee Retirement and Benefits		**$ 16,354**	**$ -**
Retirement Contributions		*16,354*	-
Fees and Other Revenues		**$ (606,607)**	**$ (598,000)**
ProgRevenue Volume Inc/Dec		*(606,607)*	*(598,000)*
Reduce Other Charges for Service based on FY 2012 Forecast	*$ (598,000)*		
Increase Personal Services to fully fund all positions	*145,811*		
Reduce General Supplies and Non-Capital Equipment based on FY 2012 Forecast	*(116,397)*		
Reduce Other Services and Repairs and Maintenance based on FY 2012 Forecast	*(687,201)*		
Increase Services- Allocation In based on FY 2013 ISFC charges	*51,180*		
FY 2013 Recommended Budget		**$ 3,000,000**	**$ 3,000,000**
Percent Change from Target Amount		*-16.4%*	*-16.6%*

Electronic Document Management System Fund (274) Non Recurring

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 2,700,000**	**$ -**
Other Non-Recurring		*2,700,000*	-
Pre-2002 Inactive Case Imaging	*2,700,000*		
FY 2013 Recommended Budget		**$ 2,700,000**	**$ -**
Percent Change from Target Amount			

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,910,943	$ 3,031,293	$ 3,031,293	$ 2,955,202	$ 3,085,824
Sources:					
Operating	$ 3,696,838	$ 3,598,000	$ 3,598,000	$ 3,022,432	$ 3,000,000
Total Sources:	$ 3,696,838	$ 3,598,000	$ 3,598,000	$ 3,022,432	$ 3,000,000
Uses:					
Operating	$ 2,620,910	$ 3,598,000	$ 3,598,000	$ 2,891,810	$ 3,000,000
Total Uses:	$ 3,652,592	$ 3,758,000	$ 3,758,000	$ 2,891,810	$ 5,700,000
Structural Balance	$ 1,075,928	$ -	$ -	$ 130,622	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,955,202	$ 2,871,293	$ 2,871,293	$ 3,085,824	$ 385,824
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 2,955,202	$ 2,871,293	$ 2,871,293	$ 3,085,824	$ 385,824

Constables

Analysis by Timothy Snyder, 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

Department Specific

By June 2014, the Constables will generate at least 100% of their operating costs on an annual basis.

Status: In FY 2011, the Constables generated 54.32% of their operating costs ($1,414,282 in revenues against $2,603,573 in operating costs). The Constables' Warrant Program is funded from the General Fund, but revenues are delivered to the Justice Courts, a General Funded department. Overall, the Warrant Program has generated a net gain to the General Fund during its pilot phase.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
SERV - SERVICE OF PROCESS	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
25PS - SERVICE OF PROCESS	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
TOTAL PROGRAMS	**$ 1,414,292**	**$ 1,504,722**	**$ 1,524,897**	**$ 1,561,832**	**$ 1,515,522**	**$ (9,375)**	**-0.6%**
USES							
SERV - SERVICE OF PROCESS	$ 2,595,041	$ 2,661,308	$ 2,745,355	$ 2,672,463	$ 2,716,879	$ 28,476	1.0%
25PS - SERVICE OF PROCESS	$ 2,595,041	$ 2,661,308	$ 2,745,355	$ 2,672,463	$ 2,716,879	$ 28,476	1.0%
BDGT - BUDGETING	$ -	$ 1,425	$ 1,425	$ 707	$ -	$ 1,425	100.0%
FSAC - FINANCIAL SERVICES	-	735	735	361	-	735	100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 2,160	$ 2,160	$ 1,068	$ -	$ 2,160	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 8,532	$ 5,017	$ 5,017	$ 10,074	$ 15,127	$ (10,110)	-201.5%
99GV - GENERAL GOVERNMENT	$ 8,532	$ 5,017	$ 5,017	$ 10,074	$ 15,127	$ (10,110)	-201.5%
TOTAL PROGRAMS	**$ 2,603,573**	**$ 2,668,485**	**$ 2,752,532**	**$ 2,683,605**	**$ 2,732,006**	**$ 20,526**	**0.7%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 18,053	$ -	$ 19,971	$ 19,971	$ -	$ (19,971)	-100.0%
SUBTOTAL	$ 18,053	$ -	$ 19,971	$ 19,971	$ -	$ (19,971)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,396,239	$ 1,504,722	$ 1,504,722	$ 1,541,657	$ 1,515,522	$ 10,800	0.7%
SUBTOTAL	$ 1,396,239	$ 1,504,722	$ 1,504,722	$ 1,541,657	$ 1,515,522	$ 10,800	0.7%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ -	$ 204	$ 204	$ -	$ (204)	-100.0%
SUBTOTAL	$ -	$ -	$ 204	$ 204	$ -	$ (204)	-100.0%
ALL REVENUES	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
TOTAL SOURCES	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,696,090	$ 1,695,288	$ 1,741,491	$ 1,743,277	$ 1,711,065	$ 30,426	1.7%
0750 - FRINGE BENEFITS	718,027	730,070	747,739	737,471	778,405	(30,666)	-4.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(236,579)	(177,876)	(29,646)	(44,469)	-	(29,646)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	236,579	177,876	29,646	44,469	-	29,646	100.0%
SUBTOTAL	$ 2,414,117	$ 2,425,358	$ 2,489,230	$ 2,480,748	$ 2,489,470	$ (240)	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 32,575	$ 8,955	$ 24,024	$ 23,512	$ 10,060	$ 13,964	58.1%
0803 - FUEL	64,216	72,000	72,000	69,481	78,300	(6,300)	-8.8%
0804 - NON-CAPITAL EQUIPMENT	-	28,174	33,280	5,106	13,200	20,080	60.3%
SUBTOTAL	$ 96,791	$ 109,129	$ 129,304	$ 98,099	$ 101,560	$ 27,744	21.5%
SERVICES							
0812 - OTHER SERVICES	$ 3,078	$ 7,103	$ 7,103	$ 3,713	$ 4,065	$ 3,038	42.8%
0825 - REPAIRS AND MAINTENANCE	-	350	350	170	350	-	0.0%
0839 - INTERNAL SERVICE CHARGES	30,943	109,983	109,983	85,543	93,345	16,638	15.1%
0841 - TRAVEL	2,751	4,392	4,392	2,602	2,952	1,440	32.8%
0842 - EDUCATION AND TRAINING	4,195	12,050	12,050	12,670	12,144	(94)	-0.8%
0843 - POSTAGE/FREIGHT/SHIPPING	119	120	120	60	120	-	0.0%
SUBTOTAL	$ 41,086	$ 133,998	$ 133,998	$ 104,758	$ 112,976	$ 21,022	15.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 20,962	$ -	$ -	$ -	$ 28,000	$ (28,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	30,617	-	-	-	-	-	N/A
SUBTOTAL	$ 51,579	$ -	$ -	$ -	$ 28,000	$ (28,000)	N/A
ALL EXPENDITURES	$ 2,603,573	$ 2,668,485	$ 2,752,532	$ 2,683,605	$ 2,732,006	$ 20,526	0.7%
TOTAL USES	$ 2,603,573	$ 2,668,485	$ 2,752,532	$ 2,683,605	$ 2,732,006	$ 20,526	0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 1,392,240	$ 1,504,722	$ 1,504,722	$ 1,541,861	$ 1,515,522	$ 10,800	0.7%
NON-RECURRING	22,052	-	20,175	19,971	-	(20,175)	-100.0%
FUND TOTAL SOURCES	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,392,240	$ 1,504,722	$ 1,504,722	$ 1,541,861	$ 1,515,522	$ 10,800	0.7%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 22,052	$ -	$ 20,175	$ 19,971	$ -	$ (20,175)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 1,414,292	$ 1,504,722	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 2,311,478	$ 2,490,609	$ 2,488,468	$ 2,435,598	$ 2,689,806	$ (201,338)	-8.1%
NON-RECURRING	292,095	177,876	264,064	248,007	42,200	221,864	84.0%
FUND TOTAL USES	$ 2,603,573	$ 2,668,485	$ 2,752,532	$ 2,683,605	$ 2,732,006	$ 20,526	0.7%
DEPARTMENT OPERATING TOTAL USES	$ 2,311,478	$ 2,490,609	$ 2,488,468	$ 2,435,598	$ 2,689,806	$ (201,338)	-8.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ 292,095	$ 177,876	$ 264,064	$ 248,007	$ 42,200	$ 221,864	84.0%
DEPARTMENT TOTAL USES	$ 2,603,573	$ 2,668,485	$ 2,752,532	$ 2,683,605	$ 2,732,006	$ 20,526	0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
SERVICE OF PROCESS							
SERVICE OF PROCESS	35.00	35.00	35.00	35.00	36.00	1.00	2.9%
PROGRAM TOTAL	35.00	35.00	35.00	35.00	36.00	1.00	2.9%
DEPARTMENT TOTAL	35.00	35.00	35.00	35.00	36.00	1.00	2.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Elected	25.00	25.00	25.00	25.00	26.00	1.00	4.0%
Legal Order Server	8.00	8.00	8.00	8.00	8.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**35.00**	**35.00**	**35.00**	**35.00**	**36.00**	**1.00**	**2.9%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	35.00	35.00	35.00	35.00	36.00	1.00	2.9%
Department Total	**35.00**	**35.00**	**35.00**	**35.00**	**36.00**	**1.00**	**2.9%**

Significant Variance Analysis

- Effective January 1, 2013, a new Justice Precinct will come into operation. This precinct will require a new Constable position as mandated by A.R.S. §22-131. One FTE is added to the operating budget.
- The Warrant Service Program is added to the operating budget after having been funded with non-operating funds during its pilot phase. This program adds 4 FTE to the operating budget.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of fines collected within 30 days	N/A	N/A	N/A	37.5%	N/A	N/A
Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	N/A	N/A	N/A	46.7%	N/A	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of fines collected within 30 days	N/A	N/A	N/A	37.5%	N/A	N/A
Result	Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	N/A	N/A	N/A	46.7%	N/A	N/A
Output	# Of Writs of Restitution	17,955	16,900	18,196	17,600	700	4.1%
Output	Dollars of outstanding fines collected	N/A	N/A	N/A	412,900	N/A	N/A
Output	Number of outstanding fines collected	N/A	N/A	N/A	800	N/A	N/A
Demand	# of Writs of Restitution required.	17,955	16,900	18,396	17,600	700	4.1%
Demand	Dollars of outstanding fines to be collected from assigned warrants	N/A	N/A	N/A	860,000	N/A	N/A
Demand	Number of outstanding fines to be collected	N/A	N/A	N/A	160,000	N/A	N/A
Efficiency	Expenditure per dollar of fines collected	N/A	N/A	N/A	$ 6.58	N/A	N/A
Revenue							
	100 - GENERAL	$ 1,414,292	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
	TOTAL SOURCES	$ 1,414,292	$ 1,524,897	$ 1,561,832	$ 1,515,522	$ (9,375)	-0.6%
Expenditure							
	100 - GENERAL	$ 2,595,041	$ 2,745,355	$ 2,672,463	$ 2,716,879	$ 28,476	1.0%
	TOTAL USES	$ 2,595,041	$ 2,745,355	$ 2,672,463	$ 2,716,879	$ 28,476	1.0%

Target Adjustments:

General Fund (100)

- Increase Regular Salary and Benefits by $34,566 to account for a new Constable position associated with the creation of a new Constable Precinct beginning operation January 1, 2013.
- Decrease expenditures by $945 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 FY 2013.

Base Adjustments:

General Fund (100)

- Increase revenue by $10,800 to account for a rise in Writ service demand in FY 2013. Demand for Writs of Restitution in the first quarter of FY 2012 spiked to 5,269, compared to 4,327 in quarter two. The high demand in the first quarter skewed revenue in the Forecast. Additionally, there is $19,971 in non-recurring grant revenue included in the FY 2012 budget that will not be part of the FY 2013 budget. Therefore, FY 2013 revenue is budgeted below Forecast and below the FY 2012 budget, while demand is budgeted below Forecast, but above the FY 2012 budget.
- Increase Regular Benefits by $40,618 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase expenditures by $177,674 for two Deputy Constables and two Office Assistant Specialized positions associated with the Constables' Warrant Program previously funded from General Fund (100) Non-Recurring/Non-Project (0001). It is recommended that this program, operated as a pilot project in fiscal years 2011 & 2012, be integrated into the operating budget in FY 2013. Annual estimated operating costs of the program are approximately $215,000 and are offset by generated revenues. For example, in calendar year 2011, conservative estimates show the program recovered $412,902 in unpaid fines for the Justice Courts. Beyond the gained revenues, this program's active pursuit of unpaid fines provides backbone to court rulings in Maricopa County.
- Decrease expenditures by $28,174 to right-size funding for computer and radio replacement.
- Decrease expenditures by $5,763 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 FY 2013. Elected officials were not included in the target adjustment

calculations associated with the change in hours. The decrease in the budget does not have an impact on the salary Constables are paid.

- Decrease Internal Service expenditures by $16,638 for lower than anticipated telecommunication and vehicle repair costs.

Non Recurring Adjustments:

General Fund (100)

- Increase Vehicles & Construction Equipment by $28,000 to purchase a vehicle for the new Constable associated with the new Justice Precinct. The vehicle purchase is anticipated to occur in November or December of 2012.
- Increase General Supplies by $1,000 and Non-Capital Equipment by $13,200 for a total of $14,200 to purchase necessary one-time equipment and supplies to outfit the new Constable.

Activity Narrative: The Constables' demand and revenue are closely tied to the economy. Historically, rental eviction rates have been 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 2011, Writs of Restitution increased 4.4% to an average of 4,488 per quarter. During FY 2012, Writs of Restitution surged to 5,269 in the first quarter but declined to 4,327 in the second quarter (this could be due to foreclosed homeowners moving into rental housing). FY 2013 revenue and demand are budgeted slightly below the FY 2012 forecasted levels.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 2,490,609**	**$ 1,504,722**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (2,141)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(2,141)*	-
FY 2012 Revised Budget			**$ 2,488,468**	**$ 1,504,722**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (945)**	**$ -**
Adjust Hours Per FTE			*(945)*	-
Other Mandates			**$ 34,566**	**$ -**
New Justice Precincts			*34,566*	-
FY 2013 Budget Target			**$ 2,522,089**	**$ 1,504,722**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 40,618**	**$ -**
Retirement Contributions			*40,618*	-
Base Adjustments			**$ 127,099**	**$ -**
Other Base Adjustments			*143,737*	-
Warrant Program positions		*$ 177,674*		
Remove non-capital equipment purchases		*(28,174)*		
Right-size budgeted pay for Constables		*(5,763)*		
Internal Service Charges			*(16,638)*	-
Fees and Other Revenues			**$ -**	**$ 10,800**
ProgRevenue Volume Inc/Dec			*-*	*10,800*
Increased demand: number of Writs required		*$ 10,800*		
FY 2013 Recommended Budget			**$ 2,689,806**	**$ 1,515,522**
Percent Change from Target Amount			*6.6%*	*0.7%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 177,876**	**$ -**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Donations			**$ 204**	**$ 204**
AZ Peace Officers Stds Trg Bd	*C-25-12-002-D-00*		*204*	*204*
Grants			**$ 19,971**	**$ 19,971**
Constables Training FY 12	*C-25-12-004-G-00*		*7,593*	*7,593*
Constables Training FY 12	*C-25-12-005-G-00*		*7,272*	*7,272*
Constables Training FY 12	*C-25-12-006-G-00*		*2,640*	*2,640*
Constables Training FY 12	*C-25-12-007-G-00*		*2,466*	*2,466*
Non Recurring			**$ 66,013**	**$ -**
Constables Salaries	*C-25-12-003-2-00*		*66,013*	*-*
FY 2012 Revised Budget			**$ 264,064**	**$ 20,175**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (541)**	**$ -**
Adjust Hours Per FTE			*(541)*	*-*
Non Recurring			**$ (263,523)**	**$ (20,175)**
Other Non-Recurring			*(263,523)*	*(20,175)*
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 42,200**	**$ -**
Other Non-Recurring			*42,200*	*-*
Vehicle purchase for new Constable		*$ 28,000*		
One-time supply purchases		*14,200*		
FY 2013 Recommended Budget			**$ 42,200**	**$ -**
Percent Change from Target Amount				

Correctional Health Services

Analysis by Karina Araiza, 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 Jan 31, 2012, the Department has a 9.7% vacancy rate. This trend is expected to continue in FY 2013.
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 has enhanced their internal tracking mechanism and is currently in the early stages of implementing an electronic medical records system which will include a component to track chronic care patients. This goal will be revised during the FY 2014 Strategic Business Plan update process.
Department Specific	**By June 30, 2014, 100% of CHS patient health records will be in electronic format.** Status: The Department is 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 completing approximately 40% of its specialty visits on site. There has been no increase in the number of ancillary services provided by MIHS. The Department is expanding the District Medical Group's role in providing cardiologists for onsite visits.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CLSP - CLINICAL SUPPORT	$ 58,041	$ 56,500	$ 56,500	$ 61,564	$ 56,500	$ -	0.0%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 58,041	$ 56,500	$ 56,500	$ 61,564	$ 56,500	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 321	$ -	$ -	$ (4,184)	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 321	$ -	$ -	$ (4,184)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 58,362**	**$ 56,500**	**$ 56,500**	**$ 57,380**	**$ 56,500**	**$ -**	**0.0%**
USES							
IPMD - INPATIENT MEDICAL	$ 6,691,928	$ 3,726,021	$ 3,605,336	$ 4,877,249	$ 5,234,411	$ (1,629,075)	-45.2%
IPMH - INPATIENT MENTAL HEALTH	5,827,015	6,383,054	6,627,897	6,332,998	6,835,547	(207,650)	-3.1%
26IP - INPATIENT	$ 12,518,943	$ 10,109,075	$ 10,233,233	$ 11,210,247	$ 12,069,958	$ (1,836,725)	-17.9%
INHA - INITIAL HEALTH ASSESSMENT	$ 2,553,896	$ 2,550,465	$ 2,577,359	$ 2,648,697	$ 2,840,299	$ (262,940)	-10.2%
OPTE - OUTPATIENT TREATMENT AND EVAL	27,249,405	31,292,066	32,307,219	30,826,853	29,967,927	2,339,292	7.2%
PBHS - PRE BOOKING HEALTH SCREENING	844,110	925,269	1,273,320	828,837	930,730	342,590	26.9%
26OP - OUTPATIENT	$ 30,647,411	$ 34,767,800	$ 36,157,898	$ 34,304,387	$ 33,738,956	$ 2,418,942	6.7%
CLSP - CLINICAL SUPPORT	$ 2,944,102	$ 3,468,928	$ 3,680,544	$ 3,700,678	$ 3,821,222	$ (140,678)	-3.8%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 2,944,102	$ 3,468,928	$ 3,680,544	$ 3,700,678	$ 3,821,222	$ (140,678)	-3.8%
CURE - CUSTODY RESTORATION AND EVAL	$ 1,714,322	$ 1,627,174	$ 1,620,773	$ 1,538,334	$ 1,629,446	$ (8,673)	-0.5%
EVAL - ADULT COMPETENCY EVALUATIONS	1,077,668	1,199,761	1,199,704	1,240,145	1,282,167	(82,463)	-6.9%
JVAL - JUVENILE COMPETENCY EVALUATION	274,045	241,200	241,200	198,075	145,549	95,651	39.7%
80RE - RESTORATION TO COMPETENCY	$ 3,066,035	$ 3,068,135	$ 3,061,677	$ 2,976,554	$ 3,057,162	$ 4,515	0.1%
BDGT - BUDGETING	$ 107,733	$ 109,210	$ 108,665	$ 108,526	$ 100,937	$ 7,728	7.1%
FSAC - FINANCIAL SERVICES	417,319	414,361	407,313	403,718	445,401	(38,088)	-9.4%
HRAC - HUMAN RESOURCES	380,683	380,153	377,408	391,417	386,832	(9,424)	-2.5%
ODIR - EXECUTIVE MANAGEMENT	808,184	897,393	825,201	762,634	665,559	159,642	19.3%
PROC - PROCUREMENT	56,131	43,913	43,652	53,218	54,231	(10,579)	-24.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,770,050	$ 1,845,030	$ 1,762,239	$ 1,719,513	$ 1,652,960	$ 109,279	6.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,005,309	$ 1,515,848	$ 1,515,848	$ 1,525,229	$ 1,579,737	$ (63,889)	-4.2%
99GV - GENERAL GOVERNMENT	$ 3,005,309	$ 1,515,848	$ 1,515,848	$ 1,525,229	$ 1,579,737	$ (63,889)	-4.2%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 9,456,535	$ -	$ 784,013	$ 226,837	$ 378,162	$ 405,851	51.8%
DESK - DESKTOP SUPPORT	367,795	266,840	266,840	290,708	852,355	(585,515)	-219.4%
99IT - INFORMATION TECHNOLOGY	$ 9,824,330	$ 266,840	$ 1,050,853	$ 517,545	$ 1,230,517	$ (179,664)	-17.1%
TOTAL PROGRAMS	**$ 63,776,180**	**$ 55,041,656**	**$ 57,462,292**	**$ 55,954,153**	**$ 57,150,512**	**$ 311,780**	**0.5%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 49,999	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
SUBTOTAL	$ 49,999	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 8,363	$ 6,500	$ 6,500	$ 7,397	$ 6,500	$ -	0.0%
SUBTOTAL	$ 8,363	$ 6,500	$ 6,500	$ 7,397	$ 6,500	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (17)	$ -	$ -	N/A
SUBTOTAL	$ -	$ -	$ -	$ (17)	$ -	$ -	N/A
ALL REVENUES	$ 58,362	$ 56,500	$ 56,500	$ 57,380	$ 56,500	$ -	0.0%
TOTAL SOURCES	$ 58,362	$ 56,500	$ 56,500	$ 57,380	$ 56,500	$ -	0.0%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 24,688,180	$ 25,994,229	$ 27,034,289	$ 25,464,639	$ 25,801,782	$ 1,232,507	4.6%
0705 - TEMPORARY PAY	30,339	22,968	22,968	-	-	22,968	100.0%
0710 - OVERTIME	849,991	813,461	813,461	932,734	1,000,032	(186,571)	-22.9%
0750 - FRINGE BENEFITS	7,768,274	8,838,282	8,940,578	8,449,132	8,798,074	142,504	1.6%
0790 - OTHER PERSONNEL SERVICES	427,639	413,994	413,994	416,049	634,665	(220,671)	-53.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(519,578)	(1,455,380)	(1,455,380)	(129,515)	(749,149)	(706,231)	-48.5%
0796 - PERSONNEL SERVICES ALLOC-IN	925,637	1,850,262	2,367,985	1,015,391	2,078,248	289,737	12.2%
SUBTOTAL	$ 34,170,482	$ 36,477,816	$ 38,137,895	$ 36,148,430	$ 37,563,652	$ 574,243	1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 107,618	$ 98,340	$ 98,340	$ 87,945	$ 113,446	$ (15,106)	-15.4%
0802 - MEDICAL SUPPLIES	4,299,629	4,099,066	4,099,066	4,444,984	4,300,000	(200,934)	-4.9%
0803 - FUEL	8,503	7,700	7,700	8,879	10,800	(3,100)	-40.3%
0804 - NON-CAPITAL EQUIPMENT	16,836	20,000	20,000	5,991	15,000	5,000	25.0%
0806 - SUPPLIES-ALLOCATION IN	-	-	91,626	-	181,150	(89,524)	-97.7%
SUBTOTAL	$ 4,432,586	$ 4,225,106	$ 4,316,732	$ 4,547,799	$ 4,620,396	$ (303,664)	-7.0%
SERVICES							
0810 - LEGAL SERVICES	$ 1,537,071	$ 1,505,268	$ 1,505,268	$ 1,400,241	$ 1,400,636	$ 104,632	7.0%
0811 - HEALTH CARE SERVICES	10,810,438	10,768,924	11,437,855	11,846,097	11,493,572	(55,717)	-0.5%
0812 - OTHER SERVICES	200,609	172,698	172,698	172,696	204,800	(32,102)	-18.6%
0820 - RENT & OPERATING LEASES	101,688	100,872	100,872	99,307	107,965	(7,093)	-7.0%
0825 - REPAIRS AND MAINTENANCE	62,400	77,662	77,662	46,550	99,474	(21,812)	-28.1%
0839 - INTERNAL SERVICE CHARGES	2,955,991	1,645,738	1,645,738	1,645,738	1,572,549	73,189	4.4%
0841 - TRAVEL	12,402	12,060	12,060	16,451	17,860	(5,800)	-48.1%
0842 - EDUCATION AND TRAINING	44,488	31,900	31,900	6,457	39,000	(7,100)	-22.3%
0843 - POSTAGE/FREIGHT/SHIPPING	6,370	6,126	6,126	5,784	6,126	-	0.0%
0850 - UTILITIES	22,274	17,078	17,078	18,603	19,853	(2,775)	-16.2%
0873 - SERVICES-ALLOCATION IN	19,109	-	-	-	-	-	N/A
SUBTOTAL	$ 15,772,840	$ 14,338,326	$ 15,007,257	$ 15,257,924	$ 14,961,835	$ 45,422	0.3%
CAPITAL							
0950 - DEBT SERVICE	$ 272	$ 408	$ 408	$ -	$ -	$ 408	100.0%
SUBTOTAL	$ 272	$ 408	$ 408	$ -	$ -	$ 408	100.0%
ALL EXPENDITURES	$ 54,376,180	$ 55,041,656	$ 57,462,292	$ 55,954,153	$ 57,145,883	$ 316,409	0.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 9,400,000	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 9,400,000	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 63,776,180	$ 55,041,656	$ 57,462,292	$ 55,954,153	$ 57,145,883	$ 316,409	0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 49,999	$ 50,000	$ 50,000	$ 49,983	$ 50,000	$ -	0.0%
FUND TOTAL SOURCES	$ 49,999	$ 50,000	$ 50,000	$ 49,983	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 8,363	$ 6,500	$ 6,500	$ 7,397	$ 6,500	$ -	0.0%
FUND TOTAL SOURCES	$ 8,363	$ 6,500	$ 6,500	$ 7,397	$ 6,500	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 58,362	$ 56,500	$ 56,500	$ 57,380	$ 56,500	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 58,362	$ 56,500	$ 56,500	$ 57,380	$ 56,500	$ -	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 3,071,675	$ 3,071,763	$ 3,065,305	$ 2,980,179	$ 3,060,790	$ 4,515	0.1%
FUND TOTAL USES	$ 3,071,675	$ 3,071,763	$ 3,065,305	$ 2,980,179	$ 3,060,790	$ 4,515	0.1%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 50,000	$ 50,000	$ 50,000	$ 49,983	$ 50,000	$ -	0.0%
FUND TOTAL USES	$ 50,000	$ 50,000	$ 50,000	$ 49,983	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 51,006,136	$ 51,042,379	$ 53,379,394	$ 52,554,161	$ 53,255,839	$ 123,555	0.2%
NON-RECURRING	9,648,369	877,514	967,593	369,830	783,883	183,710	19.0%
FUND TOTAL USES	$ 60,654,505	$ 51,919,893	$ 54,346,987	$ 52,923,991	$ 54,039,722	$ 307,265	0.6%
DEPARTMENT OPERATING TOTAL USES	$ 54,127,811	$ 54,164,142	$ 56,494,699	$ 55,584,323	$ 56,366,629	$ 128,070	0.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 9,648,369	$ 877,514	$ 967,593	$ 369,830	$ 783,883	$ 183,710	19.0%
DEPARTMENT TOTAL USES	$ 63,776,180	$ 55,041,656	$ 57,462,292	$ 55,954,153	$ 57,150,512	$ 311,780	0.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.20	1.20	1.20	1.20	1.20	-	0.0%
EXECUTIVE MANAGEMENT	4.10	5.20	3.20	3.10	3.10	(.10)	(3.1%)
FINANCIAL SERVICES	5.70	5.70	5.70	5.70	6.70	1.00	17.5%
HUMAN RESOURCES	5.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	17.00	18.10	17.10	17.00	17.00	(.10)	(0.6%)
CORRECTIONAL HEALTH SUPP SVCS							
CLINICAL SUPPORT	46.20	51.10	57.10	59.20	55.20	(1.90)	(3.3%)
PROGRAM TOTAL	46.20	51.10	57.10	59.20	55.20	(1.90)	(3.3%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	3.00	2.00	1.00	2.00	-	0.0%
PROGRAM TOTAL	-	3.00	2.00	1.00	2.00	-	0.0%
INPATIENT							
INPATIENT MEDICAL	19.85	20.80	18.30	18.70	18.98	.68	3.7%
INPATIENT MENTAL HEALTH	56.55	55.40	56.90	57.30	59.78	2.88	5.1%
PROGRAM TOTAL	76.40	76.20	75.20	76.00	78.75	3.55	4.7%
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	26.10	29.30	30.60	30.50	30.60	-	0.0%
OUTPATIENT TREATMENT AND EVAL	259.60	261.05	267.50	270.30	262.50	(5.00)	(1.9%)
PRE BOOKING HEALTH SCREENING	10.20	7.75	9.50	9.50	9.70	.20	2.1%
PROGRAM TOTAL	295.90	298.10	307.60	310.30	302.80	(4.80)	(1.6%)
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
CUSTODY RESTORATION AND EVAL	13.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	17.00	16.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	452.50	462.50	475.00	479.50	471.75	(3.25)	(0.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	8.00	8.00	8.00	-	0.0%
Administrative Staff Supv	1.00	1.00	-	1.00	-	-	N/A
Administrative Supervisor	-	-	-	-	1.00	1.00	N/A
Business/Systems Analyst	1.00	1.00	-	-	-	-	N/A
Consultant	1.00	1.00	-	-	1.00	1.00	N/A
Counseling Supervisor	4.00	-	-	-	-	-	N/A
Counselor	36.50	-	-	-	-	-	N/A
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dentist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
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	-	-	-	-	-	N/A
Finance Manager - Large	-	-	1.00	1.00	-	(1.00)	(100.0%)
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	1.00	1.00	-	-	1.00	1.00	N/A
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Human Resources Specialist	2.00	2.00	2.00	3.00	3.00	1.00	50.0%
IS Project Manager	-	1.00	-	-	-	-	N/A
IT Consultant	-	1.00	-	-	-	-	N/A
Legal Assistant	1.00	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	56.00	57.00	62.00	62.00	61.75	(.25)	(0.4%)
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Handling Worker	5.00	-	-	-	-	-	N/A
Materials Inventory Specialist	-	5.00	5.00	5.00	5.00	-	0.0%
Medical Assistant	63.00	65.00	66.00	68.00	65.50	(.50)	(0.8%)
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Records Manager	-	-	1.00	1.00	1.00	-	0.0%
Mental Health Director	-	-	1.00	1.00	1.00	-	0.0%
Mental Health Professional	-	35.50	35.50	35.00	37.00	1.50	4.2%
Mental Health Professional Supervisor	-	4.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	91.00	93.00	97.00	99.00	97.50	.50	0.5%
Nurse - Correctional/Psychiatric	1.00	3.00	1.00	1.00	1.00	-	0.0%
Nurse Pract/Phys Asst	13.00	13.00	16.00	16.00	16.00	-	0.0%
Nurse Pract/Phys Asst - Psych	4.00	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	-	-	-	-	N/A
Nursing Manager	3.00	3.00	3.00	2.00	2.00	(1.00)	(33.3%)
Nursing Supervisor	12.00	11.00	11.00	11.00	10.00	(1.00)	(9.1%)
Office Assistant	83.00	83.00	82.00	83.00	78.00	(4.00)	(4.9%)
Office Assistant Specialized	5.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	-	1.00	-	-	-	-	N/A
Payroll/Time & Labor Spec	-	1.00	-	-	-	-	N/A
Pharmacist	-	-	1.00	1.00	1.00	-	0.0%
Physician	10.00	10.00	11.00	11.00	11.00	-	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	11.00	11.00	11.50	11.50	12.00	.50	4.3%
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	9.00	9.00	9.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**452.50**	**462.50**	**475.00**	**479.50**	**471.75**	**(3.25)**	**(0.7%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	17.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	435.50	446.50	459.00	463.50	455.75	(3.25)	(0.7%)
Department Total		**452.50**	**462.50**	**475.00**	**479.50**	**471.75**	**(3.25)**	**(0.7%)**

Significant Variance Analysis

The Department is downsizing their administrative staff and adding critical patient care personnel in the mental health and intake units to further comply with the Department's mandates under Graves v Arpaio.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $4,515 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Detention Fund (255) Operating

- Decrease expenditure budget by $123,555 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Detention Fund (255) Non Recurring Non Project

- Decrease expenditure budget by $1,143 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $9,327 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Personnel Services Allocation In by $74,260 based on charges from Maricopa County Sheriff's Office (MSCO).
- Increase Medical Supplies by $26,000 based on FY 2012 Forecast.
- Decrease Legal Services $105,187 to offset benefit and allocation in increases based on FY 2012 Forecast.
- Decrease Internal Services Charges to align with FY 2013 charges for Risk Management & Telecom.

Detention Fund (255) Operating

- Increase Regular Benefits by $254,175 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures by $272,251 as a result of a reduction in overall personnel expenses due to changes in rates for new hires.
- Reduce expenditures by increasing Benefit and Personnel Salary Savings by $692,958 per request of the Department, changing the personnel savings rate from 7.44% to 9.56%.
- Decrease expenditures by $22,968 in Temporary Pay**.**
- Increase Overtime by $188,471 based on FY 2012 Forecast.
- Decrease Overtime Benefits by $53,000 based on FY 2012 Forecast.
- Decrease in Personal Services (In – Out) by $345,072 for pool staff.
- Increase General Supplies by $17,606 for the Office Enterprise Technology (OET) to provide IT services.
- Increase Medical Supplies by $174,934 due to enhance delivery of patient services.

- Increase Fuel by $3,100 based on FY 2012 Forecast.
- Decrease Non Capital by $5,000 based on FY 2012 Forecast.
- Increase Health Services by $58,417 based on FY 2012 Forecast.
- Increase Other Services by $32,102 for the Office Enterprise Technology (OET) to provide IT services.
- Increase Rent & Operating Leases by $8,482 based on FY 2012 Forecast.
- Increase Repairs & Maintenance by $21,912 for the Office Enterprise Technology (OET) to provide IT services.
- Increase Travel by $3,000 based on FY 2012 Forecast.
- Increase Education & Training by $7,500 for the Office Enterprise Technology to provide IT services.
- Decrease Debt Service by $408 as a result paying off debt in FY 2012.
- Increase Internal Service Charges by $68,186 to align with the FY 2013 charges for Risk Management & Telecom.

Detention Fund (255) Non Recurring Non Project

- Increase Regular Benefits by $2,301 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Carry forward $600,432 in one-time funding for support staff to convert the paper files for patient medical records to the electronic medical records system.
- Budget $181,150 for the Office Enterprise Technology to purchase servers, software and miscellaneous technology equipment to provide IT services to CHS in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of patients discharged within 16 calendar days	85.5%	87.7%	86.4%	86.0%	(1.7%)	-2.0%
Percent of patients discharged within 25 calendar days	88.1%	88.2%	86.2%	86.1%	(2.1%)	-2.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of patients discharged within 16 calendar days	85.5%	87.7%	86.5%	86.0%	(1.7%)	-2.0%
Output	Number of bed days received	19,900	20,003	18,407	18,402	(1,601)	-8.0%
Output	Number of patients discharged	1,354	1,436	1,153	1,155	(281)	-19.6%
Demand	Number of patients referred to an inpatient medical setting	1,360	1,460	1,173	1,171	(289)	-19.8%
Efficiency	Cost per bed day received	$ 336.28	$ 180.24	$ 264.97	$ 284.45	$ (104.21)	-57.8%
Expenditure							
	255 - DETENTION OPERATIONS	$ 6,691,928	$ 3,605,336	$ 4,877,249	$ 5,234,411	$ (1,629,075)	-45.2%
	TOTAL USES	$ 6,691,928	$ 3,605,336	$ 4,877,249	$ 5,234,411	$ (1,629,075)	-45.2%

Activity Narrative: Efficiency is decreasing in FY 2013, as a result of providing additional medical staff to ensure appropriate coverage 24 hours a day, 7 days a week. This increases the quality of inpatient care and treatment resulting in more bed days, while reducing the need to transfer patients to more costly outside hospitals. In addition, expenditures are expected to increase due to recent State budget cuts eliminating AHCCCS coverage for childless adults.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of patients discharged within 25 calendar days	88.1%	88.2%	86.2%	86.1%	(2.1%)	-2.4%
Output	Number of mental health bed days received	42,802	42,758	47,786	47,791	5,033	11.8%
Output	Number of patients discharged	3,045	2,842	3,218	3,218	376	13.2%
Demand	Number of patients referred to an inpatient mental health setting	3,086	2,928	3,225	3,225	297	10.1%
Efficiency	Cost per mental health bed days received	$ 136.14	$ 155.01	$ 132.53	$ 143.03	$ 11.98	7.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 5,827,015	$ 6,627,897	$ 6,332,998	$ 6,835,547	$ (207,650)	-3.1%
	TOTAL USES	$ 5,827,015	$ 6,627,897	$ 6,332,998	$ 6,835,547	$ (207,650)	-3.1%

Activity Narrative: The demand for inpatient mental health services has increased, due at least in part to service reductions by the State mental health provider (Magellan). In addition, additional mental health staff was provided in FY 2012 in response to Graves v. Arpaio. This change resulted in significant cost increases in FY 2012 and FY 2013. The additional medical staff allows patients that are in need of acute mental health care to receive more individualized support and treatment, leading to an increase in bed days.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of patients triaged within 24 hours	91.3%	90.2%	99.6%	99.6%	9.4%	10.4%
Percent of scheduled appointments kept	82.7%	100.0%	83.7%	84.3%	(15.7%)	-15.7%
Percent of prescriptions written that are given within three days	94.7%	98.1%	96.0%	96.0%	(2.1%)	-2.2%
Percent of initial health assessments completed within 14 calendar days	90.6%	90.1%	92.3%	92.3%	2.2%	2.4%
Percent of screened inmates booked	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of patients triaged within 24 hours	91.3%	90.2%	99.6%	99.6%	9.4%	10.4%
Result	Percent of scheduled appointments kept	82.7%	100.0%	83.7%	84.3%	(15.7%)	-15.7%
Result	Percent of prescriptions written that are given within three days	94.7%	98.1%	96.0%	96.0%	(2.1%)	-2.2%
Output	Number of health service requests triaged	73,132	78,546	74,638	89,564	11,018	14.0%
Output	Number of health service requests triaged within 24 hours	66,792	78,540	74,332	89,203	10,663	13.6%
Output	Number of appointments kept	364,507	406,749	331,980	494,642	87,893	21.6%
Output	Number of health service requests	73,132	78,546	74,638	89,564	11,018	14.0%
Output	Number of prescription orders written	254,336	247,716	157,422	188,908	(58,808)	-23.7%
Output	Number of appointments scheduled	440,550	399,441	396,531	494,642	95,201	23.8%
Demand	Number of health service requests	73,132	78,546	74,638	89,564	11,018	14.0%
Demand	Number of scheduled appointments	439,407	406,749	396,531	494,642	87,893	21.6%
Demand	Number of outpatient prescription orders written	254,336	247,716	157,422	188,908	(58,808)	-23.7%
Efficiency	Cost per appointment kept	$ 74.76	$ 79.43	$ 93.21	$ 71.86	$ 7.57	9.5%
Expenditure							
	255 - DETENTION OPERATIONS	$ 27,249,405	$ 32,307,219	$ 30,826,853	$ 29,967,927	$ 2,339,292	7.2%
	TOTAL USES	$ 27,249,405	$ 32,307,219	$ 30,826,853	$ 29,967,927	$ 2,339,292	7.2%

Activity Narrative: In FY 2013, the number of appointments kept is expected to increase due to adding additional medical providers in response to Graves v. Arpaio. The delivery of more outpatient patient services by in-house providers results in more appointments kept, while reducing the need to transfer patients to more costly outside providers and specialty clinics.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of screened inmates booked	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number screenings completed and inmate subsequently booked	105,207	103,965	101,770	101,188	(2,777)	-2.7%
Output	Number of inmates screened	105,620	103,965	101,185	101,188	(2,777)	-2.7%
Demand	Number of inmates presented at booking sites	105,831	104,600	101,770	101,764	(2,836)	-2.7%
Efficiency	Expenditure of screenings completed and inmate subsequently booked	$ 7.98	$ 12.25	$8.14	$ 9.20	$ 3.05	24.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 844,110	$ 1,273,320	$ 828,837	$ 930,730	$ 342,590	26.9%
	TOTAL USES	$ 844,110	$ 1,273,320	$ 828,837	$ 930,730	$ 342,590	26.9%

Activity Narrative: The decrease in efficiency from FY 2012 Forecast is directly related to the increase in medical staff allocated to this activity in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of initial health assessments completed within 14 calendar days	90.6%	90.1%	92.3%	92.3%	2.2%	2.4%
Output	Number of initial health assessments completed within 14 days	20,076	20,285	24,431	22,558	2,273	11.2%
Output	Number of initial health assessments completed	21,844	22,031	22,559	24,185	2,154	9.8%
Output	Number of initial health assessments required	22,151	22,503	24,181	24,431	1,928	8.6%
Demand	Number of initial health assessments required	22,151	22,503	24,431	24,431	1,928	8.6%
Efficiency	Cost per initial health assessment completed	$ 116.92	$ 116.99	$ 117.41	$ 117.44	$ (0.45)	-0.4%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,553,896	$ 2,577,359	$ 2,648,697	$ 2,840,299	$ (262,940)	-10.2%
	TOTAL USES	$ 2,553,896	$ 2,577,359	$ 2,648,697	$ 2,840,299	$ (262,940)	-10.2%

Activity Narrative: Expenditures are increasing as a result of providing additional medical staff to complete initial health assessments. The additional staff will ensure that patients receive access to healthcare services and improve the continuity of care by completing initial health assessment in a timely manner.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of complete medical records provided to external requestors within 7 days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of filed grievances resolved within CHS/MCSO	99.8%	100.0%	98.7%	98.8%	(1.2%)	-1.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of complete medical records provided to external requestors within 7 days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of filed grievances resolved within CHS/MCSO	99.8%	100.0%	98.7%	98.8%	(1.2%)	-1.2%
Output	Number of complete medical records provided to external requestors	2,773	2,428	3,128	3,099	671	27.6%
Output	Number of grievances resolved internally	1,859	1,825	1,955	1,920	95	5.2%
Output	Number of external records requested	2,773	2,428	3,158	3,123	695	28.6%
Output	Number of grievances filed	1,862	1,825	1,944	1,944	119	6.5%
Demand	Number of external medical records requested	2,773	2,428	3,158	3,123	695	28.6%
Demand	Number of grievances filed	1,862	1,825	1,980	1,944	119	6.5%
Efficiency	Expenditure per external medical record provided	$ 1,061.70	$ 1,515.87	$ 1,167.10	$ 1,233.05	$ 282.82	18.7%
Revenue							
	292 - CORRECTIONAL HEALTH GRANT	$ 49,678	$ 50,000	$ 54,167	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	8,363	6,500	7,397	6,500	-	0.0%
	TOTAL SOURCES	$ 58,041	$ 56,500	$ 61,564	$ 56,500	$ -	0.0%
Expenditure							
	292 - CORRECTIONAL HEALTH GRANT	$ 50,000	$ 50,000	$ 49,983	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	2,894,102	3,630,544	3,650,695	3,771,222	(140,678)	-3.9%
	TOTAL USES	$ 2,944,102	$ 3,680,544	$ 3,700,678	$ 3,821,222	$ (140,678)	-3.8%

Activity Narrative: An increase in the allocation of staff time to this activity is anticipated in FY 2013; thus increasing expenditures and reducing the efficiency when comparing to FY 2012 Forecast. As the department moves into an electronic medical record system in FY 2013, the ability to provide electronic information to external requestors will improve the continuity and level of care for patients as they are released from jail.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
% of competency determinations performed within 78 days.	81.9%	81.3%	92.0%	78.6%	(2.7%)	-3.3%
% of inmates found not restorable within 15 months of the determination of incompetency	31.9%	30.5%	37.7%	29.9%	(0.6%)	-2.1%
% of Rule 11 evaluations performed within 21 days	48.1%	48.4%	65.7%	48.4%	0.0%	0.0%
Percent of rule 11 juvenile evaluation performed within 21 days	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of competency determinations performed within 78 days.	81.9%	81.3%	92.3%	78.6%	(2.7%)	-3.3%
Result	% of inmates found not restorable within 15 months of the determination of incompetency	31.9%	30.5%	37.9%	29.9%	(0.6%)	-2.1%
Output	# of inmates evaluated	732	329	173	312	(17)	-5.2%
Output	# of inmates restored or found not restorable	288	329	173	336	7	2.1%
Demand	# of inmates under orders of restoration delivered to CHS	732	329	330	314	(15)	-4.6%
Efficiency	Cost per inmate evaluated	$ 2,341.97	$ 4,926.36	$ 8,880.47	$ 5,222.58	$ (296.22)	-6.0%
Expenditure							
	100 - GENERAL	$ 1,714,322	$ 1,620,773	$ 1,538,334	$ 1,629,446	$ (8,673)	-0.5%
	TOTAL USES	$ 1,714,322	$ 1,620,773	$ 1,538,334	$ 1,629,446	$ (8,673)	-0.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of Rule 11 evaluations performed within 21 days	48.1%	48.4%	63.2%	48.4%	0.0%	0.0%
Output	Number of incompetent inmates found not restorable	11	6	14	6	-	0.0%
Output	Number of Rule 11 competency evaluations completed	754	768	839	768	-	0.0%
Output	# of inmates found competent or incompetent	754	768	808	768	-	0.0%
Demand	Number of Rule 11 competency evaluations ordered	816	768	788	768	-	0.0%
Efficiency	Cost per inmate competency evaluation	$ 1,429.27	$ 1,562.11	$ 1,478.12	$ 1,669.49	$ (107.37)	-6.9%
Expenditure							
	100 - GENERAL	$ 1,077,668	$ 1,199,704	$ 1,240,145	$ 1,282,167	$ (82,463)	-6.9%
	TOTAL USES	$ 1,077,668	$ 1,199,704	$ 1,240,145	$ 1,282,167	$ (82,463)	-6.9%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of rule 11 juvenile evaluation performed within 21 days	0.0%	50.0%	39.2%	50.0%	0.0%	0.0%
Output	Number of juveniles found competent or incompetent	261	264	274	264	-	0.0%
Output	Number of incompetent juveniles found not restorable	55	72	28	72	-	0.0%
Output	Number of juvenile evaluations completed	312	336	286	336	-	0.0%
Demand	Number of Rule 11 juvenile competency evaluations ordered	350	336	336	336	-	0.0%
Efficiency	Cost per juvenile competency evaluation	$ 878.35	$ 717.86	$ 692.57	$ 433.18	$ 284.68	39.7%
Expenditure							
	100 - GENERAL	$ 274,045	$ 241,200	$ 198,075	$ 145,549	$ 95,651	39.7%
	TOTAL USES	$ 274,045	$ 241,200	$ 198,075	$ 145,549	$ 95,651	39.7%

Activity Narrative: Due to a revision in Rule 11, juvenile competency evaluations will no longer require a psychiatrist and a psychologist. These evaluations will now be conducted by either a psychologist or psychiatrist; therefore, expenditures are anticipated to decrease in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 3,071,763**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (6,458)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(6,458)*	-
FY 2012 Revised Budget			**$ 3,065,305**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (4,515)**	**$ -**
Adjust Hours Per FTE			*(4,515)*	-
FY 2013 Budget Target			**$ 3,060,790**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 9,327**	**$ -**
Retirement Contributions			*9,327*	-
Base Adjustments			**$ (9,327)**	**$ -**
Other Base Adjustments			*(4,927)*	-
Increase Personnel Services Allocation-In based on charges from MCSO		*$ 74,260*		
Increase Medical Supplies based on FY 2012 Forecast		*26,000*		
Reduce Legal Services based on FY 2012 Forecast to offset budget increases		*(105,187)*		
Internal Service Charges			*(4,400)*	-
Increase Internal Services Charges to align with FY 2013 charges		*(4,400)*		
FY 2013 Recommended Budget			**$ 3,060,790**	**$ -**
Percent Change from Target Amount			*0.0%*	

Detention Operations Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 51,042,379**	**$ 6,500**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (171,502)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(171,502)*	-
Mid Year Adjustments			*2,508,517*	-
CHS Intake Staffing	*C-49-12-015-2-00*		*1,990,794*	-
CHS IT	*C-49-12-017-2-00*		*517,723*	-
FY 2012 Revised Budget			**$ 53,379,394**	**$ 6,500**
Adjustments:				
Employee Salary Adjustments			**$ (123,555)**	**$ -**
Adjust Hours Per FTE			*(123,555)*	-
FY 2013 Budget Target			**$ 53,255,839**	**$ 6,500**
Adjustments:				
Employee Retirement and Benefits			**$ 254,175**	**$ -**
Retirement Contributions			*254,175*	-
Base Adjustments			**$ (254,175)**	**$ -**
Other Base Adjustments			*(185,989)*	-
Decrease in overall Personnel expenses due to changes in rates for new hires		*$ (272,251)*		
Increase Benefit and Personnel Salary Savings based on request from Department		*(692,958)*		
Right size Temporary Pay		*(22,968)*		
Increase Overtime based on FY 2012 Forecast		*188,471*		
Decrease Overtime Benefits based on FY 2012 Forecast		*(53,000)*		
Increase in Personal Services Allocation (Net of In & Out) for pool staff		*345,072*		
Increase General Supplies for OET IT services		*17,606*		
Increase Medical Supplies to enhance delivery of patient care services		*174,934*		
Increase Fuel based on FY 2012 Forecast		*3,100*		
Decrease Non Capital based on FY 2012 Forecast		*(5,000)*		
Increase Health Services based on FY 2012 Forecast		*58,417*		
Increase Other Services for OET IT services		*32,102*		
Increase Rent & Operating Leases based on FY 2012 Forecast		*8,482*		
Increase Repairs & Maintenance for OET IT services		*21,912*		
Increase Travel based on FY 2012 Forecast		*3,000*		
Increase Education & Training for OET IT services		*7,500*		
Decrease Debt Service as result of debt being paid		*(408)*		
Internal Service Charges			*(68,186)*	-
CHS Intake Staffing	*C-49-12-015-2-00*		-	-
CHS IT	*C-49-12-017-2-00*		-	-
Decrease ISCF charges to align with FY 2013 charges		*$ (68,186)*		
FY 2013 Recommended Budget			**$ 53,255,839**	**$ 6,500**
Percent Change from Target Amount			*0.0%*	*0.0%*

Detention Operations Fund (255) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 877,514**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (1,547)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(1,547)*	-
Mid Year Adjustments			*91,626*	-
CHS IT	*C-49-12-017-2-00*		*91,626*	-
FY 2012 Revised Budget			**$ 967,593**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (1,143)**	**$ -**
Adjust Hours Per FTE			*(1,143)*	-
Non Recurring			**$ (966,450)**	**$ -**
Other Non-Recurring			*(966,450)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 2,301**	**$ -**
Retirement Contributions			*2,301*	-
Non Recurring			**$ 781,582**	**$ -**
Non Recurring Carry Forward			*600,432*	-
Other Non-Recurring			*181,150*	-
Additional funding for OET support of CHS technology requirements		*$ 181,150*		
FY 2013 Recommended Budget			**$ 783,883**	**$ -**
Percent Change from Target Amount				

Correctional Health Grant Fund (292)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 50,000**	**$ 50,000**
FY 2012 Revised Budget	**$ 50,000**	**$ 50,000**
FY 2013 Budget Target	**$ 50,000**	**$ 50,000**
FY 2013 Recommended Budget	**$ 50,000**	**$ 50,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Correctional Health Grant Fund (292) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ 4,165	$ 4,165	$ -	$ -
Sources:					
Operating	$ 49,999	$ 50,000	$ 50,000	$ 49,983	$ 50,000
Total Sources:	$ 49,999	$ 50,000	$ 50,000	$ 49,983	$ 50,000
Uses:					
Operating	$ 50,000	$ 50,000	$ 50,000	$ 49,983	$ 50,000
Total Uses:	$ 50,000	$ 50,000	$ 50,000	$ 49,983	$ 50,000
Structural Balance	$ (1)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 4,165	$ 4,165	$ -	$ -
Total Ending Spendable Fund Balance	$ -	$ 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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
LAAC - LEGAL ADVICE	$ 22,785	$ 91,200	$ 91,200	$ -	$ -	$ (91,200)	-100.0%
19CL - CIVIL LEGAL SERVICES	$ 22,785	$ 91,200	$ 91,200	$ -	$ -	$ (91,200)	-100.0%
VCAC - VICTIM COMPENSATION	$ 1,456,639	$ 2,035,789	$ 2,035,789	$ 1,896,909	$ 2,372,550	$ 336,761	16.5%
19CS - COMMUNITY SERVICES	$ 1,456,639	$ 2,035,789	$ 2,035,789	$ 1,896,909	$ 2,372,550	$ 336,761	16.5%
AUTO - AUTO THEFT PROSECUTION	$ 85,796	$ 85,797	$ 21,450	$ -	$ -	$ (21,450)	-100.0%
CHAC - CHARGING ACTIVITY	466,836	520,000	520,000	622,168	1,728,613	1,208,613	232.4%
CHCK - CHECK ENFORCEMENT	303,150	346,000	346,000	297,257	346,000	-	0.0%
METH - METH MAJOR DRUGS PROSECUTION	1,712,375	1,657,175	276,196	425,756	-	(276,196)	-100.0%
TRLA - TRIAL	7,612,921	8,761,447	10,562,323	9,125,528	9,387,524	(1,174,799)	-11.1%
VTAA - VICTIM ASSISTANCE	685,353	675,909	675,909	730,209	735,054	59,145	8.8%
19PP - PROSECUTION	$ 10,866,431	$ 12,046,328	$ 12,401,878	$ 11,200,918	$ 12,197,191	$ (204,687)	-1.7%
FSAC - FINANCIAL SERVICES	$ -	$ 36,000	$ 36,000	$ 56,889	$ 48,000	$ 12,000	33.3%
ODIR - EXECUTIVE MANAGEMENT	1,644,164	1,653,756	1,653,756	1,589,800	1,600,000	(53,756)	-3.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,644,164	$ 1,689,756	$ 1,689,756	$ 1,646,689	$ 1,648,000	$ (41,756)	-2.5%
GGOV - GENERAL GOVERNMENT	$ (337,963)	$ -	$ -	$ 753,471	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (337,963)	$ -	$ -	$ 753,471	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 265,880	$ -	$ -	$ -	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 265,880	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 13,917,936**	**$ 15,863,073**	**$ 16,218,623**	**$ 15,497,987**	**$ 16,217,741**	**$ (882)**	**0.0%**
USES							
PRAS - PROPERTY ASSESSMENT	$ 938,713	$ -	$ -	$ -	$ -	$ -	N/A
12PA - PROPERTY ASSESSMENT	$ 938,713	$ -	$ -	$ -	$ -	$ -	N/A
LAAC - LEGAL ADVICE	$ 10,059,011	$ 9,877,746	$ 9,834,296	$ 8,382,678	$ 8,588,877	$ 1,245,419	12.7%
19CL - CIVIL LEGAL SERVICES	$ 10,059,011	$ 9,877,746	$ 9,834,296	$ 8,382,678	$ 8,588,877	$ 1,245,419	12.7%
VCAC - VICTIM COMPENSATION	$ 1,448,433	$ 2,238,161	$ 2,274,045	$ 2,028,244	$ 2,237,836	$ 36,209	1.6%
19CS - COMMUNITY SERVICES	$ 1,448,433	$ 2,238,161	$ 2,274,045	$ 2,028,244	$ 2,237,836	$ 36,209	1.6%
AUTO - AUTO THEFT PROSECUTION	$ 1,008,279	$ 1,023,780	$ -	$ 82,956	$ -	$ -	N/A
CHAC - CHARGING ACTIVITY	11,474,102	12,065,762	12,422,733	11,747,834	12,953,678	(530,945)	-4.3%
CHCK - CHECK ENFORCEMENT	360,545	346,000	374,355	317,923	346,000	28,355	7.6%
IDNT - IDENTITY THEFT PROSECUTION	1,449,521	1,525,907	-	(10,233)	-	-	N/A
IVAC - COUNTY ATTORNEY INITIATED INV	4,142,718	4,612,937	5,773,913	4,621,931	5,461,849	312,064	5.4%
METH - METH MAJOR DRUGS PROSECUTION	2,894,390	2,868,632	4,386	200,186	-	4,386	100.0%
TRLA - TRIAL	35,227,702	39,156,569	46,021,126	43,451,673	46,264,350	(243,224)	-0.5%
VTAA - VICTIM ASSISTANCE	3,870,540	4,044,355	3,923,561	3,871,598	4,206,267	(282,706)	-7.2%
19PP - PROSECUTION	$ 60,427,797	$ 65,643,942	$ 68,520,074	$ 64,283,868	$ 69,232,144	$ (712,070)	-1.0%
BDGT - BUDGETING	$ 92,795	$ 96,010	$ 95,507	$ 96,956	$ 97,630	$ (2,123)	-2.2%
FSAC - FINANCIAL SERVICES	433,007	404,291	372,747	464,917	567,823	(195,076)	-52.3%
HRAC - HUMAN RESOURCES	185,147	202,915	292,469	281,440	314,951	(22,482)	-7.7%
ODIR - EXECUTIVE MANAGEMENT	2,434,625	3,299,425	3,638,006	3,373,370	3,803,267	(165,261)	-4.5%
PROC - PROCUREMENT	62,363	60,325	60,023	47,631	53,208	6,815	11.4%
99AS - ADMINISTRATIVE SERVICES	$ 3,207,937	$ 4,062,966	$ 4,458,752	$ 4,264,314	$ 4,836,879	$ (378,127)	-8.5%
GGOV - GENERAL GOVERNMENT	$ 33,885	$ -	$ 44,913	$ -	$ -	$ 44,913	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	63,756	2,554,773	2,554,773	1,277,691	36,999	2,517,774	98.6%
99GV - GENERAL GOVERNMENT	$ 97,641	$ 2,554,773	$ 2,599,686	$ 1,277,691	$ 36,999	$ 2,562,687	98.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 980,375	$ 886,357	$ 881,416	$ 878,841	$ 1,013,458	$ (132,042)	-15.0%
DACR - DATA CENTER	1,094,606	1,053,816	1,053,392	1,378,562	936,562	116,830	11.1%
DESK - DESKTOP SUPPORT	1,009,909	882,003	876,960	844,706	959,768	(82,808)	-9.4%
HDSP - HELP DESK SUPPORT	585,977	509,396	506,647	498,214	556,594	(49,947)	-9.9%
99IT - INFORMATION TECHNOLOGY	$ 3,670,867	$ 3,331,572	$ 3,318,415	$ 3,600,323	$ 3,466,382	$ (147,967)	-4.5%
TOTAL PROGRAMS	**$ 79,850,399**	**$ 87,709,160**	**$ 91,005,268**	**$ 83,837,118**	**$ 88,399,117**	**$ 2,606,151**	**2.9%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,280,502	$ 6,731,174	$ 6,731,174	$ 6,426,018	$ 6,907,128	$ 175,954	2.6%
0620 - OTHER INTERGOVERNMENTAL	2,009,230	1,663,100	2,011,200	2,069,280	2,022,468	11,268	0.6%
SUBTOTAL	$ 7,289,732	$ 8,394,274	$ 8,742,374	$ 8,495,298	$ 8,929,596	$ 187,222	2.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,264,043	$ 1,264,043	$ 1,264,043	$ 1,102,545	$ 1,102,545	$ (161,498)	-12.8%
SUBTOTAL	$ 1,264,043	$ 1,264,043	$ 1,264,043	$ 1,102,545	$ 1,102,545	$ (161,498)	-12.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,224,653	$ 6,086,856	$ 6,086,856	$ 5,771,166	$ 6,065,500	$ (21,356)	-0.4%
SUBTOTAL	$ 5,224,653	$ 6,086,856	$ 6,086,856	$ 5,771,166	$ 6,065,500	$ (21,356)	-0.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 88,095	$ 81,900	$ 81,900	$ 64,639	$ 72,100	$ (9,800)	-12.0%
0650 - MISCELLANEOUS REVENUE	51,413	36,000	36,000	56,889	48,000	12,000	33.3%
SUBTOTAL	$ 139,508	$ 117,900	$ 117,900	$ 121,528	$ 120,100	$ 2,200	1.9%
ALL REVENUES	$ 13,917,936	$ 15,863,073	$ 16,211,173	$ 15,490,537	$ 16,217,741	$ 6,568	0.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ 7,450	$ 7,450	$ -	$ (7,450)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 7,450	$ 7,450	$ -	$ (7,450)	-100.0%
TOTAL SOURCES	$ 13,917,936	$ 15,863,073	$ 16,218,623	$ 15,497,987	$ 16,217,741	$ (882)	0.0%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 49,312,773	$ 51,040,608	$ 53,582,877	$ 48,562,801	$ 51,939,471	$ 1,643,406	3.1%
0705 - TEMPORARY PAY	96,609	131,768	131,771	70,417	192,293	(60,522)	-45.9%
0710 - OVERTIME	163,106	192,748	209,748	196,038	257,463	(47,715)	-22.7%
0750 - FRINGE BENEFITS	15,816,047	17,438,671	17,986,722	16,252,710	17,987,323	(601)	0.0%
0790 - OTHER PERSONNEL SERVICES	1,160,293	1,115,382	1,124,382	953,398	986,033	138,349	12.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(479,862)	(583,458)	(583,458)	(735,516)	(186,934)	(396,524)	-68.0%
0796 - PERSONNEL SERVICES ALLOC-IN	437,310	508,458	508,458	676,238	111,934	396,524	78.0%
SUBTOTAL	$ 66,506,276	$ 69,844,177	$ 72,960,500	$ 65,976,086	$ 71,287,583	$ 1,672,917	2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,577,863	$ 1,140,719	$ 1,156,982	$ 1,604,109	$ 1,222,634	$ (65,652)	-5.7%
0802 - MEDICAL SUPPLIES	-	-	-	1,281	-	-	N/A
0803 - FUEL	82,183	75,300	75,300	85,486	107,331	(32,031)	-42.5%
0804 - NON-CAPITAL EQUIPMENT	523,066	1,532,789	1,532,789	562,999	1,025,000	507,789	33.1%
SUBTOTAL	$ 2,183,112	$ 2,748,808	$ 2,765,071	$ 2,253,875	$ 2,354,965	$ 410,106	14.8%
SERVICES							
0810 - LEGAL SERVICES	$ 3,491,473	$ 1,084,652	$ 1,084,652	$ 800,097	$ 880,052	$ 204,600	18.9%
0811 - HEALTH CARE SERVICES	1,860,402	2,158,872	2,158,872	2,290,502	2,139,790	19,082	0.9%
0812 - OTHER SERVICES	1,367,571	2,665,692	2,825,212	3,695,364	2,940,480	(115,268)	-4.1%
0820 - RENT & OPERATING LEASES	1,591,356	1,797,782	1,797,782	1,575,193	1,723,676	74,106	4.1%
0825 - REPAIRS AND MAINTENANCE	160,376	893,291	893,291	857,588	907,240	(13,949)	-1.6%
0830 - INTERGOVERNMENTAL PAYMENTS	400,056	704,821	704,821	726,804	700,000	4,821	0.7%
0839 - INTERNAL SERVICE CHARGES	445,465	2,979,578	2,979,578	2,937,081	2,981,899	(2,321)	-0.1%
0841 - TRAVEL	226,618	331,229	335,431	368,777	398,700	(63,269)	-18.9%
0842 - EDUCATION AND TRAINING	152,246	408,039	408,039	312,778	403,400	4,639	1.1%
0843 - POSTAGE/FREIGHT/SHIPPING	181,570	180,989	180,989	169,481	197,460	(16,471)	-9.1%
0845 - SUPPORT AND CARE OF PERSONS	386,995	796,030	796,030	579,685	868,872	(72,842)	-9.2%
0850 - UTILITIES	113,861	115,000	115,000	184,353	115,000	-	0.0%
0855 - INTEREST EXPENSE	-	200	-	-	-	-	N/A
SUBTOTAL	$ 10,377,989	$ 14,116,175	$ 14,279,697	$ 14,497,703	$ 14,256,569	$ 23,128	0.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (1)	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	591,706	1,000,000	1,000,000	1,109,454	500,000	$ 500,000	50.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	143,086	-	-	-	-	-	N/A
SUBTOTAL	$ 734,791	$ 1,000,000	$ 1,000,000	$ 1,109,454	$ 500,000	$ 500,000	50.0%
ALL EXPENDITURES	$ 79,802,168	$ 87,709,160	$ 91,005,268	$ 83,837,118	$ 88,399,117	$ 2,606,151	2.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 48,231	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 48,231	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 79,850,399	$ 87,709,160	$ 91,005,268	$ 83,837,118	$ 88,399,117	$ 2,606,151	2.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 73,708	$ 127,200	$ 127,200	$ 56,889	$ 48,000	$ (79,200)	-62.3%
FUND TOTAL SOURCES	$ 73,708	$ 127,200	$ 127,200	$ 56,889	$ 48,000	$ (79,200)	-62.3%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,284,291	$ 6,747,174	$ 6,747,174	$ 6,430,797	$ 6,915,128	$ 167,954	2.5%
FUND TOTAL SOURCES	$ 5,284,291	$ 6,747,174	$ 6,747,174	$ 6,430,797	$ 6,915,128	$ 167,954	2.5%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 3,166,225	$ 4,000,000	$ 4,007,450	$ 3,764,499	$ 4,000,000	$ (7,450)	-0.2%
FUND TOTAL SOURCES	$ 3,166,225	$ 4,000,000	$ 4,007,450	$ 3,764,499	$ 4,000,000	$ (7,450)	-0.2%
220 DIVERSION							
OPERATING	$ 1,663,042	$ 1,653,756	$ 1,653,756	$ 1,596,442	$ 1,600,000	$ (53,756)	-3.3%
FUND TOTAL SOURCES	$ 1,663,042	$ 1,653,756	$ 1,653,756	$ 1,596,442	$ 1,600,000	$ (53,756)	-3.3%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,739,183	$ 1,792,043	$ 1,792,043	$ 1,727,850	$ 1,728,613	$ (63,430)	-3.5%
FUND TOTAL SOURCES	$ 1,739,183	$ 1,792,043	$ 1,792,043	$ 1,727,850	$ 1,728,613	$ (63,430)	-3.5%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 304,934	$ 346,000	$ 346,000	$ 298,090	$ 346,000	$ -	0.0%
FUND TOTAL SOURCES	$ 304,934	$ 346,000	$ 346,000	$ 298,090	$ 346,000	$ -	0.0%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,522,805	$ 1,056,900	$ 1,405,000	$ 1,451,263	$ 1,405,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,522,805	$ 1,056,900	$ 1,405,000	$ 1,451,263	$ 1,405,000	$ -	0.0%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 136,778	$ 100,000	$ 100,000	$ 147,577	$ 135,000	$ 35,000	35.0%
FUND TOTAL SOURCES	$ 136,778	$ 100,000	$ 100,000	$ 147,577	$ 135,000	$ 35,000	35.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 26,970	$ 40,000	$ 40,000	$ 24,580	$ 40,000	$ -	0.0%
FUND TOTAL SOURCES	$ 26,970	$ 40,000	$ 40,000	$ 24,580	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,917,936	$ 15,863,073	$ 16,218,623	$ 15,497,987	$ 16,217,741	$ (882)	0.0%
DEPARTMENT TOTAL SOURCES	$ 13,917,936	$ 15,863,073	$ 16,218,623	$ 15,497,987	$ 16,217,741	$ (882)	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 66,217,498	$ 68,454,669	$ 68,161,396	$ 66,099,147	$ 68,907,909	$ (746,513)	-1.1%
NON-RECURRING	1,571,020	1,518,618	1,511,399	605,048	825,000	686,399	45.4%
FUND TOTAL USES	$ 67,788,518	$ 69,973,287	$ 69,672,795	$ 66,704,195	$ 69,732,909	$ (60,114)	-0.1%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,298,094	$ 6,747,174	$ 6,747,174	$ 6,017,981	$ 6,915,128	$ (167,954)	-2.5%
FUND TOTAL USES	$ 5,298,094	$ 6,747,174	$ 6,747,174	$ 6,017,981	$ 6,915,128	$ (167,954)	-2.5%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 2,274,027	$ 4,000,000	$ 4,000,000	$ 3,513,021	$ 4,000,000	$ -	0.0%
NON-RECURRING	-	2,000,000	2,123,400	1,932,272	582,949	1,540,451	72.5%
FUND TOTAL USES	$ 2,274,027	$ 6,000,000	$ 6,123,400	$ 5,445,293	$ 4,582,949	$ 1,540,451	25.2%
220 DIVERSION							
OPERATING	$ 1,198,391	$ 1,653,756	$ 1,653,756	$ 1,596,314	$ 1,600,000	$ 53,756	3.3%
NON-RECURRING	-	-	2,224,200	474,689	1,271,162	953,038	42.8%
FUND TOTAL USES	$ 1,198,391	$ 1,653,756	$ 3,877,956	$ 2,071,003	$ 2,871,162	$ 1,006,794	26.0%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,558,702	$ 1,792,043	$ 1,792,043	$ 1,703,871	$ 1,728,613	$ 63,430	3.5%
NON-RECURRING	33,885	-	389,300	163,831	318,521	70,779	18.2%
FUND TOTAL USES	$ 1,592,587	$ 1,792,043	$ 2,181,343	$ 1,867,702	$ 2,047,134	$ 134,209	6.2%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 283,827	$ 346,000	$ 346,000	$ 293,298	$ 346,000	$ -	0.0%
NON-RECURRING	17,845	-	30,000	24,625	-	30,000	100.0%
FUND TOTAL USES	$ 301,672	$ 346,000	$ 376,000	$ 317,923	$ 346,000	$ 30,000	8.0%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,386,050	$ 1,056,900	$ 1,405,000	$ 1,214,151	$ 1,405,000	$ -	0.0%
NON-RECURRING	-	-	481,600	133,577	323,835	157,765	32.8%
FUND TOTAL USES	$ 1,386,050	$ 1,056,900	$ 1,886,600	$ 1,347,728	$ 1,728,835	$ 157,765	8.4%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ -	$ 100,000	$ 100,000	$ 41,683	$ 135,000	$ (35,000)	-35.0%
FUND TOTAL USES	$ -	$ 100,000	$ 100,000	$ 41,683	$ 135,000	$ (35,000)	-35.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 11,060	$ 40,000	$ 40,000	$ 23,610	$ 40,000	$ -	0.0%
FUND TOTAL USES	$ 11,060	$ 40,000	$ 40,000	$ 23,610	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 78,227,649	$ 84,190,542	$ 84,245,369	$ 80,503,076	$ 85,077,650	$ (832,281)	-1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,622,750	$ 3,518,618	$ 6,759,899	$ 3,334,042	$ 3,321,467	$ 3,438,432	50.9%
DEPARTMENT TOTAL USES	$ 79,850,399	$ 87,709,160	$ 91,005,268	$ 83,837,118	$ 88,399,117	$ 2,606,151	2.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	25.50	30.00	34.00	34.00	34.00	-	0.0%
FINANCIAL SERVICES	7.00	7.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	2.00	3.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	36.50	42.00	47.00	47.00	47.00	-	0.0%
CIVIL LEGAL SERVICES							
LEGAL ADVICE	91.50	96.00	96.00	96.00	96.00	-	0.0%
PROGRAM TOTAL	91.50	96.00	96.00	96.00	96.00	-	0.0%
COMMUNITY SERVICES							
VICTIM COMPENSATION	6.00	6.00	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	6.00	6.00	7.00	7.00	7.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	10.00	10.00	10.00	10.00	10.00	-	0.0%
DATA CENTER	2.00	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	10.00	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	31.00	30.00	30.00	30.00	30.00	-	0.0%
PROSECUTION							
AUTO THEFT PROSECUTION	20.00	14.00	.00	-	-	-	N/A
CHARGING ACTIVITY	104.00	159.00	163.50	163.50	162.50	(1.00)	(0.6%)
CHECK ENFORCEMENT	8.00	8.00	9.00	9.00	9.00	-	0.0%
COUNTY ATTORNEY INITIATED INV	59.00	58.00	66.00	66.00	66.00	-	0.0%
IDENTITY THEFT PROSECUTION	23.00	20.00	.00	-	-	-	N/A
METH MAJOR DRUGS PROSECUTION	33.00	32.00	.00	-	-	-	N/A
TRIAL	445.50	382.00	457.00	457.00	458.00	1.00	0.2%
VICTIM ASSISTANCE	77.00	71.00	69.00	69.00	69.00	-	0.0%
PROGRAM TOTAL	769.50	744.00	764.50	764.50	764.50	-	0.0%
DEPARTMENT TOTAL	934.50	918.00	944.50	944.50	944.50	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Manager	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Administrator	-	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%
Attorney	-	269.50	346.00	346.00	346.00	-	0.0%
Attorney - Associate	155.00	-	-	-	-	-	N/A
Attorney - Civil Practice Mgr	-	-	5.00	5.00	5.00	-	0.0%
Attorney - General Counsel	4.00	-	-	-	-	-	N/A
Attorney - Senior	66.00	-	-	-	-	-	N/A
Attorney - Senior Associate	61.50	-	-	-	-	-	N/A
Attorney - Senior Counsel	14.00	18.00	13.00	13.00	13.00	-	0.0%
Attorney -Capital Co-Counsel	20.00	22.00	-	-	-	-	N/A
Attorney -Capital Lead Counsel	18.00	15.00	-	-	-	-	N/A
Attorney Manager	7.00	6.00	-	-	-	-	N/A
Attorney Supervisor	25.00	25.00	-	-	-	-	N/A
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	3.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	-	1.00	1.00	1.00	1.00	-	0.0%
County Attorney Special Assistant	-	3.00	3.00	3.00	3.00	-	0.0%
Data Security Analyst Sr/Ld	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%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Litigation	2.00	-	-	-	-	-	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%
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	-	1.00	-	-	1.00	1.00	N/A
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
General Laborer	-	-	3.00	3.00	3.00	-	0.0%
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	1.00	-	0.0%
Human Resources Manager	-	-	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	-	-	-	-	N/A
Human Resources Support Supv	1.00	-	-	-	-	-	N/A
Intern	2.00	.50	.50	.50	.50	-	0.0%
Investigation Commander - MCAO	1.00	1.00	-	-	-	-	N/A
Investigations Supv - MCAO	4.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Task Force Commander – MCAO	-	-	1.00	1.00	1.00	-	0.0%
Investigator	35.00	34.00	-	-	-	-	N/A
Investigator - MCAO	2.00	3.00	48.00	48.00	48.00	-	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	-	-	-	-	N/A
IT Senior Manager	-	-	1.00	1.00	1.00	-	0.0%
Legal Assistant	106.00	106.00	105.00	105.00	105.00	-	0.0%
Legal Assistant Supv	6.00	10.00	13.00	13.00	13.00	-	0.0%
Legal Management Assistant	-	-	4.00	4.00	4.00	-	0.0%
Legal Services Manager	-	2.00	3.00	3.00	3.00	-	0.0%
Legal Support Specialist	108.00	103.00	105.00	105.00	105.00	-	0.0%
Legal Support Supervisor	40.00	41.00	36.00	36.00	36.00	-	0.0%
Management Analyst	3.00	2.00	5.00	5.00	4.00	(1.00)	(20.0%)
Media Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nurse Legal Consultant	-	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Office Assistant	118.00	115.00	112.00	112.00	112.00	-	0.0%
Office Assistant Specialized	13.00	18.00	18.00	18.00	18.00	-	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	1.00	-	0.0%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	2.00	1.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	2.00	2.00	2.00	2.00	-	0.0%
Social Worker	53.00	47.00	47.00	47.00	47.00	-	0.0%
Social Worker Supervisor	7.00	8.00	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%
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	**934.50**	**918.00**	**944.50**	**944.50**	**944.50**	**-**	**0.0%**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	801.50	778.00	770.00	769.00	769.00	(1.00)	(0.1%)
213	COUNTY ATTORNEY RICO	-	-	1.00	1.00	1.00	-	0.0%
219	COUNTY ATTORNEY GRANTS	65.00	62.00	68.00	68.00	68.00	-	0.0%
220	DIVERSION	6.00	19.00	37.00	37.00	37.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	28.00	30.00	36.50	36.50	36.50	-	0.0%
266	CHECK ENFORCEMENT PROGRAM	8.00	8.00	9.00	9.00	9.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	26.00	21.00	23.00	24.00	24.00	1.00	4.3%
Department Total		**934.50**	**918.00**	**944.50**	**944.50**	**944.50**	**-**	**0.0%**

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Decrease expenditure budget by $203,248 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

County Attorney Grants Fund (219) Operating

- Decrease expenditure budget by $15,721 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Diversion Fund (220) Operating

- Decrease expenditure budget by $3,934 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

County Attorney Fill the Gap Fund (221) Operating

- Decrease expenditure budget by $5,532 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Criminal Justice Enhancement Fund (267) Operating

- Decrease expenditure budget by $4,707 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100) Operating

- Increase revenues by $12,000 due to increased collection of copying charges for providing discovery documents to opposing counsel.
- Increase Regular Benefits by $416,427 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase expenditures by $41,927 to right size services based on FY 2012 forecasted needs.
- Increase expenditures by $589,684 in order to reduce the personnel savings rate from 4.75% to 3%.
- Decrease expenditures in the amount of $98,277 for the allocation out of internal service costs (Risk Management and Telecommunications) to other funds.

County Attorney Grants Fund (219) Operating

- Increase revenue $167,954 due to an increase in grant funding received from several grants.
- Increase Regular Benefits by $34,718 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase expenditures by $148,957 in Personal Services due to increased grant funding.
- Although the Attorney Grants Fund's proportionate share of departmental internal service costs is $218,211, the current grants do not allow these costs. Future grant applications should include language to allow these costs.

Diversion Fund (220) Operating

- Decrease revenues by $53,756 due to decreased collection of diversion fees**.**
- Increase Regular Benefits by $8,124 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase expenditures by $52,331 associated with the Diversion Fund's proportionate share of departmental internal service costs.
- Reduce services by $110,277 to maintain structural balance.

County Attorney Fill the Gap Fund (221) Operating

- Decrease revenues by $63,430 due to a reduction in Fill the Gap court fee revenue received.
- Increase Regular Benefits by $11,859 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Although the County Attorney Fill the Gap Fund's proportionate share of departmental internal service costs is $70,424, the Fund cannot support these charges at the time and remain in structural balance. Internal service costs will be covered by the General Fund until such time that the County Attorney Fill the Gap Fund can fully support these costs.

Criminal Justice Enhancement Fund (267) Operating

- Increase Regular Benefits by $9,032 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Although the Criminal Justice Enhancement Fund's proportionate share of departmental internal service costs is $57,882, the Fund cannot support these charges at this time and remain in structural balance. Internal service costs will be covered by the General Fund until such time that the Criminal Justice Enhancement Fund can fully support these costs.
- Reduce services by $4,325 to maintain structural balance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	N/A	N/A	N/A	N/A	N/A	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	# of claims, protests, lawsuits, appeals, and requests for legal advice opened.	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per claim, protest, lawsuit, appeal, and response to request for legal advice	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 22,785	$ 91,200	$ -	$ -	$ (91,200)	-100.0%
	TOTAL SOURCES	$ 22,785	$ 91,200	$ -	$ -	$ (91,200)	-100.0%
Expenditure							
	100 - GENERAL	$ 10,059,011	$ 9,834,296	$ 8,382,678	$ 8,588,877	$ 1,245,419	12.7%
	TOTAL USES	$ 10,059,011	$ 9,834,296	$ 8,382,678	$ 8,588,877	$ 1,245,419	12.7%

Target Adjustments:

General Fund (100) Operating

- Restate the County Attorney Civil revenue budget by $91,200 to County Attorney.
- Restate the County Attorney Civil expenditure budget by $8,348,234 to County Attorney.

Base Adjustments:

General Fund (100) Operating

- Reduce revenues by $91,200 due to the cancellation of the civil legal retainer with the Maricopa County Housing Authority. The department is still providing minimal services to the Housing Authority.

General Fund (100) Non Recurring

- Increase expenditures in the amount of $825,000 for the carryforward of one-time funds to support 16.5 FTE and related supplies and services associated with backlogged tax appeal cases.
- Increase Regular Benefits by $9,233 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

- Increase in expenditures of $33,764 associated with the General Fund's (Non-Recurring) proportionate share of internal service costs.
- Reduce expenditures by $42,997 to absorb the benefits and internal service costs increases.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victim compensation claims completed.	475	636	431	648	12	1.9%
Demand	Number of victim compensation claims received.	611	824	751	832	8	1.0%
Efficiency	Cost to process each victim compensation claim completed.	$ 3,049.33	$ 3,575.54	$ 4,705.90	$ 3,453.45	$ 122.09	3.4%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 1,307,693	$ 1,895,789	$ 1,729,714	$ 2,197,550	$ 301,761	15.9%
	268 - VICTIM COMP AND ASSISTANCE	128,368	100,000	144,663	135,000	35,000	35.0%
	269 - VICTIM COMP RESTITUTION INT	20,578	40,000	22,532	40,000	-	0.0%
	TOTAL SOURCES	$ 1,456,639	$ 2,035,789	$ 1,896,909	$ 2,372,550	$ 336,761	16.5%
Expenditure							
	100 - GENERAL	$ 141,307	$ 138,172	$ 148,908	$ 146,535	$ (8,363)	-6.1%
	219 - COUNTY ATTORNEY GRANTS	1,296,066	1,995,873	1,814,043	1,916,301	79,572	4.0%
	268 - VICTIM COMP AND ASSISTANCE	-	100,000	41,683	135,000	(35,000)	-35.0%
	269 - VICTIM COMP RESTITUTION INT	11,060	40,000	23,610	40,000	-	0.0%
	TOTAL USES	$ 1,448,433	$ 2,274,045	$ 2,028,244	$ 2,237,836	$ 36,209	1.6%

Base Adjustments:

Victim Compensation and Assistance Fund (268)

- Increase revenues by $35,000 due to an increase in payments of Court-ordered restitution.
- Increase expenditures by $35,000 to match revenues.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Rate of conviction: Auto Theft Prosecution	75.4%	91.3%	80.8%	N/A	N/A	N/A
% of adult criminal cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
% of juvenile cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Rate of conviction: Identity Theft Prosecution	63.9%	148.8%	101.8%	N/A	N/A	N/A
Rate of conviction: Meth and Major Drug Prosecution	61.1%	237.8%	154.0%	N/A	N/A	N/A
% of adult criminal cases completed within 180 days.	N/A	N/A	N/A	N/A	N/A	N/A
% of victims satisfied as determined by a satisfaction survey.	87.9%	77.7%	78.6%	69.0%	(8.6%)	-11.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Rate of conviction	75.4%	91.3%	80.8%	N/A	N/A	N/A
Output	Number of vehicle thefts prosecuted	994	920	983	N/A	N/A	N/A
Demand	Number of vehicle thefts submitted by law enforcement	1,378	1,372	1,461	N/A	N/A	N/A
Efficiency	Cost per vehicle theft prosecuted	$ 1,014.37	N/A	$ 84.39	N/A	N/A	N/A
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 85,796	$ 21,450	$ -	$ -	$ (21,450)	-100.0%
	TOTAL SOURCES	$ 85,796	$ 21,450	$ -	$ -	$ (21,450)	-100.0%
Expenditure							
	100 - GENERAL	$ 922,946	$ -	$ 19,499	$ -	$ -	N/A
	219 - COUNTY ATTORNEY GRANTS	85,333	-	63,457	-	-	N/A
	TOTAL USES	$ 1,008,279	$ -	$ 82,956	$ -	$ -	N/A

Activity Narrative: The County Attorney's Office has discontinued use of this Activity. Auto Theft Prosecution is now budgeted in the Trial Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of adult criminal cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Result	% of juvenile cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Output	# of adult criminal cases filed.	53,252	38,108	46,262	38,108	-	0.0%
Output	# of juvenile cases filed.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	# of adult criminal cases submitted.	45,708	47,668	46,396	40,168	(7,500)	-15.7%
Efficiency	Cost of adult criminal case filed	$ 215.47	$ 325.99	$ 253.94	$ 339.92	$ (13.93)	-4.3%
Revenue							
	221 - COUNTY ATTORNEY FILL THE GAP	$ 466,836	$ 520,000	$ 622,168	$ 1,728,613	$ 1,208,613	232.4%
	TOTAL SOURCES	$ 466,836	$ 520,000	$ 622,168	$ 1,728,613	$ 1,208,613	232.4%
Expenditure							
	100 - GENERAL	$ 9,042,409	$ 9,456,206	$ 8,979,643	$ 9,905,692	$ (449,486)	-4.8%
	219 - COUNTY ATTORNEY GRANTS	83,279	143,157	109,805	243,895	(100,738)	-70.4%
	220 - DIVERSION	979,953	1,057,588	1,026,679	1,059,070	(1,482)	-0.1%
	221 - COUNTY ATTORNEY FILL THE GAP	931,199	1,631,362	1,265,972	1,397,506	233,856	14.3%
	267 - CRIM JUSTICE ENHANCEMENT	437,262	134,420	365,735	347,515	(213,095)	-158.5%
	TOTAL USES	$ 11,474,102	$ 12,422,733	$ 11,747,834	$ 12,953,678	$ (530,945)	-4.3%

Base Adjustments:

County Attorney Fill the Gap Fund (221) Non Recurring

- Increase expenditures by $173,359 for carryforward of contract positions, created in FY 2012, associated with special projects.
- Reduce expenditures in Pre-trial charging by $69,757 to maintain structural balance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of checks resolved through collection of restitution	6,038	6,860	6,147	6,860	-	0.0%
Demand	Number of checks received into the Check Enforcement Program.	5,379	6,296	6,108	6,296	-	0.0%
Efficiency	Cost per check resolved through collection of restitution	$ 59.71	$ 54.57	$ 51.72	$ 50.44	$ 4.13	7.6%
Revenue							
	266 - CHECK ENFORCEMENT PROGRAM	$ 303,150	$ 346,000	$ 297,257	$ 346,000	$ -	0.0%
	TOTAL SOURCES	$ 303,150	$ 346,000	$ 297,257	$ 346,000	$ -	0.0%
Expenditure							
	220 - DIVERSION	$ 59,773	$ -	$ -	$ -	$ -	N/A
	266 - CHECK ENFORCEMENT PROGRAM	300,772	374,355	317,923	346,000	28,355	7.6%
	TOTAL USES	$ 360,545	$ 374,355	$ 317,923	$ 346,000	$ 28,355	7.6%

Target Adjustments:

Check Enforcement Program Fund (266) Operating

- Decrease expenditure budget by $1,363 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

Check Enforcement Program Fund (266) Operating

- Increase Regular benefits by $2,497 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce funding for salaries and benefits by $13,316 due to lower pay rates resulting from turnover.
- Increase in expenditures of $12,182 associated with the Check Enforcement Fund's proportionate share of departmental internal service costs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Rate of conviction	63.9%	148.8%	101.8%	N/A	N/A	N/A
Output	Number of identity thefts prosecuted	1,153	1,040	1,175	N/A	N/A	N/A
Demand	Number of identity thefts submitted by law enforcement	1,476	1,300	1,459	N/A	N/A	N/A
Efficiency	Cost per identity theft prosecuted	$ 1,257.17	N/A	$ (8.71)	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,449,521	$ -	$ (10,233)	$ -	$ -	N/A
	TOTAL USES	$ 1,449,521	$ -	$ (10,233)	$ -	$ -	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.	14,237	15,376	10,273	15,376	-	0.0%
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested.	14,823	14,780	10,704	14,780	-	0.0%
Efficiency	Cost per investigative services request completed.	$ 290.98	$ 375.51	$ 449.91	$ 355.22	$ 20.30	5.4%
Expenditure							
	100 - GENERAL	$ 3,883,237	$ 3,864,306	$ 3,949,776	$ 4,198,774	$ (334,468)	-8.7%
	219 - COUNTY ATTORNEY GRANTS	214,795	580,826	357,129	456,527	124,299	21.4%
	213 - COUNTY ATTORNEY RICO	-	123,400	34,227	82,949	40,451	32.8%
	220 - DIVERSION	-	1,000,890	171,124	539,170	461,720	46.1%
	221 - COUNTY ATTORNEY FILL THE GAP	44,686	204,491	109,675	184,429	20,062	9.8%
	TOTAL USES	$ 4,142,718	$ 5,773,913	$ 4,621,931	$ 5,461,849	$ 312,064	5.4%

Base Adjustments:

Diversion Fund (220) Non Recurring

- Increase expenditures by $539,170 for carryforward of contract positions, created in FY 2012, associated with special projects.

County Attorney Fill the Gap Fund (221) Non Recurring

- Increase expenditures by $145,162 for carryforward of contract positions, created in FY 2012, associated with special projects.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Rate of conviction	61.1%	237.8%	154.0%	N/A	N/A	N/A
Output	Number of meth and major drug offenses prosecuted	2,549	1,228	1,411	N/A	N/A	N/A
Demand	Number of meth and major drug offenses submitted by law enforcement	2,778	1,588	1,784	N/A	N/A	N/A
Efficiency	Cost per meth and major drug offense prosecuted	$ 1,135.50	$ 3.57	$ 141.88	N/A	N/A	N/A
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 1,712,375	$ 276,196	$ 425,756	$ -	$ (276,196)	-100.0%
	TOTAL SOURCES	$ 1,712,375	$ 276,196	$ 425,756	$ -	$ (276,196)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,224,501	$ 4,386	$ 32,243	$ -	$ 4,386	100.0%
	219 - COUNTY ATTORNEY GRANTS	1,641,920	-	167,693	-	-	N/A
	220 - DIVERSION	27,969	-	250	-	-	N/A
	TOTAL USES	$ 2,894,390	$ 4,386	$ 200,186	$ -	$ 4,386	100.0%

Activity Narrative: The County Attorney's Office has discontinued use of this Activity. Meth and Major Drug Prosecution is now budgeted in the Trial Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of adult criminal cases completed within 180 days.	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	# of adult criminal cases completed.	36,065	34,620	33,396	34,620	-	0.0%
Demand	# of adult criminal cases filed.	53,252	38,108	46,262	38,108	-	0.0%
Efficiency	Cost per adult criminal case completed.	$ 976.78	$ 1,327.77	$ 1,301.10	$ 1,336.35	$ (8.58)	-0.6%
Revenue							
	100 - GENERAL	$ 50,923	$ -	$ -	$ -	$ -	N/A
	219 - COUNTY ATTORNEY GRANTS	1,612,121	3,877,830	2,807,367	3,982,524	104,694	2.7%
	213 - COUNTY ATTORNEY RICO	3,166,225	4,007,450	3,764,499	4,000,000	(7,450)	-0.2%
	221 - COUNTY ATTORNEY FILL THE GAP	1,264,043	1,272,043	1,104,050	-	(1,272,043)	-100.0%
	267 - CRIM JUSTICE ENHANCEMENT	1,519,609	1,405,000	1,449,612	1,405,000	-	0.0%
	TOTAL SOURCES	$ 7,612,921	$ 10,562,323	$ 9,125,528	$ 9,387,524	$ (1,174,799)	-11.1%
Expenditure							
	100 - GENERAL	$ 30,506,567	$ 33,793,844	$ 33,861,757	$ 36,047,896	$ (2,254,052)	-6.7%
	219 - COUNTY ATTORNEY GRANTS	1,131,163	3,005,250	2,566,974	3,285,571	(280,321)	-9.3%
	213 - COUNTY ATTORNEY RICO	2,274,027	6,000,000	5,411,066	4,500,000	1,500,000	25.0%
	220 - DIVERSION	-	1,271,477	327,562	781,448	490,029	38.5%
	221 - COUNTY ATTORNEY FILL THE GAP	578,100	320,964	492,055	465,199	(144,235)	-44.9%
	267 - CRIM JUSTICE ENHANCEMENT	737,845	1,575,814	792,259	1,184,236	391,578	24.8%
	TOTAL USES	$ 35,227,702	$ 45,967,349	$ 43,451,673	$ 46,264,350	$ (297,001)	-0.6%

Base Adjustments:

County Attorney RICO Fund (213) Operating

- Reduce revenue by $7,450. This revenue in Revised FY 2012 came from the sale of a vehicle that is not likely to occur in FY 2013.

County Attorney RICO Fund (213) Non Recurring

- Increase expenditures $82,949 for the carryforward of contract positions, created in FY 2012, associated with special projects.
- Increase expenditures by $500,000 for carryforward of the case management system project started in FY 2012.

Diversion Fund (220) Non Recurring

- Increase expenditures by $731,992 for carryforward of contract positions, created in FY 2012, associated with special projects.

Criminal Justice Enhancement Fund (267) Non Recurring

- Increase expenditures by $323,835 for carryforward of contract positions, created in FY 2012, associated with special projects.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victim compensation claims completed.	475	636	431	648	12	1.9%
Demand	Number of victim compensation claims received.	611	824	751	832	8	1.0%
Efficiency	Cost to process each victim compensation claim completed.	$ 3,049.33	$ 3,575.54	$ 4,705.90	$ 3,453.45	$ 122.09	3.4%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 1,307,693	$ 1,895,789	$ 1,729,714	$ 2,197,550	$ 301,761	15.9%
	268 - VICTIM COMP AND ASSISTANCE	128,368	100,000	144,663	135,000	35,000	35.0%
	269 - VICTIM COMP RESTITUTION INT	20,578	40,000	22,532	40,000	-	0.0%
	TOTAL SOURCES	$ 1,456,639	$ 2,035,789	$ 1,896,909	$ 2,372,550	$ 336,761	16.5%
Expenditure							
	100 - GENERAL	$ 141,307	$ 138,172	$ 148,908	$ 146,535	$ (8,363)	-6.1%
	219 - COUNTY ATTORNEY GRANTS	1,296,066	1,995,873	1,814,043	1,916,301	79,572	4.0%
	268 - VICTIM COMP AND ASSISTANCE	-	100,000	41,683	135,000	(35,000)	-35.0%
	269 - VICTIM COMP RESTITUTION INT	11,060	40,000	23,610	40,000	-	0.0%
	TOTAL USES	$ 1,448,433	$ 2,274,045	$ 2,028,244	$ 2,237,836	$ 36,209	1.6%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 60,070,204**	**$ 36,000**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (257,042)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(257,042)*	*-*
FY 2012 Revised Budget			**$ 59,813,162**	**$ 36,000**
Adjustments:				
Employee Salary Adjustments			**$ (203,248)**	**$ -**
Adjust Hours Per FTE			*(203,248)*	*-*
Restatements			**$ 8,348,234**	**$ 91,200**
County Attorney Civil to County Attorney			*8,348,234*	*91,200*
FY 2013 Budget Target			**$ 67,958,148**	**$ 127,200**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 416,427**	**$ -**
Retirement Contributions			*416,427*	*-*
Base Adjustments			**$ 631,611**	**$ -**
Other Base Adjustments			*41,927*	*-*
Right size services	*$*	*41,927*		
Personnel Savings			*589,684*	*-*
Decrease personnel savings rate to 3%	*$*	*589,684*		
Fees and Other Revenues			**$ -**	**$ (79,200)**
ProgRevenue Volume Inc/Dec			*-*	*(79,200)*
Reduce revenues for the cancellation of civil legal advice retainer for Maricopa County Housing Authority	*$*	*(91,200)*		
Increase revenues for discovery document copying		*12,000*		
Reallocations			**$ (98,277)**	**$ -**
Reallocation of ISF Charges Between Funds			*(226,583)*	*-*
Offset for ISF Reallocations			*128,306*	*-*
FY 2013 Recommended Budget			**$ 68,907,909**	**$ 48,000**
Percent Change from Target Amount			*1.4%*	*-62.3%*

General Fund (100) Continued

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 9,233**	**$ -**
Retirement Contributions			*9,233*	-
Base Adjustments			**$ (42,997)**	**$ -**
Other Base Adjustments			*(42,997)*	-
Non Recurring			**$ 825,000**	**$ -**
Non Recurring Carry Forward			*825,000*	-
Backlog of Tax Appeal Cases	*$*	*825,000*		
Reallocations			**$ 33,764**	**$ -**
Reallocation of ISF Charges Between Funds			*33,764*	-
FY 2013 Recommended Budget			**$ 825,000**	**$ -**
Percent Change from Target Amount				

County Attorney RICO Fund (213)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 4,000,000**	**$ 4,000,000**
Adjustments:	Agenda Item:		
Non Recurring		**$ -**	**$ 7,450**
Vehicle from County Attorney to Adult Probation	*C-11-12-002-V-00*	*-*	*7,450*
FY 2012 Revised Budget		**$ 4,000,000**	**$ 4,007,450**
FY 2013 Budget Target		**$ 4,000,000**	**$ 4,007,450**
Adjustments:			
Non Recurring		**$ -**	**$ (7,450)**
Other Non-Recurring		*-*	*(7,450)*
FY 2013 Recommended Budget		**$ 4,000,000**	**$ 4,000,000**
Percent Change from Target Amount		*0.0%*	*-0.2%*

County Attorney RICO Fund (213) Continued

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 123,400**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*123,400*	-
FY 2012 Revised Budget		**$ 123,400**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ (123,400)**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*(123,400)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 82,949**	**$ -**
Non Recurring Carry Forward		*82,949*	-
FY 2013 Recommended Budget		**$ 82,949**	**$ -**
Percent Change from Target Amount			

	Expenditures	Revenue
MCAO CASE MANAGEMENT SYSTEM		
FY 2012 Adopted Budget	**$ 2,000,000**	**$ -**
FY 2012 Revised Budget	**$ 2,000,000**	**$ -**
Adjustments:		
Information and Communications Technology		
Other IT Non-Recurring	*(2,000,000)*	-
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 500,000**	**$ -**
Non Recurring Carry Forward	*500,000*	-
FY 2013 Recommended Budget	**$ 500,000**	**$ -**
Percent Change from Target Amount		

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,556,868	$ 4,556,914	$ 4,556,914	$ 3,449,068	$ 1,768,274
Sources:					
Operating	$ 3,166,225	$ 4,000,000	$ 4,007,450	$ 3,764,499	$ 4,000,000
Total Sources:	$ 3,166,225	$ 4,000,000	$ 4,007,450	$ 3,764,499	$ 4,000,000
Uses:					
Operating	$ 2,274,027	$ 4,000,000	$ 4,000,000	$ 3,513,021	$ 4,000,000
Total Uses:	$ 2,274,027	$ 6,000,000	$ 6,123,400	$ 5,445,293	$ 4,582,949
Structural Balance	$ 892,198	$ -	$ 7,450	$ 251,478	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,449,068	$ 2,556,914	$ 2,440,964	$ 1,768,274	$ 1,185,325
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 3,449,068	$ 2,556,914	$ 2,440,964	$ 1,768,274	$ 1,185,325

County Attorney Grants Fund (219)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 6,747,174**	**$ 6,747,174**
FY 2012 Revised Budget	**$ 6,747,174**	**$ 6,747,174**
Adjustments:		
Employee Salary Adjustments	**$ (15,721)**	**$ -**
Adjust Hours Per FTE	*(15,721)*	*-*
FY 2013 Budget Target	**$ 6,731,453**	**$ 6,747,174**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 34,718**	**$ -**
Retirement Contributions	*34,718*	*-*
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 148,957**	**$ 167,954**
Grant Reconciliation	*148,957*	*167,954*
FY 2013 Recommended Budget	**$ 6,915,128**	**$ 6,915,128**
Percent Change from Target Amount	*2.7%*	*2.5%*

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (32,634)	$ 49,670	$ 49,670	$ (46,431)	$ 366,385
Sources:					
Operating	$ 5,284,291	$ 6,747,174	$ 6,747,174	$ 6,430,797	$ 6,915,128
Total Sources:	$ 5,284,291	$ 6,747,174	$ 6,747,174	$ 6,430,797	$ 6,915,128
Uses:					
Operating	$ 5,298,094	$ 6,747,174	$ 6,747,174	$ 6,017,981	$ 6,915,128
Total Uses:	$ 5,298,094	$ 6,747,174	$ 6,747,174	$ 6,017,981	$ 6,915,128
Structural Balance	$ (13,803)	$ -	$ -	$ 412,816	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 49,670	$ 49,670	$ 366,385	$ 366,385
Unassigned	(46,431)	-	-	-	-
Total Ending Spendable Fund Balance	$ (46,431)	$ 49,670	$ 49,670	$ 366,385	$ 366,385

Diversion Fund (220)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,653,756**	**$ 1,653,756**
FY 2012 Revised Budget		**$ 1,653,756**	**$ 1,653,756**
Adjustments:			
Employee Salary Adjustments		**$ (3,934)**	**$ -**
Adjust Hours Per FTE		*(3,934)*	*-*
FY 2013 Budget Target		**$ 1,649,822**	**$ 1,653,756**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 8,124**	**$ -**
Retirement Contributions		*8,124*	*-*
Fees and Other Revenues		**$ -**	**$ (53,756)**
ProgRevenue Volume Inc/Dec		*-*	*(53,756)*
Reallocations		**$ 52,331**	**$ -**
Reallocation of ISF Charges Between Funds		*52,331*	*-*
Structural Balance		**$ (110,277)**	**$ -**
Structural Balance		*(110,277)*	*-*
FY 2013 Recommended Budget		**$ 1,600,000**	**$ 1,600,000**
Percent Change from Target Amount		*-3.0%*	*-3.3%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 2,224,200**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*2,224,200*	*-*
FY 2012 Revised Budget		**$ 2,224,200**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ (2,224,200)**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*(2,224,200)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,271,162**	**$ -**
Non Recurring Carry Forward		*1,271,162*	*-*
Carry forward of positions in the County Attorney Initiated Investigations Activity	*$ 539,170*		
Carry forward of positions in the Trial Activity	*731,992*		
FY 2013 Recommended Budget		**$ 1,271,162**	**$ -**
Percent Change from Target Amount			

Diversion Fund (220) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,978,503	$ 1,715,281	$ 1,715,281	$ 2,443,161	$ 1,968,600
Sources:					
Operating	$ 1,663,042	$ 1,653,756	$ 1,653,756	$ 1,596,442	$ 1,600,000
Total Sources:	$ 1,663,042	$ 1,653,756	$ 1,653,756	$ 1,596,442	$ 1,600,000
Uses:					
Operating	$ 1,198,391	$ 1,653,756	$ 1,653,756	$ 1,596,314	$ 1,600,000
Non-Recurring	-	-	2,224,200	474,689	1,271,162
Total Uses:	$ 1,198,391	$ 1,653,756	$ 3,877,956	$ 2,071,003	$ 2,871,162
Structural Balance	$ 464,651	$ -	$ -	$ 128	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,443,161	$ 1,715,281	$ -	$ 1,968,600	$ 697,438
Unassigned	-	-	(508,919)	-	-
Total Ending Spendable Fund Balance	$ 2,443,161	$ 1,715,281	$ (508,919)	$ 1,968,600	$ 697,438

County Attorney Fill the Gap Fund (221)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 1,792,043**	**$ 1,792,043**
FY 2012 Revised Budget	**$ 1,792,043**	**$ 1,792,043**
Adjustments:		
Employee Salary Adjustments	**$ (5,532)**	**$ -**
Adjust Hours Per FTE	*(5,532)*	-
FY 2013 Budget Target	**$ 1,786,511**	**$ 1,792,043**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 11,859**	**$ -**
Retirement Contributions	*11,859*	-
Fees and Other Revenues	**$ -**	**$ (63,430)**
ProgRevenue Volume Inc/Dec	-	*(63,430)*
Reallocation of ISF Charges Between Funds	*70,424*	-
Offset for ISF Reallocations	*(70,424)*	-
Structural Balance	**$ (69,757)**	**$ -**
Structural Balance	*(69,757)*	-
FY 2013 Recommended Budget	**$ 1,728,613**	**$ 1,728,613**
Percent Change from Target Amount	*-3.2%*	*-3.5%*

County Attorney Fill the Gap Fund (221) Continued

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 389,300**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*		*389,300*	-
FY 2012 Revised Budget			**$ 389,300**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (389,300)**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*		*(389,300)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 318,521**	**$ -**
Non Recurring Carry Forward			*318,521*	-
Carryforward of positions in the County Attorney Initiated Investigations Activity		*$ 145,162*		
Carryforward of positions in the Charging Activity		*173,359*		
FY 2013 Recommended Budget			**$ 318,521**	**$ -**
Percent Change from Target Amount				

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 320,209	$ 370,075	$ 370,075	$ 466,815	$ 326,963
Sources:					
Operating	$ 1,739,183	$ 1,792,043	$ 1,792,043	$ 1,727,850	$ 1,728,613
Total Sources:	$ 1,739,183	$ 1,792,043	$ 1,792,043	$ 1,727,850	$ 1,728,613
Uses:					
Operating	$ 1,558,702	$ 1,792,043	$ 1,792,043	$ 1,703,871	$ 1,728,613
Non-Recurring	33,885	-	389,300	163,831	318,521
Total Uses:	$ 1,592,587	$ 1,792,043	$ 2,181,343	$ 1,867,702	$ 2,047,134
Structural Balance	$ 180,481	$ -	$ -	$ 23,979	$ -
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 466,815	$ 370,075	$ -	$ 326,963	$ 8,442
Unassigned	-	-	(19,225)	-	-
Total Ending Spendable Fund Balance	$ 466,815	$ 370,075	$ (19,225)	$ 326,963	$ 8,442

Check Enforcement Fund (266)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 346,000**	**$ 346,000**
FY 2012 Revised Budget		**$ 346,000**	**$ 346,000**
Adjustments:			
Employee Salary Adjustments		**$ (1,363)**	**$ -**
Adjust Hours Per FTE		*(1,363)*	-
FY 2013 Budget Target		**$ 344,637**	**$ 346,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,497**	**$ -**
Retirement Contributions		*2,497*	-
Base Adjustments		**$ (13,316)**	**$ -**
Other Base Adjustments		*(13,316)*	-
Reduce funding of salaries and benefits due to lower pay rates	*$ (13,316)*		
Reallocations		**$ 12,182**	**$ -**
Reallocation of ISF Charges Between Funds		*12,182*	-
FY 2013 Recommended Budget		**$ 346,000**	**$ 346,000**
Percent Change from Target Amount		*0.4%*	*0.0%*

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 134,719	$ 115,606	$ 115,606	$ 137,983	$ 118,150
Sources:					
Operating	$ 304,934	$ 346,000	$ 346,000	$ 298,090	$ 346,000
Total Sources:	$ 304,934	$ 346,000	$ 346,000	$ 298,090	$ 346,000
Uses:					
Operating	$ 283,827	$ 346,000	$ 346,000	$ 293,298	$ 346,000
Non-Recurring	17,845	-	30,000	24,625	-
Total Uses:	$ 301,672	$ 346,000	$ 376,000	$ 317,923	$ 346,000
Structural Balance	$ 21,107	$ -	$ -	$ 4,792	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 137,983	$ 115,606	$ 85,606	$ 118,150	$ 118,150
Total Ending Spendable Fund Balance	$ 137,983	$ 115,606	$ 85,606	$ 118,150	$ 118,150

Criminal Justice Enhancement Fund (267)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,056,900**	**$ 1,056,900**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ 348,100**	**$ 348,100**
County Atty Criminal Justice Enhancement Fund	*C-19-12-030-2-00*	*348,100*	*348,100*
FY 2012 Revised Budget		**$ 1,405,000**	**$ 1,405,000**
Adjustments:			
Employee Salary Adjustments		**$ (4,707)**	**$ -**
Adjust Hours Per FTE		*(4,707)*	*-*
FY 2013 Budget Target		**$ 1,400,293**	**$ 1,405,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 9,032**	**$ -**
Retirement Contributions		*9,032*	*-*
Reallocations		**$ -**	**$ -**
Reallocation of ISF Charges Between Funds		*57,882*	*-*
Offset for ISF Reallocations		*(57,882)*	*-*
Structural Balance		**$ (4,325)**	**$ -**
Structural Balance		*(4,325)*	*-*
FY 2013 Recommended Budget		**$ 1,405,000**	**$ 1,405,000**
Percent Change from Target Amount		*0.3%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 481,600**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*481,600*	*-*
FY 2012 Revised Budget		**$ 481,600**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ (481,600)**	**$ -**
Co Atty Non Recurring Increase	*C-19-12-031-2-00*	*(481,600)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 323,835**	**$ -**
Non Recurring Carry Forward		*323,835*	*-*
FY 2013 Recommended Budget		**$ 323,835**	**$ -**
Percent Change from Target Amount			

Criminal Justice Enhancement Fund (267) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 157,750	$ 199,549	$ 199,549	$ 294,511	$ 398,046
Sources:					
Operating	$ 1,522,805	$ 1,056,900	$ 1,405,000	$ 1,451,263	$ 1,405,000
Total Sources:	$ 1,522,805	$ 1,056,900	$ 1,405,000	$ 1,451,263	$ 1,405,000
Uses:					
Operating	$ 1,386,050	$ 1,056,900	$ 1,405,000	$ 1,214,151	$ 1,405,000
Non-Recurring	-	-	481,600	133,577	323,835
Total Uses:	$ 1,386,050	$ 1,056,900	$ 1,886,600	$ 1,347,728	$ 1,728,835
Structural Balance	$ 136,755	$ -	$ -	$ 237,112	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 294,511	$ 199,549	$ -	$ 398,046	$ 74,211
Unassigned	-	-	(282,051)	-	-
Total Ending Spendable Fund Balance	$ 294,511	$ 199,549	$ (282,051)	$ 398,046	$ 74,211

Victim Compensation and Assistance Fund (268)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 100,000**	**$ 100,000**
FY 2012 Revised Budget	**$ 100,000**	**$ 100,000**
FY 2013 Budget Target	**$ 100,000**	**$ 100,000**
Adjustments:		
Fees and Other Revenues	**$ 35,000**	**$ 35,000**
ProgRevenue Volume Inc/Dec	*35,000*	*35,000*
FY 2013 Recommended Budget	**$ 135,000**	**$ 135,000**
Percent Change from Target Amount	*35.0%*	*35.0%*

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 947,300	$ 1,024,837	$ 1,024,837	$ 1,084,076	$ 1,189,970
Sources:					
Operating	$ 136,778	$ 100,000	$ 100,000	$ 147,577	$ 135,000
Total Sources:	$ 136,778	$ 100,000	$ 100,000	$ 147,577	$ 135,000
Uses:					
Operating	$ -	$ 100,000	$ 100,000	$ 41,683	$ 135,000
Total Uses:	$ -	$ 100,000	$ 100,000	$ 41,683	$ 135,000
Structural Balance	$ 136,778	$ -	$ -	$ 105,894	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,084,076	$ 1,024,837	$ 1,024,837	$ 1,189,970	$ 1,189,970
Total Ending Spendable Fund Balance	$ 1,084,076	$ 1,024,837	$ 1,024,837	$ 1,189,970	$ 1,189,970

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 40,000**	**$ 40,000**
FY 2012 Revised Budget	**$ 40,000**	**$ 40,000**
FY 2013 Budget Target	**$ 40,000**	**$ 40,000**
FY 2013 Recommended Budget	**$ 40,000**	**$ 40,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 763,302	$ 778,036	$ 778,036	$ 779,211	$ 780,181
Sources:					
Operating	$ 26,970	$ 40,000	$ 40,000	$ 24,580	$ 40,000
Total Sources:	$ 26,970	$ 40,000	$ 40,000	$ 24,580	$ 40,000
Uses:					
Operating	$ 11,060	$ 40,000	$ 40,000	$ 23,610	$ 40,000
Total Uses:	$ 11,060	$ 40,000	$ 40,000	$ 23,610	$ 40,000
Structural Balance	$ 15,910	$ -	$ -	$ 970	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 779,211	$ 778,036	$ 778,036	$ 780,181	$ 780,181
Total Ending Spendable Fund Balance	$ 779,211	$ 778,036	$ 778,036	$ 780,181	$ 780,181

County Manager

Analysis by Dreamlyn W. Johnson, 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 2011 Maricopa County Customer Satisfaction Survey results, 69% of those surveyed responded they had some knowledge of the County structure and organization. The Customer Satisfaction Survey will be administered in the spring of FY 2012 and results will be available midyear in FY 2013. This goal will be updated during the FY 2014 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 2011 Maricopa County Customer Satisfaction Survey indicated that 70% of those surveyed were satisfied or very satisfied with Maricopa County government. The County Manager will continue to work toward the goal of 80%. This goal will be updated during the FY 2014 Strategic Business Plan update process

Quality Workforce

By June, 2012, 25% of Maricopa County Boards and Commissions will receive diversity training.

Status: The Human Resources Employee Development Division has completed

the training curriculum. To date, there is no data to analyze since training has not started. The Diversity Director is working on quantitative measures to develop performance measures. This goal will be updated during the FY 2014 Strategic Business Plan update process.

Quality Workforce

By June, 2012, 20% of Maricopa County employees will receive diversity training.

Status: The Diversity Director continues to develop curriculum and lead diversity training for new employees. Data has not been collected at all Human Resource training centers making it difficult to determine if this goal will be met by June, 2012. This goal will be updated during the FY 2014 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CMSV - COMMUNICATION SERVICES	$ 194	$ 600	$ 600	$ 36	$ -	$ (600)	-100.0%
20GC - GOVT RELATIONS AND COMM	$ 194	$ 600	$ 600	$ 36	$ -	$ (600)	-100.0%
ACPR - ADULT CRIME PREVENTION	$ 1,805,631	$ 77,552	$ 1,761,098	$ 1,807,786	$ -	$ (1,761,098)	-100.0%
JCPR - JUVENILE CRIME PREVENTION	815,874	205,736	333,825	509,171	-	(333,825)	-100.0%
42CD - CRIME AND DELINQUENCY PREV	$ 2,621,505	$ 283,288	$ 2,094,923	$ 2,316,957	$ -	$ (2,094,923)	-100.0%
COMM - COMMUTE OPTIONS	$ 765	$ 500	$ 500	$ 512	$ 600	$ 100	20.0%
71CT - COMMUTE OPTIONS	$ 765	$ 500	$ 500	$ 512	$ 600	$ 100	20.0%
GGOV - GENERAL GOVERNMENT	$ 841,401	$ 10,000	$ 1,867,979	$ 2,182,849	$ 289,975	$ (1,578,004)	-84.5%
99GV - GENERAL GOVERNMENT	$ 841,401	$ 10,000	$ 1,867,979	$ 2,182,849	$ 289,975	$ (1,578,004)	-84.5%
TOTAL PROGRAMS	**$ 3,463,865**	**$ 294,388**	**$ 3,964,002**	**$ 4,500,354**	**$ 290,575**	**$ (3,673,427)**	**-92.7%**
USES							
DVTY - DIVERSITY	$ 59,047	$ 89,594	$ 89,199	$ 83,869	$ 89,488	$ (289)	-0.3%
20DV - DIVERSITY	$ 59,047	$ 89,594	$ 89,199	$ 83,869	$ 89,488	$ (289)	-0.3%
CMSV - COMMUNICATION SERVICES	$ 645,546	$ 758,282	$ 732,965	$ 600,142	$ 625,698	$ 107,267	14.6%
GOVR - GOVERNMENT RELATIONS	380,970	423,227	383,072	423,075	964,080	(581,008)	-151.7%
20GC - GOVT RELATIONS AND COMM	$ 1,026,516	$ 1,181,509	$ 1,116,037	$ 1,023,217	$ 1,589,778	$ (473,741)	-42.4%
INNV - INNOVATOIN	$ -	$ -	$ -	$ -	$ 260,567	$ (260,567)	N/A
20IN - INNOVATION	$ -	$ -	$ -	$ -	$ 260,567	$ (260,567)	N/A
ACPR - ADULT CRIME PREVENTION	$ 2,169,213	$ 1,296,204	$ 2,973,195	$ 2,012,459	$ 1,198,914	$ 1,774,281	59.7%
JCPR - JUVENILE CRIME PREVENTION	878,728	1,397,777	1,487,267	786,125	940,958	546,309	36.7%
RSST - RESEARCH AND STATISTICAL REPT	-	-	-	-	74,036	(74,036)	N/A
42CD - CRIME AND DELINQUENCY PREV	$ 3,047,941	$ 2,693,981	$ 4,460,462	$ 2,798,584	$ 2,213,908	$ 2,246,554	50.4%
GGDM - GREEN GOVT DATA MANAGEMENT	$ -	$ 51,208	$ 50,976	$ 26,021	$ 21,344	$ 29,632	58.1%
GGIE - INTERNAL GREEN GOVT ECO EDUC	-	18,016	17,942	5,645	45,384	(27,442)	-152.9%
GGPE - PUBLIC GREEN GOVT ECO EDUC	-	18,516	18,442	5,850	23,504	(5,062)	-27.4%
44GG - GREEN GOVERNMENT	$ -	$ 87,740	$ 87,360	$ 37,516	$ 90,232	$ (2,872)	-3.3%
COMM - COMMUTE OPTIONS	$ 36,453	$ 61,181	$ 61,030	$ 56,265	$ 42,505	$ 18,525	30.4%
71CT - COMMUTE OPTIONS	$ 36,453	$ 61,181	$ 61,030	$ 56,265	$ 42,505	$ 18,525	30.4%
ODIR - EXECUTIVE MANAGEMENT	$ 979,035	$ 1,115,805	$ 1,090,306	$ 1,245,275	$ 1,013,498	$ 76,808	7.0%
RMGT - RISK MANAGEMENT	-	13,000,000	13,080,403	3,379,584	-	13,080,403	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 979,035	$ 14,115,805	$ 14,170,709	$ 4,624,859	$ 1,013,498	$ 13,157,211	92.8%
GGOV - GENERAL GOVERNMENT	$ 1,166,490	$ 10,000	$ 1,838,758	$ 1,912,248	$ 10,000	$ 1,828,758	99.5%
ISFC - INTERNAL SERVICE FUND CHARGES	1,500	25,927	25,927	21,849	10,831	15,096	58.2%
99GV - GENERAL GOVERNMENT	$ 1,167,990	$ 35,927	$ 1,864,685	$ 1,934,097	$ 20,831	$ 1,843,854	98.9%
TOTAL PROGRAMS	**$ 6,316,982**	**$ 18,265,737**	**$ 21,849,482**	**$ 10,558,407**	**$ 5,320,807**	**$ 16,528,675**	**75.6%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,290,643	$ 292,098	$ 3,961,712	$ 4,498,744	$ 289,975	$ (3,671,737)	-92.7%
SUBTOTAL	$ 3,290,643	$ 292,098	$ 3,961,712	$ 4,498,744	$ 289,975	$ (3,671,737)	-92.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,081	$ 1,190	$ 1,190	$ 1,062	$ -	$ (1,190)	-100.0%
0650 - MISCELLANEOUS REVENUE	959	1,100	1,100	548	600	(500)	-45.5%
SUBTOTAL	$ 4,040	$ 2,290	$ 2,290	$ 1,610	$ 600	$ (1,690)	-73.8%
ALL REVENUES	$ 3,294,683	$ 294,388	$ 3,964,002	$ 4,500,354	$ 290,575	$ (3,673,427)	-92.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 169,182	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 169,182	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 3,463,865	$ 294,388	$ 3,964,002	$ 4,500,354	$ 290,575	$ (3,673,427)	-92.7%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,901,668	$ 2,000,814	$ 2,036,007	$ 1,978,109	$ 1,905,346	$ 130,661	6.4%
0750 - FRINGE BENEFITS	532,435	604,089	610,580	572,175	584,960	25,620	4.2%
0790 - OTHER PERSONNEL SERVICES	717	-	-	45,000	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(73,638)	(41,897)	(421,479)	(277,583)	-	(421,479)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	4,340	-	416,716	249,788	48,240	368,476	88.4%
SUBTOTAL	$ 2,365,522	$ 2,563,006	$ 2,641,824	$ 2,567,489	$ 2,538,546	$ 103,278	3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 17,158	$ 52,059	$ 51,804	$ 34,625	$ 46,347	$ 5,457	10.5%
0803 - FUEL	437	1,500	1,500	500	1,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	6,200	6,200	5,533	6,200	-	0.0%
SUBTOTAL	$ 17,595	$ 59,759	$ 59,504	$ 40,658	$ 54,047	$ 5,457	9.2%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ 5,031,675	$ 5,031,675	$ 2,281,419	$ -	$ 5,031,675	100.0%
0812 - OTHER SERVICES	2,059,182	10,499,460	12,498,823	4,080,088	2,621,328	9,877,495	79.0%
0820 - RENT & OPERATING LEASES	5,323	4,800	4,800	4,400	6,000	(1,200)	-25.0%
0825 - REPAIRS AND MAINTENANCE	4,905	14,626	14,626	6,100	12,000	2,626	18.0%
0830 - INTERGOVERNMENTAL PAYMENTS	1,841,974	-	1,505,874	1,505,874	-	1,505,874	100.0%
0839 - INTERNAL SERVICE CHARGES	7,672	35,234	35,234	34,541	37,377	(2,143)	-6.1%
0841 - TRAVEL	12,085	48,100	47,915	30,604	47,325	590	1.2%
0842 - EDUCATION AND TRAINING	1,615	2,675	2,805	1,708	2,345	460	16.4%
0843 - POSTAGE/FREIGHT/SHIPPING	397	3,407	3,407	20,930	1,839	1,568	46.0%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(16,400)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	2,995	2,995	996	-	2,995	100.0%
SUBTOTAL	$ 3,933,153	$ 15,642,972	$ 19,148,154	$ 7,950,260	$ 2,728,214	$ 16,419,940	85.8%
CAPITAL							
0950 - DEBT SERVICE	$ 712	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 712	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 6,316,982	$ 18,265,737	$ 21,849,482	$ 10,558,407	$ 5,320,807	$ 16,528,675	75.6%
TOTAL USES	$ 6,316,982	$ 18,265,737	$ 21,849,482	$ 10,558,407	$ 5,320,807	$ 16,528,675	75.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 959	$ 1,100	$ 1,100	$ 548	$ 600	$ (500)	-45.5%
FUND TOTAL SOURCES	$ 959	$ 1,100	$ 1,100	$ 548	$ 600	$ (500)	-45.5%
249 NON DEPARTMENTAL GRANT							
OPERATING	$ (164,408)	$ -	$ -	$ 334,044	$ -	$ -	N/A
NON-RECURRING	3,627,314	293,288	3,962,902	4,165,762	289,975	(3,672,927)	-92.7%
FUND TOTAL SOURCES	$ 3,462,906	$ 293,288	$ 3,962,902	$ 4,499,806	$ 289,975	$ (3,672,927)	-92.7%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ -	$ (13,000,000)	-100.0%
FUND TOTAL SOURCES	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ -	$ (13,000,000)	-100.0%
900 ELIMINATIONS							
NON-RECURRING	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ 13,000,000	-100.0%
FUND TOTAL SOURCES	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ 13,000,000	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ (163,449)	$ 1,100	$ 1,100	$ 334,592	$ 600	$ (500)	-45.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 3,627,314	$ 293,288	$ 3,962,902	$ 4,165,762	$ 289,975	$ (3,672,927)	-92.7%
DEPARTMENT TOTAL SOURCES	$ 3,463,865	$ 294,388	$ 3,964,002	$ 4,500,354	$ 290,575	$ (3,673,427)	-92.7%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 2,448,284	$ 2,906,348	$ 2,893,901	$ 2,803,881	$ 3,398,963	$ (505,062)	-17.5%
NON-RECURRING	404,549	15,066,101	15,022,679	3,813,817	1,631,869	13,390,810	89.1%
FUND TOTAL USES	$ 2,852,833	$ 17,972,449	$ 17,916,580	$ 6,617,698	$ 5,030,832	$ 12,885,748	71.9%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 3,463,513	$ 293,288	$ 3,932,902	$ 3,940,710	$ 289,975	$ 3,642,927	92.6%
FUND TOTAL USES	$ 3,463,513	$ 293,288	$ 3,932,902	$ 3,940,710	$ 289,975	$ 3,642,927	92.6%
255 DETENTION OPERATIONS							
OPERATING	$ 636	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 636	$ -	$ -	$ -	$ -	$ -	N/A
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,584	$ -	$ 13,000,000	100.0%
FUND TOTAL USES	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,584	$ -	$ 13,000,000	100.0%
900 ELIMINATIONS							
NON-RECURRING	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ (13,000,000)	100.0%
FUND TOTAL USES	$ -	$ (13,000,000)	$ (13,000,000)	$ (3,379,585)	$ -	$ (13,000,000)	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 2,448,920	$ 2,906,348	$ 2,893,901	$ 2,803,881	$ 3,398,963	$ (505,062)	-17.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 3,868,062	$ 15,359,389	$ 18,955,581	$ 7,754,526	$ 1,921,844	$ 17,033,737	89.9%
DEPARTMENT TOTAL USES	$ 6,316,982	$ 18,265,737	$ 21,849,482	$ 10,558,407	$ 5,320,807	$ 16,528,675	75.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	9.10	9.30	10.30	10.30	8.80	(1.50)	(14.6%)
RISK MANAGEMENT	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	9.10	10.30	11.30	11.30	8.80	(2.50)	(22.1%)
COMMUTE OPTIONS							
COMMUTE OPTIONS	.40	.40	.40	.40	.40	-	0.0%
PROGRAM TOTAL	.40	.40	.40	.40	.40	-	0.0%
CRIME AND DELINQUENCY PREV							
ADULT CRIME PREVENTION	2.20	2.20	1.70	2.70	1.80	.10	5.9%
JUVENILE CRIME PREVENTION	1.90	1.90	1.40	1.40	1.30	(.10)	(7.1%)
RESEARCH AND STATISTICAL REPT	-	-	-	-	.75	.75	N/A
PROGRAM TOTAL	4.10	4.10	3.10	4.10	3.85	.75	24.2%
DIVERSITY							
DIVERSITY	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%
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	7.20	7.20	7.20	7.20	6.20	(1.00)	(13.9%)
GOVERNMENT RELATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	11.20	11.20	11.20	11.20	10.20	(1.00)	(8.9%)
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	-	.60	.60	-	.25	(.35)	(58.3%)
INTERNAL GREEN GOVT ECO EDUC	-	.20	.20	-	.50	.30	150.0%
PUBLIC GREEN GOVT ECO EDUC	-	.20	.20	-	.25	.05	25.0%
PROGRAM TOTAL	-	1.00	1.00	-	1.00	-	0.0%
INNOVATION							
INNOVATOIN	-	-	-	-	.75	.75	N/A
PROGRAM TOTAL	-	-	-	-	.75	.75	N/A
DEPARTMENT TOTAL	25.80	28.00	28.00	28.00	26.00	(2.00)	(7.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
BOS Press Secretary	1.00	1.00	-	-	-	-	N/A
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	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	-	-	-	-	-	N/A
Exec Asst to Executive Officer	-	-	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Government Relations Liaison	-	1.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	-	1.00	1.00	1.00	N/A
Legislative Analyst	-	-	1.00	1.00	1.00	-	0.0%
Legislative Analyst – County	-	-	1.00	1.00	1.00	-	0.0%
Management Assistant	.80	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	3.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	-	2.00	3.00	3.00	3.00	-	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	-	(1.00)	(100.0%)
Department Total	**25.80**	**28.00**	**28.00**	**28.00**	**26.00**	**(2.00)**	**(7.1%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	24.80	26.00	28.00	26.00	25.00	(3.00)	(10.7%)
249	NON DEPARTMENTAL GRANT	1.00	1.00	-	1.00	1.00	1.00	N/A
676	COUNTY MANAGER RISK MANAGEMENT	-	1.00	-	1.00	-	-	N/A
Department Total		**25.80**	**28.00**	**28.00**	**28.00**	**26.00**	**(2.00)**	**(7.1%)**

Significant Variance Analysis

Reduce staff by eliminating 1.0 FTE Media Specialist. The position has been vacant since FY 2011 and the department no longer requires this support position based on the expected workload in FY 2013. In addition, eliminate 1.0 FTE Risk Management Consultant in FY 2013 due to the retirement of the incumbent in FY 2012.

General Adjustments

Target Adjustments:

General Fund (100)

- Reduce expenditure budget by $9,120 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase expenditure budget by $514,182 for the reallocation of funds from Non-Departmental to County Manager for the lobbyist/consultant contracts in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $17,801 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce Regular Pay by $56,224 due to the elimination of 1.0 FTE Media Specialist.
- Reduce expenditures by $23,720 in General Supplies to offset benefits rate increase in FY 2013.
- Increase Other Services by $60,000 for SPIGIT contract.
- Increase expenditures by $2,143 due to increase in Internal Service Fund Charges for FY 2013.
- Reduce expenditures by $500 in Miscellaneous Revenue based on FY 2012 Forecast.

Detention Fund (255)

- Decrease expenditure budget by $1,448,077 for restatement of Integrated Criminal Justice Information System (ICJIS) program from the County Manager Department to new ICJIS Department.

General Fund (100) Non Recurring Non Project

- Carryover for the crime prevention grant in the amount of $1,631,869.

Strategic Business Plan Update

The County Manager's Office will review and update the Strategic Business Plan during the FY 2014 strategic business plan update process.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of employees receiving training who respond to post-training survey who indicate	97.3%	83.1%	83.1%	82.8%	(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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	97.3%	83.1%	83.1%	82.8%	(0.3%)	-0.3%
Output	Number of diversity classes for employees provided	26	24	12	28	4	16.7%
Output	Number of diversity classes for Boards and Commissions provided	-	12	6	12	-	0.0%
Output	Number of diversity classes provided	26	32	16	40	8	25.0%
Demand	Number of diversity classes for employees requested	26	24	12	28	4	16.7%
Demand	Number of Boards and Commissions training classes requested	-	12	6	12	-	0.0%
Efficiency	Expenditure per diversity class provided	$ 2,271.04	$ 2,787.47	$ 5,241.81	$ 2,237.20	$ 550.27	19.7%
Expenditure							
	100 - GENERAL	$ 59,047	$ 89,199	$ 85,398	$ 89,488	$ (289)	-0.3%
	TOTAL USES	$ 59,047	$ 89,199	$ 85,398	$ 89,488	$ (289)	-0.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of citizens responding to annual survey who indicate they know about the	67.9%	66.9%	66.9%	66.9%	0.0%	0.0%
Percent of state bills tracked whose outcome is favorable to the County	100.0%	75.0%	75.0%	27.6%	(47.4%)	-63.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	67.9%	66.9%	66.9%	66.9%	0.0%	0.0%
Output	Number of video broadcasts produced	102	132	66	99	(33)	-25.0%
Output	Number of print media produced	1,502	1,200	600	99	(1,101)	-91.8%
Demand	Number of video broadcasts requested	102	132	66	99	(33)	-25.0%
Demand	Number of print media requested	1,502	1,200	600	1,650	450	37.5%
Efficiency	Expenditure per print media produced	$ 429.79	$ 610.80	$ 971.76	$ 6,320.18	$ (5,709.38)	-934.7%
Revenue							
	100 - GENERAL	$ 194	$ 600	$ 36	$ -	$ (600)	-100.0%
	TOTAL SOURCES	$ 194	$ 600	$ 36	$ -	$ (600)	-100.0%
Expenditure							
	100 - GENERAL	$ 645,546	$ 732,965	$ 600,142	$ 625,698	$ 107,267	14.6%
	TOTAL USES	$ 645,546	$ 732,965	$ 600,142	$ 625,698	$ 107,267	14.6%

Activity Narrative: In prior years, most requests for video broadcasts and print media came from the news media. However, as the media coverage of the County declined, so did the demand for video and print media. The department is able to eliminate 1.0 FTE Media Specialist in FY 2013 as a result of the reduction in demand for both video broadcasts and print media.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of state bills tracked whose outcome is favorable to the County	100.0%	75.0%	75.0%	27.6%	(47.4%)	-63.2%
Output	Number of state legislative bills tracked with positive outcomes	408	151	151	424	273	180.8%
Output	Number of state legislative bills tracked	408	1,500	1,500	1,535	35	2.3%
Demand	Number of state legislative bills with County impacts tracked	408	201	201	1,535	1,334	663.7%
Efficiency	Expenditure per state legislative bill tracked	$ 933.75	$ 255.38	$ 276.84	$ 628.07	$ (372.68)	-145.9%
Expenditure							
	100 - GENERAL	$ 380,970	$ 383,072	$ 423,075	$ 964,080	$ (581,008)	-151.7%
	TOTAL USES	$ 380,970	$ 383,072	$ 423,075	$ 964,080	$ (581,008)	-151.7%

Activity Narrative: In FY 2013, a surge in legislative bills impacting the County is anticipated as a result of it being an election year combined with the continued uncertainty of the economy.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	86.6%	51.6%	51.6%	86.0%	34.4%	66.6%
Percent of adults enrolled and engaged in ex-offender employment program who have not committed repeat criminal offenses within six months of program enrollment	87.3%	89.0%	89.0%	201.6%	112.5%	126.4%
Percent of report recipients who are satisfied or very satisfied with the reports	N/A	N/A	N/A	85.0%	N/A	N/A

Activities that comprise this program include:

- Adult Crime Prevention
- Juvenile Crime Prevention

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Other Services is budgeted at $1,631,869 in FY 2013 as a result of the carryover amount from FY 2012 for the activities related to Crime Prevention.

Non Departmental Grant Fund (249) Non Recurring Non Project

- Increase revenue and expenditures associated with carryover from the following grants:
  - $ 54,431 from Bureau of Justice Assistance Grant (JAG) for crime prevention
  - $10,000 from Tribal grant
  - $225,052 from the balance of prior grant awards

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of adults enrolled and engaged in ex-offender employment program who have not committed repeat criminal offenses within six months of program enrollment	87.3%	89.0%	89.0%	89.0%	(0.0%)	-0.0%
Output	Number of adults enrolled and engaged in the ex-offender employment program at six months	63	146	146	63	(83)	-56.8%
Output	Number of adults placed in employment	42	88	88	42	(46)	-52.3%
Demand	Number of adults eligible/enrolled in ex-offender employment program	63	146	146	63	(83)	-56.8%
Efficiency	Expenditure per adult enrolled in ex-offender employment program at six months	$ 34,431.95	$ 8,871.75	$ 13,867.76	$ 19,030.38	$ (10,158.63)	-114.5%
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ 1,805,631	$ 77,552	$ 1,807,786	$ -	$ (77,552)	-100.0%
	TOTAL SOURCES	$ 1,805,631	$ 77,552	$ 1,807,786	$ -	$ (77,552)	-100.0%
Expenditure							
	100 - GENERAL	$ 526,148	$ 1,217,753	$ 389,548	$ 973,370	$ 244,383	20.1%
	249 - NON DEPARTMENTAL GRANT	1,643,065	77,523	1,622,911	225,544	(148,021)	-190.9%
	TOTAL USES	$ 2,169,213	$ 1,295,276	$ 2,012,459	$ 1,198,914	$ 96,362	7.4%

Activity Narrative: The sub-contractor that provides these services is paid based on year end performance. The FY 2013 data resembles the FY 2011 Actual which more accurately reflects the expectations of the department. This activity will be updated during the FY 2014 Strategic Budget Plan update process.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	86.6%	51.6%	51.6%	86.0%	34.4%	66.6%
Output	Number of juveniles enrolled in programs at six months	82	131	131	87	(44)	-33.6%
Output	Number of juveniles enrolled in the programs	82	186	186	87	(99)	-53.2%
Demand	Number of juveniles eligible/enrolled in prevention or intervention program	82	186	186	87	(99)	-53.2%
Efficiency	Expenditure per juvenile enrolled in program	$ 10,716.20	$ 7,510.61	$ 3,682.39	$ 10,815.61	$ (3,305.00)	-44.0%
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ 815,874	$ 205,736	$ 509,171	$ -	$ (205,736)	-100.0%
	TOTAL SOURCES	$ 815,874	$ 205,736	$ 509,171	$ -	$ (205,736)	-100.0%
Expenditure							
	100 - GENERAL	$ 224,770	$ 1,191,266	$ 380,574	$ 886,527	$ 304,739	25.6%
	249 - NON DEPARTMENTAL GRANT	653,958	205,707	405,551	54,431	151,276	73.5%
	TOTAL USES	$ 878,728	$ 1,396,973	$ 786,125	$ 940,958	$ 456,015	32.6%

Activity Narrative: The sub-contractor that provides these services is paid based on year end performance. The FY 2013 data resembles the FY 2011 Actual which more accurately reflects the expectations of the department. This activity will be updated during the FY 2014 Strategic Budget Plan update process.

Research and Statistical Reporting

The purpose of the Research and Statistical Reporting Activity is to provide research and statistical reports to stakeholders in the community and across federal, state, county, and local agencies so they can more informed about criminal justice issues in Maricopa County.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of report recipients who are satisfied or very satisfied with the reports	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of regularly scheduled reports produced	N/A	N/A	N/A	19	N/A	N/A
Demand	Number of regularly scheduled reports requested	N/A	N/A	N/A	19	N/A	N/A
Efficiency	Expenditure per the number of regularly scheduled reports produced	N/A	N/A	N/A	$ 3,896.63	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 74,036	$ (74,036)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 74,036	$ (74,036)	N/A

Activity Narrative: This is a new activity. As a result, no historical data is available prior to FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of County employees who use an alternative mode of transportation.	34.4%	45.0%	45.0%	45.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of County employees who use an alternative mode of transportation.	34.4%	45.0%	45.0%	45.0%	0.0%	0.0%
Output	Number of platinum bus passes provided	1,426	12,500	1,250	2,000	(10,500)	-84.0%
Output	Number of vanpool subsidy applications approved	2,589	2,400	1,200	2,400	-	0.0%
Demand	Number of platinum bus passes requested	1,426	12,500	1,250	2,000	(10,500)	-84.0%
Demand	Number of vanpool subsidy applications received	2,589	2,400	1,200	2,400	-	0.0%
Efficiency	Expenditure per platinum bus pass provided	$ 25.56	$ 4.88	$ 44.07	$ 21.25	$ (16.37)	-335.3%
Revenue							
	100 - GENERAL	$ 765	$ 500	$ 512	$ 600	$ 100	20.0%
	TOTAL SOURCES	$ 765	$ 500	$ 512	$ 600	$ 100	20.0%
Expenditure							
	100 - GENERAL	$ 36,453	$ 61,030	$ 56,265	$ 42,505	$ 18,525	30.4%
	TOTAL USES	$ 36,453	$ 61,030	$ 56,265	$ 42,505	$ 18,525	30.4%

Activity Narrative: Employee bus cards are valid for three years. In FY 2012, the County purchased 10,000 new bus cards for the bus card conversion project. As cards purchased prior to the conversion project expire in FY 2013, new cards will be made available to employees as replacements.

Green Government

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of County departments who indicate that Green Government Program management	100.0%	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

Target Adjustments:

General Fund (100)

- Increase expenditures by $87,360 due to the restatement from Planning and Development Department to the County Manager for the Green Government program in FY 2013.

Green Government Data Management

The purpose of the Green Government Data Management Activity is to provide management and oversight services to County departments so they can implement BOS-adopted Green Government Program measures.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of County departments who indicate that Green Government Program management is helpful in implementing their Green Government Program measures	100.0%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of Green Government Council meetings held	N/A	11	6	8	(3)	-27.3%
Output	Number of Green Government measures tracked	N/A	36	36	36	-	0.0%
Output	Number of Green Government site users	N/A	21	22	21	(0)	-1.2%
Output	Number of Green Government industry expert presentations provided	N/A	11	6	8	(3)	-27.3%
Demand	Number of Green Government measures required to be tracked	N/A	36	36	36	-	0.0%
Efficiency	Expenditure per Green Government measure tracked	N/A	$ 354.00	$ 533.24	$ 148.22	$ 205.78	58.1%
Expenditure							
	100 - GENERAL	$ -	$ 50,976	$ 26,021	$ 21,344	$ 29,632	58.1%
	TOTAL USES	$ -	$ 50,976	$ 26,021	$ 21,344	$ 29,632	58.1%

Internal Green Government Eco-Education

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 is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	1,500	750	900	(600)	-40.0%
Output	Total number of Green Government Program awareness messages distributed	N/A	1,510	755	1,132	(378)	-25.0%
Output	Number of Green Government Program digital awareness messages distributed	N/A	500	250	375	(125)	-25.0%
Output	Number of Green Government Program videos produced	N/A	15	8	5	(10)	-66.7%
Demand	Number of internal Green Government digital awareness messages required	N/A	1,510	755	1,132	(378)	-25.0%
Efficiency	Expenditure per Green Government awareness message distributed	N/A	$ 11.88	$ 7.25	$ 40.09	$ (28.21)	-237.4%
Expenditure							
	100 - GENERAL	$ -	$ 17,942	$ 5,645	$ 45,384	$ (27,442)	-152.9%
	TOTAL USES	$ -	$ 17,942	$ 5,645	$ 45,384	$ (27,442)	-152.9%

Public Green Government Eco-Education

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 is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	10	5	4	(6)	-60.0%
Output	Number of Green Government presentations given	N/A	10	5	8	(2)	-20.0%
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	600	300	450	(150)	-25.0%
Demand	Number of Green Government Program awareness messages required	N/A	520	260	390	(130)	-25.0%
Efficiency	Expenditures per hard copy awareness message distributed	N/A	$ 30.74	$ 18.80	$ 52.23	$ (21.49)	-69.9%
Expenditure							
	100 - GENERAL	$ -	$ 18,442	$ 5,850	$ 23,504	$ (5,062)	-27.4%
	TOTAL USES	$ -	$ 18,442	$ 5,850	$ 23,504	$ (5,062)	-27.4%

Innovation Program

The purpose of the Innovation Program is to provide facilitation and consulting services to County departments so they can successfully implement creative ideas that improve performance.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of departments indicating satisfaction with Innovation facilitation and consulting	N/A	N/A	N/A	164.0%	N/A	N/A
Percent of ideas moving through the Idea Factory from the Development Stage into the Implementation Stage	N/A	N/A	N/A	195.0%	N/A	N/A

Innovation

The purpose of the Innovation Activity is to provide facilitation and consulting services to County departments so they can successfully implement creative ideas that improve performance.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of departments indicating satisfaction with Innovation facilitation and consulting services	N/A	N/A	N/A	164.0%	N/A	N/A
Result	Percent of ideas moving through the Idea Factory from the Development Stage into the Implementation Stage	N/A	N/A	N/A	195.0%	N/A	N/A
Output	Number of facilitation services provided	N/A	N/A	N/A	46	N/A	N/A
Demand	Number of facilitation services requested	N/A	N/A	N/A	46	N/A	N/A
Efficiency	Expenditure per facilitation service provided	N/A	N/A	N/A	$ 5,664.50	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 260,567	$ (260,567)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 260,567	$ (260,567)	N/A

Activity Narrative: This is a new activity. As a result, no historical data is available prior to FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 2,818,608**	**$ 1,100**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (12,067)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(12,067)*	-
FY 2012 Revised Budget			**$ 2,806,541**	**$ 1,100**
Employee Salary Adjustments			**$ (9,120)**	**$ -**
Adjust Hours Per FTE			*(9,120)*	-
Reallocations			**$ 514,182**	**$ -**
Reallocation Between Depts			*514,182*	-
Reallocation from Non-Departmental to Government Relations		*$ 514,182*		
Restatements			**$ 87,360**	**$ -**
Green Government to County Manager			*87,360*	-
FY 2013 Budget Target			**$ 3,398,963**	**$ 1,100**
Employee Retirement and Benefits			**$ 17,801**	**$ -**
Retirement Contributions			*17,801*	-
Base Adjustments			**$ (17,801)**	**$ -**
Other Base Adjustments			*(19,944)*	-
Inactivated 1.0 FTE Media Specialist		*$ (56,224)*		
Decrease Other Services to offset benefit rate increase in FY 2013		*(23,720)*		
Increase Other Services for SPIGIT contract		*60,000*		
Internal Service Charges			*2,143*	-
Increase in ISFC charges		*$ 2,143*		
Fees and Other Revenues			**$ -**	**$ (500)**
ProgRevenue Volume Inc/Dec			*-*	*(500)*
Reduce Miscellaneous Revenue based on FY 2012 Forecast		*$ 500*		
FY 2013 Recommended Budget			**$ 3,398,963**	**$ 600**
Percent Change from Target Amount			*0.0%*	*-45.5%*

General Fund (100) Non Recurring

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 15,066,101**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (43,422)**	**$ -**
Crime Prevention True Up	*C-20-12-031-2-00*		*(43,422)*	-
FY 2012 Revised Budget			**$ 15,022,679**	**$ -**
Adjustments:				
Non Recurring			**$ (15,022,679)**	**$ -**
Crime Prevention True Up	*C-20-12-031-2-00*		*43,422*	-
Other Non-Recurring			*(15,066,101)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Non Recurring			**$ 1,631,869**	**$ -**
Non Recurring Carry Forward			*1,631,869*	-
Grant Carryover from FY 2012		*$ 1,631,869*		
FY 2013 Recommended Budget			**$ 1,631,869**	**$ -**
Percent Change from Target Amount				

Non Departmental Grant Fund (249)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 293,288**	**$ 293,288**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 3,669,614**	**$ 3,669,614**
County Manager Grant Recon March 2012	*C-20-12-030-2-00*		*3,669,614*	*3,669,614*
FY 2012 Revised Budget			**$ 3,962,902**	**$ 3,962,902**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (3,962,902)**	**$ (3,962,902)**
County Manager Grant Recon March 2012	*C-20-12-030-2-00*		*(3,669,614)*	*(3,669,614)*
Grant Reconciliation			*(293,288)*	*(293,288)*
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 289,975**	**$ 289,975**
Grant Reconciliation			*289,975*	*289,975*
FY 2013 Recommended Budget			**$ 289,975**	**$ 289,975**
Percent Change from Target Amount				

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 1,282,863**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (2,786)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(2,786)*	-
Supplemental Funding			*168,000*	-
Mid Year Adjustments			*168,000*	-
ICJIS Executive Team	*C-20-12-018-M-00*		*168,000*	-
FY 2012 Revised Budget			**$ 1,448,077**	**$ -**
Adjustments:				
Restatements			**$ (1,448,077)**	**$ -**
ICJIS from County Manager			*(1,448,077)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustment to hours per FTE to acccurately restate ICJIS from County Manager		*$ 2,770*		
FY 2013 Recommended Budget			**$ -**	**$ -**
Percent Change from Target Amount				

Education Services

Analysis by Lauren M Cochran, 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 is a rigorous training that provides expert training in conjunction with partner school districts, vested organizations, and State and County government. In FY 2012, MCESA graduated the first individual through the program and successfully saw them hired into a school district (in Maricopa County) as a business manager.

A continued focus on Audit trends and other issues have brought increased training on the school district financial system(s) for districts to reduce their audit findings. MCESA is currently developing additional trainings for FY 2013. Currently there are no non-compliant school districts.

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 to multiple remote schools in Maricopa County, providing the expert content and classroom instruction in the areas of science and technology. In FY 2012, this delivery method has been utilized by five school districts for science and math, under the State's focus of STEM leadership.

With the Teacher Incentive Fund grant, Rewarding Excellence in Instruction and Leadership (REIL), the Education Service Agency is partnering with six school districts 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. Many milestones continue to be reached including the field testing of the evaluation instrument(s). There is currently no information on the MAP score.

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: TBD -The *Expect More Arizona* survey has an unknown date at this time.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ELDR - EXECUTIVE LEADERSHIP	$ 12,899	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ -	0.0%
37EL - EXECUTIVE LEADERSHIP	$ 12,899	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ -	0.0%
EMGT - ECONOMIC MANAGEMENT	$ 581,965	$ 833,763	$ 833,763	$ 748,376	$ 943,136	$ 109,373	13.1%
37EM - ECONOMIC MANAGEMENT	$ 581,965	$ 833,763	$ 833,763	$ 748,376	$ 943,136	$ 109,373	13.1%
EINN - EDUCATIONAL INNOVATION	$ 2,410,022	$ 9,648,047	$ 9,648,047	$ 7,591,993	$ 17,259,387	$ 7,611,340	78.9%
37SC - EDUCATIONAL INNOVATION	$ 2,410,022	$ 9,648,047	$ 9,648,047	$ 7,591,993	$ 17,259,387	$ 7,611,340	78.9%
GGOV - GENERAL GOVERNMENT	$ (56,359)	$ -	$ -	$ 182,002	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (56,359)	$ -	$ -	$ 182,002	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 2,948,527**	**$ 10,493,810**	**$ 10,493,810**	**$ 8,534,371**	**$ 18,214,523**	**$ 7,720,713**	**73.6%**
USES							
ELDR - EXECUTIVE LEADERSHIP	$ 791,768	$ 799,524	$ 798,715	$ 560,523	$ 548,539	$ 250,176	31.3%
37EL - EXECUTIVE LEADERSHIP	$ 791,768	$ 799,524	$ 798,715	$ 560,523	$ 548,539	$ 250,176	31.3%
EMGT - ECONOMIC MANAGEMENT	$ 1,729,397	$ 2,311,017	$ 2,337,012	$ 2,169,199	$ 2,417,824	$ (80,812)	-3.5%
37EM - ECONOMIC MANAGEMENT	$ 1,729,397	$ 2,311,017	$ 2,337,012	$ 2,169,199	$ 2,417,824	$ (80,812)	-3.5%
EINN - EDUCATIONAL INNOVATION	$ 2,417,356	$ 9,688,822	$ 9,642,979	$ 7,849,742	$ 17,339,468	$ (7,696,489)	-79.8%
37SC - EDUCATIONAL INNOVATION	$ 2,417,356	$ 9,688,822	$ 9,642,979	$ 7,849,742	$ 17,339,468	$ (7,696,489)	-79.8%
BDGT - BUDGETING	$ 1,031	$ -	$ -	$ -	$ -	$ -	N/A
FSAC - FINANCIAL SERVICES	3,600	-	-	-	-	-	N/A
HRAC - HUMAN RESOURCES	50,226	59,191	58,918	61,901	58,298	620	1.1%
ODIR - EXECUTIVE MANAGEMENT	176,935	351,170	349,910	356,678	335,557	14,353	4.1%
PROC - PROCUREMENT	3	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 231,795	$ 410,361	$ 408,828	$ 418,579	$ 393,855	$ 14,973	3.7%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 15,275	$ -	$ -	$ 15,275	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	589	10,897	10,897	11,344	73,958	(63,061)	-578.7%
99GV - GENERAL GOVERNMENT	$ 589	$ 10,897	$ 26,172	$ 11,344	$ 73,958	$ (47,786)	-182.6%
TOTAL PROGRAMS	**$ 5,170,905**	**$ 13,220,621**	**$ 13,213,706**	**$ 11,009,387**	**$ 20,773,644**	**$ (7,559,938)**	**-57.2%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,370,982	$ 8,009,947	$ 8,009,947	$ 6,198,756	$ 15,671,099	$ 7,661,152	95.6%
0620 - OTHER INTERGOVERNMENTAL	1,342,706	2,238,100	2,238,100	2,064,084	1,693,288	(544,812)	-24.3%
SUBTOTAL	$ 2,713,688	$ 10,248,047	$ 10,248,047	$ 8,262,840	$ 17,364,387	$ 7,116,340	69.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 94,666	$ 12,000	$ 12,000	$ 12,000	$ 537,000	$ 525,000	4375.0%
0635 - OTHER CHARGES FOR SERVICES	121,057	233,763	233,763	253,130	313,136	79,373	34.0%
SUBTOTAL	$ 215,723	$ 245,763	$ 245,763	$ 265,130	$ 850,136	$ 604,373	245.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 19,067	$ -	$ -	$ 6,351	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	49	-	-	50	-	-	N/A
SUBTOTAL	$ 19,116	$ -	$ -	$ 6,401	$ -	$ -	N/A
ALL REVENUES	$ 2,948,527	$ 10,493,810	$ 10,493,810	$ 8,534,371	$ 18,214,523	$ 7,720,713	73.6%
TOTAL SOURCES	$ 2,948,527	$ 10,493,810	$ 10,493,810	$ 8,534,371	$ 18,214,523	$ 7,720,713	73.6%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,363,409	$ 3,423,685	$ 4,695,127	$ 4,211,881	$ 6,819,752	$ (2,124,625)	-45.3%
0705 - TEMPORARY PAY	960	18,124	31,107	15,356	31,756	(649)	-2.1%
0710 - OVERTIME	33,314	20,830	20,830	23,081	23,236	(2,406)	-11.6%
0750 - FRINGE BENEFITS	752,390	1,176,757	1,578,840	1,358,885	2,256,965	(678,125)	-43.0%
0790 - OTHER PERSONNEL SERVICES	8,519	354,200	354,200	106,750	-	354,200	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(19,048)	(84,764)	(84,764)	1,092	(36,316)	(48,448)	-57.2%
0796 - PERSONNEL SERVICES ALLOC-IN	19,048	84,764	84,764	(1,092)	36,316	48,448	57.2%
SUBTOTAL	$ 3,158,592	$ 4,993,596	$ 6,680,104	$ 5,715,953	$ 9,131,709	$ (2,451,605)	-36.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 405,696	$ 628,661	$ 697,381	$ 328,989	$ 217,705	$ 479,676	68.8%
0803 - FUEL	5,894	9,600	9,600	6,067	12,000	(2,400)	-25.0%
0804 - NON-CAPITAL EQUIPMENT	115,405	3,276,000	2,080,215	49,461	-	2,080,215	100.0%
SUBTOTAL	$ 526,995	$ 3,914,261	$ 2,787,196	$ 384,517	$ 229,705	$ 2,557,491	91.8%
SERVICES							
0812 - OTHER SERVICES	$ 558,685	$ 2,750,182	$ 2,183,824	$ 3,774,368	$ 9,871,606	$ (7,687,782)	-352.0%
0820 - RENT & OPERATING LEASES	416,572	622,335	622,335	462,184	749,041	(126,706)	-20.4%
0830 - INTERGOVERNMENTAL PAYMENTS	540	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	25,455	66,341	66,341	61,796	119,523	(53,182)	-80.2%
0841 - TRAVEL	371,753	671,379	671,379	497,036	619,350	52,029	7.7%
0842 - EDUCATION AND TRAINING	71,218	62,127	62,127	96,123	51,310	10,817	17.4%
0843 - POSTAGE/FREIGHT/SHIPPING	6,479	10,400	10,400	4,714	1,400	9,000	86.5%
0850 - UTILITIES	1,580	-	-	12,696	-	-	N/A
SUBTOTAL	$ 1,452,282	$ 4,182,764	$ 3,616,406	$ 4,908,917	$ 11,412,230	$ (7,795,824)	-215.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 26,076	$ 130,000	$ 130,000	$ -	$ -	$ 130,000	100.0%
0950 - DEBT SERVICE	6,960	-	-	-	-	-	N/A
SUBTOTAL	$ 33,036	$ 130,000	$ 130,000	$ -	$ -	$ 130,000	100.0%
ALL EXPENDITURES	$ 5,170,905	$ 13,220,621	$ 13,213,706	$ 11,009,387	$ 20,773,644	$ (7,559,938)	-57.2%
TOTAL USES	$ 5,170,905	$ 13,220,621	$ 13,213,706	$ 11,009,387	$ 20,773,644	$ (7,559,938)	-57.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 64,594	$ 117,000	$ 117,000	$ 117,266	$ 117,000	$ -	0.0%
NON-RECURRING	81,767	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 146,361	$ 117,000	$ 117,000	$ 117,266	$ 117,000	$ -	0.0%
715 SCHOOL GRANT							
OPERATING	$ 1,363,927	$ 8,679,759	$ 8,679,759	$ 6,862,547	$ 15,796,099	$ 7,116,340	82.0%
NON-RECURRING	8,000	-	-	7,000	-	-	N/A
FUND TOTAL SOURCES	$ 1,371,927	$ 8,679,759	$ 8,679,759	$ 6,869,547	$ 15,796,099	$ 7,116,340	82.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 110,908	$ 109,657	$ 109,657	$ 110,046	$ 109,657	$ -	0.0%
FUND TOTAL SOURCES	$ 110,908	$ 109,657	$ 109,657	$ 110,046	$ 109,657	$ -	0.0%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 465,442	$ 600,000	$ 600,000	$ 495,246	$ 600,000	$ -	0.0%
FUND TOTAL SOURCES	$ 465,442	$ 600,000	$ 600,000	$ 495,246	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 70,045	$ 128,763	$ 128,763	$ 147,864	$ 733,136	$ 604,373	469.4%
FUND TOTAL SOURCES	$ 70,045	$ 128,763	$ 128,763	$ 147,864	$ 733,136	$ 604,373	469.4%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 783,844	$ 858,631	$ 858,631	$ 794,402	$ 858,631	$ -	0.0%
FUND TOTAL SOURCES	$ 783,844	$ 858,631	$ 858,631	$ 794,402	$ 858,631	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 2,858,760	$ 10,493,810	$ 10,493,810	$ 8,527,371	$ 18,214,523	$ 7,720,713	73.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 89,767	$ -	$ -	$ 7,000	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 2,948,527	$ 10,493,810	$ 10,493,810	$ 8,534,371	$ 18,214,523	$ 7,720,713	73.6%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 2,038,092	$ 2,087,883	$ 2,080,968	$ 2,041,070	$ 2,076,394	$ 4,574	0.2%
NON-RECURRING	119,820	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,157,912	$ 2,087,883	$ 2,080,968	$ 2,041,070	$ 2,076,394	$ 4,574	0.2%
715 SCHOOL GRANT							
OPERATING	$ 1,390,201	$ 8,679,759	$ 8,679,759	$ 6,869,635	$ 15,796,099	$ (7,116,340)	-82.0%
NON-RECURRING	-	-	-	45,024	-	-	N/A
FUND TOTAL USES	$ 1,390,201	$ 8,679,759	$ 8,679,759	$ 6,914,659	$ 15,796,099	$ (7,116,340)	-82.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 101,753	$ 109,657	$ 109,657	$ 66,662	$ 109,657	$ -	0.0%
NON-RECURRING	52,181	-	-	-	-	-	N/A
FUND TOTAL USES	$ 153,934	$ 109,657	$ 109,657	$ 66,662	$ 109,657	$ -	0.0%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 316,129	$ 600,000	$ 600,000	$ 460,861	$ 600,000	$ -	0.0%
FUND TOTAL USES	$ 316,129	$ 600,000	$ 600,000	$ 460,861	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 55,699	$ 128,763	$ 128,763	$ 147,251	$ 733,136	$ (604,373)	-469.4%
FUND TOTAL USES	$ 55,699	$ 128,763	$ 128,763	$ 147,251	$ 733,136	$ (604,373)	-469.4%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 714,562	$ 858,631	$ 858,631	$ 794,402	$ 858,631	$ -	0.0%
NON-RECURRING	382,468	755,928	755,928	584,482	599,727	156,201	20.7%
FUND TOTAL USES	$ 1,097,030	$ 1,614,559	$ 1,614,559	$ 1,378,884	$ 1,458,358	$ 156,201	9.7%
DEPARTMENT OPERATING TOTAL USES	$ 4,616,436	$ 12,464,693	$ 12,457,778	$ 10,379,881	$ 20,173,917	$ (7,716,139)	-61.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 554,469	$ 755,928	$ 755,928	$ 629,506	$ 599,727	$ 156,201	20.7%
DEPARTMENT TOTAL USES	$ 5,170,905	$ 13,220,621	$ 13,213,706	$ 11,009,387	$ 20,773,644	$ (7,559,938)	-57.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.25	-	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	2.10	3.00	3.00	3.00	3.00	-	0.0%
FINANCIAL SERVICES	.25	-	.00	-	-	-	N/A
HUMAN RESOURCES	.90	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	3.50	4.00	4.00	4.00	4.00	-	0.0%
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	18.50	21.60	21.85	20.10	21.35	(.50)	(2.3%)
PROGRAM TOTAL	18.50	21.60	21.85	20.10	21.35	(.50)	(2.3%)
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	18.50	31.10	73.45	73.30	70.05	(3.40)	(4.6%)
PROGRAM TOTAL	18.50	31.10	73.45	73.30	70.05	(3.40)	(4.6%)
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	6.00	3.60	3.60	3.60	3.60	-	0.0%
PROGRAM TOTAL	6.00	3.60	3.60	3.60	3.60	-	0.0%
DEPARTMENT TOTAL	46.50	60.30	102.90	101.00	99.00	(3.90)	(3.8%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Admin/Operations Specialist	2.00	5.50	5.50	6.00	6.00	.50	9.1%
Admin/Operations Supv	1.00	-	-	-	-	-	N/A
Administrative Assistant	2.00	-	-	-	-	-	N/A
Administrative Staff Supv	1.00	-	-	-	-	-	N/A
Administrative Supervisor	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
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	1.00	-	0.0%
Database Report Writer Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	-	-	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	-	-	34.00	34.00	34.00	-	0.0%
Education Svc Program Coord	-	2.00	5.00	6.00	5.00	-	0.0%
Educator - Detention	2.00	2.00	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	1.00	-	0.0%
Executive Assistant - Elected Official	-	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	-	-	-	-	1.00	1.00	N/A
Finance/Business Analyst	-	3.00	2.00	1.00	2.00	-	0.0%
Financial Manager - County	1.00	1.00	-	-	-	-	N/A
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	2.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	-	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%
Intern	2.00	2.00	2.00	2.00	2.00	-	0.0%
IS Project Manager	-	-	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	1.00	-	-	-	-	-	N/A
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Media Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	3.00	2.00	2.00	(1.00)	(33.3%)
Operations/Program Manager	1.00	-	-	-	-	-	N/A
Operations/Program Supervisor	7.00	1.00	-	-	-	-	N/A
PC/LAN Tech Support	2.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Program Coordinator	1.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Schools Program Administrator	-	2.00	-	-	-	-	N/A
Schools Program Manager	-	11.00	16.00	15.00	16.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.50	3.80	3.40	4.00	1.00	(2.40)	(70.6%)
Web Designer/Developer	-	1.00	-	-	-	-	N/A
Department Total	**46.50**	**60.30**	**102.90**	**101.00**	**99.00**	**(3.90)**	**(3.8%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	25.00	22.00	21.00	20.00	21.00	-	0.0%
669	SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	5.50	17.50	61.50	60.00	58.00	(3.50)	(5.7%)
782	SCHOOL COMMUNICATION	-	1.00	1.00	1.00	2.00	1.00	100.0%
795	EDUCATIONAL SUPPLEMENTAL PROG	15.00	18.80	18.40	19.00	17.00	(1.40)	(7.6%)
Department Total		**46.50**	**60.30**	**102.90**	**101.00**	**99.00**	**(3.90)**	**(3.8%)**

Significant Variance Analysis

- The department added 34 Education Service Peer Evaluators FTE to the School Grants Fund in FY 2012. These positions are funded by the Rewarding Excellence in Instruction and Leadership (REIL) Grant and are responsible for evaluating teachers and principals in the

participating school districts. Three support staff FTE were also added including an Office Assistant Specialized, Management Assistant, and a Program Manager.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditures budget by $4,574 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

School Grant Fund (715)

- Decrease expenditures budget by $7,206 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

School Communication Fund (782)

- Decrease expenditures budget by $161 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Educational Supplemental Programming Fund (795) Operating

- Decrease expenditures budget by $2,976 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Educational Supplemental Programming Fund (795) Non Recurring

- Decrease expenditures budget by $2,300 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $12,122 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Regular Pay and Benefits by $63,294 due to the addition of one Financial Business Analyst. This position will allow the department to review school districts' regulatory compliance and to fulfill a statutory requirement that each school district's "annual financial report . . . be approved by the county school superintendent" (ARS § 15-904(A)).
- Decrease supplies by $43,582 to be in line with FY 2012 forecasted levels.
- Increase Personnel Savings rate to 5.36% from 5.25% for a savings of $5,309.
- Reallocate $26,525 in Internal Service Charges (telecommunication and risk management) to other funds.

School Grant Fund (715)

- Increase revenues by $7,116,340 due to an increase in use of REIL grant funding.
- Increase Regular Benefits by $39,082 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $7,091 associated with the School Grant Fund's proportionate share of departmental internal service charges.
- Increase expenditures by $7,077,373 due to an increase in REIL grant funding.

School Communication Fund (782)

- Increase Regular Benefits by $771 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase revenues and expenditures $604,373 due to IGAs with local school districts to implement the REIL program outside the grant on a cost for service basis.
- Increase in expenditures of $1,355 associated with the Communication Fund's proportionate share of departmental internal service charges.

- Decrease expenditures by $1,965 to maintain structural balance.

Educational Supplemental Programming Fund (795) Operating

- Increase Regular Benefits by $5,689 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $17,102 associated with the Educational Supplemental Program Fund's proportionate share of departmental internal service charges.
- Reduce expenditures by $19,815 to balance expenditures with revenue.

Educational Supplemental Programming Fund (795) Non Recurring

- Increase Regular Benefits by $4,312 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase expenditures by $595,415 in order to spend fund balance on programs.

Items Funded Elsewhere:

General Fund (100)

- Contingency funding of $189,969 has been reserved in Non-Departmental for Educational Services technology staff pending determination of the best model to meet the department's information technology needs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%
Output	Number of educational professional development sessions provided	N/A	240	120	160	(80)	-33.3%
Demand	Number of educational professional development sessions requested	N/A	80	40	80	-	0.0%
Efficiency	Expenditure per educational professional development session provided	N/A	$ 40,179.08	$ 62,758.66	$ 108,371.68	$ (68,192.60)	-169.7%
Revenue							
	100 - GENERAL	$ 81,767	$ -	$ -	$ -	$ -	N/A
	715 - SCHOOL GRANT	1,451,674	8,679,759	6,692,967	15,796,099	7,116,340	82.0%
	669 - SMALL SCHOOL SERVICE	109,657	109,657	109,657	109,657	-	0.0%
	782 - SCHOOL COMMUNICATION	-	-	-	495,000	495,000	N/A
	795 - EDUCATIONAL SUPPLEMENTAL PROG	766,924	858,631	789,369	858,631	-	0.0%
	TOTAL SOURCES	$ 2,410,022	$ 9,648,047	$ 7,591,993	$ 17,259,387	$ 7,611,340	78.9%
Expenditure							
	100 - GENERAL	$ 188,869	$ 179,920	$ 145,793	$ 175,657	$ 4,263	2.4%
	715 - SCHOOL GRANT	1,376,862	8,274,557	6,712,140	15,723,254	(7,448,697)	-90.0%
	669 - SMALL SCHOOL SERVICE	101,753	109,274	66,662	108,680	594	0.5%
	782 - SCHOOL COMMUNICATION	-	-	4,907	492,874	(492,874)	N/A
	795 - EDUCATIONAL SUPPLEMENTAL PROG	749,872	1,079,228	920,240	839,003	240,225	22.3%
	TOTAL USES	$ 2,417,356	$ 9,642,979	$ 7,849,742	$ 17,339,468	$ (7,696,489)	-79.8%

Activity Narrative: The FY 2013 budget reflects further implementation of the REIL Grant Program in the School Grant Fund. The department is also receiving increased funding due to IGA's with several school districts that will implement the REIL program on a cost recovery basis, rather than as part of the grant. Cost per educational development session provided is going up drastically due to this new funding, but as the program is implemented the cost per session will decline.

Target Adjustments:

Small Schools Fund (669)

- Decrease expenditures budget by $327 due to a reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

Small Schools Fund (669)

- Increase Regular Benefits by $520 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $977 associated with the Small Schools Fund's proportionate share of departmental internal service charges.
- Reduce expenditures by $1,170 to maintain structural balance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of districts in compliance	N/A	52.5%	87.5%	81.0%	28.5%	54.4%
Percent of districts that move out of non-compliance	N/A	17.2%	17.2%	17.2%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of districts in compliance	N/A	52.5%	87.5%	81.0%	28.5%	54.4%
Result	Percent of districts that move out of non-compliance	N/A	17.2%	17.2%	17.2%	0.0%	0.0%
Output	Number of fiscal professional development sessions delivered	N/A	16	50	40	24	150.0%
Demand	Number of requests for fiscal professional development sessions	N/A	40	48	47	7	17.5%
Efficiency	Expenditure per fiscal professional development sessions provided	N/A	$ 146,063.25	$ 36,788.84	$ 60,445.60	$ 85,617.65	58.6%
Revenue							
	100 - GENERAL	$ 51,695	$ 105,000	$ 105,266	$ 105,000	$ -	0.0%
	780 - SCHOOL TRANSPORTATION	465,442	600,000	495,246	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	70,045	128,763	147,864	238,136	109,373	84.9%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	(5,217)	-	-	-	-	N/A
	TOTAL SOURCES	$ 581,965	$ 833,763	$ 748,376	$ 943,136	$ 109,373	13.1%
Expenditure							
	100 - GENERAL	$ 1,065,389	$ 942,531	$ 1,029,203	$ 1,012,493	$ (69,962)	-7.4%
	715 - SCHOOL GRANT	13,242	198,054	119,189	35,254	162,800	82.2%
	669 - SMALL SCHOOL SERVICE	52,181	-	-	-	-	N/A
	780 - SCHOOL TRANSPORTATION	316,129	600,000	460,861	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	55,699	128,533	142,344	238,907	(110,374)	-85.9%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	226,757	467,894	417,602	531,170	(63,276)	-13.5%
	TOTAL USES	$ 1,729,397	$ 2,337,012	$ 2,169,199	$ 2,417,824	$ (80,812)	-3.5%

Activity Narrative: The FY 2013 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. Demand and output are increasing over FY 2012 Revised leading to an increase in expenditures. The department will cut its cost per fiscal professional development session in half.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of citizens rating satisfaction as good or better	N/A	49.0%	49.0%	73.0%	24.0%	49.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of citizens rating satisfaction as good or better	N/A	49.0%	49.0%	73.0%	24.0%	49.0%
Output	Number of board training sessions provided	N/A	6	4	5	(1)	-16.7%
Demand	Number of board training sessions requested	N/A	11	9	5	(6)	-54.5%
Efficiency	Expenditure per board training session provided	N/A	$ 133,119.17	$ 124,381.50	$ 109,707.80	$ 23,411.37	17.6%
Revenue							
	100 - GENERAL	$ 12,899	$ 12,000	$ 12,000	$ 12,000	$ -	0.0%
	TOTAL SOURCES	$ 12,899	$ 12,000	$ 12,000	$ 12,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 671,367	$ 538,792	$ 436,151	$ 482,728	$ 56,064	10.4%
	715 - SCHOOL GRANT	-	200,000	83,330	-	200,000	100.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	120,401	59,923	41,042	65,811	(5,888)	-9.8%
	TOTAL USES	$ 791,768	$ 798,715	$ 560,523	$ 548,539	$ 250,176	31.3%

Activity Narrative: The FY 2013 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 2012 Adopted Budget			**$ 2,087,883**	**$ 117,000**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (6,915)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(6,915)*	-
FY 2012 Revised Budget			**$ 2,080,968**	**$ 117,000**
Adjustments:				
Employee Salary Adjustments			**$ (4,574)**	**$ -**
Adjust Hours Per FTE			*(4,574)*	-
FY 2013 Budget Target			**$ 2,076,394**	**$ 117,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 12,122**	**$ -**
Retirement Contributions			*12,122*	-
Base Adjustments			**$ 14,403**	**$ -**
Other Base Adjustments			*19,712*	-
Increase Regular Pay and Benefits for addition of Financial Business Analyst	*$*	*63,294*		
Decrease supplies		*(43,582)*		
Personnel Savings			*(5,309)*	-
Increase Personnel Savings rate to 5.36% from 5.25%	*$*	*(5,309)*		
Reallocations			**$ (26,525)**	**$ -**
Reallocation of ISF Charges Between Funds			*(26,525)*	-
FY 2013 Recommended Budget			**$ 2,076,394**	**$ 117,000**
Percent Change from Target Amount			*0.0%*	*0.0%*

Small Schools Fund (669)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 109,657**	**$ 109,657**
FY 2012 Revised Budget	**$ 109,657**	**$ 109,657**
Adjustments:		
Employee Salary Adjustments	**$ (327)**	**$ -**
Adjust Hours Per FTE	*(327)*	-
FY 2013 Budget Target	**$ 109,330**	**$ 109,657**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 520**	**$ -**
Retirement Contributions	*520*	-
Reallocations	**$ 977**	**$ -**
Reallocation of ISF Charges Between Funds	*977*	-
Structural Balance	**$ (1,170)**	**$ -**
Structural Balance	*(1,170)*	-
FY 2013 Recommended Budget	**$ 109,657**	**$ 109,657**
Percent Change from Target Amount	*0.3%*	*0.0%*

Small Schools Fund (669) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 162,105	$ 133,435	$ 133,435	$ 119,086	$ 162,470
Sources:					
Operating	$ 110,908	$ 109,657	$ 109,657	$ 110,046	$ 109,657
Total Sources:	$ 110,908	$ 109,657	$ 109,657	$ 110,046	$ 109,657
Uses:					
Operating	$ 101,753	$ 109,657	$ 109,657	$ 66,662	$ 109,657
Non-Recurring	52,181	-	-	-	-
Total Uses:	$ 153,934	$ 109,657	$ 109,657	$ 66,662	$ 109,657
Structural Balance	$ 9,155	$ -	$ -	$ 43,384	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 119,086	$ 133,435	$ 133,435	$ 162,470	$ 162,470
Total Ending Spendable Fund Balance	$ 119,086	$ 133,435	$ 133,435	$ 162,470	$ 162,470

School Grant Fund (715)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 8,679,759**	**$ 8,679,759**
FY 2012 Revised Budget	**$ 8,679,759**	**$ 8,679,759**
Adjustments:		
Employee Salary Adjustments	**$ (7,206)**	**$ -**
Adjust Hours Per FTE	*(7,206)*	*-*
FY 2013 Budget Target	**$ 8,672,553**	**$ 8,679,759**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 39,082**	**$ -**
Retirement Contributions	*39,082*	*-*
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 7,077,373**	**$ 7,116,340**
Grant Reconciliation	*7,077,373*	*7,116,340*
Reallocations	**$ 7,091**	**$ -**
Reallocation of ISF Charges Between Funds	*7,091*	*-*
FY 2013 Recommended Budget	**$ 15,796,099**	**$ 15,796,099**
Percent Change from Target Amount	*82.1%*	*82.0%*

School Grant Fund (715) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (33,475)	$ 550,309	$ 550,309	$ (51,754)	$ (96,866)
Sources:					
Operating	$ 1,363,927	$ 8,679,759	$ 8,679,759	$ 6,862,547	$ 15,796,099
Non-Recurring	8,000	-	-	7,000	-
Total Sources:	$ 1,371,927	$ 8,679,759	$ 8,679,759	$ 6,869,547	$ 15,796,099
Uses:					
Operating	$ 1,390,201	$ 8,679,759	$ 8,679,759	$ 6,869,635	$ 15,796,099
Non-Recurring	-	-	-	45,024	-
Total Uses:	$ 1,390,201	$ 8,679,759	$ 8,679,759	$ 6,914,659	$ 15,796,099
Structural Balance	$ (26,274)	$ -	$ -	$ (7,088)	$ -
Accounting Adjustments	$ (5)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 550,309	$ 550,309	$ -	$ -
Unassigned	(51,754)	-	-	(96,866)	(96,866)
Total Ending Spendable Fund Balance	$ (51,754)	$ 550,309	$ 550,309	$ (96,866)	$ (96,866)

Note: Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

School Transportation Fund (780)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 600,000**	**$ 600,000**
FY 2012 Revised Budget	**$ 600,000**	**$ 600,000**
FY 2013 Budget Target	**$ 600,000**	**$ 600,000**
FY 2013 Recommended Budget	**$ 600,000**	**$ 600,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

School Transportation Fund (780) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 215,605	$ 494,681	$ 494,681	$ 364,921	$ 399,306
Sources:					
Operating	$ 465,442	$ 600,000	$ 600,000	$ 495,246	$ 600,000
Total Sources:	$ 465,442	$ 600,000	$ 600,000	$ 495,246	$ 600,000
Uses:					
Operating	$ 316,129	$ 600,000	$ 600,000	$ 460,861	$ 600,000
Total Uses:	$ 316,129	$ 600,000	$ 600,000	$ 460,861	$ 600,000
Structural Balance	$ 149,313	$ -	$ -	$ 34,385	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 364,921	$ 494,681	$ 494,681	$ 399,306	$ 399,306
Total Ending Spendable Fund Balance	$ 364,921	$ 494,681	$ 494,681	$ 399,306	$ 399,306

School Communication Fund (782)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 128,763**	**$ 128,763**
FY 2012 Revised Budget	**$ 128,763**	**$ 128,763**
Adjustments:		
Employee Salary Adjustments	**$ (161)**	**$ -**
Adjust Hours Per FTE	*(161)*	-
FY 2013 Budget Target	**$ 128,602**	**$ 128,763**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 771**	**$ -**
Retirement Contributions	*771*	-
Grants, Donations and Intergovernmental Agreements		
Intergovernmental Agreements	**$ 604,373**	**$ 604,373**
Other IGA	*604,373*	*604,373*
Reallocations	**$ 1,355**	**$ -**
Reallocation of ISF Charges Between Funds	*1,355*	-
Structural Balance	**$ (1,965)**	**$ -**
Structural Balance	*(1,965)*	-
FY 2013 Recommended Budget	**$ 733,136**	**$ 733,136**
Percent Change from Target Amount	*470.1%*	*469.4%*

School Communication Fund (782) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 39,187	$ 40,398	$ 40,398	$ 53,535	$ 54,148
Sources:					
Operating	$ 70,045	$ 128,763	$ 128,763	$ 147,864	$ 733,136
Total Sources:	$ 70,045	$ 128,763	$ 128,763	$ 147,864	$ 733,136
Uses:					
Operating	$ 55,699	$ 128,763	$ 128,763	$ 147,251	$ 733,136
Total Uses:	$ 55,699	$ 128,763	$ 128,763	$ 147,251	$ 733,136
Structural Balance	$ 14,346	$ -	$ -	$ 613	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 53,535	$ 40,398	$ 40,398	$ 54,148	$ 54,148
Total Ending Spendable Fund Balance	$ 53,535	$ 40,398	$ 40,398	$ 54,148	$ 54,148

Educational Supplemental Programming Fund (795)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 858,631**	**$ 858,631**
FY 2012 Revised Budget	**$ 858,631**	**$ 858,631**
Adjustments:		
Employee Salary Adjustments	**$ (2,976)**	**$ -**
Adjust Hours Per FTE	*(2,976)*	-
FY 2013 Budget Target	**$ 855,655**	**$ 858,631**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 5,689**	**$ -**
Retirement Contributions	*5,689*	-
Reallocations	**$ 17,102**	**$ -**
Reallocation of ISF Charges Between Funds	*17,102*	-
Structural Balance	**$ (19,815)**	**$ -**
Structural Balance	*(19,815)*	-
FY 2013 Recommended Budget	**$ 858,631**	**$ 858,631**
Percent Change from Target Amount	*0.3%*	*0.0%*

Educational Supplemental Programming Fund (795)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ 755,928**	**$ -**
FY 2012 Revised Budget	**$ 755,928**	**$ -**
Adjustments:		
Employee Salary Adjustments	**$ (2,300)**	**$ -**
Adjust Hours Per FTE	*(2,300)*	-
Non Recurring	**$ (753,628)**	**$ -**
Other Non-Recurring	*(753,628)*	-
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,312**	**$ -**
Retirement Contributions	*4,312*	-
Non Recurring	**$ 595,415**	**$ -**
Other Non-Recurring	*595,415*	-
FY 2013 Recommended Budget	**$ 599,727**	**$ -**
Percent Change from Target Amount		

Educational Supplemental Programming Fund (795) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,214,638	$ 1,763,679	$ 1,763,679	$ 1,901,454	$ 1,316,972
Sources:					
Operating	$ 783,844	$ 858,631	$ 858,631	$ 794,402	$ 858,631
Total Sources:	$ 783,844	$ 858,631	$ 858,631	$ 794,402	$ 858,631
Uses:					
Operating	$ 714,562	$ 858,631	$ 858,631	$ 794,402	$ 858,631
Non-Recurring	382,468	755,928	755,928	584,482	599,727
Total Uses:	$ 1,097,030	$ 1,614,559	$ 1,614,559	$ 1,378,884	$ 1,458,358
Structural Balance	$ 69,282	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,901,454	$ 1,007,751	$ 1,007,751	$ 1,316,972	$ 717,245
Total Ending Spendable Fund Balance	$ 1,901,454	$ 1,007,751	$ 1,007,751	$ 1,316,972	$ 717,245

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 December 2016, 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 2010 General Election had 65.8% of total ballots cast as early ballots (660,786 of 1,004,125 total ballots). The November 2008 Election had 55.1% of total ballots submitted as early ballots (760,219 of 1,380,571). The previous General Election in November 2006 had 49.1% of total ballots submitted as early ballots. The trend is expected to continue, as more voters are turning to early ballots, and the ease of casting their ballot via the early ballot process has become easier.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ELEC - ELECTION PROCESSING	$ 4,108,031	$ 6,370,233	$ 6,370,233	$ 4,447,905	$ 5,778,923	$ (591,310)	-9.3%
21EL - ELECTIONS	$ 4,108,031	$ 6,370,233	$ 6,370,233	$ 4,447,905	$ 5,778,923	$ (591,310)	-9.3%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 98,965	$ 12,001	$ 12,001	$ 11,350	$ 12,001	$ -	0.0%
VREG - VOTER REGISTRATION	11,126	604	604	10,535	904	300	49.7%
21PE - PRE ELECTION PROCESSING	$ 110,091	$ 12,605	$ 12,605	$ 21,885	$ 12,905	$ 300	2.4%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 2	$ 2	$ -	$ 2	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 2	$ 2	$ -	$ 2	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 19,148	$ -	$ -	$ 1,727	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 19,148	$ -	$ -	$ 1,727	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 4,237,270**	**$ 6,382,840**	**$ 6,382,840**	**$ 4,471,517**	**$ 5,791,830**	**$ (591,010)**	**-9.3%**
USES							
ELEC - ELECTION PROCESSING	$ 14,004,057	$ 11,747,242	$ 11,768,623	$ 9,513,654	$ 17,335,677	$ (5,567,054)	-47.3%
PELP - POST ELECTION PROCESSING	317,463	1,318,752	1,317,758	753,109	1,481,629	(163,871)	-12.4%
21EL - ELECTIONS	$ 14,321,520	$ 13,065,994	$ 13,086,381	$ 10,266,763	$ 18,817,306	$ (5,730,925)	-43.8%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 139,109	$ 136,292	$ 135,684	$ 131,290	$ 138,087	$ (2,403)	-1.8%
VREG - VOTER REGISTRATION	1,103,992	2,228,911	2,204,772	2,596,200	2,678,902	(474,130)	-21.5%
21PE - PRE ELECTION PROCESSING	$ 1,243,101	$ 2,365,203	$ 2,340,456	$ 2,727,490	$ 2,816,989	$ (476,533)	-20.4%
BDGT - BUDGETING	$ 126,562	$ 125,412	$ 124,780	$ 125,012	$ 125,324	$ (544)	-0.4%
FSAC - FINANCIAL SERVICES	203,356	166,552	165,745	163,225	165,988	(243)	-0.1%
HRAC - HUMAN RESOURCES	66,338	55,622	55,385	55,108	54,896	489	0.9%
ODIR - EXECUTIVE MANAGEMENT	992,458	765,313	756,171	727,243	812,330	(56,159)	-7.4%
99AS - ADMINISTRATIVE SERVICES	$ 1,388,714	$ 1,112,899	$ 1,102,081	$ 1,070,588	$ 1,158,538	$ (56,457)	-5.1%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 123,144	$ 35,683	$ 35,683	$ 35,678	$ 35,683	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 123,144	$ 35,683	$ 35,683	$ 35,678	$ 35,683	$ -	0.0%
TOTAL PROGRAMS	**$ 17,076,479**	**$ 16,579,779**	**$ 16,564,601**	**$ 14,100,519**	**$ 22,828,516**	**$ (6,263,915)**	**-37.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 53,615	$ 2,211,630	$ 2,211,630	$ 98,476	$ 2,158,820	$ (52,810)	-2.4%
0620 - OTHER INTERGOVERNMENTAL	4,029,273	4,155,002	4,155,002	4,353,700	3,610,002	(545,000)	-13.1%
SUBTOTAL	$ 4,082,888	$ 6,366,632	$ 6,366,632	$ 4,452,176	$ 5,768,822	$ (597,810)	-9.4%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,988	$ 702	$ 702	$ 627	$ 1,002	$ 300	42.7%
SUBTOTAL	$ 3,988	$ 702	$ 702	$ 627	$ 1,002	$ 300	42.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 98,870	$ 12,000	$ 12,000	$ 11,350	$ 12,000	$ -	0.0%
SUBTOTAL	$ 98,870	$ 12,000	$ 12,000	$ 11,350	$ 12,000	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 23,855	$ -	$ -	$ 1,727	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	27,669	3,506	3,506	5,637	10,006	6,500	185.4%
SUBTOTAL	$ 51,524	$ 3,506	$ 3,506	$ 7,364	$ 10,006	$ 6,500	185.4%
ALL REVENUES	$ 4,237,270	$ 6,382,840	$ 6,382,840	$ 4,471,517	$ 5,791,830	$ (591,010)	-9.3%
TOTAL SOURCES	$ 4,237,270	$ 6,382,840	$ 6,382,840	$ 4,471,517	$ 5,791,830	$ (591,010)	-9.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,225,504	$ 2,272,616	$ 2,272,616	$ 2,201,142	$ 2,251,256	$ 21,360	0.9%
0705 - TEMPORARY PAY	925,998	321,272	321,272	282,852	1,368,054	(1,046,782)	-325.8%
0710 - OVERTIME	497,793	236,577	236,577	277,488	770,144	(533,567)	-225.5%
0750 - FRINGE BENEFITS	1,086,829	1,004,793	989,615	941,330	1,140,402	(150,787)	-15.2%
0790 - OTHER PERSONNEL SERVICES	21,871	4,800	4,800	14,749	1,750	3,050	63.5%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	35,000	(35,000)	N/A
SUBTOTAL	$ 4,757,995	$ 3,840,058	$ 3,824,880	$ 3,717,561	$ 5,566,606	$ (1,741,726)	-45.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 215,900	$ 245,690	$ 245,690	$ 213,226	$ 646,632	$ (400,942)	-163.2%
0803 - FUEL	19,197	19,000	19,000	12,126	22,000	(3,000)	-15.8%
0804 - NON-CAPITAL EQUIPMENT	-	2,167,049	2,167,049	77,799	1,505,100	661,949	30.5%
SUBTOTAL	$ 235,097	$ 2,431,739	$ 2,431,739	$ 303,151	$ 2,173,732	$ 258,007	10.6%
SERVICES							
0810 - LEGAL SERVICES	$ 13,764	$ 11,000	$ 11,000	$ 11,042	$ 18,000	$ (7,000)	-63.6%
0812 - OTHER SERVICES	10,337,138	8,432,626	8,432,626	8,409,054	12,352,861	(3,920,235)	-46.5%
0820 - RENT & OPERATING LEASES	176,129	117,800	117,800	82,707	292,417	(174,617)	-148.2%
0825 - REPAIRS AND MAINTENANCE	8,663	2,800	2,800	919	3,300	(500)	-17.9%
0839 - INTERNAL SERVICE CHARGES	172,839	146,876	146,876	129,778	146,876	-	0.0%
0841 - TRAVEL	77,159	36,900	36,900	33,669	92,700	(55,800)	-151.2%
0842 - EDUCATION AND TRAINING	8,098	18,550	18,550	11,366	21,900	(3,350)	-18.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,238,292	1,485,830	1,485,830	1,359,024	2,072,624	(586,794)	-39.5%
0850 - UTILITIES	51,305	55,600	55,600	42,248	17,500	38,100	68.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	50,000	(50,000)	N/A
SUBTOTAL	$ 12,083,387	$ 10,307,982	$ 10,307,982	$ 10,079,807	$ 15,068,178	$ (4,760,196)	-46.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 20,000	$ (20,000)	N/A
SUBTOTAL	$ -	$ -	$ -	$ -	$ 20,000	$ (20,000)	N/A
ALL EXPENDITURES	$ 17,076,479	$ 16,579,779	$ 16,564,601	$ 14,100,519	$ 22,828,516	$ (6,263,915)	-37.8%
TOTAL USES	$ 17,076,479	$ 16,579,779	$ 16,564,601	$ 14,100,519	$ 22,828,516	$ (6,263,915)	-37.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 4,159,800	$ 4,171,210	$ 4,171,210	$ 4,371,314	$ 3,633,010	$ (538,200)	-12.9%
FUND TOTAL SOURCES	$ 4,159,800	$ 4,171,210	$ 4,171,210	$ 4,371,314	$ 3,633,010	$ (538,200)	-12.9%
248 ELECTIONS GRANT							
OPERATING	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820	$ (52,810)	-2.4%
FUND TOTAL SOURCES	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820	$ (52,810)	-2.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 4,237,270	$ 6,382,840	$ 6,382,840	$ 4,471,517	$ 5,791,830	$ (591,010)	-9.3%
DEPARTMENT TOTAL SOURCES	$ 4,237,270	$ 6,382,840	$ 6,382,840	$ 4,471,517	$ 5,791,830	$ (591,010)	-9.3%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 16,999,009	$ 14,368,149	$ 14,352,971	$ 14,000,316	$ 9,236,799	$ 5,116,172	35.6%
NON-RECURRING	-	-	-	-	11,432,897	(11,432,897)	N/A
FUND TOTAL USES	$ 16,999,009	$ 14,368,149	$ 14,352,971	$ 14,000,316	$ 20,669,696	$ (6,316,725)	-44.0%
248 ELECTIONS GRANT							
OPERATING	$ -	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820	$ 52,810	2.4%
NON-RECURRING	77,470	-	-	-	-	-	N/A
FUND TOTAL USES	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820	$ 52,810	2.4%
DEPARTMENT OPERATING TOTAL USES	$ 16,999,009	$ 16,579,779	$ 16,564,601	$ 14,100,519	$ 11,395,619	$ 5,168,982	31.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 77,470	$ -	$ -	$ -	$ 11,432,897	$ (11,432,897)	N/A
DEPARTMENT TOTAL USES	$ 17,076,479	$ 16,579,779	$ 16,564,601	$ 14,100,519	$ 22,828,516	$ (6,263,915)	-37.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
ELECTIONS							
ELECTION PROCESSING	20.00	21.00	22.00	22.00	21.00	(1.00)	(4.5%)
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	23.00	24.00	25.00	25.00	24.00	(1.00)	(4.0%)
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	17.00	16.00	15.00	15.00	14.00	(1.00)	(6.7%)
PROGRAM TOTAL	19.00	18.00	17.00	17.00	16.00	(1.00)	(5.9%)
DEPARTMENT TOTAL	54.00	54.00	54.00	54.00	52.00	(2.00)	(3.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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	-	-	-	-	N/A
Deputy Director - Elections	-	-	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	-	-	-	-	-	N/A
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	2.00	-	-	-	-	-	N/A
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	1.00	(1.00)	(50.0%)
Office Assistant	24.00	23.00	22.00	22.00	21.00	(1.00)	(4.5%)
Office Assistant Specialized	6.00	7.00	8.00	8.00	8.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**(3.7%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	54.00	54.00	54.00	54.00	52.00	(2.00)	(3.7%)
Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**52.00**	**(2.00)**	**(3.7%)**

General Adjustments

Personnel:

- Increase Regular Benefits by $21,741 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

- Decrease expenditure budget by $10,559 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes a $21,741 base adjustment for salary savings to absorb the increase in retirement contributions.
- The FY 2013 Operating budget includes a $94,139 base adjustment for two eliminated vacant positions.
- The FY 2013 Operating budget includes an $88,526 base adjustment that decreased salary savings for two eliminated vacant positions.
- The FY 2013 Non Recurring Non Project budget includes $11,432,897 in one-time expenditures for the primary and general elections.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Fines levied as a percentage of active political committees	5.1%	6.9%	5.4%	5.4%	(1.5%)	-21.8%
Percentage of all valid registrations processed in time to meet election deadlines	100.0%	96.8%	96.7%	96.7%	(0.1%)	-0.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Fines levied as a percentage of active political committees	5.1%	6.9%	4.6%	6.9%	(0.0%)	-0.6%
Output	Number of candidates trained, precinct committeemen processed and filings processed	4,343	875	879	875	-	0.0%
Output	Number of candidate filings and active committees	4,649	875	879	875	-	0.0%
Demand	Number of candidates running for office, precinct committeemen processed and filings	303	875	879	875	-	0.0%
Efficiency	Expenditure per candidate trained	$ 32.03	$ 155.07	$ 148.97	$ 157.81	$ (2.75)	-1.8%
Revenue							
	100 - GENERAL	$ 98,965	$ 12,001	$ 11,350	$ 12,001	$ -	0.0%
	TOTAL SOURCES	$ 98,965	$ 12,001	$ 11,350	$ 12,001	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 139,109	$ 135,684	$ 131,290	$ 138,087	$ (2,403)	-1.8%
	TOTAL USES	$ 139,109	$ 135,684	$ 131,290	$ 138,087	$ (2,403)	-1.8%

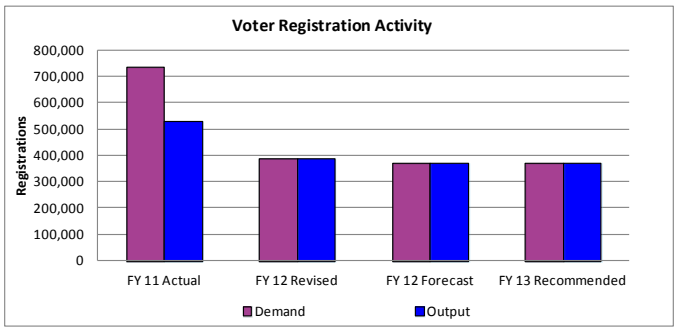
Activity Narrative: The Campaign Finance Political Committee report deadlines cross-over fiscal years, however the expenses associated with these reports (mailing them out, printing them, etc.) occur primarily in the fiscal year prior to the election. It is handled in this manner to meet the report deadlines. 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 Elections 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of all valid registrations processed in time to meet election deadlines	100.0%	96.8%	98.2%	96.7%	(0.1%)	-0.1%
Output	Number of registrations processed	526,154	385,000	396,621	370,000	(15,000)	-3.9%
Demand	Number of registrations to be processed	734,699	385,000	396,621	370,000	(15,000)	-3.9%
Efficiency	Expenditure per registration processed	$ 2.10	$ 5.73	$ 5.41	$ 7.24	$ (1.51)	-26.4%
Revenue							
	100 - GENERAL	$ 11,126	$ 604	$ 10,535	$ 904	$ 300	49.7%
	TOTAL SOURCES	$ 11,126	$ 604	$ 10,535	$ 904	$ 300	49.7%
Expenditure							
	100 - GENERAL	$ 1,103,992	$ 2,204,772	$ 2,596,200	$ 2,678,902	$ (474,130)	-21.5%
	TOTAL USES	$ 1,103,992	$ 2,204,772	$ 2,596,200	$ 2,678,902	$ (474,130)	-21.5%



Activity Narrative: In FY 2013 the Elections Department included funding for redistricting in order to meet the statute to issue new voter ID cards to all voters. The decrease in the number of registrations is a reflection of moving voters from active to inactive status.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Voter Turnout (as percentage of total voters)	39.8%	67.3%	67.3%	67.3%	0.0%	0.0%
Percent of provisional ballots that were valid	80.5%	69.2%	69.3%	69.3%	0.0%	0.1%
Percent of tallies transmitted within timeliness standards	100.0%	97.0%	96.9%	96.9%	(0.0%)	-0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Voter Turnout (as percentage of total voters)	39.8%	67.3%	39.8%	67.3%	0.0%	0.0%
Output	Number of voters receiving ballots	1,094,102	1,585,000	1,153,168	1,550,000	(35,000)	-2.2%
Demand	Number of voters requesting ballots	1,551,929	1,585,000	1,369,097	1,550,000	(35,000)	-2.2%
Efficiency	Expenditure per voter receiving a ballot	$ 12.80	$ 7.42	$ 5.42	$ 11.18	$ (3.76)	-50.6%
Revenue							
	100 - GENERAL	$ 4,049,709	$ 4,158,603	$ 4,349,429	$ 3,620,103	$ (538,500)	-12.9%
	248 - ELECTIONS GRANT	58,322	2,211,630	98,476	2,158,820	(52,810)	-2.4%
	TOTAL SOURCES	$ 4,108,031	$ 6,370,233	$ 4,447,905	$ 5,778,923	$ (591,310)	-9.3%
Expenditure							
	100 - GENERAL	$ 14,004,057	$ 9,556,993	$ 9,413,451	$ 15,176,857	$ (5,619,864)	-58.8%
	248 - ELECTIONS GRANT	-	2,211,630	100,203	2,158,820	52,810	2.4%
	TOTAL USES	$ 14,004,057	$ 11,768,623	$ 9,513,654	$ 17,335,677	$ (5,567,054)	-47.3%

Activity Narrative: Revenues are decreasing in FY 2013 due to a reduction in how the calculation for jurisdictional elections billings is handled. Expenditures are increasing in FY 2013 due to the Elections Department holding jurisdictional elections in March and May as well as Primary and General Elections in August and November.

Post-Election Processing Activity

The purpose of the Post-Election Processing Activity is to provide tabulation and data services to the County, State, and underlying jurisdictions so they can be assured that they are accurately and quickly informed of election results.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of provisional ballots that were valid	80.5%	69.2%	67.1%	69.3%	0.0%	0.1%
Result	Percent of tallies transmitted within timeliness standards	100.0%	97.0%	99.1%	96.9%	(0.0%)	-0.0%
Output	Number of provisional ballots processed	65,980	153,000	104,112	151,250	(1,750)	-1.1%
Output	Number of election tallies transmitted	1,589,761	183,000	358,168	180,000	(3,000)	-1.6%
Demand	Number of provisional ballots expected to be submitted	65,980	153,000	104,112	151,250	(1,750)	-1.1%
Demand	Number of election tallies required to be transmitted	1,589,761	183,000	358,168	180,000	(3,000)	-1.6%
Efficiency	Expenditure per provisional ballot processed	$ 4.81	$ 8.61	$ 6.09	$ 9.80	$ (1.18)	-13.7%
Efficiency	Expenditure per election tally transmitted	$ 0.20	$ 7.20	$ 1.77	$ 8.23	$ (1.03)	-14.3%
Expenditure							
	100 - GENERAL	$ 317,463	$ 1,317,758	$ 753,109	$ 1,481,629	$ (163,871)	-12.4%
	TOTAL USES	$ 317,463	$ 1,317,758	$ 753,109	$ 1,481,629	$ (163,871)	-12.4%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand in Post-Election Processing which includes accommodating an increasing voter turnout. The increase in FY 2013 expenditures is due to additional truck rentals and ballot preparation costs that are necessary for elections.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 14,368,149**	**$ 4,171,210**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (15,178)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(15,178)*	-
FY 2012 Revised Budget		**$ 14,352,971**	**$ 4,171,210**
Adjustments:			
Employee Salary Adjustments		**$ (10,559)**	**$ -**
Adjust Hours Per FTE		*(10,559)*	-
Other Mandates		**$ (5,100,000)**	**$ (538,200)**
Primary and General Elections		*(5,100,000)*	*(538,200)*
FY 2013 Budget Target		**$ 9,242,412**	**$ 3,633,010**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 21,741**	**$ -**
Retirement Contributions		*21,741*	-
Base Adjustments		**$ (27,354)**	**$ -**
Other Base Adjustments		*(21,741)*	-
Personnel Savings		*88,526*	-
Vacant Position Elimination		*(94,139)*	-
FY 2013 Recommended Budget		**$ 9,236,799**	**$ 3,633,010**
Percent Change from Target Amount		*-0.1%*	*0.0%*

General Fund (100) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Other Mandates	**$ 11,432,897**	**$ -**
Primary and General Elections	*11,432,897*	*-*
FY 2013 Budget Target	**$ 11,432,897**	**$ -**
FY 2013 Recommended Budget	**$ 11,432,897**	**$ -**

Elections Grant Fund (248)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 2,211,630**	**$ 2,211,630**
FY 2012 Revised Budget	**$ 2,211,630**	**$ 2,211,630**
FY 2013 Budget Target	**$ 2,211,630**	**$ 2,211,630**
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (52,810)**	**$ (52,810)**
Grant Reconciliation	*(52,810)*	*(52,810)*
FY 2013 Recommended Budget	**$ 2,158,820**	**$ 2,158,820**
Percent Change from Target Amount	*-2.4%*	*-2.4%*

Elections Grant Fund (248) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ 1,236,213	$ 1,236,213	$ -	$ -
Sources:					
Operating	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820
Total Sources:	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820
Uses:					
Operating	$ -	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820
Non-Recurring	77,470	-	-	-	-
Total Uses:	$ 77,470	$ 2,211,630	$ 2,211,630	$ 100,203	$ 2,158,820
Structural Balance	$ 77,470	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 1,236,213	$ 1,236,213	$ -	$ -
Total Ending Spendable Fund Balance	$ -	$ 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 until expiration in FY 2016.

Emergency Management

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Department of Emergency Management (MCDEM) 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: In Fiscal Year 2012, the Joint Information Center was utilized for both the Statewide Exercise, as well as the Flood Exercise.

A total of four staff members have completed the courses offered by Integrated Public Alert & Warning System (IPAWS) which is anticipated to be implemented on a national level in FY 2013. Another nine are anticipated to complete the coursework by the end of the fiscal year. This system will greatly improve the Department's ability to reach a larger percentage of the public immediately impacted by an emergency event.

An informal agreement between the Arizona Department of Health Services, Arizona Department of Public Health, Arizona Department of Emergency Management and MCDEM was formed. This understanding is designed to implement rapid alert and warning information to the public in the event a catastrophic manmade disaster that potential would incapacitate any (or multiple) agencies with the messaging responsibility. This agreement will be more formally implemented in the near future.

MCDEM is currently beta testing a Reverse 911 registration system and will implement the process by the end of the 3rd quarter, FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
PLAN - PLANNING	$ 1,361,177	$ 1,531,289	$ 1,676,223	$ 1,400,292	$ 1,533,732	$ (142,491)	-8.5%
15PR - PREPAREDNESS	$ 1,361,177	$ 1,531,289	$ 1,676,223	$ 1,400,292	$ 1,533,732	$ (142,491)	-8.5%
GGOV - GENERAL GOVERNMENT	$ (272,685)	$ -	$ -	$ 1,116	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (272,685)	$ -	$ -	$ 1,116	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,088,492**	**$ 1,531,289**	**$ 1,676,223**	**$ 1,401,408**	**$ 1,533,732**	**$ (142,491)**	**-8.5%**
USES							
PLAN - PLANNING	$ 1,342,259	$ 1,703,775	$ 1,843,946	$ 1,454,144	$ 1,780,100	$ 63,846	3.5%
15PR - PREPAREDNESS	$ 1,342,259	$ 1,703,775	$ 1,843,946	$ 1,454,144	$ 1,780,100	$ 63,846	3.5%
EMER - EMERGENCY OPERATIONS MGMT	$ 14,964	$ 35,245	$ 35,245	$ 63,134	$ 113,181	$ (77,936)	-221.1%
15RR - RESPONSE AND RECOVERY	$ 14,964	$ 35,245	$ 35,245	$ 63,134	$ 113,181	$ (77,936)	-221.1%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 3,157	$ 3,157	$ 3,728	$ -	$ 3,157	100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3,157	$ 3,157	$ 3,728	$ -	$ 3,157	100.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 82,799	$ 84,260	$ 84,260	$ 84,255	$ 73,927	$ 10,333	12.3%
GGOV - GENERAL GOVERNMENT	-	-	4,181	-	-	4,181	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	1,296	2,748	2,748	2,774	2,783	(35)	-1.3%
99GV - GENERAL GOVERNMENT	$ 84,095	$ 87,008	$ 91,189	$ 87,029	$ 76,710	$ 14,479	15.9%
TOTAL PROGRAMS	**$ 1,441,318**	**$ 1,829,185**	**$ 1,973,537**	**$ 1,608,035**	**$ 1,969,991**	**$ 3,546**	**0.2%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 922,205	$ 1,357,408	$ 1,502,342	$ 1,241,667	$ 1,363,076	$ (139,266)	-9.3%
SUBTOTAL	$ 922,205	$ 1,357,408	$ 1,502,342	$ 1,241,667	$ 1,363,076	$ (139,266)	-9.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 158,881	$ 173,881	$ 173,881	$ 158,625	$ 170,656	$ (3,225)	-1.9%
SUBTOTAL	$ 158,881	$ 173,881	$ 173,881	$ 158,625	$ 170,656	$ (3,225)	-1.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,906	$ -	$ -	$ 1,116	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	500	-	-	-	-	-	N/A
SUBTOTAL	$ 7,406	$ -	$ -	$ 1,116	$ -	$ -	N/A
ALL REVENUES	$ 1,088,492	$ 1,531,289	$ 1,676,223	$ 1,401,408	$ 1,533,732	$ (142,491)	-8.5%
TOTAL SOURCES	$ 1,088,492	$ 1,531,289	$ 1,676,223	$ 1,401,408	$ 1,533,732	$ (142,491)	-8.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 680,550	$ 723,444	$ 711,876	$ 678,061	$ 701,661	$ 10,215	1.4%
0710 - OVERTIME	3,583	8,500	8,500	8,476	10,500	(2,000)	-23.5%
0750 - FRINGE BENEFITS	222,403	258,501	255,848	236,080	255,970	(122)	0.0%
0790 - OTHER PERSONNEL SERVICES	9,974	12,400	12,400	11,188	11,000	1,400	11.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(27,074)	(81,781)	(81,781)	(70,763)	(59,303)	(22,478)	-27.5%
0796 - PERSONNEL SERVICES ALLOC-IN	208,375	269,824	269,824	191,751	208,213	61,611	22.8%
SUBTOTAL	$ 1,097,811	$ 1,190,888	$ 1,176,667	$ 1,054,793	$ 1,128,041	$ 48,626	4.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 14,154	$ 22,950	$ 36,589	$ 41,849	$ 82,110	$ (45,521)	-124.4%
0803 - FUEL	2,742	3,653	3,653	2,799	10,240	(6,587)	-180.3%
0804 - NON-CAPITAL EQUIPMENT	(1,616)	7,000	7,000	-	-	7,000	100.0%
0806 - SUPPLIES-ALLOCATION IN	68	124	124	55	220	(96)	-77.4%
SUBTOTAL	$ 15,348	$ 33,727	$ 47,366	$ 44,703	$ 92,570	$ (45,204)	-95.4%
SERVICES							
0812 - OTHER SERVICES	$ 102,716	$ 182,167	$ 282,167	$ 130,736	$ 401,192	$ (119,025)	-42.2%
0825 - REPAIRS AND MAINTENANCE	19,456	86,881	86,881	45,305	23,250	63,631	73.2%
0839 - INTERNAL SERVICE CHARGES	24,811	185,811	185,811	180,761	166,811	19,000	10.2%
0841 - TRAVEL	10,974	15,850	15,850	8,517	18,500	(2,650)	-16.7%
0842 - EDUCATION AND TRAINING	8,960	5,350	5,350	2,335	4,850	500	9.3%
0843 - POSTAGE/FREIGHT/SHIPPING	578	400	400	232	500	(100)	-25.0%
0850 - UTILITIES	145	120	120	273	-	120	100.0%
0872 - SERVICES-ALLOCATION OUT	-	(16,000)	(16,000)	(6,665)	-	(16,000)	-100.0%
0873 - SERVICES-ALLOCATION IN	9,153	57,816	57,816	52,270	48,955	8,861	15.3%
SUBTOTAL	$ 176,793	$ 518,395	$ 618,395	$ 413,764	$ 664,058	$ (45,663)	-7.4%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 8,449	$ (8,449)	N/A
0920 - CAPITAL EQUIPMENT	49,294	70,925	115,859	64,230	-	115,859	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	7,357	-	-	-	52,400	(52,400)	N/A
0950 - DEBT SERVICE	11,856	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	60	15,250	15,250	30,545	24,473	(9,223)	-60.5%
SUBTOTAL	$ 68,567	$ 86,175	$ 131,109	$ 94,775	$ 85,322	$ 45,787	34.9%
ALL EXPENDITURES	$ 1,358,519	$ 1,829,185	$ 1,973,537	$ 1,608,035	$ 1,969,991	$ 3,546	0.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 82,799	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 82,799	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 1,441,318	$ 1,829,185	$ 1,973,537	$ 1,608,035	$ 1,969,991	$ 3,546	0.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
207 PALO VERDE							
OPERATING	$ 423,967	$ 501,208	$ 501,208	$ 502,375	$ 500,477	$ (731)	-0.1%
FUND TOTAL SOURCES	$ 423,967	$ 501,208	$ 501,208	$ 502,375	$ 500,477	$ (731)	-0.1%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 657,447	$ 929,156	$ 929,156	$ 879,837	$ 871,853	$ (57,303)	-6.2%
NON-RECURRING	7,078	100,925	245,859	19,196	161,402	(84,457)	-34.4%
FUND TOTAL SOURCES	$ 664,525	$ 1,030,081	$ 1,175,015	$ 899,033	$ 1,033,255	$ (141,760)	-12.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,081,414	$ 1,430,364	$ 1,430,364	$ 1,382,212	$ 1,372,330	$ (58,034)	-4.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 7,078	$ 100,925	$ 245,859	$ 19,196	$ 161,402	$ (84,457)	-34.4%
DEPARTMENT TOTAL SOURCES	$ 1,088,492	$ 1,531,289	$ 1,676,223	$ 1,401,408	$ 1,533,732	$ (142,491)	-8.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 163,261	$ 236,250	$ 235,668	$ 235,410	$ 235,265	$ 403	0.2%
FUND TOTAL USES	$ 163,261	$ 236,250	$ 235,668	$ 235,410	$ 235,265	$ 403	0.2%
207 PALO VERDE							
OPERATING	$ 418,142	$ 501,208	$ 501,208	$ 439,530	$ 500,477	$ 731	0.1%
NON-RECURRING	-	61,646	61,646	54,646	86,548	(24,902)	-40.4%
FUND TOTAL USES	$ 418,142	$ 562,854	$ 562,854	$ 494,176	$ 587,025	$ (24,171)	-4.3%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 801,638	$ 929,156	$ 929,156	$ 804,219	$ 871,853	$ 57,303	6.2%
NON-RECURRING	58,277	100,925	245,859	74,230	275,848	(29,989)	-12.2%
FUND TOTAL USES	$ 859,915	$ 1,030,081	$ 1,175,015	$ 878,449	$ 1,147,701	$ 27,314	2.3%
DEPARTMENT OPERATING TOTAL USES	$ 1,383,041	$ 1,666,614	$ 1,666,032	$ 1,479,159	$ 1,607,595	$ 58,437	3.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 58,277	$ 162,571	$ 307,505	$ 128,876	$ 362,396	$ (54,891)	-17.9%
DEPARTMENT TOTAL USES	$ 1,441,318	$ 1,829,185	$ 1,973,537	$ 1,608,035	$ 1,969,991	$ 3,546	0.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
PREPAREDNESS							
PLANNING	10.00	13.50	13.50	13.50	13.50	-	0.0%
PROGRAM TOTAL	10.00	13.50	13.50	13.50	13.50	-	0.0%
RESPONSE AND RECOVERY							
EMERGENCY OPERATIONS MGMT	2.50	-	-	-	-	-	N/A
PROGRAM TOTAL	2.50	-	-	-	-	-	N/A
DEPARTMENT TOTAL	12.50	13.50	13.50	13.50	13.50	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin/Operations Specialist	1.00	1.00	-	-	-	-	N/A
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	-	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 - Emergency Services	6.50	6.50	6.50	6.50	6.50	-	0.0%
Planning Supervisor	1.00	2.00	-	-	-	-	N/A
Planning Supv - Emergency Svcs	-	-	2.00	2.00	2.00	-	0.0%
Department Total	**12.50**	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	3.00	4.00	4.00	4.00	4.00	-	0.0%
215 EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
Department Total	**12.50**	**13.50**	**13.50**	**13.50**	**13.50**	**-**	**0.0%**

General Adjustments

Revenue:

Funding is expected to remain steady in Palo Verde (207) due to Senate Bill 1135. Emergency Management (215) funds are expected to decrease for FY 2013 due to a reduction in the Emergency Management Planning Grant (EMPG).

Personnel:

The reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013, and the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee impact each fund as follows:

- General Fund (100)
  - Decrease expenditure budget by $582 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
  - Increase Regular Benefits by $813 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Palo Verde Fund (207)
  - Decrease expenditure budget by $856 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
  - Increase Regular Benefits by $1,765 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Emergency Management Fund (215)
  - Decrease expenditure budget by $1,992 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
  - Increase Regular Benefits by $4,070 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

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 Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of city/town emergency operations plans reviewed or updated within the fiscal year	100.0%	100.0%	100.0%	95.8%	(4.2%)	-4.2%
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	35.0%	20.0%	20.0%	22.0%	2.0%	10.0%
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	100.0%	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of city/town emergency operations plans reviewed or updated within the fiscal year	100.0%	100.0%	100.0%	95.8%	(4.2%)	-4.2%
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	35.0%	20.0%	20.0%	22.0%	2.0%	10.0%
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	100.0%	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of County, public and private sector exercises and training sessions supported	32	12	24	20	8	66.7%
Output	Number of city/town emergency operations plans (EOP) reviewed or updated with the fiscal year	13	24	18	17	(7)	-29.2%
Output	Total number of plans reviewed	27	36	27	27	(9)	-25.0%
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted	4	4	4	2	(2)	-50.0%
Demand	Number of city/town exercises and training sessions requested to be conducted, supported or participated in	16	28	20	16	(12)	-42.9%
Demand	Number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA)	4	4	4	2	(2)	-50.0%
Demand	Total number of plan reviews requested	72	36	47	27	(9)	-25.0%
Efficiency	Average cost per plan reviewed	$ 49,713.30	$ 51,220.72	$ 54,073.33	$ 65,929.63	$ (14,708.91)	-28.7%
Revenue							
	207 - PALO VERDE	$ 418,828	$ 501,208	$ 501,208	$ 500,477	$ (731)	-0.1%
	215 - EMERGENCY MANAGEMENT	942,349	1,175,015	735,483	1,033,255	(141,760)	-12.1%
	TOTAL SOURCES	$ 1,361,177	$ 1,676,223	$ 1,236,691	$ 1,533,732	$ (142,491)	-8.5%
Expenditure							
	100 - GENERAL	$ 148,086	$ 229,515	$ 185,438	$ 191,955	$ 37,560	16.4%
	207 - PALO VERDE	396,679	508,788	476,392	526,994	(18,206)	-3.6%
	215 - EMERGENCY MANAGEMENT	797,494	1,105,643	1,005,603	1,061,151	44,492	4.0%
	TOTAL USES	$ 1,342,259	$ 1,843,946	$ 1,667,433	$ 1,780,100	$ 63,846	3.5%

Activity Narrative: In FY 2013 MCDEM will continue working with municipalities reviewing their emergency operations plans. As a result of this being a multi-year task, less plan updates will be requested for review during FY 2013 as many cities and towns need extra time to prepare for the new Emergency Support Format. This coincides with the drop in demand for training exercises.

The number of exercises required at the Palo Verde Nuclear Generating Station remains constant and the Department is adequately funded to meet the expectation of 100% of exercises conducted as required by the Federal Emergency Management Agency.

The decreased cost is due to multiple factors. The Emergency Management Planning Grant (EMPG) is decreasing in FY 2013. Additionally, the Department is budgeting internal service costs between funds and activities per the guidance recently released by the Finance Department. The guidance is intended to apportion costs to the fund receiving the benefit from the services. MCDEM is also associating those guidelines to allocate costs with the activity receiving the benefit. The shift in activities is decreasing the costs incurred in the Planning Activity for FY 2013.

The Department is carrying over non-recurring funding for vehicle purchases, database resources and funding associated with the Bureau of Land Management's National Fire Program.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of emergency notifications made within 15 minutes of receipt	94.8%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Operations Management

Emergency Operations Activity

The purpose of the Emergency Operations Management Activity is to provide notifications and resources to public and private entities, and residents of Maricopa County so they can obtain the knowledge needed to respond to an actual emergency.

Mandates: A.R.S. §26-308 establishes that each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of emergency notifications made within 15 minutes of receipt	94.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of emergency notifications made	248	300	271	250	(50)	-16.7%
Demand	Number of emergency notifications required	248	300	250	250	(50)	-16.7%
Efficiency	Cost per notifications	$ 60.34	$ 117.48	$ 214.50	$ 452.72	$ (335.24)	-285.4%
Expenditure							
	100 - GENERAL	$ 14,983	$ 1,000	$ 22,471	$ 43,033	$ (42,033)	-4203.3%
	207 - PALO VERDE	-	27,245	26,598	33,398	(6,153)	-22.6%
	215 - EMERGENCY MANAGEMENT	(19)	7,000	5,348	36,750	(29,750)	-425.0%
	TOTAL USES	$ 14,964	$ 35,245	$ 54,417	$ 113,181	$ (77,936)	-221.1%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The number of emergency notifications is estimated to occur at a similar rate to FY 2011. The increased cost is due to the Department budgeting internal service costs between funds and activities

per the guidance recently released by the Finance Department. The guidance is intended to apportion costs to the fund receiving the benefit from the services. MCDEM is also associating those guidelines to allocate costs with the activity receiving the benefit.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 236,250**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (582)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(582)*	-
FY 2012 Revised Budget		**$ 235,668**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (403)**	**$ -**
Adjust Hours Per FTE		*(403)*	-
FY 2013 Budget Target		**$ 235,265**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 813**	**$ -**
Retirement Contributions		*813*	-
Base Adjustments		**$ (813)**	**$ -**
Other Base Adjustments		*(813)*	-
FY 2013 Recommended Budget		**$ 235,265**	**$ -**
Percent Change from Target Amount		*0.0%*	

Palo Verde Fund (207)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 501,208**	**$ 501,208**
FY 2012 Revised Budget	**$ 501,208**	**$ 501,208**
Adjustments:		
Employee Salary Adjustments	**$ (856)**	**$ -**
Adjust Hours Per FTE	*(856)*	-
FY 2013 Budget Target	**$ 500,352**	**$ 501,208**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,765**	**$ -**
Retirement Contributions	*1,765*	-
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (1,640)**	**$ (731)**
Grant Reconciliation	*(1,640)*	*(731)*
FY 2013 Recommended Budget	**$ 500,477**	**$ 500,477**
Percent Change from Target Amount	*0.0%*	*-0.1%*

Palo Verde Fund (207) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 61,646**	**$ -**
FY 2012 Revised Budget		**$ 61,646**	**$ -**
Adjustments:			
Non Recurring		**$ (61,646)**	**$ -**
Other Non-Recurring		*(61,646)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 86,548**	**$ -**
Other Non-Recurring		*86,548*	-
RCC Supplies	*$ 32,310*	-	-
PV Trailer	*7,400*	-	-
Vehicle - Replacement	*22,500*	-	-
Desktop Refresh	*24,338*	-	-
FY 2013 Recommended Budget		**$ 86,548**	**$ -**

Palo Verde Fund (207) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 435,957	$ 596,176	$ 596,176	$ 441,781	$ 561,296
Sources:					
Operating	$ 423,967	$ 501,208	$ 501,208	$ 627,677	$ 500,477
Total Sources:	$ 423,967	$ 501,208	$ 501,208	$ 627,677	$ 500,477
Uses:					
Operating	$ 418,142	$ 501,208	$ 501,208	$ 453,516	$ 500,477
Non-Recurring	-	61,646	61,646	54,646	86,548
Total Uses:	$ 418,142	$ 562,854	$ 562,854	$ 508,162	$ 587,025
Structural Balance	$ 5,825	$ -	$ -	$ 174,161	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 441,781	$ 534,530	$ 534,530	$ 561,296	$ 474,748
Total Ending Spendable Fund Balance	$ 441,781	$ 534,530	$ 534,530	$ 561,296	$ 474,748

Emergency Management Fund (215)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 929,156**	**$ 929,156**
FY 2012 Revised Budget			**$ 929,156**	**$ 929,156**
Adjustments:				
Employee Salary Adjustments			**$ (1,992)**	**$ -**
Adjust Hours Per FTE			*(1,992)*	*-*
FY 2013 Budget Target			**$ 927,164**	**$ 929,156**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 4,070**	**$ -**
Retirement Contributions			*4,070*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (59,381)**	**$ (57,303)**
Grant Reconciliation			*(59,381)*	*(57,303)*
FY 2013 Recommended Budget			**$ 871,853**	**$ 871,853**
Percent Change from Target Amount			*-6.0%*	*-6.2%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 100,925**	**$ 100,925**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 144,934**	**$ 144,934**
AZ Homeland Sec Radio Replace	*C-15-11-008-M-01*		*44,934*	*44,934*
AZ Homeland Sec UASI	*C-15-11-016-M-00*		*100,000*	*100,000*
FY 2012 Revised Budget			**$ 245,859**	**$ 245,859**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (44,934)**	**$ (44,934)**
AZ Homeland Sec Radio Replace	*C-15-11-008-M-01*		*(44,934)*	*(44,934)*
Non Recurring			**$ (200,925)**	**$ (200,925)**
Other Non-Recurring			*(200,925)*	*(200,925)*
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 275,898**	**$ 161,402**
Other Non-Recurring			*275,898*	*161,402*
Vehicle-SUV -Addition		*$ 22,500*	*-*	*-*
CCS Refresh-EOC		*33,946*	*-*	*-*
Database Resource		*90,000*	*-*	*-*
BLM - Community Wildfire Protection Plan		*71,402*	*-*	*-*
Forestry Fees-Title III - Firewise Communities		*58,000*	*-*	*-*
FY 2013 Recommended Budget			**$ 275,898**	**$ 161,402**

Emergency Management Fund (215) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (32,144)	$ (21,070)	$ (21,070)	$ (227,535)	$ (206,951)
Sources:					
Operating	$ 657,447	$ 929,156	$ 929,156	$ 879,837	$ 871,853
Non-Recurring	7,078	100,925	245,859	19,196	161,402
Total Sources:	$ 664,525	$ 1,030,081	$ 1,175,015	$ 899,033	$ 1,033,255
Uses:					
Operating	$ 801,638	$ 929,156	$ 929,156	$ 804,219	$ 871,853
Non-Recurring	58,277	100,925	245,859	74,230	275,848
Total Uses:	$ 859,915	$ 1,030,081	$ 1,175,015	$ 878,449	$ 1,147,701
Structural Balance	$ (144,191)	$ -	$ -	$ 75,618	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(227,535)	(21,070)	(21,070)	(206,951)	(321,397)
Total Ending Spendable Fund Balance	$ (227,535)	$ (21,070)	$ (21,070)	$ (206,951)	$ (321,397)

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 Ron Forster, 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: The Department is focused on ensuring staff is well trained and internal operating procedures are aligned with Information Technology Industry Library (ITIL) standards. The Department is currently preparing an internal training policy that will require specific technical positions within the organization to acquire ITIL, IS 20000 and COBIT training. The Department is also establishing standard operating procedures throughout the organization and documenting key processes such as a Department Change Control Policy that aligns with established ITIL operating standards.

Quality Workforce

By June, 2013, OET will improve employee satisfaction as evidenced by an increase in our employee satisfaction score to 85%.

Status: A number of initiatives have been implemented within the Department to improve employee morale and employee satisfaction. The Department had 100% employee participation in the completion of the FY 2011 Employee Satisfaction Survey. The Department's overall employee satisfaction score was 5.74 which translates on an 8 point scale to a 71.5% employee satisfaction score. The Department is utilizing internal rewards and recognition efforts, training, and a Director's Advisory Board to improve employee morale.

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: Customer Satisfaction surveys are regularly provided to customers to rate their experience and provide feedback to improve services. 5,542 customers completed the survey during FY 2011 with 94.6% indicating satisfaction with service. Additionally, during FY 2011, the OET Customer Care Center processed 32,405 Help Desk Tickets. Fifty-three percent (53%) of these tickets were resolved during the initial customer contact with the remaining more complicated tickets escalated for completion to an OET technical subject matter expert.

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: For technology infrastructure areas that have been targeted for technology upgrades and refresh activity such as the Downtown Campus for Zone 3, the County's Enterprise Contact Center System and the County's Enterprise Disaster Recovery site, approximately 95% or greater of the above infrastructure has been restored to current industry lifecycle standards as recommended by the vendor community and industry organizations such as BICSI. Other technology infrastructure areas currently underway for upgrades and refresh activity include the Durango Campus, Southeast Campus, other County remote sites, Zone H – Correctional Health, Downtown Data Center, the County's Telephone System and the County's Radio System.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ENET - ENTERPRISE NETWORK SERVICES	$ 6,133,378	$ 5,056,449	$ 5,056,449	$ 5,209,812	$ 4,187,091	$ (869,358)	-17.2%
OCTR - OPERATIONS COMMAND CENTER	8,105,890	7,474,264	7,474,264	7,777,352	8,840,720	1,366,456	18.3%
RDNW - WIRELESS SYSTEMS RADIO	5,115,255	3,392,270	3,392,270	3,058,170	2,915,172	(477,098)	-14.1%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 19,354,523	$ 15,922,983	$ 15,922,983	$ 16,045,334	$ 15,942,983	$ 20,000	0.1%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 50,000	$ 50,000	$ 20,830	$ 14,800	$ (35,200)	-70.4%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 50,000	$ 50,000	$ 20,830	$ 14,800	$ (35,200)	-70.4%
GGOV - GENERAL GOVERNMENT	$ 30,817	$ -	$ -	$ 10,850	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 30,817	$ -	$ -	$ 10,850	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 19,385,340**	**$ 15,972,983**	**$ 15,972,983**	**$ 16,077,014**	**$ 15,957,783**	**$ (15,200)**	**-0.1%**
USES							
ENET - ENTERPRISE NETWORK SERVICES	$ 7,551,001	$ 7,667,720	$ 7,671,447	$ 7,574,855	$ 7,486,229	$ 185,218	2.4%
OCTR - OPERATIONS COMMAND CENTER	8,801,986	9,735,803	9,728,056	9,172,461	9,664,812	63,244	0.7%
RDNW - WIRELESS SYSTEMS RADIO	2,365,670	2,311,438	2,311,438	2,165,442	2,173,474	137,964	6.0%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 18,718,657	$ 19,714,961	$ 19,710,941	$ 18,912,758	$ 19,324,515	$ 386,426	2.0%
APPD - APP DEVELOPMENT AND SUPP SVCS	$ 2,791,182	$ 2,593,565	$ 2,579,347	$ 2,237,813	$ 2,751,285	$ (171,938)	-6.7%
ITCN - IT CONSULTING	702,608	951,219	945,629	955,241	939,527	6,102	0.6%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 3,493,790	$ 3,544,784	$ 3,524,976	$ 3,193,054	$ 3,690,812	$ (165,836)	-4.7%
FSAC - FINANCIAL SERVICES	$ 181,842	$ 333,332	$ 330,332	$ 239,333	$ 203,464	$ 126,868	38.4%
HRAC - HUMAN RESOURCES	63,683	120,590	118,479	81,116	59,721	58,758	49.6%
ODIR - EXECUTIVE MANAGEMENT	1,920,495	1,738,582	1,726,820	1,866,090	1,844,584	(117,764)	-6.8%
99AS - ADMINISTRATIVE SERVICES	$ 2,166,020	$ 2,192,504	$ 2,175,631	$ 2,186,539	$ 2,107,769	$ 67,862	3.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 460,915	$ 371,759	$ 371,759	$ 371,759	$ 353,042	$ 18,717	5.0%
ISFC - INTERNAL SERVICE FUND CHARGES	19,320	568,464	568,464	560,010	675,597	(107,133)	-18.8%
99GV - GENERAL GOVERNMENT	$ 480,235	$ 940,223	$ 940,223	$ 931,769	$ 1,028,639	$ (88,416)	-9.4%
TOTAL PROGRAMS	**$ 24,858,702**	**$ 26,392,472**	**$ 26,351,771**	**$ 25,224,120**	**$ 26,151,735**	**$ 200,036**	**0.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 721,909	$ 352,760	$ 352,760	$ 164,674	$ 83,093	$ (269,667)	-76.4%
0636 - INTERNAL SERVICE CHARGES	17,101,294	15,559,223	15,559,223	15,864,234	15,848,890	289,667	1.9%
SUBTOTAL	$ 17,823,203	$ 15,911,983	$ 15,911,983	$ 16,028,908	$ 15,931,983	$ 20,000	0.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 30,817	$ 50,000	$ 50,000	$ 31,680	$ 10,000	$ (40,000)	-80.0%
0650 - MISCELLANEOUS REVENUE	1,531,320	11,000	11,000	16,426	15,800	4,800	43.6%
SUBTOTAL	$ 1,562,137	$ 61,000	$ 61,000	$ 48,106	$ 25,800	$ (35,200)	-57.7%
ALL REVENUES	$ 19,385,340	$ 15,972,983	$ 15,972,983	$ 16,077,014	$ 15,957,783	$ (15,200)	-0.1%
TOTAL SOURCES	$ 19,385,340	$ 15,972,983	$ 15,972,983	$ 16,077,014	$ 15,957,783	$ (15,200)	-0.1%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 6,954,249	$ 8,620,542	$ 9,426,690	$ 8,863,622	$ 10,401,684	$ (974,994)	-10.3%
0705 - TEMPORARY PAY	-	-	-	9,504	22,880	(22,880)	N/A
0710 - OVERTIME	106,267	64,735	64,735	92,843	74,735	(10,000)	-15.4%
0750 - FRINGE BENEFITS	2,196,368	2,747,004	2,949,446	2,743,547	3,348,128	(398,682)	-13.5%
0790 - OTHER PERSONNEL SERVICES	56,791	11,619	11,619	32,184	20,137	(8,518)	-73.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,761,530)	(2,421,641)	(3,470,932)	(2,963,806)	(4,761,359)	1,290,427	37.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,050,819	1,285,667	1,285,667	1,265,261	1,538,566	(252,899)	-19.7%
SUBTOTAL	$ 7,602,964	$ 10,307,926	$ 10,267,225	$ 10,043,155	$ 10,644,771	$ (377,546)	-3.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,632,523	$ 748,472	$ 748,472	$ 1,257,427	$ 673,602	$ 74,870	10.0%
0803 - FUEL	27,656	34,768	34,768	32,882	34,768	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	99,455	-	-	330	88,901	(88,901)	N/A
0805 - SUPPLIES-ALLOCATION OUT	(55,017)	(42,178)	(42,178)	(58,464)	(30,078)	(12,100)	-28.7%
0806 - SUPPLIES-ALLOCATION IN	33,875	12,678	12,678	28,178	12,678	-	0.0%
SUBTOTAL	$ 2,738,492	$ 753,740	$ 753,740	$ 1,260,353	$ 779,871	$ (26,131)	-3.5%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 60,461	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	2,139,404	2,922,176	2,922,176	1,839,652	2,110,497	811,679	27.8%
0820 - RENT & OPERATING LEASES	10,455	11,242	11,242	11,742	11,242	-	0.0%
0825 - REPAIRS AND MAINTENANCE	3,336,493	3,933,300	3,933,300	3,332,408	4,166,561	(233,261)	-5.9%
0830 - INTERGOVERNMENTAL PAYMENTS	2,809	29,000	29,000	21,640	8,000	21,000	72.4%
0839 - INTERNAL SERVICE CHARGES	218,758	1,048,129	1,048,129	1,042,979	1,008,103	40,026	3.8%
0841 - TRAVEL	10,519	9,460	9,460	12,452	9,460	-	0.0%
0842 - EDUCATION AND TRAINING	42,486	38,350	38,350	42,802	101,350	(63,000)	-164.3%
0843 - POSTAGE/FREIGHT/SHIPPING	2,173	5,033	5,033	3,559	5,033	-	0.0%
0850 - UTILITIES	7,567,142	7,387,667	7,387,667	7,654,130	7,392,667	(5,000)	-0.1%
0872 - SERVICES-ALLOCATION OUT	(410,759)	(359,364)	(359,364)	(316,191)	(187,384)	(171,980)	-47.9%
0873 - SERVICES-ALLOCATION IN	62,598	226,437	226,437	229,826	83,564	142,873	63.1%
SUBTOTAL	$ 13,042,539	$ 15,251,430	$ 15,251,430	$ 13,874,999	$ 14,709,093	$ 542,337	3.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 39,963	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	783,220	65,000	65,000	13,504	18,000	47,000	72.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	66,836	12,000	12,000	-	-	12,000	100.0%
0950 - DEBT SERVICE	123,686	2,376	2,376	32,109	-	2,376	100.0%
0955 - CAPITAL-ALLOCATION OUT	(489)	-	-	(112)	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	576	-	-	112	-	-	N/A
SUBTOTAL	$ 1,013,792	$ 79,376	$ 79,376	$ 45,613	$ 18,000	$ 61,376	77.3%
ALL EXPENDITURES	$ 24,397,787	$ 26,392,472	$ 26,351,771	$ 25,224,120	$ 26,151,735	$ 200,036	0.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 460,915	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 460,915	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 24,858,702	$ 26,392,472	$ 26,351,771	$ 25,224,120	$ 26,151,735	$ 200,036	0.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 4,800	$ 4,800	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 4,800	$ 4,800	N/A
681 TELECOMMUNICATIONS							
OPERATING	$ 17,859,521	$ 15,972,983	$ 15,972,983	$ 16,072,983	$ 15,952,983	$ (20,000)	-0.1%
NON-RECURRING	1,525,819	-	-	4,031	-	-	N/A
FUND TOTAL SOURCES	$ 19,385,340	$ 15,972,983	$ 15,972,983	$ 16,077,014	$ 15,952,983	$ (20,000)	-0.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,859,521	$ 15,972,983	$ 15,972,983	$ 16,072,983	$ 15,957,783	$ (15,200)	-0.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 1,525,819	$ -	$ -	$ 4,031	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 19,385,340	$ 15,972,983	$ 15,972,983	$ 16,077,014	$ 15,957,783	$ (15,200)	-0.1%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 6,628,125	$ 8,302,982	$ 8,262,281	$ 8,044,476	$ 8,445,774	$ (183,493)	-2.2%
NON-RECURRING	287,497	275,000	275,000	63,384	211,616	63,384	23.0%
FUND TOTAL USES	$ 6,915,622	$ 8,577,982	$ 8,537,281	$ 8,107,860	$ 8,657,390	$ (120,109)	-1.4%
681 TELECOMMUNICATIONS							
OPERATING	$ 16,419,274	$ 15,939,905	$ 15,939,905	$ 16,244,678	$ 15,856,259	$ 83,646	0.5%
NON-RECURRING	1,523,806	1,874,585	1,874,585	871,582	1,638,086	236,499	12.6%
FUND TOTAL USES	$ 17,943,080	$ 17,814,490	$ 17,814,490	$ 17,116,260	$ 17,494,345	$ 320,145	1.8%
DEPARTMENT OPERATING TOTAL USES	$ 23,047,399	$ 24,242,887	$ 24,202,186	$ 24,289,154	$ 24,302,033	$ (99,847)	-0.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,811,303	$ 2,149,585	$ 2,149,585	$ 934,966	$ 1,849,702	$ 299,883	14.0%
DEPARTMENT TOTAL USES	$ 24,858,702	$ 26,392,472	$ 26,351,771	$ 25,224,120	$ 26,151,735	$ 200,036	0.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	5.00	5.00	5.00	5.00	7.00	2.00	40.0%
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	13.00	13.00	13.00	13.00	15.00	2.00	15.4%
INFO TECHNOLOGY INFRASTRUCTURE							
ENTERPRISE NETWORK SERVICES	24.00	34.00	44.00	42.00	42.00	(2.00)	(4.5%)
OPERATIONS COMMAND CENTER	22.00	30.00	37.00	36.00	35.00	(2.00)	(5.4%)
WIRELESS SYSTEMS RADIO	16.00	16.00	16.00	16.00	15.00	(1.00)	(6.3%)
PROGRAM TOTAL	62.00	80.00	97.00	94.00	92.00	(5.00)	(5.2%)
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	30.00	28.26	38.00	37.00	35.33	(2.67)	(7.0%)
IT CONSULTING	6.40	11.45	21.45	19.00	18.00	(3.45)	(16.1%)
PROGRAM TOTAL	36.40	39.71	59.45	56.00	53.33	(6.12)	(10.3%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	-	1.00	-	-	(1.00)	(100.0%)
PROGRAM TOTAL	-	-	1.00	-	-	(1.00)	(100.0%)
DEPARTMENT TOTAL	111.40	132.71	170.45	163.00	160.33	(10.12)	(5.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	1.00	1.00	2.00	2.00	1.00	(1.00)	(50.0%)
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%
Applications Development Supv	1.00	2.00	3.00	3.00	3.00	-	0.0%
Business/Systems Analyst	2.00	2.00	4.00	3.00	3.00	(1.00)	(25.0%)
Business/Systems Analyst-Sr/Ld	4.00	4.00	6.00	6.00	6.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	1.00	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	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Database Administrator	4.00	5.26	6.00	6.00	5.33	(.67)	(11.2%)
Database Report Writer Analyst	1.00	1.00	-	-	-	-	N/A
Deputy Director - OET/Adv Svcs	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	-	-	1.00	1.00	1.00	-	0.0%
Enterprise Architect	-	-	-	-	6.00	6.00	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	-	-	-	-	-	N/A
Finance/Business Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	3.00	6.00	5.00	5.00	(1.00)	(16.7%)
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
HST Analyst	1.00	1.00	3.00	3.00	3.00	-	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	-	6.00	8.00	8.00	1.00	(7.00)	(87.5%)
IS Project Management Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	1.00	1.00	6.00	5.00	3.00	(3.00)	(50.0%)
IS Project Manager - Sr/Ld	4.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
IT Consultant	4.40	5.45	9.45	7.00	6.00	(3.45)	(36.5%)
IT Division Manager	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
IT Operations Manager	-	-	-	-	1.00	1.00	N/A
IT Senior Manager	4.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
IT Services Supv	3.00	3.00	4.00	4.00	4.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	-	-	-	-	1.00	1.00	N/A
Network Engineer	1.00	2.00	2.00	2.00	2.00	-	0.0%
Network Engineer - Sr/Ld	2.00	3.00	4.00	4.00	4.00	-	0.0%
Nursing Informatics Analyst	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Operations Support Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations Support Anlst-Sr/Ld	-	-	1.00	1.00	-	(1.00)	(100.0%)
PC/LAN Analyst	1.00	1.00	3.00	3.00	3.00	-	0.0%
PC/LAN Tech Support	6.00	9.00	10.00	10.00	11.00	1.00	10.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	-	-	1.00	1.00	-	(1.00)	(100.0%)
Programmer/Analyst - Sr/Ld	6.00	8.00	9.00	8.00	9.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Administrator	5.00	4.00	4.00	4.00	5.00	1.00	25.0%
Systems/Network Admin-Sr/Ld	6.00	7.00	7.00	6.00	7.00	-	0.0%
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	3.00	3.00	3.00	3.00	-	0.0%
Telecommunications Tech	6.00	6.00	9.00	9.00	9.00	-	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	3.00	1.00	50.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**111.40**	**132.71**	**170.45**	**163.00**	**160.33**	**(10.12)**	**(5.9%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	71.40	88.71	118.45	112.00	111.33	(7.12)	(6.0%)
681	TELECOMMUNICATIONS	40.00	44.00	52.00	51.00	49.00	(3.00)	(5.8%)
Department Total		**111.40**	**132.71**	**170.45**	**163.00**	**160.33**	**(10.12)**	**(5.9%)**

Staffing Variance Analysis

The Office of Enterprise Technology staffing level is increasing since the beginning of FY 2012. Positions have been added to address the ADP/Time clock implementation, County-wide intranet and internet redesign, support of the employee badge/access system, the Electronic Medical Records System and for the operational support of Correctional Health System.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease expenditure budget by $33,918 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $71,060 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Telecommunications Fund (681)

- Decrease expenditure budget by $12,763 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $27,404 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Other Base Adjustments:

General Fund (100)

- Positions and support were transferred from the Correctional Health System to OET for information technology support and the Electronic Medical Records System. The transfer and increased staff has no impact on the Department's FY 2013 expenditures as all the costs are allocated back to Correctional Health.
- Funding was reallocated from other sources into the Department for:
  - $128,77 – MCSO IT Oversight from Non Departmental
  - $87,585 – Business/Systems Analyst from Human Resources
  - $218,636 – Badge System personnel and services from Human Resources

Non Departmental General Fund:

Funding has been set aside for the Department in Non Departmental for the following:

- County-wide technology inventory in the amount of $312,000.
- Developing a roadmap for the County's financial system in the amount of $250,000.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of all completed radio service requests finished within two business days or less	N/A	80.1%	91.2%	99.0%	18.9%	23.6%
Percent "uptime" of radio network	N/A	N/A	247.8%	99.4%	N/A	N/A
Percent of time external systems (Internet) access is available	N/A	N/A	96.3%	99.8%	N/A	N/A
Percent of time enterprise email is available	N/A	N/A	99.8%	100.0%	N/A	N/A
Percent of time Smart devices enterprise services are available	N/A	N/A	99.2%	100.0%	N/A	N/A
Percent of new service work orders resolved	N/A	N/A	86.2%	90.6%	N/A	N/A
Percent of help requests resolved during reporting period	N/A	50.1%	69.0%	75.0%	24.9%	49.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of time external systems (Internet) access is available	N/A	N/A	96.3%	99.8%	N/A	N/A
Result	Percent of time enterprise email is available	N/A	N/A	99.8%	100.0%	N/A	N/A
Result	Percent of time Smart devices enterprise services are available	N/A	N/A	99.2%	100.0%	N/A	N/A
Result	Percent of new service work orders resolved	N/A	N/A	86.2%	90.6%	N/A	N/A
Output	Number of new service work order requests received during the reporting period	N/A	N/A	492	385	N/A	N/A
Demand	Number of new service work order requests received	N/A	N/A	424	385	N/A	N/A
Efficiency	Total expenditure per new work order request resolved	N/A	N/A	$ 15,396.05	$ 19,444.75	N/A	N/A
Revenue							
	681 - TELECOMMUNICATIONS	$ 6,133,378	$ 5,056,449	$ 5,209,812	$ 4,187,091	$ (869,358)	-17.2%
	TOTAL SOURCES	$ 6,133,378	$ 5,056,449	$ 5,209,812	$ 4,187,091	$ (869,358)	-17.2%
Expenditure							
	100 - GENERAL	$ 1,892,450	$ 3,114,615	$ 2,843,706	$ 3,114,310	$ 305	0.0%
	681 - TELECOMMUNICATIONS	5,658,551	4,556,832	4,731,149	4,371,919	184,913	4.1%
	TOTAL USES	$ 7,551,001	$ 7,671,447	$ 7,574,855	$ 7,486,229	$ 185,218	2.4%

Activity Narrative: The Enterprise Network Services Activity was a new OET activity for FY 2012 and the measures were revised for FY 2013. The FY 2013 budget supports the Department in meeting 100% of the demand for service access and maintenance. The revenue and expenditures are decreasing due to an expected decrease in demand. 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of help requests resolved during reporting period	N/A	50.1%	69.0%	75.0%	24.9%	49.8%
Output	Number of help requests received during reporting period	N/A	10,905	25,693	31,000	20,095	184.3%
Output	Number of help request resolved	N/A	N/A	29,998	31,000	N/A	N/A
Demand	Number of help requests received	N/A	N/A	38,858	31,000	N/A	N/A
Efficiency	Total expenditure per help resolution resolved	N/A	N/A	$ 305.77	$ 311.77	N/A	N/A
Revenue							
	681 - TELECOMMUNICATIONS	$ 8,105,890	$ 7,474,264	$ 7,777,352	$ 8,840,720	$ 1,366,456	18.3%
	TOTAL SOURCES	$ 8,105,890	$ 7,474,264	$ 7,777,352	$ 8,840,720	$ 1,366,456	18.3%
Expenditure							
	100 - GENERAL	$ 644,886	$ 950,277	$ 1,045,526	$ 889,228	$ 61,049	6.4%
	681 - TELECOMMUNICATIONS	8,157,100	8,777,779	8,126,935	8,775,584	2,195	0.0%
	TOTAL USES	$ 8,801,986	$ 9,728,056	$ 9,172,461	$ 9,664,812	$ 63,244	0.7%

Activity Narrative: The Operations Command Center Activity was a new OET activity for FY 2012 and some of the measures were revised for FY 2013. The budget supports the Department in meeting 100% of demand for assistance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of all completed radio service requests finished within two business days or less	N/A	80.1%	91.2%	99.0%	18.9%	23.6%
Result	Percent "uptime" of radio network	N/A	N/A	131.7%	99.4%	N/A	N/A
Output	Number of radio service requests completed	N/A	1,064	2,392	3,300	2,236	210.2%
Demand	Number of push-to-talk transmissions attempted	N/A	N/A	18,711,621	32,000,000	N/A	N/A
Demand	Number of radio service requests requested	N/A	N/A	3,626	3,300	N/A	N/A
Efficiency	Total expenditure per radio service request completed	N/A	$ 2,172.40	$ 905.29	$ 658.63	$ 1,513.78	69.7%
Revenue							
	681 - TELECOMMUNICATIONS	$ 5,115,255	$ 3,392,270	$ 3,058,170	$ 2,915,172	$ (477,098)	-14.1%
	TOTAL SOURCES	$ 5,115,255	$ 3,392,270	$ 3,058,170	$ 2,915,172	$ (477,098)	-14.1%
Expenditure							
	681 - TELECOMMUNICATIONS	$ 2,365,670	$ 2,311,438	$ 2,165,442	$ 2,173,474	$ 137,964	6.0%
	TOTAL USES	$ 2,365,670	$ 2,311,438	$ 2,165,442	$ 2,173,474	$ 137,964	6.0%

Activity Narrative: The Wireless Systems Activity was a new OET activity for FY 2012 and some of the measures were revised for FY 2013. The reduction in expenditures is due to the E-waste Salvage program being moved to the General Fund. Revenue is decreasing because Scottsdale is no longer utilizing the County's radio network.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of support requests completed and initial project contacts established within the	N/A	N/A	N/A	87.0%	N/A	N/A
Percent of Production Support service requests resolved	N/A	N/A	58.0%	90.0%	N/A	N/A
Percent of Project Development service requests resolved	N/A	N/A	90.1%	80.0%	N/A	N/A
Percent of analyses completed	N/A	71.0%	67.5%	100.0%	29.0%	40.9%
Percent of customers satisfied with quality of services performed	N/A	N/A	153.9%	90.3%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of support requests completed and initial project contacts established within the established standard timeframe	N/A	N/A	N/A	87.0%	N/A	N/A
Result	Percent of Production Support service requests resolved	N/A	N/A	58.0%	100.0%	N/A	N/A
Result	Percent of Project Development service requests resolved	N/A	N/A	90.1%	100.0%	N/A	N/A
Output	Number of Production Support service requests resolved	N/A	N/A	3,749	3,525	N/A	N/A
Output	Number of Project Development service requests resolved	N/A	N/A	1,366	1,350	N/A	N/A
Demand	Number of Production Support service requests	N/A	N/A	3,627	3,525	N/A	N/A
Demand	Number of Project Development service requests	N/A	N/A	1,411	1,350	N/A	N/A
Efficiency	Total expenditure per Production Support requests completed	N/A	$ 6,448.37	$ 1,029.35	$ 780.51	$ 5,667.86	87.9%
Expenditure							
	100 - GENERAL	$ 2,791,182	$ 2,579,347	$ 2,237,813	$ 2,751,285	$ (171,938)	-6.7%
	TOTAL USES	$ 2,791,182	$ 2,579,347	$ 2,237,813	$ 2,751,285	$ (171,938)	-6.7%

Activity Narrative: The Application Development and Support Services Activity was a new OET activity for FY 2012 and the measures were revised for FY 2013. The FY 2013 budget supports the Department in meeting 100% of the demand for customer support requests. Costs are increasing due to the increased personnel associated with the internet and intranet. 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of analyses completed	N/A	71.0%	67.5%	90.0%	19.0%	26.8%
Result	Percent of customers satisfied with quality of services performed	N/A	N/A	153.9%	90.3%	N/A	N/A
Output	Number of initial analysis provided	N/A	124	329	490	366	295.2%
Output	Total number of customer survey responses	N/A	98	347	545	447	456.1%
Demand	Number of analysis requests initiated	N/A	N/A	442	490	N/A	N/A
Efficiency	Total expenditure per analysis provided	N/A	$ 10,745.78	$ 4,302.89	$ 2,130.45	$ 8,615.34	80.2%
Expenditure							
	100 - GENERAL	$ 562,422	$ 945,629	$ 955,241	$ 939,527	$ 6,102	0.6%
	681 - TELECOMMUNICATIONS	140,186	-	-	-	-	N/A
	TOTAL USES	$ 702,608	$ 945,629	$ 955,241	$ 939,527	$ 6,102	0.6%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for initial analyses. Once an initial analysis has been provided, the customer determines if they wish to continue with a project, then a complete analysis is provided. 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 2012 Adopted Budget			**$ 8,174,211**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (40,701)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(40,701)*	-
FY 2012 Revised Budget			**$ 8,133,510**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (33,918)**	**$ -**
Adjust Hours Per FTE			*(33,918)*	-
Reallocations			**$ 306,221**	**$ -**
Reallocation Between Depts			*306,221*	-
Business/Systems Analyst - Sr from Human Resources		*$ 87,585*		
Badge System from Human Resources		*218,636*		
Restatements			**$ 128,771**	**$ -**
MCSO Oversight to OET			*128,771*	-
FY 2013 Budget Target			**$ 8,534,584**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 71,060**	**$ -**
Retirement Contributions			*71,060*	-
Base Adjustments			**$ (246,001)**	**$ -**
Other Base Adjustments			*(157,191)*	-
Vacant Position Elimination			*(88,810)*	-
Fees and Other Revenues			**$ 86,131**	**$ 4,800**
ProgRevenue Volume Inc/Dec			*86,131*	*4,800*
E-Waste Salvage Program				
FY 2013 Recommended Budget			**$ 8,445,774**	**$ 4,800**
Percent Change from Target Amount			*-1.0%*	
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 275,000**	**$ -**
FY 2012 Revised Budget			**$ 275,000**	**$ -**
Adjustments:				
Non Recurring			**$ (275,000)**	**$ -**
Other Non-Recurring			*(275,000)*	-
Financial Transparency		*$ (275,000)*		
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 211,616**	**$ -**
Non Recurring Carry Forward			*211,616*	-
Financial Transparency		*$ 211,616*		
FY 2013 Recommended Budget			**$ 211,616**	**$ -**

Telecommunication Fund (681)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 15,939,905**	**$ 15,972,983**
FY 2012 Revised Budget		**$ 15,939,905**	**$ 15,972,983**
Adjustments:			
Employee Salary Adjustments		**$ (12,763)**	**$ -**
Adjust Hours Per FTE		*(12,763)*	*-*
FY 2013 Budget Target		**$ 15,927,142**	**$ 15,972,983**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 27,404**	**$ -**
Retirement Contributions		*27,404*	*-*
Base Adjustments		**$ (98,287)**	**$ -**
Other Base Adjustments		*(98,287)*	*-*
E-waste Salvage to General Fund	*$ (86,131)*		
Debt Service and Other Base Adjustments	*(12,156)*		
General Revenues		**$ -**	**$ (20,000)**
Interest Revenue		*-*	*(20,000)*
FY 2013 Recommended Budget		**$ 15,856,259**	**$ 15,952,983**
Percent Change from Target Amount		*-0.4%*	*-0.1%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 1,874,585**	**$ -**
FY 2012 Revised Budget		**$ 1,874,585**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,638,086**	**$ -**
Non Recurring Carry Forward		*169,585*	*-*
Key Telephone System Refresh Continuation	*$ 169,585*		
Other Non-Recurring		*1,468,501*	*-*
Major Projects Professional Services	*$ 871,513*		
Enterprise Badge System - first year	*317,257*		
Technology Infrastructure Director	*161,230*		
Fluke Tools	*79,901*		
WASP Technologies	*11,600*		
Trailer for Mobile Preventative Maintenance	*18,000*		
Card Readers for Two Doors	*4,000*		
Test Gear Power Meters	*2,000*		
Defibrillator	*3,000*		
FY 2013 Recommended Budget		**$ 1,638,086**	**$ -**

Telecommunication Fund (681) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 3,380,893	$ 2,463,257	$ 2,463,257	$ 4,823,159	$ 3,783,913
Sources:					
Operating	$ 17,859,521	$ 15,972,983	$ 15,972,983	$ 16,072,983	$ 15,952,983
Non-Recurring	1,525,819	-	-	4,031	-
Total Sources:	$ 19,385,340	$ 15,972,983	$ 15,972,983	$ 16,077,014	$ 15,952,983
Uses:					
Operating	$ 16,419,274	$ 15,939,905	$ 15,939,905	$ 16,244,678	$ 15,856,259
Non-Recurring	1,523,806	1,874,585	1,874,585	871,582	1,638,086
Total Uses:	$ 17,943,080	$ 17,814,490	$ 17,814,490	$ 17,116,260	$ 17,494,345
Structural Balance	$ 1,440,247	$ 33,078	$ 33,078	$ (171,695)	$ 96,724
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	4,823,159	621,750	621,750	3,783,913	2,242,551
Total Ending Spendable Fund Balance	$ 4,823,159	$ 621,750	$ 621,750	$ 3,783,913	$ 2,242,551

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: Many materials are online such as the Maricopa County Environmental Health Code, food handlers test study guide, locations and maps, plan review applications and restaurant ratings. Additionally, the online payment processing project is in process and is anticipated to be completed by the end of FY 2012. The online plan review submission project will be underway by the end of FY 2013 and is expected to be complete prior to the end of FY 2015.

Public Health

By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in fiscal year 2008 to 129 positive mosquitoes.

Status: Based on the number of West Nile Virus positive mosquitoes trapped in the first quarter of FY 2012 and prior year experience of the proportion of positive mosquitoes trapped each quarter, the number of positive mosquitoes is expected to be significantly lower than FY 2011 numbers and a continued improvement over the FY 2008 baseline amount. Mosquito testing using the new Polymerase Chain Reaction (PCR) machine acquired in FY 2012 will enable the program to eliminate false positives and better target areas for treating with adulticide. The Department expects to see a continued reduction in the number of West Nile Virus positive mosquitoes trapped.

Quality Workforce

By June 30, 2013, 90% of 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: With continued emphasis on improving employee satisfaction and engagement, turnover of the first year employees is expected to approach (if not

exceed) this goal in FY 2012. The Department projects that this strategic goal will be met prior to the goal date of June 30, 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
HCPA - HEALTH CODE PERMITTING	$ 684	$ 600	$ 600	$ 693	$ 600	$ -	0.0%
88BP - BUSINESS SERVICES	$ 684	$ 600	$ 600	$ 693	$ 600	$ -	0.0%
EHPR - ENV HEALTH PLAN REVIEW	$ 819,022	$ 821,794	$ 821,794	$ 829,714	$ 1,212,906	$ 391,112	47.6%
FSIA - FOOD NON FOOD INSPECTIONS	11,972,203	11,657,189	11,657,189	11,838,326	11,902,593	245,404	2.1%
FSLC - FOOD SERVICE LICENSE	1,659,978	1,404,291	1,404,291	1,404,291	1,347,226	(57,065)	-4.1%
FWBI - ENV RELATED ILLNESS INVESTIG	26,050	17,280	17,280	33,825	17,280	-	0.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 14,477,253	$ 13,900,554	$ 13,900,554	$ 14,106,156	$ 14,480,005	$ 579,451	4.2%
EHEN - ENV HEALTH ENFORCEMENT	$ 225,733	$ 120,000	$ 120,000	$ 172,898	$ 120,000	$ -	0.0%
NPRC - NONPERMIT RELATED COMPLIANCE	115,697	30,000	30,000	30,000	12,001	(17,999)	-60.0%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 341,430	$ 150,000	$ 150,000	$ 202,898	$ 132,001	$ (17,999)	-12.0%
PUBW - PUBLIC WATER PLAN REVIEW	$ 278,700	$ 288,700	$ 288,700	$ 271,777	$ 252,526	$ (36,174)	-12.5%
SOLW - SOLID WASTE INSPECTION	478,234	484,008	484,008	489,577	451,175	(32,833)	-6.8%
SPCI - SWIMMING POOL INSPECTIONS	2,181,910	2,239,690	2,239,690	2,386,141	2,305,396	65,706	2.9%
SPPR - SWIM POOL PLAN REV CONST INSP	354,672	275,806	275,806	313,205	323,353	47,547	17.2%
SSFA - SUBDIV SANITARY FACILITIES	69,930	52,480	52,480	74,332	43,090	(9,390)	-17.9%
SWPA - STORMWATER CONSTRUCTION	9,625	33,000	33,000	30,000	12,375	(20,625)	-62.5%
WASW - WASTEWATER PLAN REVIEW	859,430	699,538	699,538	706,761	733,777	34,239	4.9%
WFIA - PUB WATER FACILITY INSPECTIONS	523,345	519,780	519,780	571,185	504,680	(15,100)	-2.9%
WWFI - WASTEWATER FACILITY INSPECTION	178,500	156,600	156,600	158,700	119,700	(36,900)	-23.6%
88WW - WATER AND WASTE MANAGEMENT	$ 4,934,346	$ 4,749,602	$ 4,749,602	$ 5,001,678	$ 4,746,072	$ (3,530)	-0.1%
ODIR - EXECUTIVE MANAGEMENT	$ 707,625	$ 689,100	$ 689,100	$ 702,353	$ -	$ (689,100)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 707,625	$ 689,100	$ 689,100	$ 702,353	$ -	$ (689,100)	-100.0%
GGOV - GENERAL GOVERNMENT	$ 49,265	$ 72,000	$ 72,000	$ 72,000	$ 20,000	$ (52,000)	-72.2%
99GV - GENERAL GOVERNMENT	$ 49,265	$ 72,000	$ 72,000	$ 72,000	$ 20,000	$ (52,000)	-72.2%
TOTAL PROGRAMS	**$ 20,510,603**	**$ 19,561,856**	**$ 19,561,856**	**$ 20,085,778**	**$ 19,378,678**	**$ (183,178)**	**-0.9%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
HCPA - HEALTH CODE PERMITTING	$ 602,144	$ 628,611	$ 631,616	$ 612,340	$ 908,496	$ (276,880)	-43.8%
88BP - BUSINESS SERVICES	$ 602,144	$ 628,611	$ 631,616	$ 612,340	$ 908,496	$ (276,880)	-43.8%
EHPR - ENV HEALTH PLAN REVIEW	$ 863,854	$ 612,458	$ 658,903	$ 694,036	$ 1,007,440	$ (348,537)	-52.9%
FSIA - FOOD NON FOOD INSPECTIONS	8,687,113	9,571,700	12,411,462	9,090,220	10,496,764	1,914,698	15.4%
FSLC - FOOD SERVICE LICENSE	730,396	856,042	849,903	748,279	802,947	46,956	5.5%
FWBI - ENV RELATED ILLNESS INVESTIG	186,079	254,775	253,592	250,560	249,419	4,173	1.6%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 10,467,442	$ 11,294,975	$ 14,173,860	$ 10,783,095	$ 12,556,570	$ 1,617,290	11.4%
EHEN - ENV HEALTH ENFORCEMENT	$ 893,331	$ 486,228	$ 503,469	$ 498,244	$ 498,969	$ 4,500	0.9%
NPRC - NONPERMIT RELATED COMPLIANCE	132,711	564,830	559,923	593,965	606,008	(46,085)	-8.2%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 1,026,042	$ 1,051,058	$ 1,063,392	$ 1,092,209	$ 1,104,977	$ (41,585)	-3.9%
VCCM - VECTOR CONTROL COMPLAINT MGMT	$ 1,022,217	$ 1,035,680	$ 1,043,292	$ 1,053,303	$ -	$ 1,043,292	100.0%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	1,716,233	1,878,883	1,862,730	1,923,458	2,767,808	(905,078)	-48.6%
88VC - VECTOR CONTROL	$ 2,738,450	$ 2,914,563	$ 2,906,022	$ 2,976,761	$ 2,767,808	$ 138,214	4.8%
PUBW - PUBLIC WATER PLAN REVIEW	$ 294,092	$ 300,841	$ 299,280	$ 292,056	$ 392,890	$ (93,610)	-31.3%
SOLW - SOLID WASTE INSPECTION	335,345	243,703	249,557	251,033	244,841	4,716	1.9%
SPCI - SWIMMING POOL INSPECTIONS	1,018,143	1,046,260	1,150,255	1,089,958	946,013	204,242	17.8%
SPPR - SWIM POOL PLAN REV CONST INSP	211,388	472,149	417,872	431,913	324,160	93,712	22.4%
SSFA - SUBDIV SANITARY FACILITIES	20,325	19,577	19,486	19,840	36,296	(16,810)	-86.3%
SWCC - STORMWATER COUNTY COMPLIANCE	19,096	-	-	-	-	-	N/A
SWCE - STORMWATER PUBLIC EDUCATION	79,156	99,348	98,979	87,560	90,335	8,644	8.7%
SWIA - STORMWATER DISCHARGE	368,601	439,030	437,143	369,796	364,613	72,530	16.6%
SWPA - STORMWATER CONSTRUCTION	150,339	154,342	153,360	148,519	60,011	93,349	60.9%
WASW - WASTEWATER PLAN REVIEW	1,177,572	1,209,571	1,204,828	1,167,009	1,108,166	96,662	8.0%
WFIA - PUB WATER FACILITY INSPECTIONS	422,887	492,446	483,025	455,791	495,727	(12,702)	-2.6%
WWFI - WASTEWATER FACILITY INSPECTION	123,032	174,384	116,734	105,467	118,888	(2,154)	-1.8%
88WW - WATER AND WASTE MANAGEMENT	$ 4,219,976	$ 4,651,651	$ 4,630,519	$ 4,418,942	$ 4,181,940	$ 448,579	9.7%
BDGT - BUDGETING	$ 66,243	$ 147,740	$ 107,708	$ 83,226	$ 97,551	$ 10,157	9.4%
FSAC - FINANCIAL SERVICES	142,372	173,079	151,640	114,136	115,987	35,653	23.5%
HRAC - HUMAN RESOURCES	104,375	725,162	783,626	865,519	803,190	(19,564)	-2.5%
ODIR - EXECUTIVE MANAGEMENT	2,448,135	1,887,192	1,975,588	2,210,790	1,494,757	480,831	24.3%
PROC - PROCUREMENT	90,792	92,781	92,247	95,526	94,044	(1,797)	-1.9%
RECO - RECORDS MANAGEMENT	-	50,475	50,262	39,129	51,893	(1,631)	-3.2%
99AS - ADMINISTRATIVE SERVICES	$ 2,851,917	$ 3,076,429	$ 3,161,071	$ 3,408,326	$ 2,657,422	$ 503,649	15.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 671,987	$ 691,194	$ 691,194	$ 695,707	$ 874,879	$ (183,685)	-26.6%
GGOV - GENERAL GOVERNMENT	7,660	-	76,161	76,161	-	76,161	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	270,748	134,857	134,857	137,714	144,577	(9,720)	-7.2%
99GV - GENERAL GOVERNMENT	$ 950,395	$ 826,051	$ 902,212	$ 909,582	$ 1,019,456	$ (117,244)	-13.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,225,958	$ 1,686,602	$ 1,686,602	$ 1,655,935	$ 1,404,279	$ 282,323	16.7%
99IT - INFORMATION TECHNOLOGY	$ 1,225,958	$ 1,686,602	$ 1,686,602	$ 1,655,935	$ 1,404,279	$ 282,323	16.7%
TOTAL PROGRAMS	**$ 24,082,324**	**$ 26,129,940**	**$ 29,155,294**	**$ 25,857,190**	**$ 26,600,948**	**$ 2,554,346**	**8.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 15,334,192	$ 15,069,867	$ 15,069,867	$ 15,452,329	$ 16,630,770	$ 1,560,903	10.4%
SUBTOTAL	$ 15,334,192	$ 15,069,867	$ 15,069,867	$ 15,452,329	$ 16,630,770	$ 1,560,903	10.4%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 687,500	$ 688,500	$ 688,500	$ 688,500	$ -	$ (688,500)	-100.0%
SUBTOTAL	$ 687,500	$ 688,500	$ 688,500	$ 688,500	$ -	$ (688,500)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,070,927	$ 3,580,289	$ 3,580,289	$ 3,655,505	$ 2,595,307	$ (984,982)	-27.5%
SUBTOTAL	$ 4,070,927	$ 3,580,289	$ 3,580,289	$ 3,655,505	$ 2,595,307	$ (984,982)	-27.5%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 341,430	$ 150,000	$ 150,000	$ 202,898	$ 132,001	$ (17,999)	-12.0%
SUBTOTAL	$ 341,430	$ 150,000	$ 150,000	$ 202,898	$ 132,001	$ (17,999)	-12.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 69,390	$ 72,600	$ 72,600	$ 72,600	$ 20,000	$ (52,600)	-72.5%
0650 - MISCELLANEOUS REVENUE	7,164	600	600	13,946	600	-	0.0%
SUBTOTAL	$ 76,554	$ 73,200	$ 73,200	$ 86,546	$ 20,600	$ (52,600)	-71.9%
ALL REVENUES	$ 20,510,603	$ 19,561,856	$ 19,561,856	$ 20,085,778	$ 19,378,678	$ (183,178)	-0.9%
TOTAL SOURCES	$ 20,510,603	$ 19,561,856	$ 19,561,856	$ 20,085,778	$ 19,378,678	$ (183,178)	-0.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,478,092	$ 12,702,268	$ 12,693,078	$ 12,605,281	$ 12,609,962	$ 83,116	0.7%
0705 - TEMPORARY PAY	28,369	-	-	-	-	-	N/A
0710 - OVERTIME	139,518	149,500	149,500	105,236	76,951	72,549	48.5%
0750 - FRINGE BENEFITS	4,574,004	4,896,147	4,893,934	4,726,494	4,864,769	29,165	0.6%
0790 - OTHER PERSONNEL SERVICES	97,262	64,000	64,000	54,530	-	64,000	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(820,143)	(581,840)	(581,840)	(481,716)	(461,954)	(119,886)	-20.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,770,992	1,676,647	1,676,647	1,580,004	1,331,415	345,232	20.6%
SUBTOTAL	$ 18,268,094	$ 18,906,722	$ 18,895,319	$ 18,589,829	$ 18,421,143	$ 474,176	2.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 792,699	$ 1,431,929	$ 1,431,929	$ 1,137,281	$ 877,174	$ 554,755	38.7%
0802 - MEDICAL SUPPLIES	129	-	-	-	-	-	N/A
0803 - FUEL	256,077	293,790	293,790	294,260	365,508	(71,718)	-24.4%
0804 - NON-CAPITAL EQUIPMENT	192,141	570,000	1,070,000	426,587	532,400	537,600	50.2%
0805 - SUPPLIES-ALLOCATION OUT	(22,988)	(4,260)	(4,260)	(3,684)	(4,464)	204	4.8%
0806 - SUPPLIES-ALLOCATION IN	8,634	10,187	10,187	13,262	8,512	1,675	16.4%
SUBTOTAL	$ 1,226,692	$ 2,301,646	$ 2,801,646	$ 1,867,706	$ 1,779,130	$ 1,022,516	36.5%
SERVICES							
0810 - LEGAL SERVICES	$ 1,080	$ 15,000	$ 15,000	$ 7,500	$ 15,000	$ -	0.0%
0812 - OTHER SERVICES	558,561	1,355,283	1,855,283	1,744,088	654,716	1,200,567	64.7%
0820 - RENT & OPERATING LEASES	1,050,464	1,009,737	1,009,737	990,264	903,362	106,375	10.5%
0825 - REPAIRS AND MAINTENANCE	28,320	24,870	24,870	37,467	57,721	(32,851)	-132.1%
0839 - INTERNAL SERVICE CHARGES	739,194	1,432,562	1,432,562	1,542,344	1,671,573	(239,011)	-16.7%
0841 - TRAVEL	66,661	90,100	90,100	72,115	71,096	19,004	21.1%
0842 - EDUCATION AND TRAINING	111,433	187,023	187,023	197,672	94,365	92,658	49.5%
0843 - POSTAGE/FREIGHT/SHIPPING	69,715	84,516	84,516	71,566	84,040	476	0.6%
0872 - SERVICES-ALLOCATION OUT	(176,961)	(243,066)	(243,066)	(212,733)	(219,334)	(23,732)	-9.8%
0873 - SERVICES-ALLOCATION IN	186,779	446,065	446,065	333,944	423,061	23,004	5.2%
SUBTOTAL	$ 2,635,246	$ 4,402,090	$ 4,902,090	$ 4,784,227	$ 3,755,600	$ 1,146,490	23.4%
CAPITAL							
0910 - LAND	$ -	$ -	$ 1,000,000	$ -	$ 1,000,000	$ -	0.0%
0915 - BUILDINGS AND IMPROVEMENTS	-	-	1,000,000	-	1,000,000	-	0.0%
0920 - CAPITAL EQUIPMENT	276,932	70,000	70,000	81,084	93,000	(23,000)	-32.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	115,353	115,353	115,353	174,024	(58,671)	-50.9%
0950 - DEBT SERVICE	117,176	1,159	1,159	1,138	-	1,159	100.0%
0955 - CAPITAL-ALLOCATION OUT	(97,551)	(72,944)	(72,944)	(72,944)	-	(72,944)	-100.0%
0956 - CAPITAL-ALLOCATION IN	1,071	405,914	405,914	454,040	378,051	27,863	6.9%
SUBTOTAL	$ 297,628	$ 519,482	$ 2,519,482	$ 578,671	$ 2,645,075	$ (125,593)	-5.0%
ALL EXPENDITURES	$ 22,427,660	$ 26,129,940	$ 29,118,537	$ 25,820,433	$ 26,600,948	$ 2,517,589	8.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,654,664	$ -	$ 36,757	$ 36,757	$ -	$ 36,757	100.0%
ALL OTHER FINANCING USES	$ 1,654,664	$ -	$ 36,757	$ 36,757	$ -	$ 36,757	100.0%
TOTAL USES	$ 24,082,324	$ 26,129,940	$ 29,155,294	$ 25,857,190	$ 26,600,948	$ 2,554,346	8.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 115,697	$ 30,000	$ 30,000	$ 30,000	$ 12,000	$ (18,000)	-60.0%
FUND TOTAL SOURCES	$ 115,697	$ 30,000	$ 30,000	$ 30,000	$ 12,000	$ (18,000)	-60.0%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 689,020	$ 689,100	$ 689,100	$ 689,100	$ -	$ (689,100)	-100.0%
FUND TOTAL SOURCES	$ 689,020	$ 689,100	$ 689,100	$ 689,100	$ -	$ (689,100)	-100.0%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 19,705,886	$ 18,842,756	$ 18,842,756	$ 19,366,678	$ 19,366,678	$ 523,922	2.8%
FUND TOTAL SOURCES	$ 19,705,886	$ 18,842,756	$ 18,842,756	$ 19,366,678	$ 19,366,678	$ 523,922	2.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 20,510,603	$ 19,561,856	$ 19,561,856	$ 20,085,778	$ 19,378,678	$ (183,178)	-0.9%
DEPARTMENT TOTAL SOURCES	$ 20,510,603	$ 19,561,856	$ 19,561,856	$ 20,085,778	$ 19,378,678	$ (183,178)	-0.9%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 3,952,785	$ 4,112,343	$ 4,100,940	$ 4,100,940	$ 3,938,948	$ 161,992	4.0%
NON-RECURRING	61,407	213,906	213,906	213,906	124,000	89,906	42.0%
FUND TOTAL USES	$ 4,014,192	$ 4,326,249	$ 4,314,846	$ 4,314,846	$ 4,062,948	$ 251,898	5.8%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 689,771	$ 689,100	$ 689,100	$ 688,099	$ -	$ 689,100	100.0%
FUND TOTAL USES	$ 689,771	$ 689,100	$ 689,100	$ 688,099	$ -	$ 689,100	100.0%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 17,723,195	$ 18,842,756	$ 18,844,107	$ 18,547,004	$ 18,948,396	$ (104,289)	-0.6%
NON-RECURRING	1,655,166	2,271,835	5,307,241	2,307,241	3,589,604	1,717,637	32.4%
FUND TOTAL USES	$ 19,378,361	$ 21,114,591	$ 24,151,348	$ 20,854,245	$ 22,538,000	$ 1,613,348	6.7%
DEPARTMENT OPERATING TOTAL USES	$ 22,365,751	$ 23,644,199	$ 23,634,147	$ 23,336,043	$ 22,887,344	$ 746,803	3.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,716,573	$ 2,485,741	$ 5,521,147	$ 2,521,147	$ 3,713,604	$ 1,807,543	32.7%
DEPARTMENT TOTAL USES	$ 24,082,324	$ 26,129,940	$ 29,155,294	$ 25,857,190	$ 26,600,948	$ 2,554,346	8.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	2.00	1.50	1.50	1.50	-	0.0%
EXECUTIVE MANAGEMENT	15.50	6.00	7.00	7.00	6.00	(1.00)	(14.3%)
FINANCIAL SERVICES	3.00	3.00	1.50	1.50	1.50	-	0.0%
HUMAN RESOURCES	3.00	8.00	9.50	9.50	10.50	1.00	10.5%
PROCUREMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
RECORDS MANAGEMENT	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	24.50	22.00	22.50	22.50	22.50	-	0.0%
BUSINESS SERVICES							
HEALTH CODE PERMITTING	9.00	8.10	14.20	8.20	15.20	1.00	7.0%
PROGRAM TOTAL	9.00	8.10	14.20	8.20	15.20	1.00	7.0%
ENVIRONMENTAL ENFORCEMENT							
ENV HEALTH ENFORCEMENT	13.50	6.85	7.25	7.25	7.25	-	0.0%
NONPERMIT RELATED COMPLIANCE	2.00	9.15	9.25	9.25	9.25	-	0.0%
PROGRAM TOTAL	15.50	16.00	16.50	16.50	16.50	-	0.0%
ENVIRONMENTAL HEALTH SERVICES							
ENV HEALTH PLAN REVIEW	13.32	9.11	9.11	10.11	14.77	5.66	62.1%
ENV RELATED ILLNESS INVESTIG	3.00	4.00	4.00	4.00	4.00	-	0.0%
FOOD NON FOOD INSPECTIONS	108.43	116.56	115.56	115.56	111.43	(4.13)	(3.6%)
FOOD SERVICE LICENSE	11.25	12.23	12.13	12.13	11.80	(.33)	(2.7%)
PROGRAM TOTAL	136.00	141.90	140.80	141.80	142.00	1.20	0.9%
VECTOR CONTROL							
VECTOR CONTROL COMPLAINT MGMT	18.00	19.00	19.40	19.40	-	(19.40)	(100.0%)
VECTOR CTRL PUB ED SURV TRTMNT	17.00	16.00	16.60	16.60	36.00	19.40	116.9%
PROGRAM TOTAL	35.00	35.00	36.00	36.00	36.00	-	0.0%
WATER AND WASTE MANAGEMENT							
PUB WATER FACILITY INSPECTIONS	6.09	7.14	6.97	6.97	7.24	.27	3.9%
PUBLIC WATER PLAN REVIEW	5.77	4.26	4.26	4.26	4.94	.68	16.0%
SOLID WASTE INSPECTION	4.28	3.18	3.35	3.35	3.20	(.15)	(4.5%)
STORMWATER CONSTRUCTION	3.00	3.00	2.00	3.00	.60	(1.40)	(70.0%)
STORMWATER DISCHARGE	6.00	6.00	6.00	6.00	6.00	-	0.0%
STORMWATER PUBLIC EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
SUBDIV SANITARY FACILITIES	.50	.30	.30	.30	.45	.15	50.0%
SWIM POOL PLAN REV CONST INSP	3.25	6.80	5.90	6.40	4.70	(1.20)	(20.3%)
SWIMMING POOL INSPECTIONS	11.93	13.43	14.33	14.83	12.94	(1.39)	(9.7%)
WASTEWATER FACILITY INSPECTION	1.30	1.80	.80	.80	1.20	.40	50.0%
WASTEWATER PLAN REVIEW	12.88	14.09	11.09	14.09	11.53	.44	4.0%
PROGRAM TOTAL	56.00	61.00	56.00	61.00	53.80	(2.20)	(3.9%)
DEPARTMENT TOTAL	276.00	284.00	286.00	286.00	286.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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	4.00	4.00	-	0.0%
Chemical Applicatns Tech	25.00	25.00	27.00	27.00	27.00	-	0.0%
Collector	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Environmental Services	-	-	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	18.00	19.00	19.00	19.00	19.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineering Supervisor	2.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Environmental Enforcement Spec	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spclst Supv	26.00	29.00	29.00	29.00	29.00	-	0.0%
Environmental Specialist	120.00	125.00	124.00	124.00	124.00	-	0.0%
Environmental Svcs Div Mgr	-	-	3.00	3.00	-	(3.00)	(100.0%)
Environmental Svcs Opts Supv	-	-	8.00	8.00	-	(8.00)	(100.0%)
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%
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	-	-	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
Human Resources Analyst	1.00	-	-	-	-	-	N/A
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Management Analyst	4.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant	17.00	13.00	13.00	13.00	13.00	-	0.0%
Office Assistant Specialized	7.00	10.00	10.00	10.00	10.00	-	0.0%
Operations/Program Manager	3.00	4.00	-	-	4.00	4.00	N/A
Operations/Program Supervisor	8.00	8.00	-	-	8.00	8.00	N/A
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**276.00**	**284.00**	**286.00**	**286.00**	**286.00**	**-**	**0.0%**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	44.00	44.00	45.00	45.00	45.00	-	0.0%
506	ENVIRONMTL SVCS ENV HEALTH	232.00	240.00	241.00	241.00	241.00	-	0.0%
Department Total		**276.00**	**284.00**	**286.00**	**286.00**	**286.00**	**-**	**0.0%**

General Adjustments

General Fund (100)

Personnel:

- Increase Regular Benefits by $16,090 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $7,954 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes an expenditure decrease of $16,090 in salary and benefits savings for the department.
- The FY 2013 Operating budget includes a reduction in revenue of $18,000 due to an anticipated decrease in fines collected for non-permitted/non-permittable activities.

- The FY 2013 Operating budget includes a $154,038 reduction for departmental savings from the Polymerase Chain Reaction machine purchased in FY 2012.
- The FY 2013 Non Recurring Non Project budget includes $118,000 for the replacement of five foggers, a Laminar flow hood and Regional Development Services Agency's IT equipment utilized by the department.

Environmental Services Grant Fund (505)

Other Base Adjustments:

- The FY 2013 Operating budget accounts for the loss of the Smoke Free grant from the Arizona Department of Health Services (ADHS) in FY 2013 resulting in no revenue or expenditures in the Environmental Services Grant Fund (505). This revenue was previously budgeted in the Executive Management Activity.

Environmental Services Environmental Health Fund (506)

Personnel:

- Increase Regular Benefits by $107,780 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $52,640 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

- The FY 2013 Operating budget includes an expenditure decrease of $107,780 in salary and benefits savings for the department.
- The FY 2013 Operating budget includes an increase in revenue of $523,922 due to the volume of permit fees collected.
- The FY 2013 Operating budget includes an expenditure increase of $154,956 due to Central Service Cost Allocation costs that had previously been allocated to the General Fund.
- The FY 2013 Non Recurring Non Project expenditure budget includes the following:
    - $3,000,000 carry-over for the land purchase and improvements for the new Eastern Regional Office.
    - $206,424 for IT equipment, vehicle replacements, food handler cameras and point-of-sale cash register replacements.
    - $389,180 for Regional Development Services Agency's IT equipment utilized by the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of environmental permit applications processed within 1 business day of invoice	100.0%	97.0%	95.8%	96.0%	(1.0%)	-1.0%

Activities that comprise this program include:

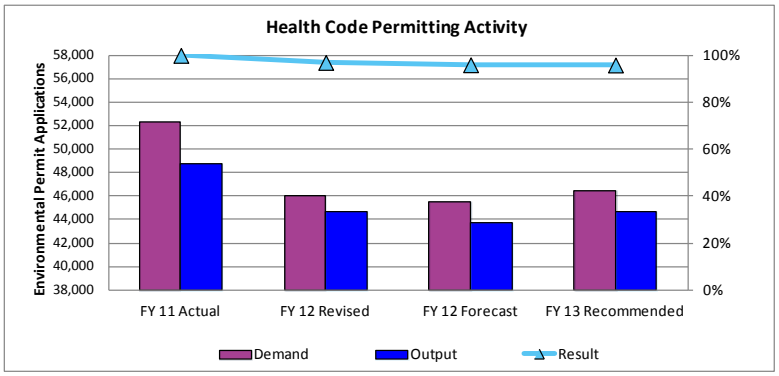
- Health Code Permitting

Health Code Permitting Activity

The Purpose of the Environmental Health Code Permitting Activity is to provide permitting services to regulated businesses within Maricopa County so they can operate with a valid permit.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of environmental permit applications processed within 1 business day of invoice receipt or initial permit approval	100.0%	97.0%	96.0%	96.0%	(1.0%)	-1.1%
Output	Number of environmental permit applications processed	52,167	46,000	45,500	46,480	480	1.0%
Output	Number of environmental permit applications processed within 1 day of invoice receipt or initial permit approval	48,773	44,620	43,680	44,620	-	0.0%
Demand	Expenditure per enforcement action processed	52,294	46,000	45,500	46,480	480	1.0%
Efficiency	Expenditure per environmental permit application processed	$ 11.54	$ 13.73	$ 13.29	$ 19.55	$ (5.82)	-42.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 684	$ 600	$ 693	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 684	$ 600	$ 693	$ 600	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 602,144	$ 631,616	$ 612,340	$ 908,496	$ (276,880)	-43.8%
	TOTAL USES	$ 602,144	$ 631,616	$ 612,340	$ 908,496	$ (276,880)	-43.8%



Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The number of permits processed through this activity is decreasing due to reuse permits in water and waste being handled differently. The workgroup that provides services in this activity is in the process of being restructured. The FY 2013 increase in expenditures is due to five Development Service Technicians and a Development Services Supervisor being reallocated to this Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of enforcement actions processed within 7 business days	76.0%	75.0%	74.8%	83.3%	8.3%	11.1%
Percent of nuisance complaints investigated within 5 business days	92.1%	80.0%	90.5%	90.1%	10.1%	12.7%
Percent of nuisance complaints resolved within 30 business days	99.9%	59.7%	78.1%	78.1%	18.3%	30.7%

Activities that comprise this program include:

- Enforcement Activity
- Non-Permit Related Compliance

Enforcement Activity

The purpose of the Enforcement Activity is to provide enforcement proceedings for the regulated community of Maricopa County so they can receive due process in resolving non-compliance issues.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of enforcement actions processed within 7 business days	76.0%	75.0%	75.0%	83.3%	8.3%	11.1%
Output	Number of enforcement actions processed	1,918	10,499	2,100	2,000	(8,499)	-81.0%
Demand	Number of enforcement actions requested	2,399	10,499	2,500	2,400	(8,099)	-77.1%
Efficiency	Expenditure per enforcement action processed	$ 465.76	$ 47.95	$ 237.46	$ 249.48	$ (201.53)	-420.3%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 225,733	$ 120,000	$ 172,898	$ 120,000	$ -	0.0%
	TOTAL SOURCES	$ 225,733	$ 120,000	$ 172,898	$ 120,000	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 893,331	$ 503,469	$ 498,244	$ 498,969	$ 4,500	0.9%
	TOTAL USES	$ 893,331	$ 503,469	$ 498,244	$ 498,969	$ 4,500	0.9%

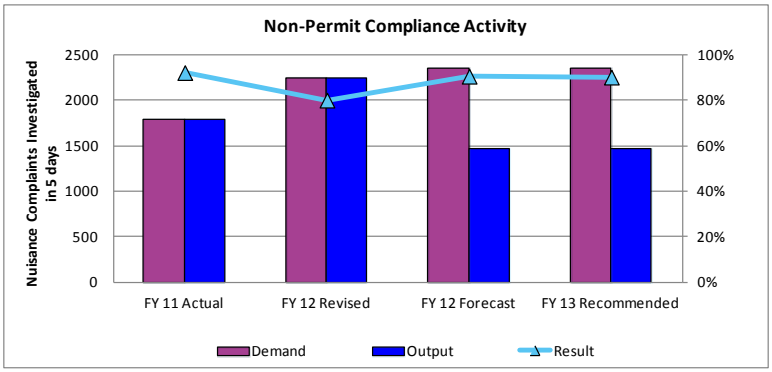
Activity Narrative: The FY 2013 budget supports the Department in meeting 83.3% of the demand. The demand for enforcement actions increased from FY 2011 to FY 2012 because of vacant homes, the pools at those homes, and an increase in business related permitting issues as businesses struggle with the 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 2013 compared to FY 2011. In FY 2011, the Department shifted resources specifically to show those resources 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of nuisance complaints investigated within 5 business days	92.1%	80.0%	90.5%	56.1%	(23.9%)	-29.9%
Result	Percent of nuisance complaints resolved within 30 business days	99.9%	59.7%	78.1%	48.6%	(11.2%)	-18.7%
Output	Number of nuisance complaints investigated	1,789	2,233	2,345	2,345	112	5.0%
Demand	# of nuisance complaints required to be investigated	1,789	2,233	2,345	2,345	112	5.0%
Efficiency	Cost per nuisance complaint investigated	$ 74.18	$ 250.75	$ 253.29	$ 258.43	$ (7.68)	-3.1%
Revenue							
	100 - GENERAL	$ 115,697	$ 30,000	$ 30,000	$ 12,000	$ (18,000)	-60.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	-	-	-	1	1	N/A
	TOTAL SOURCES	$ 115,697	$ 30,000	$ 30,000	$ 12,001	$ (17,999)	-60.0%
Expenditure							
	100 - GENERAL	$ 132,711	$ 176,326	$ 188,358	$ 183,831	$ (7,505)	-4.3%
	506 - ENVIRONMTL SVCS ENV HEALTH	-	383,597	405,607	422,177	(38,580)	-10.1%
	TOTAL USES	$ 132,711	$ 559,923	$ 593,965	$ 606,008	$ (46,085)	-8.2%



Activity Narrative: The FY 2012 budget supports the Department in meeting 90.1% of the demand in five business days, recognizing an increase in the demand for services compared to FY 2012. The reduction in revenue for this Activity is due to an anticipated decrease in fines collected for non-permitted/non-permittable sources. The increase in expenditures for this Activity is due to the Department's ability to hire and retain more experienced staff than in previous years, resulting in a change in the salary savings in this Activity. In FY 2011, the Department shifted resources to show those resources specifically working with non-permit related complaints and resolution. Prior years' resources were combined with the Enforcement Activity.

Environmental Health Services Program

The purpose of the Environmental Health Program is to provide environmental health review, investigative, permitting and licensing services for regulated facilities and the general population so that compliance is maintained with the Maricopa County Environmental Health Code, regulated businesses can operate with qualified staff and the public's exposure to environmental related illness is minimized.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of environmental health plans reviews completed within 30 business days	92.0%	95.0%	94.0%	100.0%	5.0%	5.3%
Percent of inspections conducted within 5 business days of inspection request	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of comprehensive food inspections completed with no Foodborne Illness Risk Factors Reported	N/A	N/A	N/A	55.0%	N/A	N/A
Percent of required comprehensive inspections completed for all food permits	N/A	N/A	N/A	80.5%	N/A	N/A
Percent of all active food permits that received the required number of inspections	N/A	N/A	N/A	80.5%	N/A	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 complaint responses initiated within 1 business day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Outbreak investigations initiated within 72 business hours	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Communicable Disease Alert investigations initiated within 72 business hours	N/A	N/A	N/A	100.0%	N/A	N/A

Some measures within the Environmental Health Services Program are newly established in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of environmental health plans reviews completed within 30 business days	92.0%	95.0%	94.0%	100.0%	5.0%	5.3%
Result	Percent of inspections conducted within 5 business days of inspection request	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of inspections conducted	N/A	N/A	N/A	1,200	N/A	N/A
Demand	Number of environmental health plan reviews requested	1,262	1,196	1,100	1,200	4	0.3%
Demand	Number of inspection requests received	N/A	N/A	N/A	1,200	N/A	N/A
Efficiency	Expenditure per inspection conducted	N/A	N/A	N/A	$ 839.53	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 819,022	$ 821,794	$ 829,714	$ 1,212,906	$ 391,112	47.6%
	TOTAL SOURCES	$ 819,022	$ 821,794	$ 829,714	$ 1,212,906	$ 391,112	47.6%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 863,854	$ 658,903	$ 694,036	$ 1,007,440	$ (348,537)	-52.9%
	TOTAL USES	$ 863,854	$ 658,903	$ 694,036	$ 1,007,440	$ (348,537)	-52.9%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The increase in revenue and expenditures is due to a shifting of resources from the Food/Non-Food Inspection Activity to this Activity because of work being performed more closely fits 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of environmental illness complaint responses initiated within 1 business day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Outbreak investigations initiated within 72 business hours	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of Communicable Disease Alert investigations initiated within 72 business hours	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of environmental illness complaint responses initiated	759	1,072	807	807	(265)	-24.7%
Output	Number of environmental illness complaints investigated	20	200	120	120	(80)	-40.0%
Output	Number of Outbreak investigations initiated	N/A	N/A	N/A	12	N/A	N/A
Output	Number of Communicable Disease Alert investigations initiated	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of environmental illness complaints received	759	1,072	807	807	(265)	-24.7%
Demand	Number of environmental illness complaints requiring an investigation	23	200	371	371	171	85.5%
Demand	Number of Outbreaks Identified that require an investigation	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of Communicable Disease Alerts issued by the Maricopa County Public Health Department that require an investigation	N/A	N/A	N/A	4	N/A	N/A
Efficiency	Expenditure per environmental illness complaint response initiated	$ 245.16	$ 236.56	$ 309.67	$ 309.07	$ (72.51)	-30.7%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 26,050	$ 17,280	$ 33,825	$ 17,280	$ -	0.0%
	TOTAL SOURCES	$ 26,050	$ 17,280	$ 33,825	$ 17,280	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 186,079	$ 253,592	$ 250,560	$ 249,419	$ 4,173	1.6%
	TOTAL USES	$ 186,079	$ 253,592	$ 250,560	$ 249,419	$ 4,173	1.6%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for investigations conducted. The number of complaints and outbreaks that the Department is planning for in FY 2013 is consistent with the FY 2012 Forecast.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of comprehensive food inspections completed with no Foodborne Illness Risk Factors Reported	N/A	N/A	N/A	55.0%	N/A	N/A
Result	Percent of required comprehensive inspections completed for all food permits	N/A	N/A	N/A	80.5%	N/A	N/A
Result	Percent of all active food permits that received the required number of inspections	N/A	N/A	N/A	80.5%	N/A	N/A
Output	Number of comprehensive inspections completed for all food establishments	N/A	N/A	N/A	48,180	N/A	N/A
Demand	Number of comprehensive inspections required for all food establishments	N/A	N/A	N/A	59,820	N/A	N/A
Efficiency	Expenditure per comprehensive food establishment inspection completed	N/A	N/A	N/A	$ 217.87	N/A	N/A
Revenue					.		
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 11,972,203	$ 11,657,189	$ 11,838,326	$ 11,902,593	$ 245,404	2.1%
	TOTAL SOURCES	$ 11,972,203	$ 11,657,189	$ 11,838,326	$ 11,902,593	$ 245,404	2.1%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 366,587	$ 69,092	$ 69,092	$ -	$ 69,092	100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	8,320,526	12,342,370	9,021,128	10,496,764	1,845,606	15.0%
	TOTAL USES	$ 8,687,113	$ 12,411,462	$ 9,090,220	$ 10,496,764	$ 1,914,698	15.4%

Activity Narrative: All measures for this Activity have been updated for FY 2013 and the budget supports the Department in meeting 80.5% of the demand. The FY 2012 expenditures included Non Recurring Non Project funding for the tenant improvements at the Northern Regional Office. The office renovations are complete. Additionally, the loss of the Smoke Free grant from the Arizona Department of Health Services (ADHS) in FY 2013 results in no expenditure in the Environmental Services Grant Fund (505). These two factors account for the decrease in expenditures for FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	101,276	90,100	75,000	89,074	(1,026)	-1.1%
Demand	Number of food service employees that are required to have a license	166,587	178,000	100,000	89,074	(88,926)	-50.0%
Efficiency	Expenditure per food service license issued	$ 7.21	$ 9.43	$ 10.07	$ 9.01	$ 0.42	4.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,659,978	$ 1,404,291	$ 1,404,291	$ 1,347,226	$ (57,065)	-4.1%
	TOTAL SOURCES	$ 1,659,978	$ 1,404,291	$ 1,404,291	$ 1,347,226	$ (57,065)	-4.1%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 730,396	$ 849,903	$ 748,279	$ 802,947	$ 46,956	5.5%
	TOTAL USES	$ 730,396	$ 849,903	$ 748,279	$ 802,947	$ 46,956	5.5%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The Department will have a decrease in food service employees seeking licenses through the Department because online testing is being offered through other vendors. This will result in a small decrease in revenue. The FY 2013 decrease in expenditures is due to a change in the personnel vacancy percentage and lower lease costs for the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of complaints investigated in one business day	14.6%	2.0%	3.8%	25.0%	23.0%	1163.4%
Percent of complaints investigated in five days	43.4%	20.0%	28.6%	75.0%	55.0%	275.0%
Percent change of West Nile virus positive mosquitoes	14.0%	12.2%	31.0%	25.6%	13.4%	110.1%
Percent of surveillance tests completed within 48 hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of acres treated with adulticide as a percent of total County acres	N/A	N/A	N/A	2.7%	N/A	N/A
Percent of inspected acres treated for mosquito breeding	43.6%	50.1%	50.1%	50.1%	0.0%	0.0%

Some measures within the Vector Control Program are newly established in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of complaints investigated in one business day	14.6%	2.0%	2.0%		(2.0%)	-100.0%
Result	Percent of complaints investigated in five days	43.4%	20.0%	20.0%		(20.0%)	-100.0%
Output	Number of complaints resolved	9,611	17,500	17,372		(17,500)	-100.0%
Output	Number of complaints investigated	9,687	23,500	23,225		(23,500)	-100.0%
Demand	Number of complaints received	9,778	17,500	17,372		(17,500)	-100.0%
Efficiency	Expenditure per resolved complaint	$ 106.36	$ 59.62	$ 60.68	$ -	$ 59.62	100.0%
Expenditure							
	100 - GENERAL	$ 1,022,217	$ 1,043,292	$ 1,053,303	$ -	$ 1,043,292	100.0%
	TOTAL USES	$ 1,022,217	$ 1,043,292	$ 1,053,303	$ -	$ 1,043,292	100.0%

Activity Narrative: All measures in this Activity for FY 2013 have been moved to the Vector Control Public Education, Surveillance and Treatment Activity because the services of both Activities are so integrated. It was determined to keep all information in one Activity and it will be reflected in the FY 2014 Strategic Plan.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent change of West Nile virus positive mosquitoes	14.0%	12.2%	12.4%	25.6%	13.4%	110.1%
Result	Percent of surveillance tests completed within 48 hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of acres treated with adulticide as a percent of total County acres	N/A	N/A	N/A	2.7%	N/A	N/A
Result	Percent of inspected acres treated for mosquito breeding	43.6%	50.1%	50.2%	50.1%	0.0%	0.0%
Output	Number of acres inspected for mosquito breeding	775	775	775	775	-	0.0%
Output	Number of acres surveyed and treated	338	388	388	388	-	0.0%
Output	Number of surveillance tests completed	19,695	14,500	14,500	14,305	(195)	-1.3%
Demand	Number surveillance tests needed	14,400	14,500	14,500	17,500	3,000	20.7%
Demand	Number of acres to be treated with adulticide	157,500	157,500	157,500	157,500	-	0.0%
Efficiency	Expenditure per acre to provide Vector Control Public Education, Surveillance and Treatment Activity services	$ 5,077.61	$ 4,800.85	$ 4,659.07	$ 7,133.53	$ (2,332.68)	-48.6%
Expenditure							
	100 - GENERAL	$ 1,716,233	$ 1,862,730	$ 1,923,458	$ 2,767,808	$ (905,078)	-48.6%
	TOTAL USES	$ 1,716,233	$ 1,862,730	$ 1,923,458	$ 2,767,808	$ (905,078)	-48.6%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for percentage of surveillance tests completed within 48 hours. 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 costs from the Vector Control Complaint Management Activity being

shifted to this Activity because the services of both Activities are so integrated. It was determined to keep all information in one Activity and it will be reflected in the FY 2014 Strategic Plan.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of all permitted bathing facilities receiving the required number of	N/A	N/A	N/A	56.4%	N/A	N/A
Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of bathing facility construction inspections provided within 5 business days of request	94.2%	92.5%	94.9%	98.5%	6.1%	6.6%
Percent of water distribution construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of water treatment plant initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected solid waste vehicles and facilities in compliance with the regulations	86.2%	71.5%	82.9%	100.0%	28.5%	39.9%
Percent of all permitted solid waste vehicles and facilities receiving the required number of inspections	N/A	N/A	N/A	82.2%	N/A	N/A
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%
Percent of total urbanized unincorporated area of Maricopa County inspected	N/A	N/A	N/A	100.0%	N/A	N/A
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 sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility inspections provided within 5 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 days	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of all permitted wastewater treatment plants receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A

Program Results (continued)

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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 all permitted public water treatment facilities receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of all permitted public water treatment facilities receiving the required number of sanitary surveys	N/A	N/A	N/A	74.9%	N/A	N/A
Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	100.0%	100.0%	89.7%	100.0%	0.0%	0.0%
Percent of all permitted wastewater treatment plants receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of requested public educational sessions provided within the customer requested timeframe	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of County facilities receiving required inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of County Facilities Required to be in Compliance with the Federal Clean Water Act that are in Compliance	N/A	N/A	N/A	100.0%	N/A	N/A

Some measures within the Water and Waste Management Program are newly established in FY 2013.

Activities that comprise this program include:

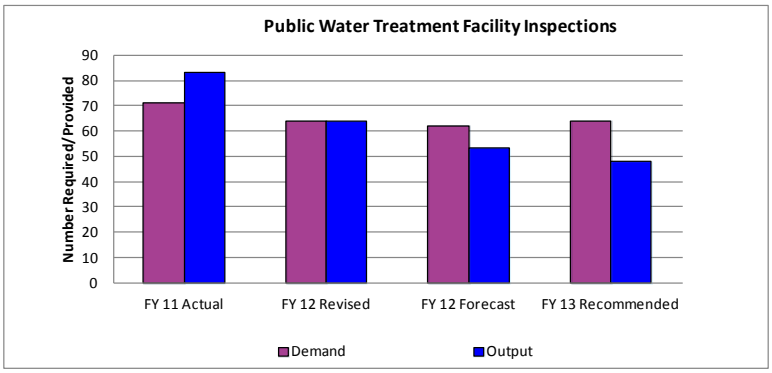
- Public Water Facility Inspections
- Public Water Plan Review
- Solid Waste Inspection
- Stormwater Construction
- Stormwater County Compliance
- Stormwater Discharge
- Stormwater Public Education
- Subdivision Sanitary Facilities
- Swimming Pool Inspections
- Swimming Pool Plan Review and Construction 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
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%
Result	Percent of all permitted public water treatment facilities receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of all permitted public water treatment facilities receiving the required number of sanitary surveys	N/A	N/A	N/A	74.9%	N/A	N/A
Output	Number of public water facility sanitary surveys provided	83	64	53	48	(16)	-25.0%
Demand	Number of public water facility sanitary surveys required	71	64	62	64	-	0.0%
Demand	Number of public water treatment facility operating inspections required	101	120	98	84	(36)	-30.0%
Efficiency	Expenditure per public water facility sanitary survey conducted	$ 5,095.02	$ 7,547.27	$ 8,599.83	$ 10,327.65	$ (2,780.38)	-36.8%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 523,345	$ 519,780	$ 571,185	$ 504,680	$ (15,100)	-2.9%
	TOTAL SOURCES	$ 523,345	$ 519,780	$ 571,185	$ 504,680	$ (15,100)	-2.9%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 422,887	$ 483,025	$ 455,791	$ 495,727	$ (12,702)	-2.6%
	TOTAL USES	$ 422,887	$ 483,025	$ 455,791	$ 495,727	$ (12,702)	-2.6%



Activity Narrative: The FY 2013 budget supports the Department in meeting 75% of the demand. The FY 2013 expenditure increase is due to higher fuel costs and vehicle maintenance. The decrease in revenue is based on the number of useable sites where the customer changes their permit requests relating to public water.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of water distribution construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of water treatment plant initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of water distribution construction initial plan reviews provided	191	223	219	250	27	12.1%
Output	Number of water treatment plant construction initial plan reviews provided	70	64	65	60	(4)	-6.3%
Output	Number of water treatment plant approvals to construct provided	59	64	61	60	(4)	-6.3%
Output	Number of water distribution approvals to construct provided	206	240	195	225	(15)	-6.3%
Output	Number of water treatment plant and water distribution system approvals to construct	265	304	256	285	(19)	-6.3%
Demand	Number of water distribution construction initial plan reviews requested	203	223	220	250	27	12.1%
Demand	Number of water treatment plant construction initial plan reviews requested	57	54	52	60	6	11.1%
Efficiency	Expenditure per approval to construct provided	$ 1,109.78	$ 984.47	$ 1,135.12	$ 1,378.56	$ (394.09)	-40.0%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 278,700	$ 288,700	$ 271,777	$ 252,526	$ (36,174)	-12.5%
	TOTAL SOURCES	$ 278,700	$ 288,700	$ 271,777	$ 252,526	$ (36,174)	-12.5%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 294,092	$ 299,280	$ 292,056	$ 392,890	$ (93,610)	-31.3%
	TOTAL USES	$ 294,092	$ 299,280	$ 292,056	$ 392,890	$ (93,610)	-31.3%

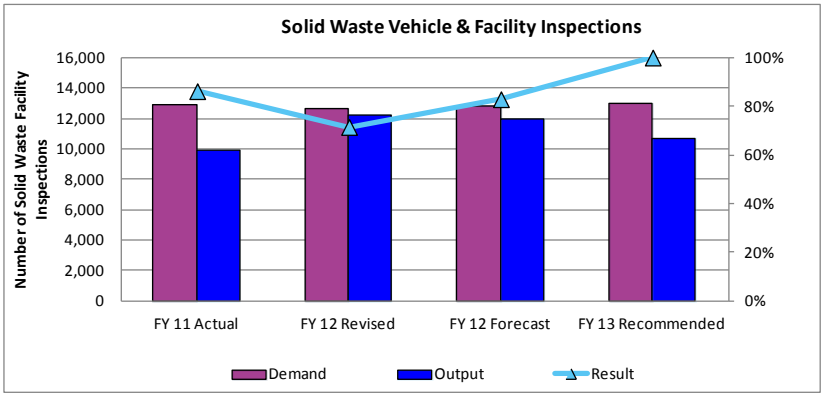
Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for percentage of water distribution construction and water treatment plant initial plan reviews provided within 30 days. The demand for water distribution and treatment plan reviews are expected to increase in FY 2013 compared to FY 2012. The FY 2013 expenditure increase is due to the allocation of two Environmental Health Specialists that were moved to this Activity from the Stormwater Construction Activity to help address the increased demand.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inspected solid waste vehicles and facilities in compliance with the regulations	86.2%	71.5%	82.9%	100.0%	28.5%	39.9%
Result	Percent of all permitted solid waste vehicles and facilities receiving the required number of inspections	N/A	N/A	N/A	82.2%	N/A	N/A
Output	Number of solid waste vehicle and facility inspections provided	9,914	12,196	11,935	10,636	(1,560)	-12.8%
Demand	Number of solid waste vehicle and facility inspections required	12,858	12,624	12,819	12,936	312	2.5%
Efficiency	Expenditure per solid waste vehicle or facility inspection provided	$ 33.83	$ 20.46	$ 20.77	$ 23.02	$ (2.56)	-12.5%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 478,234	$ 484,008	$ 489,577	$ 451,175	$ (32,833)	-6.8%
	TOTAL SOURCES	$ 478,234	$ 484,008	$ 489,577	$ 451,175	$ (32,833)	-6.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 335,345	$ 249,557	$ 251,033	$ 244,841	$ 4,716	1.9%
	TOTAL USES	$ 335,345	$ 249,557	$ 251,033	$ 244,841	$ 4,716	1.9%



Activity Narrative: The FY 2013 budget supports the Department in meeting 82% of the demand. The decrease in revenue in FY 2013 is due to mobile customers, such as waste haulers and chemical toilets, allowing their permits to expire.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	6	10	14	12	2	20.0%
Demand	Number of initial plan reviews for construction projects required	6	10	14	12	2	20.0%
Efficiency	Expenditure per plan review provided	$ 25,056.50	$ 15,336.00	$ 10,266.79	$ 5,000.92	$ 10,335.08	67.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 9,625	$ 33,000	$ 30,000	$ 12,375	$ (20,625)	-62.5%
	TOTAL SOURCES	$ 9,625	$ 33,000	$ 30,000	$ 12,375	$ (20,625)	-62.5%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 150,339	$ 153,360	$ 148,519	$ 60,011	$ 93,349	60.9%
	TOTAL USES	$ 150,339	$ 153,360	$ 148,519	$ 60,011	$ 93,349	60.9%

Activity Narrative: The FY 2013 decrease in revenue and expenditures is due to two Environmental Health Specialists being moved out of this Activity to the Public Water Plan Review Activity to better meet the demands of the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of stormwater complaint inspections provided within 5 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of total urbanized unincorporated area of Maricopa County inspected	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of stormwater complaint inspections provided	12	16	16	12	(4)	-25.0%
Output	Number of stormwater complaints resolved	11	16	16	12	(4)	-25.0%
Demand	Number of stormwater complaints reported	12	16	16	12	(4)	-25.0%
Demand	Square miles of urbanized unincorporated area in Maricopa County required to be inspected for outfalls	N/A	N/A	N/A	17	N/A	N/A
Efficiency	Expenditure per stormwater complaint inspection provided	$ 30,716.75	$ 27,321.44	$ 22,060.81	$ 30,384.42	$ (3,062.98)	-11.2%
Expenditure							
	100 - GENERAL	$ 368,601	$ 437,143	$ 369,796	$ 364,613	$ 72,530	16.6%
	TOTAL USES	$ 368,601	$ 437,143	$ 369,796	$ 364,613	$ 72,530	16.6%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of demand for percent of stormwater complaint inspections provided in five days, as well as total urbanized unincorporated area of Maricopa County. Services in this activity include providing County owned facility inspections. The FY 2013 decrease in expenditures is due to less use of lease space and the replacement of positions for retired employees at a lower pay rate.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of requested public educational sessions provided within the customer requested timeframe	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of public educational sessions provided	N/A	N/A	N/A	24	N/A	N/A
Demand	Number of public educational sessions requested	N/A	N/A	N/A	24	N/A	N/A
Efficiency	Expenditure per public educational session	N/A	N/A	N/A	$ 3,763.96	N/A	N/A
Expenditure							
	100 - GENERAL	$ 79,156	$ 98,979	$ 87,560	$ 90,335	$ 8,644	8.7%
	TOTAL USES	$ 79,156	$ 98,979	$ 87,560	$ 90,335	$ 8,644	8.7%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for this Activity. The FY 2013 decrease in expenditures is due to a decrease in cost for supplies needed by the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of subdivision sanitary report approvals provided in 30 business days	109.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of subdivision sanitary report approvals provided	33	31	30	44	13	41.9%
Demand	Number of subdivision sanitary report approvals requested	34	31	30	44	13	41.9%
Efficiency	Expenditure per subdivision sanitary report approval provided	$ 615.91	$ 628.58	$ 663.00	$ 824.91	$ (196.33)	-31.2%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 69,930	$ 52,480	$ 74,332	$ 43,090	$ (9,390)	-17.9%
	TOTAL SOURCES	$ 69,930	$ 52,480	$ 74,332	$ 43,090	$ (9,390)	-17.9%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 20,325	$ 19,486	$ 19,840	$ 36,296	$ (16,810)	-86.3%
	TOTAL USES	$ 20,325	$ 19,486	$ 19,840	$ 36,296	$ (16,810)	-86.3%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The demand is expected to increase in FY 2013 compared to FY 2012 due to the changes in construction and development within Maricopa County. The increase in FY 2013 expenditures is due to increased personnel allocation percentages between programs to meet demands.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of all permitted bathing facilities receiving the required number of comprehensive inspections	N/A	N/A	N/A	56.4%	N/A	N/A
Output	Number of comprehensive bathing facility inspections provided	12,125	15,200	15,200	15,200	-	0.0%
Demand	Number of comprehensive bathing facility inspections required	26,928	26,928	26,928	26,928	-	0.0%
Efficiency	Expenditure per comprehensive bathing facility inspection provided	$ 83.97	$ 75.67	$ 71.71	$ 62.24	$ 13.44	17.8%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,181,910	$ 2,239,690	$ 2,386,141	$ 2,305,396	$ 65,706	2.9%
	TOTAL SOURCES	$ 2,181,910	$ 2,239,690	$ 2,386,141	$ 2,305,396	$ 65,706	2.9%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ -	$ 46,884	$ 46,884	$ -	$ 46,884	100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	1,018,143	1,103,371	1,043,074	946,013	157,358	14.3%
	TOTAL USES	$ 1,018,143	$ 1,150,255	$ 1,089,958	$ 946,013	$ 204,242	17.8%

Activity Narrative: The FY 2013 budget supports the Department in meeting 56% of the demand. The increase in revenue is consistent with the FY 2012 forecast based on permit collections. The FY 2013 decrease in expenditures is due to new inspectors being hired at lower salaries and an increased vacancy factor for the Department. Additionally, the loss of the Smoke Free grant from the Arizona Department of Health Services (ADHS) in FY 2013 results in no expenditure in the Environmental Services Grant Fund (505).

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of bathing facility construction inspections provided within 5 business days of request	94.2%	92.5%	94.9%	98.5%	6.1%	6.6%
Output	Number of bathing facility initial plan reviews provided	893	760	808	680	(80)	-10.5%
Output	Number of bathing facility construction inspections provided	1,852	2,280	1,941	1,904	(376)	-16.5%
Demand	Number of bathing facility construction inspections requested	1,833	2,280	1,965	1,944	(336)	-14.7%
Demand	Number of bathing facility initial plan reviews requested	862	760	762	680	(80)	-10.5%
Efficiency	Expenditure per bathing facility initial plan reviews provided	$ 236.72	$ 549.83	$ 526.73	$ 476.71	$ 73.13	13.3%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 354,672	$ 275,806	$ 313,205	$ 323,353	$ 47,547	17.2%
	TOTAL SOURCES	$ 354,672	$ 275,806	$ 313,205	$ 323,353	$ 47,547	17.2%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 211,388	$ 417,872	$ 431,913	$ 324,160	$ 93,712	22.4%
	TOTAL USES	$ 211,388	$ 417,872	$ 431,913	$ 324,160	$ 93,712	22.4%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for percent of bathing facility initial plan reviews provided within 30 business days. The demand is expected to decrease in FY 2013 compared to FY 2012 Revised as the economic climate continues to affect the construction industry. 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 decrease in expenditures. The increase in revenue for FY 2013 is due to the mix of plan reviews and inspections anticipated for FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inspected wastewater treatment plants in compliance with the Maricopa County Environmental Health Code	87.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of all permitted wastewater treatment plants receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of wastewater treatment plant inspections provided	56	48	48	48	-	0.0%
Demand	Number of wastewater treatment plant inspections required	57	48	48	48	-	0.0%
Efficiency	Expenditure per wastewater treatment plant inspection provided	$ 2,197.00	$ 2,431.96	$ 2,205.92	$ 2,476.83	$ (44.88)	-1.8%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 178,500	$ 156,600	$ 158,700	$ 119,700	$ (36,900)	-23.6%
	TOTAL SOURCES	$ 178,500	$ 156,600	$ 158,700	$ 119,700	$ (36,900)	-23.6%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 123,032	$ 116,734	$ 105,467	$ 118,888	$ (2,154)	-1.8%
	TOTAL USES	$ 123,032	$ 116,734	$ 105,467	$ 118,888	$ (2,154)	-1.8%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The demand is expected to remain flat in FY 2013 compared to FY 2012 as the economic climate continues to affect the construction industry. The FY 2013 increase in expenditures is due to a percentage change in allocation of employees to other activities. The FY 2013 decrease in revenue is due to an anticipated decline in re-use permits.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
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 sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of onsite facility inspections provided within 5 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 days	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of all permitted wastewater treatment plants receiving the required number of inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of onsite facility initial plan reviews provided	731	780	658	504	(276)	-35.4%
Output	Number of sewer collection system construction initial plan reviews provided	171	192	174	208	16	8.3%
Output	Number onsite, recharge/wastewater treatment plant and sewer collection initial plan reviews provided	950	1,020	893	84	(936)	-91.8%
Output	Number of wastewater treatment plant and reuse/recharge system initial plan reviews provided	48	48	61	84	36	75.0%
Output	Number of onsite facility inspections provided	614	640	595	544	(96)	-15.0%
Output	Number of wastewater treatment plant and reuse/recharge system construction authorizations (ATC) provided	47	48	55	56	8	16.7%
Output	Number of sewer collection system construction authorizations (ATC) provided	176	192	172	148	(44)	-22.9%
Output	Number of wastewater initial plan review provided	950	1,020	778	504	(516)	-50.6%
Demand	Number of onsite plan reviews requested	731	640	588	544	(96)	-15.0%
Demand	Number of wastewater treatment plant and reuse/recharge system plan reviews requested	37	48	50	56	8	16.7%
Demand	Number of sewer collection system construction plan approvals requested	174	192	174	208	16	8.3%
Demand	Number of onsite facility inspections requested	614	780	660	544	(236)	-30.3%
Efficiency	Expenditure per wastewater initial plan review provided	$ 1,239.55	$ 1,181.20	$ 1,487.06	$ 2,198.74	$ (1,017.54)	-86.1%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 859,430	$ 699,538	$ 706,761	$ 733,777	$ 34,239	4.9%
	TOTAL SOURCES	$ 859,430	$ 699,538	$ 706,761	$ 733,777	$ 34,239	4.9%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,177,572	$ 1,204,828	$ 1,167,009	$ 1,108,166	$ 96,662	8.0%
	TOTAL USES	$ 1,177,572	$ 1,204,828	$ 1,167,009	$ 1,108,166	$ 96,662	8.0%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for all measures within this Activity. The decrease in expenditures is due to the shifting of a Development Services Technician to the Health Code Permitting Activity in FY 2013. The FY 2013 increase in revenue is due to an increase in septic record searches from title companies.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 4,112,343**	**$ 30,000**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (11,403)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(11,403)*	-
FY 2012 Revised Budget			**$ 4,100,940**	**$ 30,000**
Adjustments:				
Employee Salary Adjustments			**$ (7,954)**	**$ -**
Adjust Hours Per FTE			*(7,954)*	-
FY 2013 Budget Target			**$ 4,092,986**	**$ 30,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 16,090**	**$ -**
Retirement Contributions			*16,090*	-
Base Adjustments			**$ (170,128)**	**$ -**
Personnel Savings			*(16,090)*	-
Other Reductions			*(154,038)*	-
Department Savings From Polymerase Chain Reaction Machine Purchase	*$*	*(154,038)*		
Fees and Other Revenues			**$ -**	**$ (18,000)**
ProgRevenue Volume Inc/Dec			*-*	*(18,000)*
FY 2013 Recommended Budget			**$ 3,938,948**	**$ 12,000**
Percent Change from Target Amount			*-3.8%*	*-60.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 213,906**	**$ -**
FY 2012 Revised Budget			**$ 213,906**	**$ -**
Adjustments:				
Non Recurring			**$ (213,906)**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 124,000**	**$ -**
Five Foggers	*$*	*78,000*		
Laminar Flow Hood		*15,000*		
Charging Stations w/Infrastructure		*6,000*		
Vector File Print Server		*25,000*		
FY 2013 Recommended Budget			**$ 124,000**	**$ -**

Environmental Services Grant Fund (505)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 689,100**	**$ 689,100**
FY 2012 Revised Budget	**$ 689,100**	**$ 689,100**
FY 2013 Budget Target	**$ 689,100**	**$ 689,100**
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	**$ (689,100)**	**$ (689,100)**
Grant Reconciliation	*(689,100)*	*(689,100)*
FY 2013 Recommended Budget	**$ -**	**$ -**
Percent Change from Target Amount	*-100.0%*	*-100.0%*

Environmental Services Grant Fund (505) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (247)	$ (246)	$ (246)	$ (1,001)	$ -
Sources:					
Operating	$ 689,020	$ 689,100	$ 689,100	$ 689,100	$ -
Total Sources:	$ 689,020	$ 689,100	$ 689,100	$ 689,100	$ -
Uses:					
Operating	$ 689,771	$ 689,100	$ 689,100	$ 688,099	$ -
Total Uses:	$ 689,771	$ 689,100	$ 689,100	$ 688,099	$ -
Structural Balance	$ (751)	$ -	$ -	$ 1,001	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	$ (1,001)	$ (246)	$ (246)	$ -	$ -
Total Ending Spendable Fund Balance	$ (1,001)	$ (246)	$ (246)	$ -	$ -

Environmental Services Environmental Health Fund (506)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 18,842,756**	**$ 18,842,756**
Adjustments:	Agenda Item:			
Non Recurring			**$ 1,351**	**$ -**
Environmental Services Vehicle Exchange	*C-88-12-008-V-00*		*1,351*	*-*
FY 2012 Revised Budget			**$ 18,844,107**	**$ 18,842,756**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (52,640)**	**$ -**
Adjust Hours Per FTE			*(52,640)*	*-*
Non Recurring			**$ (1,351)**	**$ -**
Environmental Services Vehicle Exchange	*C-88-12-008-V-00*		*(1,351)*	*-*
FY 2013 Budget Target			**$ 18,790,116**	**$ 18,842,756**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 107,780**	**$ -**
Retirement Contributions			*107,780*	*-*
Base Adjustments			**$ 50,500**	**$ -**
Internal Service Charges			*158,280*	*-*
Personnel Savings			*(107,780)*	*-*
Fees and Other Revenues			**$ -**	**$ 523,922**
ProgRevenue Volume Inc/Dec			*-*	*523,922*
FY 2013 Recommended Budget			**$ 18,948,396**	**$ 19,366,678**
Percent Change from Target Amount			*0.8%*	*2.8%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 2,271,835**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 3,035,406**	**$ -**
Vehicle Air Qual to Env Svcs FY 12 1	*C-88-12-001-V-00*		*35,406*	*-*
Eastern Reginal Office Purchase	*C-88-12-002-2-00*		*3,000,000*	*-*
FY 2012 Revised Budget			**$ 5,307,241**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (5,307,241)**	**$ -**
Vehicle Air Qual to Env Svcs FY 12 1	*C-88-12-001-V-00*		*(35,406)*	*-*
Eastern Reginal Office Purchase	*C-88-12-002-2-00*		*(3,000,000)*	*-*
Other Non-Recurring			*(2,271,835)*	*-*
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 3,589,604**	**$ -**
Non Recurring Carry Forward			*3,000,000*	*-*
Eastern Regional Office (Land Purchase & Build-Out)		*$ 3,000,000*		
Other Non-Recurring			*589,604*	*-*
Replacement Vehicles		*$ 174,024*		
Food Service Worker Card Printers & Cameras		*13,400*		
POS Terminals		*8,000*		
Miscellaneous IT Equipment		*394,180*		
FY 2013 Recommended Budget			**$ 3,589,604**	**$ -**

Environmental Services Environmental Health Fund (506) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 7,872,395	$ 7,279,150	$ 7,279,150	$ 8,199,936	$ 6,712,369
Sources:					
Operating	$ 19,705,886	$ 18,842,756	$ 18,842,756	$ 19,366,678	$ 19,366,678
Total Sources:	$ 19,705,886	$ 18,842,756	$ 18,842,756	$ 19,366,678	$ 19,366,678
Uses:					
Operating	$ 17,723,195	$ 18,842,756	$ 18,844,107	$ 18,547,004	$ 18,948,396
Non-Recurring	1,655,166	2,271,835	5,307,241	2,307,241	3,589,604
Total Uses:	$ 19,378,361	$ 21,114,591	$ 24,151,348	$ 20,854,245	$ 22,538,000
Structural Balance	$ 1,982,691	$ -	$ (1,351)	$ 819,674	$ 418,282
Accounting Adjustments	$ 16	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 8,199,936	$ 5,007,315	$ 1,970,558	$ 6,712,369	$ 3,541,047
Total Ending Spendable Fund Balance	$ 8,199,936	$ 5,007,315	$ 1,970,558	$ 6,712,369	$ 3,541,047

Equipment Services

Analysis by Harold Sigüenza, 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 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 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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
FSUP - FLEET SUPPORT SERVICES	$ 15,941,174	$ 12,976,459	$ 12,976,459	$ 16,856,288	$ 15,711,672	$ 2,735,213	21.1%
PMVR - PREVENTATIVE MAINTENANCE	952,658	873,984	873,984	579,698	873,984	-	0.0%
RENT - RENTAL POOL	46,201	33,372	33,372	30,317	33,372	-	0.0%
74FM - FLEET MANAGEMENT	$ 16,940,033	$ 13,883,815	$ 13,883,815	$ 17,466,303	$ 16,619,028	$ 2,735,213	19.7%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ -	$ 37,868	$ 37,868	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ 37,868	$ 37,868	N/A
GGOV - GENERAL GOVERNMENT	$ 21,030	$ 25,424	$ 25,424	$ 18,990	$ 25,424	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 21,030	$ 25,424	$ 25,424	$ 18,990	$ 25,424	$ -	0.0%
TOTAL PROGRAMS	**$ 16,961,063**	**$ 13,909,239**	**$ 13,909,239**	**$ 17,485,293**	**$ 16,682,320**	**$ 2,773,081**	**19.9%**
USES							
FSUP - FLEET SUPPORT SERVICES	$ 14,831,619	$ 12,600,956	$ 12,589,616	$ 16,225,137	$ 14,754,797	$ (2,165,181)	-17.2%
PMVR - PREVENTATIVE MAINTENANCE	310,651	219,257	218,572	208,888	220,743	(2,171)	-1.0%
RENT - RENTAL POOL	16,139	116,279	116,243	114,360	26,269	89,974	77.4%
74FM - FLEET MANAGEMENT	$ 15,158,409	$ 12,936,492	$ 12,924,431	$ 16,548,385	$ 15,001,809	$ (2,077,378)	-16.1%
FSAC - FINANCIAL SERVICES	$ 291,583	$ 180,061	$ 179,161	$ 179,174	$ 199,717	$ (20,556)	-11.5%
HRAC - HUMAN RESOURCES	25,981	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	651,294	907,429	905,537	851,674	891,015	14,522	1.6%
99AS - ADMINISTRATIVE SERVICES	$ 968,858	$ 1,087,490	$ 1,084,698	$ 1,030,848	$ 1,090,732	$ (6,034)	-0.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ 532,241	$ 464,844	$ 464,844	$ 437,665	$ 444,047	$ 20,797	4.5%
GGOV - GENERAL GOVERNMENT	-	-	14,853	-	-	14,853	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	100,872	102,517	102,517	82,799	63,086	39,431	38.5%
99GV - GENERAL GOVERNMENT	$ 633,113	$ 567,361	$ 582,214	$ 520,464	$ 507,133	$ 75,081	12.9%
TOTAL PROGRAMS	**$ 16,760,380**	**$ 14,591,343**	**$ 14,591,343**	**$ 18,099,697**	**$ 16,599,674**	**$ (2,008,331)**	**-13.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,282,771	$ 2,774,519	$ 2,774,519	$ 3,586,609	$ 2,672,160	$ (102,359)	-3.7%
0636 - INTERNAL SERVICE CHARGES	13,615,030	11,105,796	11,105,796	13,855,561	13,960,736	2,854,940	25.7%
SUBTOTAL	$ 16,897,801	$ 13,880,315	$ 13,880,315	$ 17,442,170	$ 16,632,896	$ 2,752,581	19.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 21,030	$ 25,424	$ 25,424	$ 18,990	$ 25,424	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	42,232	3,500	3,500	24,133	24,000	20,500	585.7%
SUBTOTAL	$ 63,262	$ 28,924	$ 28,924	$ 43,123	$ 49,424	$ 20,500	70.9%
ALL REVENUES	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%
TOTAL SOURCES	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,317,474	$ 2,173,802	$ 2,173,800	$ 2,235,546	$ 2,241,699	$ (67,899)	-3.1%
0710 - OVERTIME	174,713	103,142	103,142	143,642	125,346	(22,204)	-21.5%
0750 - FRINGE BENEFITS	926,652	918,764	918,766	920,009	915,090	3,676	0.4%
0790 - OTHER PERSONNEL SERVICES	16,388	9,275	9,275	11,489	-	9,275	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(215,168)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	301,187	197,346	197,346	166,116	233,268	(35,922)	-18.2%
SUBTOTAL	$ 3,521,246	$ 3,402,329	$ 3,402,329	$ 3,476,802	$ 3,515,403	$ (113,074)	-3.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,501,549	$ 2,798,803	$ 2,798,803	$ 3,264,377	$ 2,976,484	$ (177,681)	-6.3%
0803 - FUEL	8,164,648	5,646,712	5,646,712	9,026,353	8,061,652	(2,414,940)	-42.8%
0804 - NON-CAPITAL EQUIPMENT	33,674	244,840	244,840	113,032	43,400	201,440	82.3%
0806 - SUPPLIES-ALLOCATION IN	85	545	545	22,445	5,938	(5,393)	-989.5%
SUBTOTAL	$ 11,699,956	$ 8,690,900	$ 8,690,900	$ 12,426,207	$ 11,087,474	$ (2,396,574)	-27.6%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ -	$ -	$ 222	$ -	$ -	N/A
0812 - OTHER SERVICES	65,761	54,073	54,073	62,071	37,440	16,633	30.8%
0820 - RENT & OPERATING LEASES	4,637	22,570	22,570	18,346	22,570	-	0.0%
0825 - REPAIRS AND MAINTENANCE	441,292	316,263	316,263	310,867	370,949	(54,686)	-17.3%
0830 - INTERGOVERNMENTAL PAYMENTS	1,959	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	104,088	513,238	513,238	503,078	536,259	(23,021)	-4.5%
0841 - TRAVEL	1,180	6,256	6,256	5,500	6,256	-	0.0%
0842 - EDUCATION AND TRAINING	3,084	17,117	17,117	15,632	10,018	7,099	41.5%
0843 - POSTAGE/FREIGHT/SHIPPING	23,060	9,841	9,841	9,430	5,363	4,478	45.5%
0850 - UTILITIES	71,436	90,000	90,000	80,808	90,000	-	0.0%
0873 - SERVICES-ALLOCATION IN	5,384	46,776	46,776	28,382	4,682	42,094	90.0%
SUBTOTAL	$ 721,881	$ 1,076,134	$ 1,076,134	$ 1,034,336	$ 1,083,537	$ (7,403)	-0.7%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 536	$ 255,000	$ 255,000	$ 5,000	$ 5,000	$ 250,000	98.0%
0920 - CAPITAL EQUIPMENT	132,707	532,338	532,338	518,338	408,260	$ 124,078	23.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	151,706	600,000	600,000	604,372	500,000	100,000	16.7%
0950 - DEBT SERVICE	-	4,392	4,392	4,392	-	4,392	100.0%
0956 - CAPITAL-ALLOCATION IN	107	30,250	30,250	30,250	-	30,250	100.0%
SUBTOTAL	$ 285,056	$ 1,421,980	$ 1,421,980	$ 1,162,352	$ 913,260	$ 508,720	35.8%
ALL EXPENDITURES	$ 16,228,139	$ 14,591,343	$ 14,591,343	$ 18,099,697	$ 16,599,674	$ (2,008,331)	-13.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 532,241	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 532,241	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 16,760,380	$ 14,591,343	$ 14,591,343	$ 18,099,697	$ 16,599,674	$ (2,008,331)	-13.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
654 EQUIPMENT SERVICES							
OPERATING	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%
FUND TOTAL SOURCES	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%
DEPARTMENT TOTAL SOURCES	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,485,293	$ 16,682,320	$ 2,773,081	19.9%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
654 EQUIPMENT SERVICES							
OPERATING	$ 15,911,490	$ 13,165,326	$ 13,165,326	$ 17,003,483	$ 15,686,044	$ (2,520,718)	-19.1%
NON-RECURRING	848,890	1,426,017	1,426,017	1,096,214	913,630	512,387	35.9%
FUND TOTAL USES	$ 16,760,380	$ 14,591,343	$ 14,591,343	$ 18,099,697	$ 16,599,674	$ (2,008,331)	-13.8%
DEPARTMENT OPERATING TOTAL USES	$ 15,911,490	$ 13,165,326	$ 13,165,326	$ 17,003,483	$ 15,686,044	$ (2,520,718)	-19.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ 848,890	$ 1,426,017	$ 1,426,017	$ 1,096,214	$ 913,630	$ 512,387	35.9%
DEPARTMENT TOTAL USES	$ 16,760,380	$ 14,591,343	$ 14,591,343	$ 18,099,697	$ 16,599,674	$ (2,008,331)	-13.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	2.20	4.20	4.20	4.20	4.20	-	0.0%
FINANCIAL SERVICES	4.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	7.20	7.20	7.20	7.20	7.20	-	0.0%
FLEET MANAGEMENT							
FLEET SUPPORT SERVICES	40.85	41.65	43.65	43.65	43.65	-	0.0%
PREVENTATIVE MAINTENANCE	4.80	3.00	3.00	3.00	3.00	-	0.0%
RENTAL POOL	.15	.15	.15	.15	.15	-	0.0%
PROGRAM TOTAL	45.80	44.80	46.80	46.80	46.80	-	0.0%
DEPARTMENT TOTAL	53.00	52.00	54.00	54.00	54.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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	-	-	-	-	-	N/A
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Svcs Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Fleet Parts Specialist	-	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Inventory Specialist	3.00	-	-	-	-	-	N/A
Mechanic - Automotive	15.00	13.00	15.00	15.00	15.00	-	0.0%
Mechanic - Automotive Lead	-	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	-	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equipment	14.00	12.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	5.00	5.00	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	-	-	-	-	N/A
Department Total	**53.00**	**52.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
654 EQUIPMENT SERVICES	53.00	52.00	54.00	54.00	54.00	-	0.0%
Department Total	**53.00**	**52.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase in regular benefits by $6,224 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $10,313 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Technology:

- Increase Non Recurring Non Project by $16,000 for security cameras at various departmental locations.

Vehicle Replacements:

- Funding of $500,000 for the replacement of three heavy duty field trucks is included in the Non Recurring Non Project budget.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services	4.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of preventative maintenance services provided within the scheduled time frame	5.8%	100.0%	92.9%	95.9%	(4.1%)	-4.1%
Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of fleet available for department use (fleet availability)	N/A	97.0%	97.1%	96.6%	(0.4%)	-0.4%
Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of fleet available for department use (fleet availability)	N/A	97.0%	99.6%	96.6%	(0.4%)	-0.4%
Result	Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of repair/maintenance services provided	N/A	27,413	23,840	23,804	(3,609)	-13.2%
Output	Number of gallons of fuel provided	N/A	2,799,161	2,736,560	2,551,521	(247,640)	-8.8%
Demand	Number of repair/maintenance services requested	N/A	27,413	27,635	24,854	(2,559)	-9.3%
Efficiency	Expenditure per repair/maintenance service provided	N/A	$ 459.26	$ 670.74	$ 619.85	$ (160.59)	-35.0%
Revenue							
	654 - EQUIPMENT SERVICES	$ 15,941,174	$ 12,976,459	$ 16,856,288	$ 15,711,672	$ 2,735,213	21.1%
	TOTAL SOURCES	$ 15,941,174	$ 12,976,459	$ 16,856,288	$ 15,711,672	$ 2,735,213	21.1%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 14,831,619	$ 12,589,616	$ 16,225,137	$ 14,754,797	$ (2,165,181)	-17.2%
	TOTAL USES	$ 14,831,619	$ 12,589,616	$ 16,225,137	$ 14,754,797	$ (2,165,181)	-17.2%

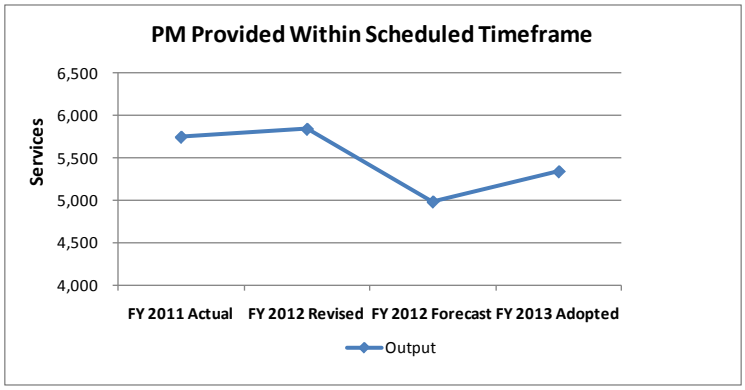
Activity Narrative: The FY 2012 budget consolidated light and heavy duty vehicle repair, fuel services and parts under a single activity, each of which was budgeted as a separate activity in prior years. This activity supports the acquisition and disposition of County fleet vehicles along with the mechanical 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 increase in expenditures is due to rising fuel costs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services	4.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of preventative maintenance services provided within the scheduled time frame.	5.8%	100.0%	90.5%	95.9%	(4.1%)	-4.1%
Output	Number of preventative maintenance services completed within a scheduled time frame.	4,773	5,844	4,818	5,121	(723)	-12.4%
Output	Number of preventative maintenance services provided	5,750	5,844	5,338	5,341	(503)	-8.6%
Demand	Number of vehicles due for preventative maintenance services	2,529	7,998	7,762	7,242	(756)	-9.5%
Efficiency	Expenditure per preventative maintenance service provided	$ 54.03	$ 37.40	$ 39.97	$ 41.33	$ (3.93)	-10.5%
Revenue							
	654 - EQUIPMENT SERVICES	$ 952,658	$ 873,984	$ 579,698	$ 873,984	$ -	0.0%
	TOTAL SOURCES	$ 952,658	$ 873,984	$ 579,698	$ 873,984	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 310,651	$ 218,572	$ 208,888	$ 220,743	$ (2,171)	-1.0%
	TOTAL USES	$ 310,651	$ 218,572	$ 208,888	$ 220,743	$ (2,171)	-1.0%



Activity Narrative: The FY 2013 budget supports the Department in meeting 95.9% of the preventative maintenance services in the scheduled timeframe. The deployment of the AIMS-II management system provides 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 increasing due to purchases of needed replacement of capital equipment such as a Robin Air 134 Recovery Machine. The number of preventative maintenance services provided is expected to lower in FY 2012 due to additional staff training time.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of vehicles rented	33,747	624	636	609	(15)	-2.4%
Output	Number of vehicle days rented	722	723	779	743	20	2.7%
Demand	Number of vehicle days requested	768	723	630	643	(80)	-11.1%
Demand	Number of requests for vehicles	N/A	624	648	621	(3)	-0.5%
Efficiency	Expenditure per vehicle rented	$ 0.48	$ 186.29	$ 181.24	$ 43.13	$ 143.15	76.8%
Revenue							
	654 - EQUIPMENT SERVICES	$ 46,201	$ 33,372	$ 30,317	$ 33,372	$ -	0.0%
	TOTAL SOURCES	$ 46,201	$ 33,372	$ 30,317	$ 33,372	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 16,139	$ 116,243	$ 114,360	$ 26,269	$ 89,974	77.4%
	TOTAL USES	$ 16,139	$ 116,243	$ 114,360	$ 26,269	$ 89,974	77.4%

Activity Narrative: The FY 2013 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. The FY 2012 budget included the purchase of two new vehicles added to the fleet. For FY 2013, the costs assigned to the rental pool activity are decreasing. There are no new vehicle additions being added to the fleet this year.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 13,165,326**	**$ 13,909,239**
FY 2012 Revised Budget		**$ 13,165,326**	**$ 13,909,239**
Adjustments:			
Employee Salary Adjustments		**$ (10,313)**	**$ -**
Adjust Hours Per FTE		*(10,313)*	*-*
FY 2013 Budget Target		**$ 13,155,013**	**$ 13,909,239**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 21,893**	**$ -**
Retirement Contributions		*21,893*	*-*
Base Adjustments		**$ 2,509,138**	**$ 2,773,081**
Internal Service Charges		*2,509,138*	*2,773,081*
Base Fuel Cost and Revenue Adjustment			
FY 2013 Recommended Budget		**$ 15,686,044**	**$ 16,682,320**
Percent Change from Target Amount		*19.2%*	*19.9%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 1,426,017**	**$ -**
FY 2012 Revised Budget		**$ 1,426,017**	**$ -**
Adjustments:			
Non Recurring		**$ (1,426,017)**	**$ -**
Other Non-Recurring		*(1,426,017)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 913,630**	**$ -**
Non Recurring Carry Forward		*216,000*	*-*
Carwash Recycler Upgrade (Mesa, Surprise, Downtown)	*$ 200,000*		
Security Cameras	*16,000*		
Other Non-Recurring		*697,630*	*-*
Heavy Duty Field Truck	*$ 150,000*		
Heavy Duty Field Truck/Tanker	*350,000*		
RFID Rec For Carwash	*40,000*		
Motorpool Key Reservations Sys	*10,000*		
Above Ground Dyno	*100,000*		
Welder Tig and Mig Combinations	*10,000*		
Robin Air 134 Recovery Machine	*5,630*		
Above Ground Lift	*32,000*		
FY 2013 Recommended Budget		**$ 913,630**	**$ -**

Equipment Services Fund (654) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,690,834	$ 2,355,234	$ 2,355,234	$ 2,891,522	$ 2,453,705
Sources:					
Operating	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,421,543	$ 16,682,320
Total Sources:	$ 16,961,063	$ 13,909,239	$ 13,909,239	$ 17,421,543	$ 16,682,320
Uses:					
Operating	$ 15,911,490	$ 13,165,326	$ 13,165,326	$ 16,887,146	$ 15,686,044
Non-Recurring	848,890	1,426,017	1,426,017	972,214	913,630
Total Uses:	$ 16,760,380	$ 14,591,343	$ 14,591,343	$ 17,859,360	$ 16,599,674
Structural Balance	$ 1,049,573	$ 743,913	$ 743,913	$ 534,397	$ 996,276
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	2,891,522	1,673,130	1,673,130	2,453,705	2,536,351
Total Ending Spendable Fund Balance	$ 2,891,522	$ 1,673,130	$ 1,673,130	$ 2,453,705	$ 2,536,351

Facilities Management

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Facilities Management is to provide fiscally responsible facilities and facility-related services to the citizens and employees of Maricopa County so they can enjoy an efficient and safe environment.

Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

Strategic Goals

Safe Communities

By June 30, 2013, Facilities Management 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 infrastructure to Federal, State, and local safety and operational standards

Status: Each critical maintenance task is prioritized from a scale of 1 to 5, 5 being severe and in need of immediate attention. As the Department receives tasks, they are prioritized and assigned to technicians to be completed in a given time frame. FMD is projected to meet this goal in FY 2012 and will continue the current methodology to meet this goal for FY 2013.

Sustainable Environment

Maricopa County Facilities Management will demonstrate leadership in environmental stewardship whereby actual energy use will be no more than 26 kilowatt hours per square foot in County buildings by June 30, 2013; and, by June 30, 2015, all new buildings built by Maricopa County will be Leadership in Energy and Environmental Design (LEED) certified

Status: The County currently realizes an annual savings of approximately 2.6 kilowatt hours per square foot from the Energy Savings Services Contract (ESCO) that is scheduled to be completed in September 2012. Presently, the trend line for the rolling 12 month energy use per square foot indicates compliance with the goal; however, other factors outside of FMD's control may affect FMD's ability to maintain the trend towards compliance. Most notably is the ongoing Infrastructure Refresh project which will increase the actual energy use in County buildings. FMD will monitor the energy usage of the Infrastructure Refresh project to evaluate its impact on achieving this strategic goal.

Quality Workforce

In order to maintain the quality of Facilities Management service delivery to the public, by June 30, 2014, Facilities Management 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: FMD us working to achieve this goal by 2014. In FY 2012, the Department achieved a 5.92 on the employee satisfaction rating. Currently the Department has an employee-based committee that is focused on achieving a 6.2 or higher on the employee satisfaction rating by addressing the various criteria in the survey with all employees.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
FPDS - FAC PLANNING AND ENERGY MGMT	$ -	$ -	$ -	$ 34,051	$ -	$ -	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	$ -	$ -	$ -	$ 34,051	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	$ 83,191	$ 82,712	$ 82,712	$ 82,839	$ 73,998	$ (8,714)	-10.5%
99AS - ADMINISTRATIVE SERVICES	$ 83,191	$ 82,712	$ 82,712	$ 82,839	$ 73,998	$ (8,714)	-10.5%
TOTAL PROGRAMS	**$ 83,191**	**$ 82,712**	**$ 82,712**	**$ 116,890**	**$ 73,998**	**$ (8,714)**	**-10.5%**
USES							
BLDR - BUILDINGS AND GROUNDS	$ 4,673,929	$ 6,225,982	$ 6,224,900	$ 5,131,339	$ 6,421,846	$ (196,946)	-3.2%
FAMT - FACILITIES MAINTENANCE	9,158,524	12,015,351	11,946,397	10,362,214	11,792,709	153,688	1.3%
70OM - BLDG OPERATIONS AND MAINT	$ 13,832,453	$ 18,241,333	$ 18,171,297	$ 15,493,553	$ 18,214,555	$ (43,258)	-0.2%
FACM - FACILITIES CONSTRUCTION MGMT	$ 22,357,420	$ 24,371,959	$ 27,107,392	$ 21,596,903	$ 39,869,551	$ (12,762,159)	-47.1%
FPDS - FAC PLANNING AND ENERGY MGMT	20,280,291	26,872,667	26,472,248	23,553,309	26,663,322	(191,074)	-0.7%
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 42,637,711	$ 51,244,626	$ 53,579,640	$ 45,150,212	$ 66,532,873	$ (12,953,233)	-24.2%
BDGT - BUDGETING	$ 94,501	$ 98,185	$ 97,687	$ 110,227	$ 275,379	$ (177,692)	-181.9%
FSAC - FINANCIAL SERVICES	235,433	286,281	239,812	244,073	188,918	50,894	21.2%
HRAC - HUMAN RESOURCES	85,939	128,746	128,746	85,818	-	128,746	100.0%
ODIR - EXECUTIVE MANAGEMENT	870,741	1,457,836	1,533,629	1,511,834	2,180,787	(647,158)	-42.2%
PROC - PROCUREMENT	141,583	229,964	229,296	188,282	153,095	76,201	33.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,428,197	$ 2,201,012	$ 2,229,170	$ 2,140,234	$ 2,798,179	$ (569,009)	-25.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 71,817	$ 166,743	$ 166,743	$ 166,740	$ 166,743	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 71,817	$ 166,743	$ 166,743	$ 166,740	$ 166,743	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 147,890	$ 257,590	$ 257,590	$ 214,414	$ 137,590	$ 120,000	46.6%
DACR - DATA CENTER	50,737	45,210	45,210	33,857	-	45,210	100.0%
DESK - DESKTOP SUPPORT	76,162	102,631	102,631	71,980	13,000	89,631	87.3%
HDSP - HELP DESK SUPPORT	22,830	24,628	24,628	17,582	-	24,628	100.0%
99IT - INFORMATION TECHNOLOGY	$ 297,619	$ 430,059	$ 430,059	$ 337,833	$ 150,590	$ 279,469	65.0%
TOTAL PROGRAMS	**$ 58,267,797**	**$ 72,283,773**	**$ 74,576,909**	**$ 63,288,572**	**$ 87,862,940**	**$ (13,286,031)**	**-17.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
SUBTOTAL	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
ALL REVENUES	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
TOTAL SOURCES	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,959,734	$ 7,070,438	$ 7,145,165	$ 6,557,313	$ 7,501,189	$ (356,024)	-5.0%
0710 - OVERTIME	101,262	70,200	70,200	89,591	70,000	200	0.3%
0750 - FRINGE BENEFITS	2,147,452	2,631,720	2,601,060	2,419,562	2,785,113	(184,053)	-7.1%
0790 - OTHER PERSONNEL SERVICES	89,989	298,604	298,604	230,221	126,400	172,204	57.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,156,084)	(1,363,249)	(1,449,613)	(928,998)	(2,149,510)	699,897	48.3%
0796 - PERSONNEL SERVICES ALLOC-IN	371,748	528,370	528,370	519,596	1,735,116	(1,206,746)	-228.4%
SUBTOTAL	$ 7,514,101	$ 9,236,083	$ 9,193,786	$ 8,887,285	$ 10,068,308	$ (874,522)	-9.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,572,049	$ 1,923,107	$ 1,923,107	$ 1,622,602	$ 1,723,337	$ 199,770	10.4%
0803 - FUEL	83,983	91,282	91,282	91,300	91,282	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	50,513	-	-	6,938	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	9,864	12,855	12,855	9,532	2,266	10,589	82.4%
SUBTOTAL	$ 1,716,409	$ 2,027,244	$ 2,027,244	$ 1,730,372	$ 1,816,885	$ 210,359	10.4%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 745	$ 400	$ 400	$ 233	$ 400	$ -	0.0%
0812 - OTHER SERVICES	2,770,755	205,500	205,500	1,272,149	205,500	-	0.0%
0820 - RENT & OPERATING LEASES	55,551	47,935	47,935	51,657	48,384	(449)	-0.9%
0825 - REPAIRS AND MAINTENANCE	25,993,608	31,936,666	34,672,099	26,526,426	37,108,398	(2,436,299)	-7.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	13,602	(13,602)	N/A
0839 - INTERNAL SERVICE CHARGES	97,250	736,510	736,510	671,782	797,685	(61,175)	-8.3%
0841 - TRAVEL	7,806	5,000	5,000	4,222	5,000	-	0.0%
0842 - EDUCATION AND TRAINING	6,150	8,004	8,004	11,436	8,004	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	524,869	600,681	600,681	507,237	600,681	-	0.0%
0850 - UTILITIES	19,355,731	26,228,864	25,828,864	22,789,344	26,228,864	(400,000)	-1.5%
0872 - SERVICES-ALLOCATION OUT	(11,801,406)	-	-	(71,569)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	11,808,693	7,454	7,454	896,525	162,715	(155,261)	-2082.9%
SUBTOTAL	$ 48,819,752	$ 59,777,014	$ 62,112,447	$ 52,659,442	$ 65,179,233	$ (3,066,786)	-4.9%
CAPITAL							
0910 - LAND	$ 33,119	$ -	$ -	$ -	$ -	$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	683	-	-	-	10,387,500	(10,387,500)	N/A
0920 - CAPITAL EQUIPMENT	175,429	1,193,432	1,193,432	11,473	255,277	938,155	78.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	50,000	50,000	-	-	50,000	100.0%
0950 - DEBT SERVICE	8,304	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	155,737	(155,737)	N/A
SUBTOTAL	$ 217,535	$ 1,243,432	$ 1,243,432	$ 11,473	$ 10,798,514	$ (9,555,082)	-768.4%
ALL EXPENDITURES	$ 58,267,797	$ 72,283,773	$ 74,576,909	$ 63,288,572	$ 87,862,940	$ (13,286,031)	-17.8%
TOTAL USES	$ 58,267,797	$ 72,283,773	$ 74,576,909	$ 63,288,572	$ 87,862,940	$ (13,286,031)	-17.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
FUND TOTAL SOURCES	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
DEPARTMENT TOTAL SOURCES	$ 83,191	$ 82,712	$ 82,712	$ 116,890	$ 73,998	$ (8,714)	-10.5%
100 GENERAL							
OPERATING	$ 32,131,858	$ 43,876,775	$ 43,843,791	$ 36,361,712	$ 43,822,964	$ 20,827	0.0%
NON-RECURRING	1,892,893	1,337,495	3,672,509	1,400,259	15,985,507	(12,312,998)	-335.3%
FUND TOTAL USES	$ 34,024,751	$ 45,214,270	$ 47,516,300	$ 37,761,971	$ 59,808,471	$ (12,292,171)	-25.9%
255 DETENTION OPERATIONS							
OPERATING	$ 23,267,438	$ 27,069,503	$ 27,060,609	$ 25,526,601	$ 27,054,469	$ 6,140	0.0%
NON-RECURRING	975,608	-	-	-	1,000,000	(1,000,000)	N/A
FUND TOTAL USES	$ 24,243,046	$ 27,069,503	$ 27,060,609	$ 25,526,601	$ 28,054,469	$ (993,860)	-3.7%
DEPARTMENT OPERATING TOTAL USES	$ 55,399,296	$ 70,946,278	$ 70,904,400	$ 61,888,313	$ 70,877,433	$ 26,967	0.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 2,868,501	$ 1,337,495	$ 3,672,509	$ 1,400,259	$ 16,985,507	$ (13,312,998)	-362.5%
DEPARTMENT TOTAL USES	$ 58,267,797	$ 72,283,773	$ 74,576,909	$ 63,288,572	$ 87,862,940	$ (13,286,031)	-17.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.25	1.25	2.75	1.25	3.50	.75	27.3%
EXECUTIVE MANAGEMENT	4.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
FINANCIAL SERVICES	3.75	4.75	4.25	3.75	3.50	(.75)	(17.6%)
PROCUREMENT	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
PROGRAM TOTAL	11.00	11.00	13.00	11.00	11.00	(2.00)	(15.4%)
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	5.00	4.00	4.00	4.00	4.00	-	0.0%
FACILITIES MAINTENANCE	99.00	108.00	112.00	108.00	108.00	(4.00)	(3.6%)
PROGRAM TOTAL	104.00	112.00	116.00	112.00	112.00	(4.00)	(3.4%)
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	13.00	16.00	20.50	17.00	16.50	(4.00)	(19.5%)
FACILITIES CONSTRUCTION MGMT	9.00	10.00	21.50	11.00	15.50	(6.00)	(27.9%)
PROGRAM TOTAL	22.00	26.00	42.00	28.00	32.00	(10.00)	(23.8%)
DEPARTMENT TOTAL	137.00	149.00	171.00	151.00	155.00	(16.00)	(9.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	-	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%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Facilities Management	-	-	1.00	-	-	(1.00)	(100.0%)
Admin/Operations Supv	1.00	-	-	-	-	-	N/A
Inspection Supervisor	1.00	-	-	-	-	-	N/A
Trades Supervisor	7.00	8.00	8.00	8.00	8.00	-	0.0%
Facilities Project Manager Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	-	-	-	-	N/A
Operations/Program Manager	2.00	-	-	-	-	-	N/A
Facilities Manager - Capital Projects	-	1.00	1.00	-	-	(1.00)	(100.0%)
Trades Manager	-	1.00	1.00	-	-	(1.00)	(100.0%)
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Facil Lg Capital Project Exec	-	-	1.00	1.00	1.00	-	0.0%
Facil Cap Proj & Plng Div Dir	-	-	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	-	-	1.00	1.00	1.00	-	0.0%
Facilities Planning Div Mgr	-	-	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	-	-	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Planner	5.00	5.00	-	-	4.00	4.00	N/A
Project Manager	9.00	-	-	-	-	-	N/A
Engineering Associate	1.00	1.00	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	1.00	1.00	1.00	-	0.0%
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Dispatcher	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	23.00	23.00	23.00	23.00	21.00	(2.00)	(8.7%)
Materials Inventory Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Engineering Technician	1.00	2.00	2.00	2.00	2.00	-	0.0%
Electronic Technician	9.00	10.00	10.00	10.00	10.00	-	0.0%
Trades Specialist	46.00	50.00	50.00	49.00	49.00	(1.00)	(2.0%)
Inspector	4.00	-	-	-	-	-	N/A
Electrician	9.00	10.00	10.00	10.00	10.00	-	0.0%
Facil Contract Service Monitor	-	5.00	5.00	5.00	5.00	-	0.0%
Procurement Officer - County	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Procurement Officer - Dept	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Facilities Project Manager	-	2.00	4.00	4.00	4.00	-	0.0%
Facil Capital Project Mgr	-	6.00	9.00	4.00	4.00	(5.00)	(55.6%)
Facilities Planner	-	-	8.00	6.00	2.00	(6.00)	(75.0%)
Facil Capital Project Mgr Sr	-	-	5.00	5.00	5.00	-	0.0%
Department Total	**137.00**	**149.00**	**171.00**	**158.00**	**155.00**	**(16.00)**	**(9.4%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	106.00	119.00	141.00	121.00	125.00	(16.00)	(11.3%)
255 DETENTION OPERATIONS	31.00	30.00	30.00	30.00	30.00	-	0.0%
Department Total	**137.00**	**149.00**	**171.00**	**151.00**	**155.00**	**(16.00)**	**(9.4%)**

General Adjustments

Personnel:

General Fund (100)

- Increase in regular benefits by $55,689 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $26,737 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Detention Fund (255)

- Increase in regular benefits by $12,487 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $6,140 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Programs and Activities

Facilities Operations & Maintenance Program

The purpose of the Facilities Operations & Maintenance Program is to provide facilities, detention security system, 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	79.2%	74.3%	79.7%	0.5%	0.6%
Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	88.3%	88.3%	85.1%	89.2%	0.9%	1.0%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of landscape quality inspections that received a passing rating	100.0%	99.9%	100.0%	100.0%	0.1%	0.1%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	36.9%	33.3%	41.2%	40.7%	7.4%	22.1%
Percent Detention Security System is functional 24/7/365	95.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
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	92.2%	92.2%	98.6%	98.6%	6.4%	7.0%

Activities that comprise this program include:

- Buildings and Grounds
- Facilities Maintenance

Buildings and Grounds Activity

The purpose of the Buildings and Grounds Activity is to provide property management services to Maricopa County Departments and their customers so they can conduct business in a clean environment.

Mandates: CFR40- Environment (Code of Federal Regulations/Title 40 Protection of the Environment) establishes regulations for environmental issues, including dust stabilization, non-road based motorized equipment, chemicals and the need for material data safety sheets.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	79.2%	74.3%	79.7%	0.5%	0.6%
Result	Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	88.3%	88.3%	85.1%	89.2%	0.9%	1.0%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of landscape quality inspections that received a passing rating	100.0%	99.9%	100.0%	100.0%	0.1%	0.1%
Output	Number of square feet of facilities cleaned	2,706,194	3,173,430	2,730,441	3,208,456	35,026	1.1%
Demand	Number of square feet of facilities required to be cleaned	2,706,194	3,173,430	2,730,441	3,208,456	35,026	1.1%
Efficiency	Total expenditure per square foot of facilities cleaned	$ 1.73	$ 1.96	$ 1.75	$ 2.00	$ (0.04)	-2.0%
Expenditure							
	100 - GENERAL	$ 214,022	$ 5,462,529	$ 4,426,953	$ 5,659,475	$ (196,946)	-3.6%
	255 - DETENTION OPERATIONS	-	762,371	704,386	762,371	-	0.0%
	TOTAL USES	$ 214,022	$ 6,224,900	$ 5,131,339	$ 6,421,846	$ (196,946)	-3.2%

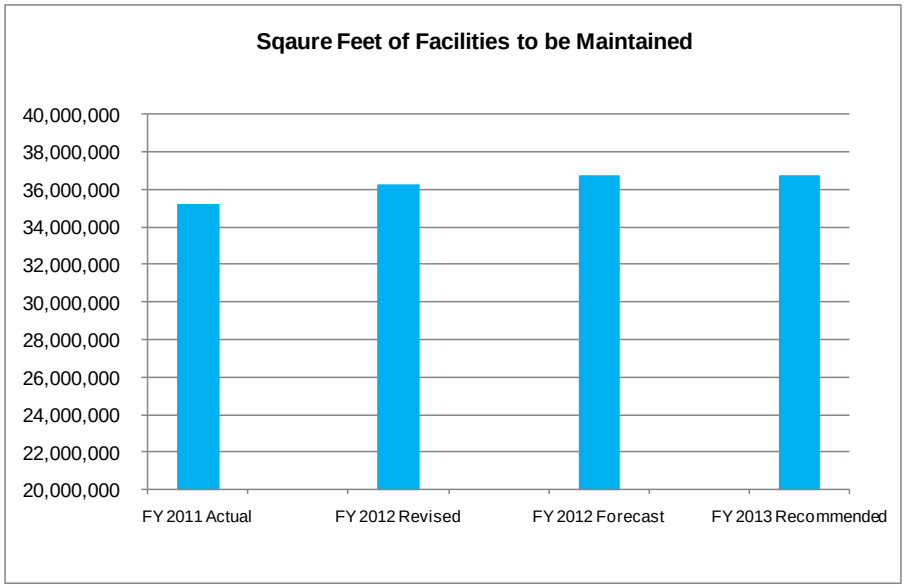
Activity Narrative: Expenditures and the efficiency for FY 2013 have increased due to the addition of Sheriff and Library facilities that will be maintained by the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	36.9%	33.3%	41.2%	40.7%	7.4%	22.1%
Result	Percent Detention Security System is functional 24/7/365	95.0%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
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	92.2%	92.2%	98.6%	98.6%	6.4%	7.0%
Output	Number of square feet of facilities maintained	35,161,664	36,253,876	36,701,280	36,702,596	448,720	1.2%
Demand	Number of (factored) square feet required to be maintained	35,161,664	36,253,876	36,701,280	38,060,904	1,807,028	5.0%
Efficiency	Total expenditure per square foot maintained	$ 0.26	$ 0.33	$ 0.28	$ 0.32	$ 0.01	2.5%
Expenditure							
	100 - GENERAL	$ 6,293,717	$ 8,852,933	$ 7,315,068	$ 8,809,208	$ 43,725	0.5%
	255 - DETENTION OPERATIONS	2,864,807	3,093,464	3,047,146	2,983,501	109,963	3.6%
	TOTAL USES	$ 9,158,524	$ 11,946,397	$ 10,362,214	$ 11,792,709	$ 153,688	1.3%



Activity Narrative: The opening of the new Court Tower in FY 2012 added to the factored square feet of facilities to be maintained. Decreasing expenditures for FY 2013 are due to Department restructuring efforts which have shifted personnel; and right sizing of the supplies budget.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of new, retrofitted, renovated or remodeled facility projects delivered	93.4%	93.4%	93.4%	93.4%	0.0%	0.0%
Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	42.5%	42.5%	42.5%	0.0%	0.0%
Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot)	N/A	32.9%	32.9%	32.9%	0.0%	0.0%
Percent reduction in energy used by County facilities (kilowatt hours)	N/A	105.3%	105.3%	105.3%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	42.5%	42.5%	42.5%	0.0%	0.0%
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot)	N/A	32.9%	32.9%	32.9%	0.0%	0.0%
Result	Percent reduction in energy used by County facilities (kilowatt hours)	N/A	105.3%	105.3%	105.3%	0.0%	0.0%
Output	Number of planning services provided	N/A	200	120	150	(50)	-25.0%
Demand	Number of planning services requested	N/A	200	120	150	(50)	-25.0%
Efficiency	Expenditure per planning service provided	N/A	$ 132,361.24	$ 196,277.58	$ 177,755.48	$ (45,394.24)	-34.3%
Revenue							
	100 - GENERAL	$ -	$ -	$ 34,051	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 34,051	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 9,777,593	$ 14,672,248	$ 12,337,995	$ 14,463,322	$ 208,926	1.4%
	255 - DETENTION OPERATIONS	10,502,698	11,800,000	11,215,314	12,200,000	(400,000)	-3.4%
	TOTAL USES	$ 20,280,291	$ 26,472,248	$ 23,553,309	$ 26,663,322	$ (191,074)	-0.7%

Activity Narrative: The current methodology for measuring this activity was implemented in FY 2012. The FY 2013 measures are in line with the FY 2012 Forecast. The Detention Fund expenditures are increasing due to a one-time rebate from APS in the amount of $400,000 in FY 2012. The General Fund expenditures are decreasing due to updates in allocation methods.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93.4%	93.4%	93.4%	93.4%	0.0%	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	318	318	318	318	-	0.0%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested	401	401	401	401	-	0.0%
Efficiency	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed	$ 70,306.35	$ 85,243.37	$ 67,914.79	$ 125,375.95	$ (40,132.58)	-47.1%
Expenditure							
	100 - GENERAL	$ 12,300,546	$ 15,866,629	$ 11,161,485	$ 28,028,788	$(12,162,159)	-76.7%
	255 - DETENTION OPERATIONS	10,056,874	11,240,763	10,435,418	11,840,763	(600,000)	-5.3%
	TOTAL USES	$ 22,357,420	$ 27,107,392	$ 21,596,903	$ 39,869,551	$(12,762,159)	-47.1%

Activity Narrative: The number of facility projects varies year-to-year with respect to number, scope and complexity of projects. This Activity includes the projects that are part of the annual Major Maintenance Program. Increase in expenditures for FY 2013 is due to carry-over major maintenance projects from FY 2012, as well as new projects that have one-time funding.

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 168 buildings, based on replacement cost approaches $3.112 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 2013 YEAR 1	FY 2014 YEAR 2	FY 2015 YEAR 3	FY 2016 YEAR 4	FY 2017 YEAR 5	FIVE YEAR Total
General Fund (100) Facility Renovation								
ADMINISTRATION BUILDING (ADM0)	11.86	11.77	$ 930,847	$ 741,933	$ -	$ -	$ -	$ 1,672,780
Replace Emergency Generator			250,000	-	-	-	-	250,000
HVAC Duct Cleaning			165,000	-	-	-	-	165,000
New Carpeting and Paint			87,780	-	-	-	-	87,780
New Carpet, Ceiling Repairs, Paint & Wall Covering			110,000	-	-	-	-	110,000
MCAO Floors: New Counters in Restrooms, New Carpet, Ceiling Repairs, Paint & Wall Covering			318,067	741,933	-	-	-	1,060,000
APACHE LAKE STATION (ALK0)			$ 47,600	$ -	$ -	$ -	$ -	$ 47,600
Walking Dock Under Boat House			47,600	-	-	-	-	47,600
BLACK CANYON HWY BUILDING (BKC0)	21.20	19.98	$ 109,511	$ -	$ -	$ -	$ -	$ 109,511
Replace Fire Alarm System			109,511	-	-	-	-	109,511
BARTLETT LAKE STATION (BLK0)			$ 47,600	$ -	$ -	$ -	$ -	$ 47,600
Walking Dock Under Boat House			47,600	-	-	-	-	47,600
CHANGE OF VENUE 3307 (COV0)	39.82	37.85	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
Repair/Replace Sanitary Sewer Piping			100,000	-	-	-	-	100,000
Repair/Replace Drains & Grease Traps			100,000	-	-	-	-	100,000
CENTRAL COURT BUILDING (CCB0)	37.64	37.51	$ 270,000	$ -	$ -	$ -	$ -	$ 270,000
Replace VFD's for JOY Fans			220,000	-	-	-	-	220,000
Refurbish Piping, Electrical and Damaged Louvers			50,000	-	-	-	-	50,000
CENTRAL COURT BUILDING (CCBI)			$ 5,800,000	$ -	$ -	$ -	$ -	$ 5,800,000
Elevator Refresh			5,800,000	-	-	-	-	5,800,000
COSC JACKSON BUILDING (COSO)	0.00	0.00	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000
New Carpet, Ceiling Repairs, Paint & Wall Covering			30,000	-	-	-	-	30,000
DATA CENTER GENERATOR (DCGN)			$ 255,277	$ -	$ -	$ -	$ -	$ 255,277
For Downtown Data Center			255,277	-	-	-	-	255,277
DURANGO ANIMAL CARE 1417 (DAC0)			$ 75,768	$ -	$ -	$ -	$ -	$ 75,768
Fiber Glass Reinforcement, Fence Slates, Kiosk and Security Window Speakers			75,768	-	-	-	-	75,768
DURANGO CAFETERIA 1918 (DCF0)	65.14	62.39	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000
Replace Ceiling Tile and Grid			35,000	-	-	-	-	35,000
DURANGO MASTER PLAN (DMP0)			$ 250,000	$ -	$ -	$ -	$ -	$ 250,000
Plan For Future Development			250,000	-	-	-	-	250,000
DURANGO PARKING GARAGE (DPK0)			$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
New Electrical Room			300,000	-	-	-	-	300,000
DURAGNO PARKS FIELD OPS 14 (DPR0)			$ 29,970	$ -	$ -	$ -	$ -	$ 29,970
Replace three Evap Coolers			29,970	-	-	-	-	29,970
DURANGO SOCIAL SERVICES/MCSO SWAT (DSS0)	66.32	63.82	$ 500,277	$ -	$ -	$ -	$ -	$ 500,277
Replace Ceiling			290,277	-	-	-	-	290,277
Install Six New Card Readers			90,000	-	-	-	-	90,000
Install Showers For Tactical Operations Units			120,000	-	-	-	-	120,000
EAST COURT INFR IMPROVEMENTS (EEII)	34.58	34.58	$ 3,587,500	$ -	$ -	$ -	$ -	$ 3,587,500
Abatement			3,587,500	-	-	-	-	3,587,500
EQUIPMENT SERVICES (EQS0)	54.75	54.75	$ 700,000	$ -	$ -	$ -	$ -	$ 700,000
Change Overhead Electrical Service to Underground			700,000	-	-	-	-	700,000
EMERGENCY SERVICES ADMINISTRATION BUILDING (ESA0)	26.19	22.85	$ 189,700	$ -	$ -	$ -	$ -	$ 189,700
Replace Air Handler			125,200	-	-	-	-	125,200
Expand Computer Server Room			64,500	-	-	-	-	64,500
ELECTIONS WAREHOUSE 6205 (EWH1)	8.03	8.03	$ 475,000	$ -	$ -	$ -	$ -	$ 475,000
Replace Generator			475,000	-	-	-	-	475,000
FACILITIES MANAGEMENT (FMD0)	0.00	0.00	$ 411,328	$ -	$ -	$ -	$ -	$ 411,328
Remodel Office			411,328	-	-	-	-	411,328
FORENSIC SCIENCE BUILDING (FSB0)	0.00	0.00	$ 372,663	$ -	$ -	$ -	$ -	$ 372,663
Replace Carpet W/Carpet Tile & Sheet Vinyl			112,161	-	-	-	-	112,161
New Epoxy Flooring			260,502	-	-	-	-	260,502
FORENSIC SCIENCE BUILDING GARAGE (FSG1)			$ 234,000	$ -	$ -	$ -	$ -	$ 234,000
HVAC			234,000	-	-	-	-	234,000

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2013 YEAR 1	FY 2014 YEAR 2	FY 2015 YEAR 3	FY 2016 YEAR 4	FY 2017 YEAR 5	FIVE YEAR Total
General Fund (100) Facility Renovation								
GLENDALE REG DAY CENTER (GDC0)	44.08	42.35	$ 362,000	$ -	$ -	$ -	$ -	$ 362,000
Replace Fire Alarm System			57,000	-	-	-	-	57,000
Install Security Fencing and Card Readers			305,000	-	-	-	-	305,000
LL WEST COURT BUILDING RELOCATION (LLW1)	37.37	37.37	$ 783,022	$ -	$ -	$ -	$ -	$ 783,022
Relocation			783,022	-	-	-	-	783,022
MESA DAY REPORTING CENTER (MDR0)	26.77	24.66	$ 622,925	$ -	$ -	$ -	$ -	$ 622,925
Install Fire Sprinklers & Fire Alarm System			456,818	-	-	-	-	456,818
Build Additional Restrooms			111,344	-	-	-	-	111,344
Install Server Room Air Conditioner			19,763	-	-	-	-	19,763
New Carpet, Ceiling Repairs, Paint & Wall Covering			35,000	-	-	-	-	35,000
NORTHEAST CONSOLIDATED COURTS	0.00	0.00	$ 130,000	$ -	$ -	$ -	$ -	$ 130,000
New Carpet, Ceiling Repairs, Paint & Wall Covering (NEC0)			60,000	-	-	-	-	60,000
Drainage Work (NECC)			70,000	-	-	-	-	70,000
NORTHWEST REGIONAL CENTER 2029 (NRC0)			$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
New Carpet, Ceiling Repairs, Paint & Wall Covering			50,000	-	-	-	-	50,000
PROBATION REVOCATION RELOCATION (PRR1)			$ 448,596	$ -	$ -	$ -	$ -	$ 448,596
Relocation			448,596	-	-	-	-	448,596
PUBLIC HEALTH CLINIC (PHC0)			$ 101,000	$ -	$ -	$ -	$ -	$ 101,000
New Carpet, Ceiling Repairs, Paint & Wall Covering			50,000	-	-	-	-	50,000
New Pass Through Window & Mill Work			51,000	-	-	-	-	51,000
SECURITY BUILDING (SCB1)			$ 2,500,000	$ -	$ -	$ -	$ -	$ 2,500,000
Building 4137	6.24	6.24						
Window Project			1,250,000	-	-	-	-	1,250,000
Building 4157	48.55	48.55						
Window Project			1,250,000	-	-	-	-	1,250,000
SIMS RELOCATION (SIM1)			$ 730,815	$ -	$ -	$ -	$ -	$ 730,815
Work Box Relocation			730,815	-	-	-	-	730,815
SOUTHEAST COMPLEX (SEC0)	20.24	20.19	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
New Carpet, Ceiling Repairs, Paint & Wall Covering			50,000	-	-	-	-	50,000
SOUTHEAST JUVENILE COURTS (SEV0)	13.04	12.81	$ 374,500	$ -	$ -	$ -	$ -	$ 374,500
Replace Water Softeners			200,000	-	-	-	-	200,000
Rekey Court House			100,000	-	-	-	-	100,000
Convert Conference Room Into Hearing Rooms			24,500	-	-	-	-	24,500
New Carpet, Ceiling Repairs, Paint & Wall Covering			50,000	-	-	-	-	50,000
MCSO WAREHOUSE AND COUNTY PROCUREMENT (SWP0)	8.29	7.94	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000
Replace Fire Alarm System			40,000	-	-	-	-	40,000
WEST COURT BUILDING (WCB0)	37.37	37.26	$ 217,217	$ -	$ -	$ -	$ -	$ 217,217
Add 40 Panic Alarms In Offices			92,217	-	-	-	-	92,217
Replace High Side Hot Water Pumping Station			125,000	-	-	-	-	125,000
WEST COURT BUILDING (WCB1)	37.37	37.37	$ 817,500	$ -	$ -	$ -	$ -	$ 817,500
Air Handler 2 Work			817,500	-	-	-	-	817,500
	Facility Renovation Subtotal		**$ 22,079,616**	**$ 741,933**	**$ -**	**$ -**	**$ -**	**$ 22,821,549**
PROJECT TITLE	**CURRENT FCI**	**EXPECTED FCI**	**FY 2013 YEAR 1**	**FY 2014 YEAR 2**	**FY 2015 YEAR 3**	**FY 2016 YEAR 4**	**FY 2017 YEAR 5**	**FIVE YEAR Total**
General Fund (100) Major Maintenance								
BUILDING ASSESSMENT (AST0)	N/A	N/A	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
CODE COMPLIANCE (CCR0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
ENERGY MANAGEMENT PROGRAM (ENG0)	N/A	N/A	400,000	400,000	400,000	400,000	400,000	2,000,000
ENVIROMENTAL PROGRAM (ENV0)	N/A	N/A	100,000	100,000	100,000	100,000	100,000	500,000
ESTIMATING PROGRAM (PFE0)	N/A	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
PLANNING & PROJECT MANAGEMENT (PPM0)	N/A	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
BUILDING SECURITY (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
MAJOR MAINTENANCE PROJECT RESERVE			-	5,635,972	6,377,905	6,377,905	6,377,905	24,769,687
	Major Maintenance Subtotal		**$ 2,200,000**	**$ 7,835,972**	**$ 8,577,905**	**$ 8,577,905**	**$ 8,577,905**	**$ 35,769,687**
	Total Fund 100		**$ 24,279,616**	**$ 8,577,905**	**$ 8,577,905**	**$ 8,577,905**	**$ 8,577,905**	**$ 58,591,236**

Major Maintenance Project Summary (continued)

PROJECT TITLE	CURRENT FCI	EXPECTED FCI	FY 2013 YEAR 1	FY 2014 YEAR 2	FY 2015 YEAR 3	FY 2016 YEAR 4	FY 2017 YEAR 5	FIVE YEAR Total
Dentention Fund (255) Facility Renovation								
AVONDALE SUBSTATION (AVS0)	63.90	61.57	$ 275,000	$ -	$ -	$ -	$ -	$ 275,000
Relocate Gate Control and Security Camara and New			75,000	-	-	-	-	75,000
Security Camara In Lobby								
Sound Proof Interview Rooms			50,000	-	-	-	-	50,000
Expand Hirsch Systemt To All Doors			150,000	-	-	-	-	150,000
DURANGO MASTER PLAN (DMP0)			$ 250,000	$ -	$ -	$ -	$ -	$ 250,000
Plan For Future Development			250,000	-	-	-	-	250,000
DURANGO JUVENILE (DRV0)	0.00	0.00	$ 1,050,000	$ -	$ -	$ -	$ -	$ 1,050,000
Build 2nd Level Anit-Jump Safety Fence			650,000	-	-	-	-	650,000
Install Electronic Automation System			400,000	-	-	-	-	400,000
ESTRELLA JAIL (ESJ0)			$ 1,190,728	$ -	$ -	$ -	$ -	$ 1,190,728
Building 1403	18.90	18.60						
Replace Copper Hot Water Lines			200,000	-	-	-	-	200,000
HVAC Air & Water Balance			200,000	-	-	-	-	200,000
Security Walks			400,000	-	-	-	-	400,000
Building 1412	11.40	8.05						
Install Security Camaras & Monitors for N & O Dorms			225,728	-	-	-	-	225,728
Replace Hot Water Heaters			165,000		-	-	-	165,000
4TH AVENUE JAIL (FAJ0)	0.00	0.00	$ 381,000	$ -	$ -	$ -	$ -	$ 381,000
Vandal-Proof Repairs			100,000	-	-	-	-	100,000
HVAC Upgrade Lower Levels			206,000	-	-	-	-	206,000
Install Pneumatic Door Control Compressor			75,000	-	-	-	-	75,000
GILA BEND SUBSTATION AND JUSTICE COURT (GBS0)	13.07	10.88	$ 156,252	$ -	$ -	$ -	$ -	$ 156,252
Install Card Readers			131,252	-	-	-	-	131,252
Replace Emergency Generator			25,000	-	-	-	-	25,000
LOWER BUCKEYE JAIL COMPLEX (LBJ0)			$ 997,156	$ -	$ -	$ -	$ -	$ 997,156
Building 1961	0.00	0.00						
Repair Infirmary Shower Drainage			285,799	-	-	-	-	285,799
Building 1962	1.32	0.91						
Remove and Replace Concrete At East Dock			139,210	-	-	-	-	139,210
Reseal Asphalt Parking Lot and Drives			180,000	-	-	-	-	180,000
Build Cross-Overs On Roof			392,147	-	-	-	-	392,147
LOWER BUCKEYE JAIL COMPLEX (LBJC)	0.00	0.00	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000
Central Plant Chillers & Heat Exchange			1,000,000	-	-	-	-	1,000,000
TOWERS JAIL (TWJ0)			$ 790,627	$ -	$ -	$ -	$ -	$ 790,627
Building 1611	43.51	43.51						
Paint Interior and Exterior Of Building			664,257	-	-	-	-	664,257
Building 1614	8.97	7.77						
Repair Emergency Exit Ramp			80,235	-	-	-	-	80,235
Building 1617	16.71	16.02						
Install Camaras & Monitors in North & South Hallways			46,135	-	-	-	-	46,135
Facility Renovation Subtotal			**$ 6,090,763**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,090,763**
PROJECT TITLE	**CURRENT FCI**	**EXPECTED FCI**	**FY 2013 YEAR 1**	**FY 2014 YEAR 2**	**FY 2015 YEAR 3**	**FY 2016 YEAR 4**	**FY 2017 YEAR 5**	**FIVE YEAR Total**
Detention Fund (255) Major Maintenance								
BUILDING ASSESSMENT (AST0)	N/A	N/A	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
CODE COMPLIANCE (CCR0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
ENERGY MANAGEMENT PROGRAM (ENG0)	N/A	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
ENVIROMENTAL PROGRAM (ENV0)	N/A	N/A	100,000	100,000	100,000	100,000	100,000	500,000
ESTIMATING PROGRAM (PFE0)	N/A	N/A	400,000	400,000	400,000	400,000	400,000	2,000,000
PLANNING & PROJECT MANAGEMENT (PPM0)	N/A	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
BUILDING SECURITY (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
UPS BATTERY MAINTENANCE (UPS0)	N/A	N/A	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000
MAJOR MAINTENANCE PROJECT RESERVE	N/A	N/A	-	5,090,763	5,090,763	5,090,763	5,090,763	20,363,052
Major Maintenance Subtotal			**$ 1,850,000**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 29,613,052**
Total Fund 100			**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 6,940,763**	**$ 34,703,815**

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (26,737)**	**$ -**
Adjust Hours Per FTE			*(26,737)*	-
Restatements			**$ 35,255,503**	**$ 82,712**
Facilities Management from Public Works			*35,255,503*	*82,712*
FY 2013 Budget Target			**$ 35,228,766**	**$ 82,712**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 55,689**	**$ -**
Retirement Contributions			*55,689*	-
Base Adjustments			**$ (39,397)**	**$ -**
Other Base Adjustments			*126,313*	-
Janitorial Contract Increase - Additional Facilities	*$*	*209,294*		
Savings from Re-organization		*(12,839)*		
Vacant Position Elimination			*(165,710)*	-
Reallocations			**$ -**	**$ (8,714)**
Reallocation Between Depts			*-*	*(8,714)*
Concession Revenue to Finance Real Estate	*$*	*(8,714)*		
FY 2013 Recommended Budget			**$ 35,245,058**	**$ 73,998**
Percent Change from Target Amount			*0.0%*	*-10.5%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 283,797**	**$ -**
Other Non-Recurring			*283,797*	-
Casegoods Warehouse	*$*	*283,797*		
FY 2013 Recommended Budget			**$ 283,797**	**$ -**
MAJOR MAINTENANCE OPERATING				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
Adjustments:				
Restatements			**$ 8,577,906**	**$ -**
Facilities Management from Public Works			*8,577,906*	-
FY 2013 Budget Target			**$ 8,577,906**	**$ -**
FY 2013 Recommended Budget			**$ 8,577,906**	**$ -**

General Fund (100) (continued)

FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 15,701,710**	**$ -**
Major Maintenance Program		*15,701,710*	-
Central Court Building	*$ 5,800,000*		
Data Center Generator	*255,277*		
East Court Infrastructure Improvements	*3,587,500*		
Elections Warehouse 6205	*475,000*		
Forensic Science Building Garage	*234,000*		
LL West Court Building Relocation	*783,022*		
NE Court Complex	*70,000*		
Probation Revocation Relocation	*448,596*		
Security Building	*2,500,000*		
SIMS Relocation	*730,815*		
West Court Building	*817,500*		
FY 2013 Recommended Budget		**$ 15,701,710**	**$ -**

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Employee Salary Adjustments	**$ (6,140)**	**$ -**
Adjust Hours Per FTE	*(6,140)*	-
Restatements	**$ 20,119,846**	**$ -**
Facilities Management from Public Works	*20,119,846*	-
FY 2013 Budget Target	**$ 20,113,706**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 12,487**	**$ -**
Retirement Contributions	*12,487*	-
Base Adjustments	**$ (12,487)**	**$ -**
Personnel Savings	*(12,487)*	-
FY 2013 Recommended Budget	**$ 20,113,706**	**$ -**

Detention Fund (255) (continued)

		Expenditures	Revenue
MAJOR MAINTENANCE OPERATING			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
Adjustments:			
Restatements		**$ 6,940,763**	**$ -**
Facilities Management from Public Works		*6,940,763*	-
FY 2013 Budget Target		**$ 6,940,763**	**$ -**
FY 2013 Recommended Budget		**$ 6,940,763**	**$ -**
		Expenditures	**Revenue**
MAJOR MAINTENANCE NON RECURRING			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 1,000,000**	**$ -**
Major Maintenance Program		*1,000,000*	-
Lower Buckeye Jail Central Plant	*$ 1,000,000*		
FY 2013 Recommended Budget		**$ 1,000,000**	**$ -**

Finance

Analysis by Karina Araiza, 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 pilot the transparency web page to selected departments in Maricopa County in FY 2013. 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: The OnBase system rolled out to 100% of the County as of FY 2011. Classes are now being offered through Pathlore to all departments with the aim of achieving 90% satisfaction for users. 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 implemented a new version of Business Objects in FY 2012; thus the Department began to offer formal classroom training during FY 2012 and will continue to provide trainings to end user in FY 2013. 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. The Department anticipates reaching the goal by the target date countywide.

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 only receives a portion of the uncollected Superior Court assessed debt, the majority of the revenue from debt collections is allocated by the Clerk of the Superior Court to the State, the County and private and public victims. Despite this fact, the Department anticipates a 7.5 percent increase in revenue to the County from the Collections Unit in FY 2013.

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 maintain 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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CLCT - COLLECTIONS	$ 287,063	$ 256,000	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
18CL - COLLECTIONS	$ 287,063	$ 256,000	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
RLST - REAL ESTATE MANAGEMENT	$ 696,113	$ 283,864	$ 283,864	$ 365,305	$ 299,656	$ 15,792	5.6%
18RE - REAL ESTATE	$ 696,113	$ 283,864	$ 283,864	$ 365,305	$ 299,656	$ 15,792	5.6%
TOTAL PROGRAMS	**$ 983,176**	**$ 539,864**	**$ 539,864**	**$ 656,031**	**$ 574,856**	**$ 34,992**	**6.5%**
USES							
CLCT - COLLECTIONS	$ 228,451	$ 373,583	$ 346,197	$ 321,203	$ 405,568	$ (59,371)	-17.1%
18CL - COLLECTIONS	$ 228,451	$ 373,583	$ 346,197	$ 321,203	$ 405,568	$ (59,371)	-17.1%
BLSV - BILLING SERVICES	$ -	$ 80,109	$ 70,771	$ 57,705	$ 70,684	$ 87	0.1%
FINR - FINANCIAL REPORTING	-	1,094,248	1,079,953	893,699	-	1,079,953	100.0%
PYPR - PAYMENT PROCESSING	-	474,205	471,258	443,237	331,088	140,170	29.7%
18FM - FINANCIAL MANAGEMENT	$ -	$ 1,648,562	$ 1,621,982	$ 1,394,641	$ 401,772	$ 1,220,210	75.2%
RLST - REAL ESTATE MANAGEMENT	$ 309,098	$ 317,264	$ 308,473	$ 302,152	$ 304,735	$ 3,738	1.2%
18RE - REAL ESTATE	$ 309,098	$ 317,264	$ 308,473	$ 302,152	$ 304,735	$ 3,738	1.2%
FSAC - FINANCIAL SERVICES	$ 2,380,028	$ 561,159	$ 530,809	$ 404,889	$ 1,890,591	$ (1,359,782)	-256.2%
ODIR - EXECUTIVE MANAGEMENT	-	681,494	757,324	628,406	457,538	299,786	39.6%
99AS - ADMINISTRATIVE SERVICES	$ 2,380,028	$ 1,242,653	$ 1,288,133	$ 1,033,295	$ 2,348,129	$ (1,059,996)	-82.3%
GGOV - GENERAL GOVERNMENT	$ -	$ 180	$ 180	$ 75	$ -	$ 180	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	6,228	16,371	16,371	16,368	16,368	3	0.0%
99GV - GENERAL GOVERNMENT	$ 6,228	$ 16,551	$ 16,551	$ 16,443	$ 16,368	$ 183	1.1%
TOTAL PROGRAMS	**$ 2,923,805**	**$ 3,598,613**	**$ 3,581,336**	**$ 3,067,734**	**$ 3,476,572**	**$ 104,764**	**2.9%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 287,063	$ 256,000	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
SUBTOTAL	$ 287,063	$ 256,000	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 696,113	$ 283,864	$ 283,864	$ 365,305	$ 299,656	$ 15,792	5.6%
SUBTOTAL	$ 696,113	$ 283,864	$ 283,864	$ 365,305	$ 299,656	$ 15,792	5.6%
ALL REVENUES	$ 983,176	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%
TOTAL SOURCES	$ 983,176	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,328,135	$ 2,573,053	$ 2,552,967	$ 2,264,951	$ 2,572,569	$ (19,602)	-0.8%
0750 - FRINGE BENEFITS	747,894	851,448	833,292	752,846	859,978	(26,686)	-3.2%
0790 - OTHER PERSONNEL SERVICES	10,184	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(292,878)	(322,157)	(378,861)	(307,360)	(334,137)	(44,724)	-11.8%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	77,669	56,001	-	77,669	100.0%
SUBTOTAL	$ 2,793,335	$ 3,102,344	$ 3,085,067	$ 2,766,479	$ 3,098,410	$ (13,343)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 23,249	$ 28,829	$ 28,829	$ 16,950	$ 34,567	$ (5,738)	-19.9%
0803 - FUEL	462	900	900	572	900	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(1,560)	1,560	N/A
SUBTOTAL	$ 23,711	$ 29,729	$ 29,729	$ 17,522	$ 33,907	$ (4,178)	-14.1%
SERVICES							
0812 - OTHER SERVICES	$ 18,583	$ 328,696	$ 328,696	$ 170,998	$ 202,538	$ 126,158	38.4%
0820 - RENT & OPERATING LEASES	7,463	7,500	7,500	6,857	7,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	1,458	9,800	9,800	9,050	12,000	(2,200)	-22.4%
0830 - INTERGOVERNMENTAL PAYMENTS	4,500	6,750	6,750	6,750	6,750	-	0.0%
0839 - INTERNAL SERVICE CHARGES	5,878	52,226	52,226	52,226	43,357	8,869	17.0%
0841 - TRAVEL	16,171	14,951	14,951	6,782	8,080	6,871	46.0%
0842 - EDUCATION AND TRAINING	5,490	6,142	6,142	6,410	17,180	(11,038)	-179.7%
0843 - POSTAGE/FREIGHT/SHIPPING	43,502	40,700	40,700	25,260	45,650	(4,950)	-12.2%
0850 - UTILITIES	510	2,425	2,425	450	1,200	1,225	50.5%
0872 - SERVICES-ALLOCATION OUT	-	(2,650)	(2,650)	(1,050)	-	(2,650)	-100.0%
SUBTOTAL	$ 103,555	$ 466,540	$ 466,540	$ 283,733	$ 344,255	$ 122,285	26.2%
CAPITAL							
0950 - DEBT SERVICE	$ 3,204	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 3,204	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 2,923,805	$ 3,598,613	$ 3,581,336	$ 3,067,734	$ 3,476,572	$ 104,764	2.9%
TOTAL USES	$ 2,923,805	$ 3,598,613	$ 3,581,336	$ 3,067,734	$ 3,476,572	$ 104,764	2.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 983,076	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%
NON-RECURRING	100	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 983,176	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 983,076	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 100	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 983,176	$ 539,864	$ 539,864	$ 656,031	$ 574,856	$ 34,992	6.5%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 2,877,269	$ 3,290,113	$ 3,272,836	$ 2,864,873	$ 3,351,572	$ (78,736)	-2.4%
NON-RECURRING	46,536	308,500	308,500	202,861	125,000	183,500	59.5%
FUND TOTAL USES	$ 2,923,805	$ 3,598,613	$ 3,581,336	$ 3,067,734	$ 3,476,572	$ 104,764	2.9%
DEPARTMENT OPERATING TOTAL USES	$ 2,877,269	$ 3,290,113	$ 3,272,836	$ 2,864,873	$ 3,351,572	$ (78,736)	-2.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 46,536	$ 308,500	$ 308,500	$ 202,861	$ 125,000	$ 183,500	59.5%
DEPARTMENT TOTAL USES	$ 2,923,805	$ 3,598,613	$ 3,581,336	$ 3,067,734	$ 3,476,572	$ 104,764	2.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
FINANCIAL SERVICES	36.00	10.00	9.75	9.75	25.75	16.00	164.1%
PROGRAM TOTAL	36.00	13.00	14.75	14.75	29.75	15.00	101.7%
COLLECTIONS							
COLLECTIONS	2.00	5.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	2.00	5.00	4.00	4.00	4.00	-	0.0%
FINANCIAL MANAGEMENT							
BILLING SERVICES	-	1.00	1.00	1.00	1.00	-	0.0%
FINANCIAL REPORTING	-	13.00	13.00	13.00	-	(13.00)	(100.0%)
PAYMENT PROCESSING	-	8.00	8.00	8.00	6.00	(2.00)	(25.0%)
PROGRAM TOTAL	-	22.00	22.00	22.00	7.00	(15.00)	(68.2%)
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	41.00	43.00	43.75	43.75	43.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	1.00	3.00	3.00	3.00	3.00	-	0.0%
Consultant	1.00	1.00	-	-	.75	.75	N/A
Deputy Director - Budget	1.00	-	-	-	-	-	N/A
Deputy Director - Finance	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	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 Compliance Admin - Cnty	-	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	13.00	13.00	13.00	13.00	13.00	-	0.0%
Financial Manager - County	1.00	2.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - County	6.00	3.00	3.00	3.00	5.00	2.00	66.7%
Indust Dev Auth Exec Director	-	-	.75	.75	-	(.75)	(100.0%)
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	3.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**41.00**	**43.00**	**43.75**	**43.75**	**43.75**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	41.00	43.00	43.75	43.75	43.75	-	0.0%
Department Total	**41.00**	**43.00**	**43.75**	**43.75**	**43.75**	**-**	**0.0%**

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $11,495 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $33,273 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in overall personnel expenses by $26,447 due to reallocation of 1.0 FTE Financial Manager - County from Non Recurring to Operating to provide financial and banking solutions county-wide
- Increase Other Services by $57,432 for data entry services for collections unit.
- Increase Education and Training by $11,038 for ongoing Certified Public Accountant certifications for staff.
- Reduce budget by $40,938 due to deletion of 1.0 FTE Office Assistant Specialized.
- Increase Personnel & Benefits Savings by $3,069 due to deletion of 1.0 FTE Office Assistant Specialized.
- Increase revenue by $7,078 as a result of the increase from Donor Network lease by $110,400 in combination with a decrease in revenue of $103,322 due to termination of two leases.
- Increase revenue by $8,714 due to a reallocation for vendor contract from the Public Works – Facilities Department to the Finance Department.
- Increase revenue by $19,200 due to a 7.5% increase in the Collections Unit.

General Fund (100) Non Recurring Non Project

- Increase Regular Benefits by $699 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Budget $125,000 for OnBase workflow consulting services based on the carryover amount from FY 2012.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.

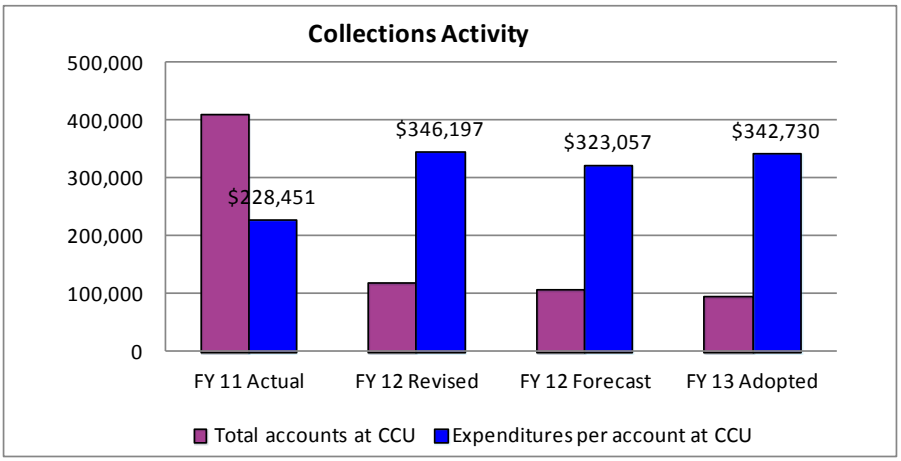
Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of collectible accounts internal to County Collections Unit (CCU)	3,742	4,800	3,657	2,100	(2,700)	-56.3%
Output	Number of accounts sent to Private Collections	31,704	16,800	15,652	14,400	(2,400)	-14.3%
Output	Total number of accounts at County Collections Unit	408,991	120,000	106,242	95,000	(25,000)	-20.8%
Demand	Number of accounts to County Collections Unit per Fiscal Year	19,132	14,400	14,712	15,600	1,200	8.3%
Efficiency	Expenditure per collectible accounts internal to County Collections Unit (CCU)	$ 15.26	$ 18.03	$ 21.96	$ 48.28	$ (30.25)	-167.8%
Revenue							
	100 - GENERAL	$ 287,063	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
	TOTAL SOURCES	$ 287,063	$ 256,000	$ 290,726	$ 275,200	$ 19,200	7.5%
Expenditure							
	100 - GENERAL	$ 228,451	$ 346,197	$ 321,203	$ 405,568	$ (59,371)	-17.1%
	TOTAL USES	$ 228,451	$ 346,197	$ 321,203	$ 405,568	$ (59,371)	-17.1%

Activity Narrative: The decrease in the Output for the total number of accounts at the County Collections Unit (CCU) from FY 2012 Revised to FY 2013 is the result of the use of temporary workers to bring the collection accounts current. Prior to FY 2012, the CCU was over a year behind in entering collections accounts into the system. With the use of up to ten temporary workers in FY 2011, the CCU eliminated its backlog. Thus, the data in the FY 2011 Actual column represents two years worth of collection accounts demand. Since FY 2011, the CCU has been able to decrease the number of temporary workers from ten to two while maintaining the current workload. The Output in FY 2013 correctly represents a year of collections data, which can only be maintained with the use of additional staff for inputting the collection data. If this additional staff is not available in FY 2013, accounts will fall behind and revenues collected will significantly decrease. Currently, this staffing need is being met with temporary staff.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Increase budget by $28,500 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of monthly reports produced within 10 business days of month end close	N/A	100.0%	100.0%	N/A	N/A	N/A
Percent of payments that are related to Jail Bonds	N/A	10.2%	10.3%	10.2%	0.0%	0.0%
Percent of payments processed within 5 business days	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of jail billings processed in 5 business days	N/A	N/A	100.0%	100.0%	N/A	N/A
Percent of MCSO related billings paid within 60 days.	N/A	N/A	90.1%	100.0%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of jail billings processed in 5 business days	N/A	N/A	100.0%	100.0%	N/A	N/A
Result	Percent of MCSO related billings paid within 60 days.	N/A	N/A	90.1%	100.0%	N/A	N/A
Output	Number of jail billing services processed	N/A	-	320,000	320,000	320,000	N/A
Demand	Number of jail billing services requested	N/A	120,000	320,000	320,000	200,000	166.7%
Efficiency	Expenditure per jail billing service processed.	N/A	N/A	$ 167.75	$ 0.22	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 70,771	$ 57,705	$ 70,684	$ 87	0.1%
	TOTAL USES	$ -	$ 70,771	$ 57,705	$ 70,684	$ 87	0.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of payments that are related to Jail Bonds	N/A	10.2%	10.3%	10.2%	0.0%	0.0%
Result	Percent of payments processed within 5 business days	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of general payments processed	N/A	77,200	73,750	77,200	-	0.0%
Output	Total number of payments processed	N/A	86,000	82,178	86,000	-	0.0%
Demand	Number of payment requests	N/A	77,200	77,778	77,200	-	0.0%
Efficiency	Expenditure per payment processed	N/A	$ 6.10	$ 6.12	$ 4.29	$ 1.82	29.7%
Expenditure							
	100 - GENERAL	$ -	$ 471,258	$ 455,286	$ 331,088	$ 140,170	29.7%
	TOTAL USES	$ -	$ 471,258	$ 455,286	$ 331,088	$ 140,170	29.7%

Activity Narrative: The percent of payments processed within five business days were not measurable in FY 2012, however once all departments are integrated into the OnBase workflow for payment vouchers there will be sufficient data to measure in FY 2013. The efficiency is improving as a result of a decrease in personnel expenditures.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers satisfied with real estate services received from Real Estate Services	N/A	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers satisfied with real estate services received from Real Estate Services staff	N/A	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	80	80	80	-	0.0%
Demand	Total number of transactions requested of Real Estate Services staff by its customers	N/A	80	80	80	-	0.0%
Efficiency	Expenditures per transactions provided by Real Estate Services staff to its customers	N/A	$ 3,855.91	$ 3,776.90	$ 3,809.19	$ 46.72	1.2%
Revenue							
	100 - GENERAL	$ 696,113	$ 283,864	$ 341,257	$ 290,942	$ 7,078	2.5%
	TOTAL SOURCES	$ 696,113	$ 283,864	$ 341,257	$ 290,942	$ 7,078	2.5%
Expenditure							
	100 - GENERAL	$ 309,098	$ 308,473	$ 302,188	$ 304,735	$ 3,738	1.2%
	TOTAL USES	$ 309,098	$ 308,473	$ 302,188	$ 304,735	$ 3,738	1.2%

Activity Narrative: Revenue is decreasing due to the termination of two lease agreements in FY 2012.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 3,290,113**	**$ 539,864**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (17,277)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(17,277)*	-
FY 2012 Revised Budget			**$ 3,272,836**	**$ 539,864**
Adjustments:				
Employee Salary Adjustments			**$ (11,495)**	**$ -**
Adjust Hours Per FTE			*(11,495)*	-
FY 2013 Budget Target			**$ 3,261,341**	**$ 539,864**
Adjustments:				
Employee Retirement and Benefits			**$ 33,273**	**$ -**
Retirement Contributions			*33,273*	-
Base Adjustments			**$ 56,958**	**$ 7,078**
Other Base Adjustments			*53,889*	-
Increase overall personnel expenses due to reallocation of 1.0 FTE Financial Manager	*$*	*26,447*		
Increase Other Services for data entry services for collections unit		*57,342*		
Increase Education and Training for CPA certifications for staff		*11,038*		
Reduce budget due to elimination of 1.0 FTE Office Assistant		*(40,938)*		
Lease Adjustments			-	*7,078*
Decrease in two lease agreements in FY 2012		*(103,332)*		
Increase workload for Donor Network lease		*110,400*		
Personnel Savings			*3,069*	-
Increase Personnel & Benefits Savings due to deletion of 1.0 FTE Office Assistant		*3,069*		
Fees and Other Revenues			**$ -**	**$ 19,200**
ProgRevenue Volume Inc/Dec			-	*19,200*
Increase revenue for Collections Unit		*19,200*		
Reallocations			**$ -**	**$ 8,714**
Reallocation Between Depts			-	*8,714*
Reallocation of revenue for vendor contract from Public Works-Facilities Department		*8,714*		
FY 2013 Recommended Budget			**$ 3,351,572**	**$ 574,856**
Percent Change from Target Amount			*2.8%*	*6.5%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 308,500**	**$ -**
FY 2012 Revised Budget			**$ 308,500**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (338)**	**$ -**
Adjust Hours Per FTE			*(338)*	-
Non Recurring			**$ (308,162)**	**$ -**
Other Non-Recurring			*(308,162)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 125,000**	**$ -**
Non Recurring Carry Forward			*125,000*	-
Consulting Services for OnBase workflow	*$*	*125,000*		
FY 2013 Recommended Budget			**$ 125,000**	**$ -**
Percent Change from Target Amount				

Human Resources

Analysis by Dreamlyn W. Johnson, Management and Budget Analyst

Summary

Mission

The mission of Human Resources 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: Currently, 82% of those hired are still employed by the County at the end of their initial probationary period; however, the department is working to meet the goal by the December, 2012 deadline. New tools have been implemented during the application process to better screen applicants for their suitability for County employment and to improve new hires' success in completing initial probation.

Quality Workforce

By July, 2016, 15 new training programs will be provided.

Status: Human Resources has exceeded this goal by offering 20 new training programs since December 2010 including programs focused on leadership and communication. This goal will be reassessed during strategic business plan update process for FY 2014.

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 2011, and indicated that 97% of customers were satisfied with the Division. This goal will be reassessed during strategic business plan update process for FY 2014.

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 recently revised and updated Employees Assisting and Supporting Employees (E.A.S.E.) (HR 2426), Educational Assistance - Tuition Reimbursement (HR 2430), Voluntary Reduction in Force (HR 2403), Reduction in Force and Furloughs policy, and the Employee Leave Plan policy. The department is on target for meeting its goal by June 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
MERT - MERIT COMMISSION	$ 122	$ 200	$ 200	$ 81	$ -	$ (200)	-100.0%
31ED - WORKFORCE MANAGEMENT	$ 122	$ 200	$ 200	$ 81	$ -	$ (200)	-100.0%
PAYR - PAYROLL	$ 55,539	$ 50,500	$ 50,500	$ 22,344	$ 51,200	$ 700	1.4%
RECD - RECORDS MANAGEMENT	12,056	12,000	12,000	10,298	11,500	(500)	-4.2%
31PR - PAYROLL AND RECORDS MGMT	$ 67,595	$ 62,500	$ 62,500	$ 32,642	$ 62,700	$ 200	0.3%
SCRT - SECURITY	$ 255,548	$ 235,141	$ 235,141	$ 169,935	$ 235,141	$ -	0.0%
70PS - PROTECTIVE SERVICES	$ 255,548	$ 235,141	$ 235,141	$ 169,935	$ 235,141	$ -	0.0%
TOTAL PROGRAMS	**$ 323,265**	**$ 297,841**	**$ 297,841**	**$ 202,658**	**$ 297,841**	**$ -**	**0.0%**
USES							
EREL - EMPLOYEE RELATIONS	$ 451,418	$ 417,518	$ 360,010	$ 375,890	$ 440,187	$ (80,177)	-22.3%
MERT - MERIT COMMISSION	121,573	104,089	103,818	52,926	80,644	23,174	22.3%
STDV - STAFF DEVELOPMENT	240,281	393,549	386,768	335,335	387,847	(1,079)	-0.3%
31ED - WORKFORCE MANAGEMENT	$ 813,272	$ 915,156	$ 850,596	$ 764,151	$ 908,678	$ (58,082)	-6.8%
RECR - RECRUITING AND STAFFING	$ 510,357	$ 474,459	$ 488,922	$ 522,236	$ 562,338	$ (73,416)	-15.0%
31ES - EMPLOYMENT SERVICES	$ 510,357	$ 474,459	$ 488,922	$ 522,236	$ 562,338	$ (73,416)	-15.0%
PAYR - PAYROLL	$ 619,830	$ 595,896	$ 626,240	$ 567,515	$ 584,268	$ 41,972	6.7%
RECD - RECORDS MANAGEMENT	336,676	411,655	410,960	405,809	439,409	(28,449)	-6.9%
31PR - PAYROLL AND RECORDS MGMT	$ 956,506	$ 1,007,551	$ 1,037,200	$ 973,324	$ 1,023,677	$ 13,523	1.3%
PKMT - PARKING MANAGEMENT	$ 77,123	$ 79,331	$ 109,850	$ 87,859	$ 115,863	$ (6,013)	-5.5%
SCRT - SECURITY	3,439,315	3,811,721	3,758,861	3,630,329	3,549,548	209,313	5.6%
70PS - PROTECTIVE SERVICES	$ 3,516,438	$ 3,891,052	$ 3,868,711	$ 3,718,188	$ 3,665,411	$ 203,300	5.3%
BDGT - BUDGETING	$ 39,827	$ 38,102	$ 37,901	$ 39,401	$ 38,922	$ (1,021)	-2.7%
FSAC - FINANCIAL SERVICES	37,657	34,532	34,365	32,214	32,089	2,276	6.6%
HRAC - HUMAN RESOURCES	26,471	26,290	26,194	22,348	42,725	(16,531)	-63.1%
ODIR - EXECUTIVE MANAGEMENT	424,109	516,263	523,106	447,238	262,475	260,631	49.8%
PROC - PROCUREMENT	16,832	12,692	12,620	13,133	18,216	(5,596)	-44.3%
99AS - ADMINISTRATIVE SERVICES	$ 544,896	$ 627,879	$ 634,186	$ 554,334	$ 394,427	$ 239,759	37.8%
GGOV - GENERAL GOVERNMENT	$ -	$ 3,417	$ 3,417	$ 1,420	$ -	$ 3,417	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	9,528	18,375	18,375	21,534	40,068	(21,693)	-118.1%
99GV - GENERAL GOVERNMENT	$ 9,528	$ 21,792	$ 21,792	$ 22,954	$ 40,068	$ (18,276)	-83.9%
TOTAL PROGRAMS	**$ 6,350,997**	**$ 6,937,889**	**$ 6,901,407**	**$ 6,555,187**	**$ 6,594,599**	**$ 306,808**	**4.4%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 41,016	$ -	$ -	$ -	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	269,966	285,141	285,141	191,656	286,141	1,000	0.4%
SUBTOTAL	$ 310,982	$ 285,141	$ 285,141	$ 191,656	$ 286,141	$ 1,000	0.4%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 12,283	$ 12,700	$ 12,700	$ 11,002	$ 11,700	$ (1,000)	-7.9%
SUBTOTAL	$ 12,283	$ 12,700	$ 12,700	$ 11,002	$ 11,700	$ (1,000)	-7.9%
ALL REVENUES	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%
TOTAL SOURCES	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,197,685	$ 4,383,839	$ 4,378,355	$ 4,126,528	$ 4,367,914	$ 10,441	0.2%
0705 - TEMPORARY PAY	84,600	-	-	-	-	-	N/A
0710 - OVERTIME	111,588	73,000	73,000	101,524	-	73,000	100.0%
0750 - FRINGE BENEFITS	1,605,589	1,817,688	1,786,690	1,721,011	1,862,676	(75,986)	-4.3%
0790 - OTHER PERSONNEL SERVICES	126,017	155,627	155,627	90,341	42,769	112,858	72.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(254,184)	(32,872)	(32,872)	(25,618)	(81,814)	48,942	148.9%
0796 - PERSONNEL SERVICES ALLOC-IN	30,926	6,000	6,000	162,113	54,942	(48,942)	-815.7%
SUBTOTAL	$ 5,902,221	$ 6,403,282	$ 6,366,800	$ 6,175,899	$ 6,246,487	$ 120,313	1.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 32,817	$ 55,275	$ 55,275	$ 49,316	$ 75,705	$ (20,430)	-37.0%
0802 - MEDICAL SUPPLIES	31	-	-	-	-	-	N/A
0803 - FUEL	19,496	15,561	15,561	21,248	26,000	(10,439)	-67.1%
0804 - NON-CAPITAL EQUIPMENT	28,981	-	-	-	1,551	(1,551)	N/A
0806 - SUPPLIES-ALLOCATION IN	(135)	-	-	-	-	-	N/A
SUBTOTAL	$ 81,190	$ 70,836	$ 70,836	$ 70,564	$ 103,256	$ (32,420)	-45.8%
SERVICES							
0810 - LEGAL SERVICES	$ 75,084	$ 48,201	$ 48,201	$ 30,000	$ 30,942	$ 17,259	35.8%
0811 - HEALTH CARE SERVICES	34	500	500	205	-	500	100.0%
0812 - OTHER SERVICES	180,717	296,307	296,307	170,609	95,813	200,494	67.7%
0820 - RENT & OPERATING LEASES	11,844	10,865	10,865	10,009	13,172	(2,307)	-21.2%
0825 - REPAIRS AND MAINTENANCE	60,794	7,994	7,994	4,430	7,966	28	0.4%
0830 - INTERGOVERNMENTAL PAYMENTS	951	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	19,485	62,424	62,424	74,124	77,960	(15,536)	-24.9%
0841 - TRAVEL	1,276	10,500	10,500	4,665	1,620	8,880	84.6%
0842 - EDUCATION AND TRAINING	368	7,000	7,000	5,838	6,000	1,000	14.3%
0843 - POSTAGE/FREIGHT/SHIPPING	17,033	19,980	19,980	8,844	11,383	8,597	43.0%
SUBTOTAL	$ 367,586	$ 463,771	$ 463,771	$ 308,724	$ 244,856	$ 218,915	47.2%
ALL EXPENDITURES	$ 6,350,997	$ 6,937,889	$ 6,901,407	$ 6,555,187	$ 6,594,599	$ 306,808	4.4%
TOTAL USES	$ 6,350,997	$ 6,937,889	$ 6,901,407	$ 6,555,187	$ 6,594,599	$ 306,808	4.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%
FUND TOTAL SOURCES	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 323,265	$ 297,841	$ 297,841	$ 202,658	$ 297,841	$ -	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 6,303,051	$ 6,888,627	$ 6,852,327	$ 6,506,116	$ 6,545,657	$ 306,670	4.5%
FUND TOTAL USES	$ 6,303,051	$ 6,888,627	$ 6,852,327	$ 6,506,116	$ 6,545,657	$ 306,670	4.5%
255 DETENTION OPERATIONS							
OPERATING	$ 47,946	$ 49,262	$ 49,080	$ 49,071	$ 48,942	$ 138	0.3%
FUND TOTAL USES	$ 47,946	$ 49,262	$ 49,080	$ 49,071	$ 48,942	$ 138	0.3%
DEPARTMENT OPERATING TOTAL USES	$ 6,350,997	$ 6,937,889	$ 6,901,407	$ 6,555,187	$ 6,594,599	$ 306,808	4.4%
DEPARTMENT TOTAL USES	$ 6,350,997	$ 6,937,889	$ 6,901,407	$ 6,555,187	$ 6,594,599	$ 306,808	4.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.45	.45	.45	.45	.45	-	0.0%
EXECUTIVE MANAGEMENT	5.10	4.95	3.95	2.60	2.70	(1.25)	(31.6%)
FINANCIAL SERVICES	.70	.60	.60	.50	.60	-	0.0%
HUMAN RESOURCES	.50	.30	.30	.30	.50	.20	66.7%
PROCUREMENT	.25	.15	.15	.15	.30	.15	100.0%
PROGRAM TOTAL	7.00	6.45	5.45	4.00	4.55	(.90)	(16.5%)
EMPLOYMENT SERVICES							
RECRUITING AND STAFFING	10.00	8.25	8.25	10.25	9.25	1.00	12.1%
PROGRAM TOTAL	10.00	8.25	8.25	10.25	9.25	1.00	12.1%
PAYROLL AND RECORDS MGMT							
PAYROLL	8.50	9.05	10.05	9.05	9.10	(.95)	(9.5%)
RECORDS MANAGEMENT	7.50	7.95	7.95	7.95	7.90	(.05)	(0.6%)
PROGRAM TOTAL	16.00	17.00	18.00	17.00	17.00	(1.00)	(5.6%)
PROTECTIVE SERVICES							
PARKING MANAGEMENT	1.50	1.50	2.50	2.50	2.00	(.50)	(20.0%)
SECURITY	77.00	74.00	73.00	73.00	71.50	(1.50)	(2.1%)
PROGRAM TOTAL	78.50	75.50	75.50	75.50	73.50	(2.00)	(2.6%)
WORKFORCE MANAGEMENT							
EMPLOYEE RELATIONS	7.30	5.30	4.30	5.00	5.25	.95	22.1%
MERIT COMMISSION	.60	.80	.80	.75	.70	(.10)	(12.5%)
STAFF DEVELOPMENT	3.10	5.20	5.20	5.00	5.25	.05	1.0%
PROGRAM TOTAL	11.00	11.30	10.30	10.75	11.20	.90	8.7%
DEPARTMENT TOTAL	122.50	118.50	117.50	117.50	115.50	(2.00)	(1.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin/Operations Specialist	1.00	1.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	1.00	1.00	-	-	-	-	N/A
Business/Systems Analyst-Sr/Ld	1.00	1.00	-	-	-	-	N/A
Deputy Director – Human Resources	-	-	1.00	1.00	1.00	-	0.0%
Director - Human Resources	-	1.00	-	-	-	-	N/A
Director - Workforce Mgt Dev	1.00	-	-	-	-	-	N/A
Employee Records Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Employee Relations Analyst-Cty	6.00	4.00	4.00	4.00	4.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Govt/Commun Affairs Ofcr	1.00	-	-	-	-	-	N/A
Human Resources Associate	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Human Resources Mngr - County	2.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	3.00	4.00	-	-	-	-	N/A
Human Resources Supervisor – County	-	-	3.00	4.00	4.00	1.00	33.3%
IT Operations Manager	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	9.00	8.00	7.00	8.00	7.00	-	0.0%
Operations/Program Manager	2.00	1.00	-	-	-	-	N/A
Payroll Specialist - County	6.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
Payroll/Time & Labor Spec	-	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Tech Support	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Recruiter	4.00	3.00	4.00	4.00	4.00	-	0.0%
Security Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Security Officer	65.50	63.50	63.50	63.50	63.50	-	0.0%
Security Officer Manager	3.00	3.00	2.00	2.00	2.00	-	0.0%
Security Officer Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trainer	1.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**122.50**	**118.50**	**117.50**	**117.50**	**115.50**	**(2.00)**	**(1.7%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	121.50	117.50	116.50	116.50	115.50	(1.00)	(0.9%)
255	DETENTION OPERATIONS	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Department Total		**122.50**	**118.50**	**117.50**	**117.50**	**115.50**	**(2.00)**	**(1.7%)**

Significant Variance Analysis

The department added 1.0 FTE Human Resources Associate to align the job duties related to administering the County's tuition reimbursement program to the correct market range title. The Department is deleting 1.0 FTE HR Manager and 1.0 FTE Office Assistant Specialized to offset various budget increases.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $9,864 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Decrease expenditure budget by $87,585 for reallocation of staff between Human Resources and the Office of Enterprise Technology for 1.0 FTE Business/Systems Analyst- Sr/Ld, PCN.
- Decrease expenditure budget by $193,636 for reallocation of staff between Human Resources and the Office of Enterprise Technology for 1.0 FTE Office Assistant Specialized and 1.0 FTE PC/LAN Tech Support.
- Decrease expenditure budget by $25,000 for reallocation of Other Services from Human Resources to the Office of Enterprise Technology.
- Increase expenditure budget by $3,830,013 and revenues by $297,141 as a result of the restatement of the Payroll, Records Management, Parking Management, Security and Merit Commission activities from the General Government department in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $41,316 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $42,283 in General Supplies, Non-Capital Equipment, Other Services, Repairs & Maintenance, and Postage/Freight/Shipping based on FY 2012 Forecast, in addition to personnel savings from the reallocation and restatement of staff to other departments in FY 2013.
- Increase expenditure budget by $1,551 in Non-Capital Equipment based on FY 2012 Forecast.
- Decrease expenditure budget by $7,462 due to a reduction in FY 2013 Telecom charges.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers who reported satisfied/very satisfied with services provided.	93.0%	N/A	92.9%	93.0%	N/A	N/A
Percent of Merit Commission members satisfied/very satisfied with the organization and efficiency of the meetings.	100.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Percent of participants reporting satisfied/very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.4%	96.7%	98.1%	98.1%	1.4%	1.4%
Percent of departments satisfied/very satisfied with services provided.	93.0%	95.0%	92.9%	93.0%	(2.0%)	-2.1%

Activities that comprise this program include:

- Employee Development
- Employee Relations
- Department Services

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of participants reporting satisfied/very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.4%	96.7%	98.1%	98.1%	1.4%	1.4%
Output	Number of surveyed participants in key training programs.	797	425	837	877	452	106.4%
Output	Number of participants in an Employee Development sponsored training class	2,872	8,000	3,000	3,200	(4,800)	-60.0%
Output	Number of employee development sponsored training classes.	397	1,350	417	437	(913)	-67.6%
Demand	Anticipated number of participants in an Employee Development sponsored training class.	2,500	2,000	2,625	2,750	750	37.5%
Demand	Number of anticipated classes.	350	500	368	385	(115)	-23.0%
Efficiency	Cost per participant in an Employee Development sponsored training class	$ 301.48	$ 910.04	$ 404.58	$ 442.24	$ 467.80	51.4%
Expenditure							
	100 - GENERAL	$ 240,281	$ 386,768	$ 335,335	$ 387,847	$ (1,079)	-0.3%
	TOTAL USES	$ 240,281	$ 386,768	$ 335,335	$ 387,847	$ (1,079)	-0.3%

Activity Narrative: During FY 2012, the department determined that the output and demand data provided for FY 2012 Revised is inaccurate, thereby creating an inaccurately large variance when comparing the data from FY 2012 to FY 2013. This will be addressed during the strategic business plan update process for FY 2014.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers who reported satisfied/very satisfied with services provided.	93.0%	N/A	92.9%	93.0%	N/A	N/A
Output	Number of employee consultations provided.	137	500	164	168	(332)	-66.4%
Demand	Anticipated number of employee consultations requested.	137	500	84	168	(332)	-66.4%
Efficiency	Cost of Employee Relations consultations.	$ 3,295.02	$ 720.02	$ 2,289.61	$ 2,620.16	$ (1,900.14)	-263.9%
Expenditure							
	100 - GENERAL	$ 451,418	$ 360,010	$ 375,890	$ 440,187	$ (80,177)	-22.3%
	TOTAL USES	$ 451,418	$ 360,010	$ 375,890	$ 440,187	$ (80,177)	-22.3%

Activity Narrative: A change in market range title for 1.0 FTE Human Resources Associate allows a dedicated employee to process tuition reimbursements more timely and efficiently. The increase cost associated with the market range title change as well as a decrease in the allocation out of personnel expenditures for staff time devoted to ADP increases the expenditures for this activity.

Department Services Activity

The purpose of the Department Services Activity is to provide workforce issue management and compliance services to departments so they can resolve workplace issues and maintain regulatory compliance.

Mandates: Title VII of the Civil Rights Act of 1964; Americans with Disabilities Act of 1990 (ADA); ADEA, §23-211-214 E-Verify.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of departments satisfied/very satisfied with services provided.	93.0%	95.0%	92.9%	93.0%	(2.0%)	-2.1%
Output	Number of department consultations provided.	323	240	306	300	60	25.0%
Demand	Number of department consultations requested.	323	240	306	300	60	25.0%
Efficiency	Cost per department consultations provided.	$ -	$ -	$ -	$ -	-	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of customers reporting satisfied/very satisfied with the quality of candidates referred	97.0%	94.7%	93.3%	93.3%	(1.3%)	-1.4%
Percent of classified recruitments certified within 3 days of the recruitment closing date.	82.6%	93.0%	82.9%	83.0%	(10.0%)	-10.8%
Percent of customers reporting satisfied/very satisfied with the timeliness of certification lists issued by the Employment Services Division	97.0%	95.2%	93.3%	93.3%	(1.9%)	-2.0%
Percent of customers reporting satisfied/very satisfied with the quality of services provided by the Employment Services Division.	97.0%	94.7%	93.3%	93.3%	(1.4%)	-1.5%
Percent of classified new or rehires that successfully complete their initial probationary period (annual).	81.8%	94.4%	84.9%	85.0%	(9.4%)	-10.0%

Activities that comprise this program include:

- Recruiting and Staffing
- Workforce Planning
- Merit Commission

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of customers reporting satisfied/very satisfied with the quality of candidates referred on certification lists issued by the Employment Services Division	97.0%	94.7%	93.3%	93.3%	(1.3%)	-1.4%
Result	Percent of classified recruitments certified within 3 days of the recruitment closing date.	82.6%	93.0%	82.9%	83.0%	(10.0%)	-10.8%
Result	Percent of customers reporting satisfied/very satisfied with the timeliness of certification lists issued by the Employment Services Division	97.0%	95.2%	93.3%	93.3%	(1.9%)	-2.0%
Output	Number of job requisitions/applications/exams processed	78,500	80,000	93,143	86,000	6,000	7.5%
Demand	Number of job requisitions/applications/exams requested.	80,666	80,000	95,711	88,000	8,000	10.0%
Efficiency	Expenditure per job requisition/application/exam processed	$ 6.50	$ 6.11	$ 5.75	$ 6.54	$ (0.43)	-7.0%
Expenditure							
	100 - GENERAL	$ 510,357	$ 488,922	$ 522,236	$ 562,338	$ (73,416)	-15.0%
	TOTAL USES	$ 510,357	$ 488,922	$ 522,236	$ 562,338	$ (73,416)	-15.0%

Activity Narrative: The expenditure increase is attributed to additional staff time devoted to this activity to address an increase in the demand and output for the number of job requisitions, applications and exams requested by County departments.

Workforce Planning Activity

The purpose of the Workforce Planning Activity is to provide professional recruitment consulting services to Maricopa County departments so they can have strategies for interviewing, selecting, and retaining an effective and diverse workforce.

Mandates: None

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers reporting satisfied/very satisfied with the quality of services provided by the Employment Services Division.	97.0%	94.7%	93.3%	93.3%	(1.4%)	-1.5%
Result	Percent of classified new or rehires that successfully complete their initial probationary period (annual).	81.8%	94.4%	84.9%	85.0%	(9.4%)	-10.0%
Output	Number of consultations/events planned or attended.	851	160	1,112	986	826	516.3%
Demand	Anticipated number of consultation/events requested.	851	160	1,094	976	816	510.0%
Efficiency	Cost per consultation/events planned or attended.	$ -	$ -	$ -	$ -	-	N/A

Activity Narrative: Human Resources expects to continue to provide consultations to departments as they fill vacancies resulting from attrition or retirement 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Merit Commission members satisfied/very satisfied with the organization and efficiency of the meetings.	100.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Output	Number of agenda packets	87	40	20	32	(8)	-20.0%
Demand	Number of proposed orders	10	40	20	32	(8)	-20.0%
Efficiency	Cost per agenda packet	$ 1,397.39	$ 2,595.45	$ 2,456.70	$ 1,865.69	$ 729.76	28.1%
Revenue							
	100 - GENERAL	$ 122	$ 200	$ 81	$ -	$ (200)	-100.0%
	TOTAL SOURCES	$ 122	$ 200	$ 81	$ -	$ (200)	-100.0%
Expenditure							
	100 - GENERAL	$ 121,573	$ 103,818	$ 52,926	$ 59,702	$ 44,116	42.5%
	TOTAL USES	$ 121,573	$ 103,818	$ 52,926	$ 59,702	$ 44,116	42.5%

Activity Narrative: The demand and output for this activity increased in FY 2012 due to employees appealing actions of dismissal from County employment. This trend is expected to decline in FY 2013.

Payroll and Records Management

The purpose of the Payroll & 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of records accurately maintained	97.3%	98.1%	96.4%	100.0%	1.9%	1.9%
Percent of paychecks accurately processed	99.7%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of paychecks accurately processed	99.7%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Output	Number of paychecks issued	351,715	330,966	165,484	352,000	21,034	6.4%
Demand	Number of paychecks required	351,715	330,964	165,482	352,000	21,036	6.4%
Efficiency	Expenditure per paychecks issued	$ 1.76	$ 1.89	$ 3.41	$ 1.66	$ 0.23	12.3%
Revenue							
	100 - GENERAL	$ 55,539	$ 50,500	$ 22,344	$ 51,200	$ 700	1.4%
	TOTAL SOURCES	$ 55,539	$ 50,500	$ 22,344	$ 51,200	$ 700	1.4%
Expenditure							
	100 - GENERAL	$ 619,830	$ 626,240	$ 567,515	$ 584,268	$ 41,972	6.7%
	TOTAL USES	$ 619,830	$ 626,240	$ 567,515	$ 584,268	$ 41,972	6.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of records accurately maintained	97.3%	98.1%	96.4%	100.0%	1.9%	1.9%
Output	Number of records maintained	52,476	14,000	7,000	52,000	38,000	271.4%
Demand	Number of maintained records required.	13,119	14,000	14,000	13,000	(1,000)	-7.1%
Efficiency	Cost per record maintained	$ 6.42	$ 29.35	$ 57.79	$ 8.45	$ 20.90	71.2%
Revenue							
	100 - GENERAL	$ 12,056	$ 12,000	$ 10,298	$ 11,500	$ (500)	-4.2%
	TOTAL SOURCES	$ 12,056	$ 12,000	$ 10,298	$ 11,500	$ (500)	-4.2%
Expenditure							
	100 - GENERAL	$ 336,676	$ 410,960	$ 405,809	$ 439,409	$ (28,449)	-6.9%
	TOTAL USES	$ 336,676	$ 410,960	$ 405,809	$ 439,409	$ (28,449)	-6.9%

Protective Services

The purpose of the Protective Services Program is to provide security and parking services 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.

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of parking spaces utilized in County garages and lots	63.7%	62.8%	61.6%	61.1%	(1.8%)	-2.8%
Percent of shuttle bus seats utilized	10.5%	10.2%	10.1%	10.2%	(0.0%)	-0.0%
Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	100.0%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of parking spaces utilized in County garages and lots	63.7%	62.8%	61.6%	61.1%	(1.8%)	-2.8%
Result	Percent of shuttle bus seats utilized	10.5%	10.2%	10.1%	10.2%	(0.0%)	-0.0%
Output	Number of vehicles parked in County garages & lots	911,363	894,144	893,599	893,052	(1,092)	-0.1%
Demand	Number of vehicles requesting to park in County garages & lots	911,363	894,144	893,599	912,636	18,492	2.1%
Efficiency	total expenditures per vehicle parked in County garages and spaces	$ 0.08	$ 0.12	$ 0.10	$ 0.13	$ (0.01)	-5.6%
Expenditure							
	100 - GENERAL	$ 77,123	$ 109,850	$ 87,859	$ 115,863	$ (6,013)	-5.5%
	TOTAL USES	$ 77,123	$ 109,850	$ 87,859	$ 115,863	$ (6,013)	-5.5%

Activity Narrative: The number of vehicles needing to park in County garages and lots is expected to increase in FY 2013 as a result of an increase in the number of employees with vehicles in the County. However, any increase maybe offset by individuals choosing to use alternative methods of public transportation if the cost of fuel continues to rise in FY 2013.

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.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment	100.0%	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	10,981	17,980	11,866	6,552	(11,428)	-63.6%
Demand	Number of crime responses needed	10,981	17,980	11,866	6,552	(11,428)	-63.6%
Efficiency	Total expenditure per crime response by Protective Services	$ 313.21	$ 209.06	$ 304.11	$ 541.75	$ (332.69)	-159.1%
Revenue							
	100 - GENERAL	$ 255,548	$ 235,141	$ 169,935	$ 235,141	$ -	0.0%
	TOTAL SOURCES	$ 255,548	$ 235,141	$ 169,935	$ 235,141	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,391,369	$ 3,709,781	$ 3,581,258	$ 3,500,606	$ 209,175	5.6%
	255 - DETENTION OPERATIONS	47,946	49,080	49,071	48,942	138	0.3%
	TOTAL USES	$ 3,439,315	$ 3,758,861	$ 3,630,329	$ 3,549,548	$ 209,313	5.6%

Activity Narrative: The Department is anticipating reduced efficiency due to a decrease in the number of crimes reported on County properties. County efforts to enhance public safety are expected to result in fewer calls requiring Protective Services response in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 3,046,837**	**$ 62,700**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (14,141)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(14,141)*	*-*
FY 2012 Revised Budget			**$ 3,032,696**	**$ 62,700**
Adjustments:				
Employee Salary Adjustments			*(9,864)*	*-*
Adjust Hours Per FTE			**$ (9,864)**	**$ -**
Reallocations			*(306,221)*	*-*
Reallocation Between Depts			*(306,221)*	*-*
Reallocate 1.0 FTE Business/Systems Analyst-Sr/Ld to OET		*$ (87,585)*		
Reallocate 1.0 FTE Office Assistant Specialized and 1.0 FTE PC/LAN Tech Support		*(193,636)*		
Reallocate Other Services from HR to OET		*(25,000)*		
Restatements			*3,830,013*	*235,141*
HR from Public Works			*3,830,013*	*235,141*
FY 2013 Budget Target			**$ 6,546,624**	**$ 297,841**
Adjustments:				
Employee Retirement and Benefits			**$ 41,316**	**$ -**
Retirement Contributions			*41,316*	*-*
Base Adjustments			**$ (42,283)**	**$ -**
Other Base Adjustments			*(34,821)*	*-*
Reduction in General Supplies		*$ (3,975)*		
Increase in Non-Capital Equipment		*1,551*		
Reduction in Other Services		*(23,612)*		
Increase in Rent & Operating Leases		*2,576*		
Decrease in Repairs & Maintenance		*(1,228)*		
Reduction in Postage/Freight/Shipping		*(229)*		
Additional savings from reallocation/restatement of staff		*(2,824)*		
Increase Personnel Savings		*(7,080)*		
Internal Service Charges			*(7,462)*	*-*
Reduction in telecommunications cost due to change in FY 2013 Telecom charges		*$ (7,462)*		
FY 2013 Recommended Budget			**$ 6,545,657**	**$ 297,841**
Percent Change from Target Amount			*0.0%*	*0.0%*

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Salary Adjustments	**$ (138)**	**$ -**
Adjust Hours Per FTE	*(138)*	-
Restatements	**$ 49,080**	**$ -**
HR from Public Works	*49,080*	-
FY 2013 Budget Target	**$ 48,942**	**$ -**
FY 2013 Recommended Budget	**$ 48,942**	**$ -**
Percent Change from Target Amount	*0.0%*	

Human Services

Analysis by Karina Araiza, 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 received a 93% self-sufficiency score on the Customer Satisfaction Survey. The Survey will be administered in the spring of FY 2012 with results available midyear in FY 2013. The goal will be revised during the FY 2014 Strategic Business Plan update process.

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: The Human Services Department met 70% of performance standards as measured by a total of 56 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:	93% of 15 indicators
Community Development:	33% of 3 indicators
Education:	50% of 15 indicators
Community Services:	73% of 22 indicators

Citizen Satisfaction

By January, 2014, 92% of customers will be satisfied as measured by the Customer Satisfaction Survey.

Status: In the 2011 Customer Satisfaction Survey, 97% of Human Services Department customers reported that they were satisfied with Human Services Department services. The Customer Satisfaction Survey will be administered in the spring of FY 2012 with results available midyear in FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CDBG - CDBG ADMIN AND PROJECTS	$ 2,482,355	$ 2,621,331	$ 2,621,331	$ 4,523,155	$ 4,791,743	$ 2,170,412	82.8%
17CD - COMMUNITY DEV BLOCK GRANT	$ 2,482,355	$ 2,621,331	$ 2,621,331	$ 4,523,155	$ 4,791,743	$ 2,170,412	82.8%
HMAD - HOME ADMIN AND PROJECTS	$ 2,982,485	$ 6,034,361	$ 6,034,361	$ 5,925,850	$ 4,716,730	$ (1,317,631)	-21.8%
17HM - HOME	$ 2,982,485	$ 6,034,361	$ 6,034,361	$ 5,925,850	$ 4,716,730	$ (1,317,631)	-21.8%
COAA - COMMUNITY ACTION AGENCY	$ 1,748,691	$ 1,344,003	$ 2,262,139	$ 1,917,835	$ 844,060	$ (1,418,079)	-62.7%
FAST - FINANCIAL ASSISTANCE	6,343,187	4,004,461	4,294,012	3,667,271	1,788,376	(2,505,636)	-58.4%
WTHR - WEATHERIZATION	3,938,797	4,989,004	5,066,767	4,813,126	1,225,361	(3,841,406)	-75.8%
22CS - COMMUNITY SERVICES	$ 12,030,675	$ 10,337,468	$ 11,622,918	$ 10,398,232	$ 3,857,797	$ (7,765,121)	-66.8%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 22,039,342	$ 18,750,816	$ 20,592,638	$ 20,681,607	$ 19,647,058	$ (945,580)	-4.6%
22ED - CHILD DEVELOPMENT EDUCATION	$ 22,039,342	$ 18,750,816	$ 20,592,638	$ 20,681,607	$ 19,647,058	$ (945,580)	-4.6%
NBHD - NEIGHBORHOOD STABILIZATION	$ 4,769,709	$ 4,798,248	$ 5,838,248	$ 3,086,787	$ 5,232,753	$ (605,495)	-10.4%
22NS - NEIGHBORHOOD STABILIZATION	$ 4,769,709	$ 4,798,248	$ 5,838,248	$ 3,086,787	$ 5,232,753	$ (605,495)	-10.4%
SNTT - SPECIAL NEEDS TRANSP TRIPS	$ 75,254	$ 521,239	$ 770,821	$ 597,077	$ -	$ (770,821)	-100.0%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 75,254	$ 521,239	$ 770,821	$ 597,077	$ -	$ (770,821)	-100.0%
SEEK - JOB SEEKER SERVICES	$ 6,895,827	$ 9,449,997	$ 12,582,865	$ 11,697,516	$ 8,884,582	$ (3,698,283)	-29.4%
YOUT - YOUTH SERVICES	4,551,178	2,190,062	3,324,531	3,397,930	2,864,757	(459,774)	-13.8%
22WD - WORKFORCE DEVELOPMENT	$ 11,447,005	$ 11,640,059	$ 15,907,396	$ 15,095,446	$ 11,749,339	$ (4,158,057)	-26.1%
SAIL - SR ADULT INDEPENDENT LIVING	$ 982,717	$ 1,102,647	$ 1,108,902	$ 1,137,906	$ 1,042,994	$ (65,908)	-5.9%
39SA - SR ADULT INDEPENDENT LIVING	$ 982,717	$ 1,102,647	$ 1,108,902	$ 1,137,906	$ 1,042,994	$ (65,908)	-5.9%
ODIR - EXECUTIVE MANAGEMENT	$ 2,275,020	$ 3,004,374	$ 3,420,204	$ 3,267,503	$ 3,139,324	$ (280,880)	-8.2%
99AS - ADMINISTRATIVE SERVICES	$ 2,275,020	$ 3,004,374	$ 3,420,204	$ 3,267,503	$ 3,139,324	$ (280,880)	-8.2%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 25,954	$ 25,954	$ 22,801	$ -	$ (25,954)	-100.0%
GGOV - GENERAL GOVERNMENT	(637,609)	306,000	306,000	(2,673,185)	-	(306,000)	-100.0%
99GV - GENERAL GOVERNMENT	$ (637,609)	$ 331,954	$ 331,954	$ (2,650,384)	$ -	$ (331,954)	-100.0%
EHSN - EMERGENCY SHELTER NIGHTS	$ 574,783	$ 236,062	$ 236,062	$ 223,811	$ 81,000	$ (155,062)	-65.7%
HOME - HOMELESS ASSISTANCE	$ 574,783	$ 236,062	$ 236,062	$ 223,811	$ 81,000	$ (155,062)	-65.7%
TOTAL PROGRAMS	**$ 59,021,736**	**$ 59,378,559**	**$ 68,484,835**	**$ 62,286,990**	**$ 54,258,738**	**$ (14,226,097)**	**-20.8%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
CDBG - CDBG ADMIN AND PROJECTS	$ 2,307,476	$ 2,621,331	$ 2,602,656	$ 4,128,460	$ 4,791,743	$ (2,189,087)	-84.1%
17CD - COMMUNITY DEV BLOCK GRANT	$ 2,307,476	$ 2,621,331	$ 2,602,656	$ 4,128,460	$ 4,791,743	$ (2,189,087)	-84.1%
HMAD - HOME ADMIN AND PROJECTS	$ 2,986,954	$ 6,034,361	$ 6,032,858	$ 5,925,850	$ 4,716,730	$ 1,316,128	21.8%
17HM - HOME	$ 2,986,954	$ 6,034,361	$ 6,032,858	$ 5,925,850	$ 4,716,730	$ 1,316,128	21.8%
CJSA - COMMUNITY JUSTICE SVC ADULT	$ -	$ 988,145	$ 986,991	$ 297,886	$ 670,649	$ 316,342	32.1%
CJSJ - COMMUNITY JUSTICE SVC JUVENILE	-	988,144	987,004	317,856	657,710	329,294	33.4%
22CJ - COMMUNITY JUSTICE COORDINATION	$ -	$ 1,976,289	$ 1,973,995	$ 615,742	$ 1,328,359	$ 645,636	32.7%
COAA - COMMUNITY ACTION AGENCY	$ 2,275,737	$ 1,656,171	$ 2,561,875	$ 1,917,102	$ 1,156,228	$ 1,405,647	54.9%
FAST - FINANCIAL ASSISTANCE	3,599,465	4,004,461	4,294,012	4,416,242	1,788,376	2,505,636	58.4%
WTHR - WEATHERIZATION	6,519,275	4,989,004	5,083,920	6,350,239	1,225,361	3,858,559	75.9%
22CS - COMMUNITY SERVICES	$ 12,394,477	$ 10,649,636	$ 11,939,807	$ 12,683,583	$ 4,169,965	$ 7,769,842	65.1%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 21,489,138	$ 18,750,816	$ 20,536,614	$ 19,174,049	$ 19,647,058	$ 889,556	4.3%
22ED - CHILD DEVELOPMENT EDUCATION	$ 21,489,138	$ 18,750,816	$ 20,536,614	$ 19,174,049	$ 19,647,058	$ 889,556	4.3%
NBHD - NEIGHBORHOOD STABILIZATION	$ 5,066,154	$ 4,798,248	$ 5,855,371	$ 3,176,098	$ 5,232,753	$ 622,618	10.6%
22NS - NEIGHBORHOOD STABILIZATION	$ 5,066,154	$ 4,798,248	$ 5,855,371	$ 3,176,098	$ 5,232,753	$ 622,618	10.6%
SNTT - SPECIAL NEEDS TRANSP TRIPS	$ 108,155	$ 521,239	$ 770,821	$ 154,378	$ -	$ 770,821	100.0%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 108,155	$ 521,239	$ 770,821	$ 154,378	$ -	$ 770,821	100.0%
SEEK - JOB SEEKER SERVICES	$ 8,255,128	$ 9,449,997	$ 12,593,344	$ 10,149,630	$ 8,884,582	$ 3,708,762	29.5%
YOUT - YOUTH SERVICES	3,869,357	2,190,062	3,342,625	2,294,933	2,864,757	477,868	14.3%
22WD - WORKFORCE DEVELOPMENT	$ 12,124,485	$ 11,640,059	$ 15,935,969	$ 12,444,563	$ 11,749,339	$ 4,186,630	26.3%
SAIL - SR ADULT INDEPENDENT LIVING	$ 2,138,649	$ 2,301,391	$ 2,263,996	$ 2,137,266	$ 2,241,738	$ 22,258	1.0%
39SA - SR ADULT INDEPENDENT LIVING	$ 2,138,649	$ 2,301,391	$ 2,263,996	$ 2,137,266	$ 2,241,738	$ 22,258	1.0%
FSAC - FINANCIAL SERVICES	$ 4,111	$ -	$ (9,531)	$ 8,574	$ -	$ (9,531)	100.0%
HRAC - HUMAN RESOURCES	(1,677)	-	(13,653)	9,793	-	(13,653)	100.0%
ODIR - EXECUTIVE MANAGEMENT	3,260,879	3,004,374	3,419,838	3,315,171	3,139,324	280,514	8.2%
PROC - PROCUREMENT	218	-	(345)	387	-	(345)	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 3,263,531	$ 3,004,374	$ 3,396,309	$ 3,333,925	$ 3,139,324	$ 256,985	7.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ 47,371	$ 25,954	$ 25,954	$ 112,740	$ -	$ 25,954	100.0%
GGOV - GENERAL GOVERNMENT	-	-	95,871	-	-	95,871	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	5	-	-	385,330	-	-	N/A
POOL - POOLED COSTS	(437,505)	-	-	(622,435)	-	-	N/A
99GV - GENERAL GOVERNMENT	$ (390,129)	$ 25,954	$ 121,825	$ (124,365)	$ -	$ 121,825	100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,582	$ -	$ (460)	$ 3,281	$ -	$ (460)	100.0%
DACR - DATA CENTER	(35)	-	(503)	16,802	-	(503)	100.0%
DESK - DESKTOP SUPPORT	626	-	(1,578)	44,195	-	(1,578)	100.0%
99IT - INFORMATION TECHNOLOGY	$ 2,173	$ -	$ (2,541)	$ 64,278	$ -	$ (2,541)	100.0%
EHSN - EMERGENCY SHELTER NIGHTS	$ 833,555	$ 425,523	$ 425,523	$ 580,003	$ 471,000	$ (45,477)	-10.7%
HLDS - HOMELESS LOW DEMAND SHELTER	327,698	560,539	560,539	560,539	360,000	200,539	35.8%
HOME - HOMELESS ASSISTANCE	$ 1,161,253	$ 986,062	$ 986,062	$ 1,140,542	$ 831,000	$ 155,062	15.7%
TOTAL PROGRAMS	**$ 62,652,316**	**$ 63,309,760**	**$ 72,413,742**	**$ 64,854,369**	**$ 57,848,009**	**$ 14,565,733**	**20.1%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 59,022,571	$ 59,072,559	$ 68,178,835	$ 61,990,961	$ 54,258,738	$ (13,920,097)	-20.4%
SUBTOTAL	$ 59,022,571	$ 59,072,559	$ 68,178,835	$ 61,990,961	$ 54,258,738	$ (13,920,097)	-20.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1	$ -	$ -	$ (11,096)	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	(836)	-	-	1,125	-	-	N/A
SUBTOTAL	$ (835)	$ -	$ -	$ (9,971)	$ -	$ -	N/A
ALL REVENUES	$ 59,021,736	$ 59,072,559	$ 68,178,835	$ 61,980,990	$ 54,258,738	$ (13,920,097)	-20.4%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 306,000	$ 306,000	$ 306,000	$ -	$ (306,000)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ 306,000	$ 306,000	$ 306,000	$ -	$ (306,000)	-100.0%
TOTAL SOURCES	$ 59,021,736	$ 59,378,559	$ 68,484,835	$ 62,286,990	$ 54,258,738	$ (14,226,097)	-20.8%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,649,958	$ 13,866,346	$ 14,819,145	$ 12,734,257	$ 13,581,143	$ 1,238,002	8.4%
0705 - TEMPORARY PAY	-	-	13,680	11,232	24,752	(11,072)	-80.9%
0710 - OVERTIME	91,923	-	6,255	94,561	30,890	(24,635)	-393.8%
0750 - FRINGE BENEFITS	5,075,138	5,962,638	6,466,505	5,313,814	5,995,883	470,622	7.3%
0790 - OTHER PERSONNEL SERVICES	157,125	91,956	91,956	1,690	120,000	(28,044)	-30.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,669,250)	(4,239,955)	(4,371,102)	(4,571,218)	(4,246,463)	(124,639)	-2.9%
0796 - PERSONNEL SERVICES ALLOC-IN	6,379,036	4,348,529	5,014,202	4,609,480	4,311,085	703,117	14.0%
SUBTOTAL	$ 18,683,930	$ 20,029,514	$ 22,040,641	$ 18,193,816	$ 19,817,290	$ 2,223,351	10.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,444,207	$ 909,175	$ 936,002	$ 949,226	$ 805,244	$ 130,758	14.0%
0802 - MEDICAL SUPPLIES	37,080	7,000	7,000	13,401	15,000	(8,000)	-114.3%
0803 - FUEL	19,550	18,008	18,114	19,670	22,280	(4,166)	-23.0%
0804 - NON-CAPITAL EQUIPMENT	253,396	414,290	355,178	253,360	188,087	167,091	47.0%
0805 - SUPPLIES-ALLOCATION OUT	(362,462)	(241,520)	(244,520)	(237,163)	(297,026)	52,506	21.5%
0806 - SUPPLIES-ALLOCATION IN	432,781	248,020	483,887	413,020	306,914	176,973	36.6%
SUBTOTAL	$ 1,824,552	$ 1,354,973	$ 1,555,661	$ 1,411,514	$ 1,040,499	$ 515,162	33.1%
SERVICES							
0810 - LEGAL SERVICES	$ 27,222	$ 22,786	$ 22,786	$ 17,244	$ 9,000	$ 13,786	60.5%
0811 - HEALTH CARE SERVICES	29,896	35,000	35,000	37,192	134,990	(99,990)	-285.7%
0812 - OTHER SERVICES	27,264,874	23,757,186	30,251,448	26,692,439	17,996,551	12,254,897	40.5%
0820 - RENT & OPERATING LEASES	1,461,307	1,543,130	2,113,312	1,560,268	1,691,424	421,888	20.0%
0825 - REPAIRS AND MAINTENANCE	148,534	152,864	172,864	97,238	204,440	(31,576)	-18.3%
0830 - INTERGOVERNMENTAL PAYMENTS	11,007,225	13,852,582	13,992,529	13,992,529	14,312,666	(320,137)	-2.3%
0839 - INTERNAL SERVICE CHARGES	570,446	1,625,139	1,772,495	1,772,494	1,850,363	(77,868)	-4.4%
0841 - TRAVEL	246,783	132,870	160,929	192,154	167,655	(6,726)	-4.2%
0842 - EDUCATION AND TRAINING	109,658	185,093	218,334	117,731	165,394	52,940	24.2%
0843 - POSTAGE/FREIGHT/SHIPPING	21,216	19,356	13,037	11,169	25,300	(12,263)	-94.1%
0845 - SUPPORT AND CARE OF PERSONS	78,114	54,000	101,000	99,090	222,120	(121,120)	-119.9%
0850 - UTILITIES	123,105	139,964	234,800	154,175	145,500	89,300	38.0%
0872 - SERVICES-ALLOCATION OUT	(2,183,692)	(3,899,486)	(3,616,405)	(1,176,271)	(3,422,093)	(194,312)	-5.4%
0873 - SERVICES-ALLOCATION IN	1,443,400	3,875,927	2,880,590	1,525,851	3,461,910	(581,320)	-20.2%
SUBTOTAL	$ 40,348,088	$ 41,496,411	$ 48,352,719	$ 45,093,303	$ 36,965,220	$ 11,387,499	23.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 250,000	$ 250,000	$ -	$ -	$ 250,000	100.0%
0920 - CAPITAL EQUIPMENT	191,056	120,000	180,000	66,306	-	180,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	42,593	-	-	45,215	25,000	(25,000)	N/A
0950 - DEBT SERVICE	222,976	58,862	64,900	64,215	-	64,900	100.0%
0955 - CAPITAL-ALLOCATION OUT	(24,388)	(48,208)	(30,179)	(30,118)	-	(30,179)	-100.0%
0956 - CAPITAL-ALLOCATION IN	24,388	48,208	-	10,118	-	-	N/A
SUBTOTAL	$ 456,625	$ 428,862	$ 464,721	$ 155,736	$ 25,000	$ 439,721	94.6%
ALL EXPENDITURES	$ 61,313,195	$ 63,309,760	$ 72,413,742	$ 64,854,369	$ 57,848,009	$ 14,565,733	20.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,339,121	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 1,339,121	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 62,652,316	$ 63,309,760	$ 72,413,742	$ 64,854,369	$ 57,848,009	$ 14,565,733	20.1%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
217 CDBG HOUSING TRUST							
OPERATING	$ 10,557,978	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ 214,832	1.5%
NON-RECURRING	-	306,000	306,000	306,000	-	(306,000)	-100.0%
FUND TOTAL SOURCES	$ 10,557,978	$ 13,792,394	$ 14,832,394	$ 13,563,023	$ 14,741,226	$ (91,168)	-0.6%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 48,463,758	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ (14,134,929)	-26.3%
FUND TOTAL SOURCES	$ 48,463,758	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ (14,134,929)	-26.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 59,021,736	$ 59,072,559	$ 68,178,835	$ 61,980,990	$ 54,258,738	$ (13,920,097)	-20.4%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ 306,000	$ 306,000	$ 306,000	$ -	$ (306,000)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 59,021,736	$ 59,378,559	$ 68,484,835	$ 62,286,990	$ 54,258,738	$ (14,226,097)	-20.8%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 2,025,660	$ 2,260,912	$ 2,260,912	$ 2,257,637	$ 2,260,912	$ -	0.0%
FUND TOTAL USES	$ 2,025,660	$ 2,260,912	$ 2,260,912	$ 2,257,637	$ 2,260,912	$ -	0.0%
217 CDBG HOUSING TRUST							
OPERATING	$ 10,407,955	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ (214,832)	-1.5%
FUND TOTAL USES	$ 10,407,955	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ (214,832)	-1.5%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 50,218,701	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ 14,134,929	26.3%
FUND TOTAL USES	$ 50,218,701	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ 14,134,929	26.3%
255 DETENTION OPERATIONS							
NON-RECURRING	$ -	$ 1,976,289	$ 1,973,995	$ 615,742	$ 1,328,359	$ 645,636	32.7%
FUND TOTAL USES	$ -	$ 1,976,289	$ 1,973,995	$ 615,742	$ 1,328,359	$ 645,636	32.7%
DEPARTMENT OPERATING TOTAL USES	$ 62,652,316	$ 61,333,471	$ 70,439,747	$ 64,238,627	$ 56,519,650	$ 13,920,097	19.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,976,289	$ 1,973,995	$ 615,742	$ 1,328,359	$ 645,636	32.7%
DEPARTMENT TOTAL USES	$ 62,652,316	$ 63,309,760	$ 72,413,742	$ 64,854,369	$ 57,848,009	$ 14,565,733	20.1%

Staffing by Program/Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	4.00	4.00	4.00	4.00	-	0.0%
FINANCIAL SERVICES	7.00	5.00	6.00	5.50	5.00	(1.00)	(16.7%)
HUMAN RESOURCES	3.00	2.00	3.00	2.50	2.00	(1.00)	(33.3%)
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	14.00	12.00	14.00	13.00	12.00	(2.00)	(14.3%)
CHILD DEVELOPMENT EDUCATION							
CHILD DEVELOPMENT AND EDUC	240.00	227.00	231.50	236.00	226.50	(5.00)	(2.2%)
PROGRAM TOTAL	240.00	227.00	231.50	236.00	226.50	(5.00)	(2.2%)
COMMUNITY DEV BLOCK GRANT							
CDBG ADMIN AND PROJECTS	7.00	2.83	3.83	3.83	3.23	(.60)	(15.7%)
PROGRAM TOTAL	7.00	2.83	3.83	3.83	3.23	(.60)	(15.7%)
COMMUNITY JUSTICE COORDINATION							
COMMUNITY JUSTICE SVC ADULT	-	3.50	3.50	3.50	4.00	.50	14.3%
COMMUNITY JUSTICE SVC JUVENILE	-	3.50	3.50	3.50	4.00	.50	14.3%
PROGRAM TOTAL	-	7.00	7.00	7.00	8.00	1.00	14.3%
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	9.00	9.00	8.99	8.50	8.50	(.49)	(5.5%)
WEATHERIZATION	7.00	7.00	7.50	7.50	3.00	(4.50)	(60.0%)
PROGRAM TOTAL	16.00	16.00	16.49	16.00	11.50	(4.99)	(30.3%)
HOME							
HOME ADMIN AND PROJECTS	-	2.83	2.83	2.83	2.23	(.60)	(21.2%)
PROGRAM TOTAL	-	2.83	2.83	2.83	2.23	(.60)	(21.2%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	.85	1.18	1.18	1.18	1.18	-	0.0%
DATA CENTER	1.05	1.38	1.38	1.38	1.38	-	0.0%
DESKTOP SUPPORT	4.10	4.44	4.44	4.44	4.44	-	0.0%
PROGRAM TOTAL	6.00	7.00	7.00	7.00	7.00	-	0.0%
NEIGHBORHOOD STABILIZATION							
NEIGHBORHOOD STABILIZATION	-	2.34	1.84	1.84	.54	(1.30)	(70.7%)
PROGRAM TOTAL	-	2.34	1.84	1.84	.54	(1.30)	(70.7%)
SR ADULT INDEPENDENT LIVING							
SR ADULT INDEPENDENT LIVING	34.00	31.00	30.00	32.00	30.00	-	0.0%
PROGRAM TOTAL	34.00	31.00	30.00	32.00	30.00	-	0.0%
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	73.15	73.70	78.05	75.77	75.27	(2.78)	(3.6%)
YOUTH SERVICES	6.85	3.30	3.95	4.23	3.73	(.22)	(5.6%)
PROGRAM TOTAL	80.00	77.00	82.00	80.00	79.00	(3.00)	(3.7%)
DEPARTMENT TOTAL	397.00	385.00	396.49	399.50	380.00	(16.49)	(4.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	7.00	8.00	8.00	8.00	6.00	(2.00)	(25.0%)
Accounting Specialist	4.00	3.00	3.50	3.50	3.50	-	0.0%
Admin/Operations Specialist	13.00	13.00	14.00	14.00	14.00	-	0.0%
Administrative Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	20.00	19.00	16.00	19.00	16.00	-	0.0%
Administrator	3.00	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 Devlpmnt Coordinator	-	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Community Devlpmnt Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Community Justice Coordinator	-	-	4.00	4.00	4.00	-	0.0%
Consultant	-	-	.49	-	-	(.49)	(100.0%)
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Human Services	-	-	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator	48.00	42.00	46.50	46.50	46.50	-	0.0%
Educator Assistant	44.00	39.00	39.00	39.00	39.00	-	0.0%
Educator Bachelor's	37.00	38.00	37.00	36.50	35.00	(2.00)	(5.4%)
Educator Coordinator	35.00	36.00	40.00	40.00	40.00	-	0.0%
Executive Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Field Operations Supervisor	1.00	-	-	-	-	-	N/A
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant-Contract Admin Supv	1.00	2.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	7.00	8.00	8.00	8.00	7.00	(1.00)	(12.5%)
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	-	1.00	-	-	(1.00)	(100.0%)
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
Human Services Program Administrator	-	3.00	3.00	3.00	3.00	-	0.0%
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%
Management Assistant	-	-	1.00	1.00	-	(1.00)	(100.0%)
Nurse - Public Health	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	19.00	17.00	15.00	17.00	13.00	(2.00)	(13.3%)
Office Assistant Specialized	37.00	37.00	38.00	38.00	34.00	(4.00)	(10.5%)
Operations/Program Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	7.00	7.00	6.00	7.00	6.00	-	0.0%
PC/LAN Tech Support	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	15.00	14.00	14.00	14.00	13.00	(1.00)	(7.1%)
Project Manager	4.00	-	-	-	-	-	N/A
Social Worker	30.00	33.00	28.00	29.00	28.00	-	0.0%
Social Worker Supervisor	3.00	1.00	2.00	2.00	3.00	1.00	50.0%
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%
Technical Support Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Trainer	5.00	5.00	7.00	5.00	5.00	(2.00)	(28.6%)
Workforce Development Spec	27.00	24.00	26.00	26.00	26.00	-	0.0%
Department Total	**397.00**	**385.00**	**396.49**	**399.50**	**380.00**	**(16.49)**	**(4.2%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
217	CDBG HOUSING TRUST	7.00	8.00	8.50	8.50	6.00	(2.50)	(29.4%)
222	HUMAN SERVICES GRANTS	390.00	370.00	380.99	384.00	366.00	(14.99)	(3.9%)
255	DETENTION OPERATIONS	-	7.00	7.00	7.00	8.00	1.00	14.3%
Department Total		**397.00**	**385.00**	**396.49**	**399.50**	**380.00**	**(16.49)**	**(4.2%)**

Significant Variance Analysis

The staffing is reduced by 16.49 FTE's in anticipation of a reduction in grant awards for FY 2013. Depending on the actual grant awards received in FY 2013 by the department, further staffing reductions may be necessary.

General Adjustments:

Target Adjustments:

CDBG Housing Trust Fund (217)

- Decrease expenditure budget by $2,208 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Human Services Grants Fund (222)

- Decrease expenditure budget by $65,057 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Detention Fund (255) Non Recurring Non Project (0001)

- Decrease expenditure budget by $1,642 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

CDBG Housing Trust Fund (217)

- Increase Regular Benefits by $3,429 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase revenues by $214,832 and expenditures by $213,611 to reflect anticipated grant awards for FY 2013.

Human Services Grant Fund (222)

- Increase Regular Benefits by $133,207 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease revenues by $14,134,929 and expenditures by $14,203,049 to reflect anticipated grant awards for FY 2013.

Detention Fund (255) Non Recurring Non Project (0001)

- Increase Regular Benefits by $3,954 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce Other Services by $2,312 to offset increase in Benefits & Retirement.
- Decrease expenditure budget by $1,642 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Carry forward of $1,328,359 for Community Justice Coordination Program.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of eligible Comunity Development Block Grant (CDBG) funded projects	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Percentage of low-moderate income residents benefitting from completed projects	N/A	5.6%	5.6%	5.6%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of eligible Comunity Development Block Grant (CDBG) funded projects completed	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Result	Percentage of low-moderate income residents benefitting from completed projects	N/A	5.6%	5.6%	5.6%	0.0%	0.0%
Output	Number of eligible projects completed with CDBG funds	N/A	8	8	8	-	0.0%
Demand	Number of eligible projects funded with CDBG funds	47	26	26	26	-	0.0%
Efficiency	Cost per project completed with CDBG funds	N/A	$ 325,332.00	$ 516,057.50	$ 598,967.88	$(273,635.88)	-84.1%
Revenue							
	217 - CDBG HOUSING TRUST	$ 2,482,355	$ 2,621,331	$ 4,523,155	$ 4,791,743	$ 2,170,412	82.8%
	TOTAL SOURCES	$ 2,482,355	$ 2,621,331	$ 4,523,155	$ 4,791,743	$ 2,170,412	82.8%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 2,307,476	$ 2,602,656	$ 4,128,460	$ 4,791,743	$ (2,189,087)	-84.1%
	TOTAL USES	$ 2,307,476	$ 2,602,656	$ 4,128,460	$ 4,791,743	$ (2,189,087)	-84.1%

Activity Narrative: The decrease in efficiency is due to an increase in funding that is expected to be received in FY 2013. The additional funding in FY 2013 will allow the department to complete projects that were started in prior years.

HOME Program

The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, sub-recipients, 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent of eligible HOME Investment Partnership Program funded projects	93.1%	100.0%	83.3%	70.0%	(30.0%)	-30.0%
Percent of low-moderate income residents benefitting from completed projects	N/A	50.0%	50.0%	50.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of eligible HOME Investment Partnership Program funded projects completed	93.1%	100.0%	83.3%	70.0%	(30.0%)	-30.0%
Result	Percent of low-moderate income residents benefitting from completed projects	N/A	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eligible projects completed with HOME funds	N/A	12	12	10	(2)	-16.7%
Demand	Number of eligible projects funded with HOME funds	N/A	12	12	10	(2)	-16.7%
Efficiency	Cost per project completed with HOME funds	N/A	$ 502,738.17	$ 493,820.83	$ 471,673.00	$ 31,065.17	6.2%
Revenue							
	217 - CDBG HOUSING TRUST	$ 2,982,485	$ 6,034,361	$ 5,925,850	$ 4,716,730	$ (1,317,631)	-21.8%
	TOTAL SOURCES	$ 2,982,485	$ 6,034,361	$ 5,925,850	$ 4,716,730	$ (1,317,631)	-21.8%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 2,986,954	$ 6,032,858	$ 5,925,850	$ 4,716,730	$ 1,316,128	21.8%
	TOTAL USES	$ 2,986,954	$ 6,032,858	$ 5,925,850	$ 4,716,730	$ 1,316,128	21.8%

Activity Narrative: Due to the reduction in funding from the U.S. Department of Housing and Urban Development, the percent of eligible HOME Investment Program funded projects completed will decrease by 30% in FY 2013.

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.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of eligible adult probationers who successfully reintegrate into the community as	N/A	N/A	76.7%	83.3%	N/A	N/A
Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	N/A	N/A	66.7%	73.3%	N/A	N/A
Percent of eligible juvenile probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	N/A	N/A	83.3%	83.3%	N/A	N/A
Percent of eligible juveniles who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six-month period	N/A	N/A	86.7%	86.7%	N/A	N/A

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.

COMMUNITY JUSTICE SERVICE ADULT

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six month period.	N/A	N/A	76.7%	83.3%	N/A	N/A
Result	Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	N/A	N/A	66.7%	73.3%	N/A	N/A
Output	Number of individuals (enrolled adult probationer plus family members) served	N/A	N/A	150	150	N/A	N/A
Output	Number of eligible adult probationers from the geographic targeted area enrolled in the Community Justice Service Adult Activity	N/A	N/A	30	30	N/A	N/A
Demand	Number of eligible adult probationers from the geographic targeted area	N/A	N/A	130	130	N/A	N/A
Efficiency	Cost per case (enrolled adult probationer plus family members) served	N/A	N/A	$ 1,985.91	$ 4,470.99	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ -	$ 986,991	$ 297,886	$ 670,649	$ 316,342	32.1%
	TOTAL USES	$ -	$ 986,991	$ 297,886	$ 670,649	$ 316,342	32.1%

Activity Narrative: This activity was developed as a pilot project in FY 2012 and is funded with one-time funding from the Detention Fund (255). The program experienced delays in hiring and identifying eligible participants the first half of FY 2012, thus the minimal spending in FY 2012 Forecast. The program expects to be fully staffed and reach full enrollment by the start of FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible juvenile probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	N/A	N/A	83.3%	83.3%	N/A	N/A
Result	Percent of eligible juveniles who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six-month period	N/A	N/A	86.7%	86.7%	N/A	N/A
Output	Number of individuals (enrolled juvenile probationer plus family members) served	N/A	N/A	180	180	N/A	N/A
Output	Number of eligible juveniles from the geographic targeted area enrolled in the Community Justice Service Juvenile Activity	N/A	N/A	30	30	N/A	N/A
Demand	Number of eligible juveniles from the geographic targeted area	N/A	N/A	158	158	N/A	N/A
Efficiency	Cost per case (eligible juvenile plus family members) served	N/A	N/A	$ 1,765.87	$ 3,653.94	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ -	$ 987,004	$ 317,856	$ 657,710	$ 329,294	33.4%
	TOTAL USES	$ -	$ 987,004	$ 317,856	$ 657,710	$ 329,294	33.4%

Activity Narrative: This activity was developed as a pilot project in FY 2012 and is funded with one-time funding from the Detention Fund (255). The program experienced delays in hiring and identifying eligible participants the first half of FY 2012, thus the minimal spending in FY 2012 Forecast. The program expects to be fully staffed and reach full enrollment by the start of FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of respondents to Maricopa County Human Services Department annual customer	137.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of respondents to MCHSD annual customer satisfaction survey who rate service received as satisfactory or higher.	39.0%	100.0%	100.0%	94.9%	(5.1%)	-5.1%
Number of Family Self Sufficiency Housing Authority of Maricopa County (HAMC) households who reach a “3/Safe” on the CSD Self-Sufficiency Matrix in Income or Employment	N/A	N/A	N/A	36.0%	N/A	N/A
Percent of homes that meet energy-efficient standards after being weatherized	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance
- Weatherization

Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide management and coordination services to municipalities and community based organizations so they can improve delivery of human services.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of respondents to Maricopa County Human Services Department annual customer satisfaction survey who rate service received as satisfactory or higher.	137.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of all contracts managed	27	24	28	25	1	4.2%
Demand	Number of all contracts required	27	24	28	25	1	4.2%
Efficiency	Cost per contract managed	$ 84,286.56	$ 106,744.79	$ 68,467.93	$ 46,249.12	$ 60,495.67	56.7%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 1,748,691	$ 2,262,139	$ 1,917,835	$ 844,060	$ (1,418,079)	-62.7%
	TOTAL SOURCES	$ 1,748,691	$ 2,262,139	$ 1,917,835	$ 844,060	$ (1,418,079)	-62.7%
Expenditure							
	100 - GENERAL	$ 318,738	$ 312,168	$ 262,750	$ 312,168	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,956,999	2,249,707	1,654,352	844,060	1,405,647	62.5%
	TOTAL USES	$ 2,275,737	$ 2,561,875	$ 1,917,102	$ 1,156,228	$ 1,405,647	54.9%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). While this funding terminated in FY 2012, the department plans to maintain the same numbers of contracts and decrease the awarded value of the contracts in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of respondents to MCHSD annual customer satisfaction survey who rate service received as satisfactory or higher.	39.0%	100.0%	100.0%	94.9%	(5.1%)	-5.1%
Result	Number of Family Self Sufficiency Housing Authority of Maricopa County (HAMC) households who reach a "3/Safe" on the CSD Self-Sufficiency Matrix in Income or Employment	N/A	N/A	N/A	36.0%	N/A	N/A
Output	Number of households who receive services	5,109	7,300	14,694	2,618	(4,682)	-64.1%
Output	Number of households engaged/enrolled in the Family Self Sufficiency case management program	N/A	N/A	N/A	25	N/A	N/A
Demand	Number of households eligible to request service based on U.S. Census Bureau statistics of persons at or below poverty level	287,220	287,220	287,220	71,805	(215,415)	-75.0%
Demand	Number of households who are residents of Housing Authority of Maricopa County properties that are eligible to request Family Self Sufficiency (FSS) case management.	N/A	N/A	N/A	912	N/A	N/A
Efficiency	Average cost per household	$ 704.53	$ 588.22	$ 300.55	$ 683.11	$ (94.89)	-16.1%
Efficiency	Average expenditures per household enrolled	N/A	N/A	N/A	$ 198,708.44	N/A	N/A
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 6,343,187	$ 4,294,012	$ 3,667,271	$ 1,788,376	$ (2,505,636)	-58.4%
	TOTAL SOURCES	$ 6,343,187	$ 4,294,012	$ 3,667,271	$ 1,788,376	$ (2,505,636)	-58.4%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 3,599,465	$ 4,294,012	$ 4,416,242	$ 1,788,376	$ 2,505,636	58.4%
	TOTAL USES	$ 3,599,465	$ 4,294,012	$ 4,416,242	$ 1,788,376	$ 2,505,636	58.4%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). As a result of the termination of ARRA funding in FY 2012, the number of low income households receiving financial services will decline drastically in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of homes that meet energy-efficient standards after being weatherized	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of homes that receive weatherization service	765	540	760	147	(393)	-72.8%
Demand	Number of homes referred for weatherization services via application	984	600	823	500	(100)	-16.7%
Efficiency	Expenditure per home weatherized	$ 8,521.93	$ 9,414.67	$ 8,355.58	$ 8,335.79	$ 1,078.88	11.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 3,938,797	$ 5,066,767	$ 4,813,126	$ 1,225,361	$ (3,841,406)	-75.8%
	TOTAL SOURCES	$ 3,938,797	$ 5,066,767	$ 4,813,126	$ 1,225,361	$ (3,841,406)	-75.8%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 6,519,275	$ 5,083,920	$ 6,350,239	$ 1,225,361	$ 3,858,559	75.9%
	TOTAL USES	$ 6,519,275	$ 5,083,920	$ 6,350,239	$ 1,225,361	$ 3,858,559	75.9%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). As a result of the termination of ARRA funding in FY 2012, the number of homes that receive weatherization services will decline drastically in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of 4-5 year old children who are considered school ready according to the	92.2%	85.7%	85.7%	85.7%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.	92.2%	85.7%	85.7%	85.7%	0.0%	0.0%
Output	Number of 4-5 year old children enrolled in the program completing the assessment	1,344	1,680	1,680	1,680	-	0.0%
Output	Total number of children enrolled in the program	N/A	3,095	3,095	3,095	-	0.0%
Demand	Number of children who have applied for the program	-	5,036	5,036	5,036	-	0.0%
Efficiency	Expenditure per child enrolled in the program completing the assessment	$ 15,988.94	$ 12,224.18	$ 11,413.12	$ 11,694.68	$ 529.50	4.3%
Efficiency	Expenditure per child enrolled in the program	N/A	$ 6,635.42	$ 6,195.17	$ 6,348.00	$ 287.42	4.3%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 22,039,342	$ 20,592,638	$ 20,681,607	$ 19,647,058	$ (945,580)	-4.6%
	TOTAL SOURCES	$ 22,039,342	$ 20,592,638	$ 20,681,607	$ 19,647,058	$ (945,580)	-4.6%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 21,489,138	$ 20,536,614	$ 19,174,049	$ 19,647,058	$ 889,556	4.3%
	TOTAL USES	$ 21,489,138	$ 20,536,614	$ 19,174,049	$ 19,647,058	$ 889,556	4.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of eligible Neighborhood Stabilization Program (NSP) funded projects completed	97.5%	33.3%	75.0%	66.7%	33.3%	100.0%
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	50.0%	50.0%	50.0%	0.0%	0.0%

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.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible Neighborhood Stabilization Program (NSP) funded projects completed	97.5%	33.3%	75.0%	66.7%	33.3%	100.0%
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	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eligible projects completed with NSP funds	N/A	3	4	3	-	0.0%
Demand	Number of eligible projects funded with NSP funds.	N/A	3	4	3	-	0.0%
Efficiency	Cost per project completed with NSP	N/A	$ 1,951,790.33	$ 794,024.50	$ 1,744,251.00	$ 207,539.33	10.6%
Revenue							
	217 - CDBG HOUSING TRUST	$ 4,769,709	$ 5,838,248	$ 3,086,787	$ 5,232,753	$ (605,495)	-10.4%
	TOTAL SOURCES	$ 4,769,709	$ 5,838,248	$ 3,086,787	$ 5,232,753	$ (605,495)	-10.4%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 5,066,154	$ 5,855,371	$ 3,176,098	$ 5,232,753	$ 622,618	10.6%
	TOTAL USES	$ 5,066,154	$ 5,855,371	$ 3,176,098	$ 5,232,753	$ 622,618	10.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers who entered employment.	48.7%	53.6%	35.1%	53.6%	0.0%	0.0%
Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	52.4%	40.0%	28.8%	48.0%	8.0%	20.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers who entered employment.	48.7%	53.6%	35.1%	53.6%	0.0%	0.0%
Output	# of customers receiving services	8,865	5,600	5,802	5,600	-	0.0%
Demand	Number of customers who visit the One Stop Centers	146,376	120,000	149,361	120,000	-	0.0%
Efficiency	Cost per customer served	$ 931.20	$ 2,248.81	$ 1,749.33	$ 1,586.53	$ 662.28	29.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 6,895,827	$ 12,582,865	$ 11,697,516	$ 8,884,582	$ (3,698,283)	-29.4%
	TOTAL SOURCES	$ 6,895,827	$ 12,582,865	$ 11,697,516	$ 8,884,582	$ (3,698,283)	-29.4%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 8,255,128	$ 12,593,344	$ 10,149,630	$ 8,884,582	$ 3,708,762	29.5%
	TOTAL USES	$ 8,255,128	$ 12,593,344	$ 10,149,630	$ 8,884,582	$ 3,708,762	29.5%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). As a result of the termination of ARRA funding in FY 2012, combined with the anticipated improvements in the economy, the demand is declining in FY 2013 in comparison to FY 2012 Forecast.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	52.4%	40.0%	28.8%	48.0%	8.0%	20.0%
Output	Number of youth case managed	2,067	2,000	1,768	2,000	-	0.0%
Demand	Number of youth requesting services	8,888	4,800	4,133	4,800	-	0.0%
Efficiency	Cost per youth cases managed	$ 1,871.97	$ 1,671.31	$ 1,298.04	$ 1,432.38	$ 238.93	14.3%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 4,551,178	$ 3,324,531	$ 3,397,930	$ 2,864,757	$ (459,774)	-13.8%
	TOTAL SOURCES	$ 4,551,178	$ 3,324,531	$ 3,397,930	$ 2,864,757	$ (459,774)	-13.8%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 3,869,357	$ 3,342,625	$ 2,294,933	$ 2,864,757	$ 477,868	14.3%
	TOTAL USES	$ 3,869,357	$ 3,342,625	$ 2,294,933	$ 2,864,757	$ 477,868	14.3%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). Despite the termination of ARRA funding in FY 2012, the department still anticipates an increase in output due to the department's effort to actively target more employment opportunities for at-risk youth in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of eligible persons provided case management services	3.9%	3.1%	1.9%	3.6%	0.5%	14.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible persons provided case management services	3.9%	3.1%	1.9%	3.6%	0.5%	14.8%
Output	Number of people who receive services	3,377	2,700	957	3,100	400	14.8%
Demand	Number of eligible persons in Maricopa County	85,865	85,865	1,107	4,100	(81,765)	-95.2%
Efficiency	Cost per person receiving service	$ 211.10	$ 209.63	$ 558.62	$ 723.14	$ (513.51)	-245.0%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 982,717	$ 1,108,902	$ 1,137,906	$ 1,042,994	$ (65,908)	-5.9%
	TOTAL SOURCES	$ 982,717	$ 1,108,902	$ 1,137,906	$ 1,042,994	$ (65,908)	-5.9%
Expenditure							
	100 - GENERAL	$ 1,153,139	$ 1,198,744	$ 1,115,144	$ 1,198,744	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	985,510	1,065,252	1,022,122	1,042,994	22,258	2.1%
	TOTAL USES	$ 2,138,649	$ 2,263,996	$ 2,137,266	$ 2,241,738	$ 22,258	1.0%

Activity Narrative: The data is inconsistent from year to year due to the department using various methods for calculating the measures. The activity measures will be revised during the FY 2014 Strategic Business Plan update process.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of emergency shelter nights provided	100.0%	100.0%	98.8%	100.0%	0.0%	0.0%
Percent of low demand shelter nights provided to men only	100.0%	100.0%	99.2%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of low demand shelter nights provided to men only	100.0%	100.0%	99.2%	100.0%	0.0%	0.0%
Output	Number of low demand shelter nights provided	72,320	104,000	47,696	26,000	(78,000)	-75.0%
Demand	Number of low demand shelter nights requested	72,320	104,000	50,376	26,000	(78,000)	-75.0%
Efficiency	Cost per shelter night provided	$ 4.53	$ 5.39	$ 11.75	$ 13.85	$ (8.46)	-156.9%
Expenditure							
	100 - GENERAL	$ 327,698	$ 560,539	$ 560,539	$ 360,000	$ 200,539	35.8%
	TOTAL USES	$ 327,698	$ 560,539	$ 560,539	$ 360,000	$ 200,539	35.8%

Activity Narrative: The data sources used for demand and output are being replaced by a new measurement system in FY 2013. This change in the measurement will reflect lower demand, output, and efficiency in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of emergency shelter nights provided	100.0%	100.0%	98.8%	100.0%	0.0%	0.0%
Output	Number of emergency shelter nights provided	70,191	67,960	32,888	52,000	(15,960)	-23.5%
Demand	Number of emergency shelter nights requested	70,191	67,960	48,059	52,000	(15,960)	-23.5%
Efficiency	Cost per emergency shelter night	$ 11.88	$ 6.26	$ 17.64	$ 9.06	$ (2.80)	-44.7%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 574,783	$ 236,062	$ 223,811	$ 81,000	$ (155,062)	-65.7%
	TOTAL SOURCES	$ 574,783	$ 236,062	$ 223,811	$ 81,000	$ (155,062)	-65.7%
Expenditure							
	100 - GENERAL	$ 225,000	$ 189,461	$ 319,204	$ 390,000	$ (200,539)	-105.8%
	222 - HUMAN SERVICES GRANTS	608,555	236,062	260,799	81,000	155,062	65.7%
	TOTAL USES	$ 833,555	$ 425,523	$ 580,003	$ 471,000	$ (45,477)	-10.7%

Activity Narrative: The decrease in revenues and expenditures is due to the expiration of one-time funding received as part of the American Recovery and Reinvestment Act (ARRA). The data sources used for demand and output are being replaced by a new measurement system in FY 2013. This change in the measurement will reflect lower demand, output, and efficiency in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 2,260,912**	**$ -**
FY 2012 Revised Budget	**$ 2,260,912**	**$ -**
FY 2013 Budget Target	**$ 2,260,912**	**$ -**
FY 2013 Recommended Budget	**$ 2,260,912**	**$ -**
Percent Change from Target Amount	*0.0%*	

CDBG Housing Trust Fund (217)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 13,486,394**	**$ 13,486,394**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 1,040,000**	**$ 1,040,000**
Human Svcs Grant Recon Nov 2011	*C-22-12-035-2-00*	*1,040,000*	*1,040,000*
FY 2012 Revised Budget		**$ 14,526,394**	**$ 14,526,394**
Adjustments:			
Employee Salary Adjustments		**$ (2,208)**	**$ -**
Adjust Hours Per FTE		*(2,208)*	*-*
FY 2013 Budget Target		**$ 14,524,186**	**$ 14,526,394**
Adjustments:			
Employee Retirement and Benefits		**$ 3,429**	**$ -**
Retirement Contributions		*3,429*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 213,611**	**$ 214,832**
Grant Reconciliation		*213,611*	*214,832*
FY 2013 Recommended Budget		**$ 14,741,226**	**$ 14,741,226**
Percent Change from Target Amount		*1.5%*	*1.5%*

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	FY 2013 TENTATIVE	FY 2013 ADOPTED
Beginning Spendable Fund Balance	$ (280,955)	$ (280,955)	$ (280,955)	$ (130,930)	$ 175,070	$ 175,070	$ 175,070
Sources:							
Operating	$ 10,557,978	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ -	$ -
Non-Recurring	-	306,000	306,000	306,000	-	-	-
Total Sources:	$ 10,557,978	$ 13,792,394	$ 14,832,394	$ 13,563,023	$ 14,741,226	$ -	$ -
Uses:							
Operating	$ 10,407,955	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ -	$ -
Total Uses:	$ 10,407,955	$ 13,486,394	$ 14,526,394	$ 13,257,023	$ 14,741,226	$ -	$ -
Structural Balance	$ 150,023	$ -	$ -	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:							
Restricted	$ -	$ 25,045	$ 25,045	$ 175,070	$ 175,070	$ 175,070	$ 175,070
Unassigned	(130,930)	-	-	-	-	-	-
Total Ending Spendable Fund Balance	$ (130,930)	$ 25,045	$ 25,045	$ 175,070	$ 175,070	$ 175,070	$ 175,070

Human Services Grant Fund (222)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 45,586,165**	**$ 45,586,165**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 8,066,276**	**$ 8,066,276**
Human Svcs Grant Recon Nov 2011	*C-22-12-035-2-00*	*8,066,276*	*8,066,276*
FY 2012 Revised Budget		**$ 53,652,441**	**$ 53,652,441**
Adjustments:			
Employee Salary Adjustments		**$ (65,087)**	**$ -**
Adjust Hours Per FTE		*(65,087)*	-
FY 2013 Budget Target		**$ 53,587,354**	**$ 53,652,441**
Adjustments:			
Employee Retirement and Benefits		**$ 133,207**	**$ -**
Retirement Contributions		*133,207*	-
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (14,203,049)**	**$ (14,134,929)**
Grant Reconciliation		*(14,203,049)*	*(14,134,929)*
FY 2013 Recommended Budget		**$ 39,517,512**	**$ 39,517,512**
Percent Change from Target Amount		*-26.3%*	*-26.3%*

Human Services Grant Fund (222) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	FY 2013 TENTATIVE	FY 2013 ADOPTED
Beginning Spendable Fund Balance	$ (294,662)	$ (294,662)	$ (294,662)	$ (2,049,595)	$ (2,049,595)	$ (2,049,595)	$ (2,049,595)
Sources:							
Operating	$ 48,463,758	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ -	$ -
Total Sources:	$ 48,463,758	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ -	$ -
Uses:							
Operating	$ 50,218,701	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ -	$ -
Total Uses:	$ 50,218,701	$ 45,586,165	$ 53,652,441	$ 48,723,967	$ 39,517,512	$ -	$ -
Structural Balance	$ (1,754,943)	$ -	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:							
Restricted	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unassigned	(2,049,595)	(294,662)	(294,662)	(2,049,595)	(2,049,595)	(2,049,595)	(2,049,595)
Total Ending Spendable Fund Balance	$ (2,049,595)	$ (294,662)	$ (294,662)	$ (2,049,595)	$ (2,049,595)	$ (2,049,595)	$ (2,049,595)

Detention Fund (255)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 1,976,289**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (2,294)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(2,294)*	-
FY 2012 Revised Budget			**$ 1,973,995**	**$ -**
Adjustments:				
Non Recurring			**$ (1,973,995)**	**$ -**
Other Non-Recurring			*(1,973,995)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 3,954**	**$ -**
Retirement Contributions			*3,954*	-
Employee Salary Adjustments			**$ (1,642)**	**$ -**
Adjust Hours Per FTE			*(1,642)*	-
Base Adjustments			**$ (2,312)**	**$ -**
Other Base Adjustments			*(2,312)*	-
Non Recurring			**$ 1,328,359**	**$ -**
Non Recurring Carry Forward			*1,328,359*	-
Carry forward Community Justice Coordination Program		*$ 1,328,359*		
FY 2013 Recommended Budget			**$ 1,328,359**	**$ -**
Percent Change from Target Amount				

Integrated Criminal Justice Information System

Analysis by Dexter Thomas, Management and Budget Supervisor

Summary

Mission

TBD – The Mission will be developed during the FY 2014 Strategic Business Plan update process.

Vision

TBD – The Vision will be developed during the FY 2014 Strategic Business Plan update process.

Strategic Goals

TBD – The Goals will be developed during the FY 2014 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,620,800	$ (172,723)	-11.9%
99IT - INFORMATION TECHNOLOGY	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,620,800	$ (172,723)	-11.9%
TOTAL PROGRAMS	**$ 1,356,596**	**$ 1,282,863**	**$ 1,448,077**	**$ 1,448,077**	**$ 1,620,800**	**$ (172,723)**	**-11.9%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 425,092	$ 428,337	$ 557,498	$ 557,498	$ 587,104	$ (29,606)	-5.3%
0750 - FRINGE BENEFITS	122,417	113,496	149,549	149,549	151,559	(2,010)	-1.3%
0790 - OTHER PERSONNEL SERVICES	307	-	-	-	-	-	N/A
SUBTOTAL	$ 547,816	$ 541,833	$ 707,047	$ 707,047	$ 738,663	$ (31,616)	-4.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,026	$ 8,000	$ 8,000	$ 8,000	$ 4,735	$ 3,265	40.8%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	168,800	(168,800)	N/A
SUBTOTAL	$ 7,026	$ 8,000	$ 8,000	$ 8,000	$ 173,535	$ (165,535)	-2069.2%
SERVICES							
0812 - OTHER SERVICES	$ 531,330	$ 475,000	$ 475,000	$ 475,000	$ 544,592	$ (69,592)	-14.7%
0820 - RENT & OPERATING LEASES	843	3,000	3,000	3,000	3,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	50,000	50,000	50,000	37,500	12,500	25.0%
0839 - INTERNAL SERVICE CHARGES	31,043	32,910	32,910	32,910	32,535	375	1.1%
0841 - TRAVEL	-	12,000	12,000	12,000	9,500	2,500	20.8%
0843 - POSTAGE/FREIGHT/SHIPPING	-	120	120	120	80	40	33.3%
SUBTOTAL	$ 563,216	$ 573,030	$ 573,030	$ 573,030	$ 627,207	$ (54,177)	-9.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 99,590	$ 160,000	$ 160,000	$ 160,000	$ 75,902	$ 84,098	52.6%
0950 - DEBT SERVICE	138,948	-	-	-	-	-	N/A
SUBTOTAL	$ 238,538	$ 160,000	$ 160,000	$ 160,000	$ 75,902	$ 84,098	52.6%
ALL EXPENDITURES	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,615,307	$ (167,230)	-11.5%
TOTAL USES	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,615,307	$ (167,230)	-11.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
255 DETENTION OPERATIONS							
OPERATING	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,450,800	$ (2,723)	-0.2%
NON-RECURRING	-	-	-	-	170,000	(170,000)	N/A
FUND TOTAL USES	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,620,800	$ (172,723)	-11.9%
DEPARTMENT OPERATING TOTAL USES	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,450,800	$ (2,723)	-0.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 170,000	$ (170,000)	N/A
DEPARTMENT TOTAL USES	$ 1,356,596	$ 1,282,863	$ 1,448,077	$ 1,448,077	$ 1,620,800	$ (172,723)	-11.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.00	4.00	6.00	6.00	5.00	(1.00)	(16.7%)
PROGRAM TOTAL	4.00	4.00	6.00	6.00	5.00	(1.00)	(16.7%)
DEPARTMENT TOTAL	4.00	4.00	6.00	6.00	5.00	(1.00)	(16.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
IS Architect	1.00	1.00	2.00	2.00	2.00	-	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	-	0.0%
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)	(100.0%)
Department Total	**4.00**	**4.00**	**6.00**	**6.00**	**5.00**	**(1.00)**	**(16.7%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
255 DETENTION OPERATIONS	4.00	4.00	6.00	6.00	5.00	(1.00)	(16.7%)
Department Total	**4.00**	**4.00**	**6.00**	**6.00**	**5.00**	**(1.00)**	**(16.7%)**

Significant Variance Analysis

In FY 2013, 1.0 FTE Project Manager is eliminated to fully fund the IT Manager and IT Consultant positions as part of the priorities set forth by the ICJIS oversight committee.

General Adjustments

Target Adjustments:

Detention Fund (255)

- Decrease expenditure budget by $2,770 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

Detention Fund (255)

- Increase Regular Benefits by $5,493 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce Other Services by $5,493 to offset benefit increase in FY 2013.

Detention Fund (255) Non Recurring

- Budget $170,000 for one-time technology purchases required by the department in FY 2013.

Programs and Activities

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

Measure Description	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 FORECAST	FY 2012 RECOMM	REV VS RECOMM VAR	%
Customer Satisfaction	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Business Application Development and Support (BUAS)

Business Application Development and Support

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.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of service request completed	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of customers satisfied with applications development service request outcome	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of service requests for maintenance of existing applications	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of application development service requests completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of application development service requests received	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Expenditure per application development service request completed	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ 1,357,232	$ 1,448,077	$ 1,390,747	$ 1,615,307	$ (167,230)	-11.5%
	TOTAL USES	$ 1,357,232	$ 1,448,077	$ 1,390,747	$ 1,615,307	$ (167,230)	-11.5%

Activity Narrative: This is a restatement from the County Manager to the Integrated Criminal Justice information System (ICJIS) department, which is new in FY 2013. The funding is budgeted in the IT administrative activity Business Application Development and Support (BUAS) until the department develops programs and activities specific to ICJIS, which will occur during the FY 2014 Strategic Business Plan update process.

Appropriated Budget Reconciliations

Detention Operations Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (2,770)**	**$ -**
Adjust Hours Per FTE			*(2,770)*	-
Restatements			**$ 1,448,077**	**$ -**
ICJIS from County Manager			*1,448,077*	-
FY 2013 Budget Target			**$ 1,445,307**	**$ -**
Employee Retirement and Benefits			**$ 5,493**	**$ -**
Retirement Contributions			*5,493*	-
Base Adjustments			**$ (5,493)**	**$ -**
Other Base Adjustments			*(5,493)*	-
Reduce Other Services to offset benefit increase		*$ (5,493)*		
FY 2013 Recommended Budget			**$ 1,445,307**	**$ -**
Percent Change from Target Amount			*0.0%*	

Detention Operations Fund (255) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Information and Communications Technology		
Other IT Non-Recurring	*170,000*	-
FY 2013 Recommended Budget	**$ 170,000**	**$ -**
Percent Change from Target Amount		

Internal Audit

Analysis by Scott Rothe, Principal 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. FY11 results: 100%.

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2013.

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. FY11 results: 100%.

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2013.

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. FY11 results: 91.5%.

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 2013. The availability of resources in County Departments may affect timeliness in implementation.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
AUDT - AUDIT SERVICES	$ 1,290,081	$ 1,509,549	$ 1,605,132	$ 1,665,338	$ 1,603,003	$ 2,129	0.1%
23AS - INTERNAL AUDIT SERVICES	$ 1,290,081	$ 1,509,549	$ 1,605,132	$ 1,665,338	$ 1,603,003	$ 2,129	0.1%
BDGT - BUDGETING	$ 8,300	$ 12,251	$ 5,090	$ (166)	$ 8,156	$ (3,066)	-60.2%
FSAC - FINANCIAL SERVICES	510	2,769	1,151	(35)	2,766	(1,615)	-140.3%
HRAC - HUMAN RESOURCES	20,004	5,531	2,299	(79)	8,292	(5,993)	-260.7%
ODIR - EXECUTIVE MANAGEMENT	222,790	225,793	136,283	69,340	120,353	15,930	11.7%
PROC - PROCUREMENT	1,297	2,769	1,151	(35)	2,766	(1,615)	-140.3%
99AS - ADMINISTRATIVE SERVICES	$ 252,901	$ 249,113	$ 145,974	$ 69,025	$ 142,333	$ 3,641	2.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 480	$ 3,715	$ 3,715	$ 3,716	$ 3,715	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 480	$ 3,715	$ 3,715	$ 3,716	$ 3,715	$ -	0.0%
TOTAL PROGRAMS	**$ 1,543,462**	**$ 1,762,377**	**$ 1,754,821**	**$ 1,738,079**	**$ 1,749,051**	**$ 5,770**	**0.3%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,144,171	$ 1,108,896	$ 1,176,094	$ 1,179,453	$ 1,226,887	$ (50,793)	-4.3%
0705 - TEMPORARY PAY	10,899	54,592	54,592	-	57,937	(3,345)	-6.1%
0710 - OVERTIME	141	-	-	63	-	-	N/A
0750 - FRINGE BENEFITS	353,608	370,601	385,477	372,127	414,052	(28,575)	-7.4%
0790 - OTHER PERSONNEL SERVICES	36	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(19,794)	(17,000)	(106,630)	(154,359)	(20,151)	(86,479)	-81.1%
0796 - PERSONNEL SERVICES ALLOC-IN	-	172,087	172,087	172,087	-	172,087	100.0%
SUBTOTAL	$ 1,489,061	$ 1,689,176	$ 1,681,620	$ 1,569,371	$ 1,678,725	$ 2,895	0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,102	$ 4,500	$ 4,500	$ 4,500	$ 4,500	$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	3,990	3,990	3,990	6,841	(2,851)	-71.5%
SUBTOTAL	$ 3,102	$ 8,490	$ 8,490	$ 8,490	$ 11,341	$ (2,851)	-33.6%
SERVICES							
0812 - OTHER SERVICES	$ 24,803	$ 22,739	$ 22,739	$ 118,389	$ 21,928	$ 811	3.6%
0820 - RENT & OPERATING LEASES	1,387	1,600	1,600	1,457	1,600	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	200	200	200	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	957	16,122	16,122	16,122	13,107	3,015	18.7%
0841 - TRAVEL	2,787	9,400	9,400	9,400	7,500	1,900	20.2%
0842 - EDUCATION AND TRAINING	21,334	14,550	14,550	14,550	14,550	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	31	100	100	100	100	-	0.0%
SUBTOTAL	$ 51,299	$ 64,711	$ 64,711	$ 160,218	$ 58,985	$ 5,726	8.8%
ALL EXPENDITURES	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%
TOTAL USES	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%
FUND TOTAL USES	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%
DEPARTMENT OPERATING TOTAL USES	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%
DEPARTMENT TOTAL USES	$ 1,543,462	$ 1,762,377	$ 1,754,821	$ 1,738,079	$ 1,749,051	$ 5,770	0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.15	.15	.00	-	.10	.10	N/A
EXECUTIVE MANAGEMENT	1.80	1.80	1.00	1.00	1.20	.20	20.0%
FINANCIAL SERVICES	.05	.05	.00	-	.05	.05	N/A
HUMAN RESOURCES	.10	.10	.00	-	.15	.15	N/A
PROCUREMENT	.05	.05	.00	-	.05	.05	N/A
PROGRAM TOTAL	2.15	2.15	1.00	1.00	1.55	.55	55.0%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	14.85	14.85	18.00	18.00	17.45	(.55)	(3.1%)
PROGRAM TOTAL	14.85	14.85	18.00	18.00	17.45	(.55)	(3.1%)
DEPARTMENT TOTAL	17.00	17.00	19.00	19.00	19.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Audit Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Audit Supervisor	4.00	4.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	-	-	2.00	2.00	2.00	-	0.0%
Internal Auditor	9.00	9.00	3.50	3.50	3.50	-	0.0%
Internal Auditor Senior	-	-	4.00	4.00	4.00	-	0.0%
Internal Auditor Senior – Specialized	-	-	2.50	2.50	2.50	-	0.0%
Department Total	**17.00**	**17.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	17.00	17.00	19.00	19.00	19.00	-	0.0%
Department Total	**17.00**	**17.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease the expenditure budget by $5,770 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase the expenditure budget by $172,087 for the restatement of staff charges from Non-Departmental (470) operating expenditures. The amount funds 1.0 Internal Auditor Senior – Specialized and 1.0 FTE Internal Auditor Supervisor – Specialized for the Maricopa County Sheriff's Office operating oversight review.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $12,026 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease the Personal Services expenditure budget by a net of $9,151 as a result of lower pay rates caused by employee turnover (new hires paid less than those they replaced).
- Decrease internal service charge expenditures by $3,015 due to a reduction in the charges for telecommunication services.
- Increase non-capital equipment expenditures by $2,851 for the replacement of computers.

- Decrease remaining operating expenditures by $2,711 to right-size travel and other services.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Board of Supervisors satisfied with the Internal Audit Services Program	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit reports completed within 90 days after fiscal year-end	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit recommendations implemented within three years	91.5%	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 Circular A-133 pursuant to the Single Audit Act; Arizona Supreme Court Administrative Order 2006-121.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Board of Supervisors satisfied with the Internal Audit Services Program	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit reports completed within 90 days after fiscal year-end	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit recommendations implemented within three years	91.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of audit reports completed	26	25	25	25	-	0.0%
Output	Number of Board of Supervisors satisfaction surveys received (responses include BOS, Audit Committee, and Chief of Staff responses)	85	50	50	50	-	0.0%
Output	Number of audit recommendations implemented	697	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	26	25	25	25	-	0.0%
Efficiency	Total Activity Expenditure per audit report	$ 49,618.50	$ 57,321.80	$ 60,843.52	$ 64,120.12	$ (6,798.32)	-11.9%
Expenditure							
	100 - GENERAL	$ 1,290,081	$ 1,605,132	$ 1,665,338	$ 1,603,003	$ 2,129	0.1%
	TOTAL USES	$ 1,290,081	$ 1,605,132	$ 1,665,338	$ 1,603,003	$ 2,129	0.1%

Activity Narrative: Demand is driven by requests from the Board of Supervisors and the department anticipates meeting the demand for services within their FY 2013 budget. The scope and complexity of

the audits requested change from year to year, causing variances in the number of reports that can be completed. In FY 2013, the output levels are anticipated to mirror the output levels of FY 2012.

Restatement – General Fund (100) Operating

The FY 2012 Adopted Budget includes $900,417 in Non Departmental General Fund Operating for Operating Oversight and Review of the Sheriff's Office. Within this amount is $172,087 for the Internal Audit Department to add 2.0 FTE Auditors with a specialized focus on law enforcement audits; thus in FY 2013, the Internal Audit budget is restated to include the full funding for the new positions.

Appropriated Budget Reconciliation

General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2012 Adopted Budget				**$ 1,590,290**	**$ -**
Adjustments:	Agenda Item:				
Employee Retirement and Benefits				**$ (7,556)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*			*(7,556)*	-
FY 2012 Revised Budget				**$ 1,582,734**	**$ -**
Adjustments:					
Employee Salary Adjustments				**$ (5,770)**	**$ -**
Adjust Hours Per FTE				*(5,770)*	-
Restatements				**$ 172,087**	**$ -**
Add 2.0 FTE Internal Auditors		*$*	*172,087*		
FY 2013 Budget Target				**$ 1,749,051**	**$ -**
Adjustments:					
Employee Retirement and Benefits				**$ 12,026**	**$ -**
Retirement Contributions				*12,026*	-
Base Adjustments				**$ (12,026)**	**$ -**
Other Base Adjustments				*(9,011)*	-
Savings from lower pay rates due to staff turnover		*$*	*(9,151)*		
Increase Capital Outlay for the replacement of computers			*2,851*		
Decrease expenditures to right-size Travel and Other Services			*(2,711)*		
Internal Service Charges				*(3,015)*	-
Reduce telecom expenditures due to change in FY 13 Telecom charges		*$*	*(3,015)*		
FY 2013 Recommended Budget				**$ 1,749,051**	**$ -**
Percent Change from Target Amount				*0.0%*	

Justice Courts

Analysis by 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 July 2010, when the State chose not to renew their contract with a private vendor, and no new citations are being 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 Justice Courts developed and began to implement an Electronic Document Management System (EDMS) in September 2011. Even with the addition of a 26th Justice Court in January 2013, full implementation of EDMS as well as implementation of electronic case filing in small claims cases is expected to be completed by the end of FY 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: The revenue collection rate in the Justice Courts during FY 2012 has remained at 70% and total revenue collected has been significantly lower than projected. Civil and Civil Traffic and Criminal Traffic violations case filings, which are the primary revenue generators in the Justice Courts, were significantly lower in FY 2012 as was the case in FY 2011 in comparison to previous years which is the expected trend for FY 2013.

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: Due to significantly lower case filings in FY 2012, the case clearance rates in the Justice Courts tend to be in excess of 100% (terminations divided by new filings). Civil case terminations for Small Claims, Eviction Actions, and Small Civil cases all exceeded 100%, due in large part to the clean-up of older cases. In FY 2013 the trend of clean-up for civil cases will continue; however case processing time standards will more than likely not improve as a result of the continuous backlog.

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 Justice Courts continued to solidify the administrative and operational requirements of Supreme Court Administrative Order 2008-59 during FY 2012. Several new Justice Court policies were drafted and approved through the Professional Standards and Policy committee and ultimately adopted by the bench to help professionalize the organization. The Best Practices Committee also continued to meet and discuss more uniform ways to further case processing goals and improve customer service during FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
SOURCES							
SERV - SERVICE OF PROCESS	$ 4,754	$ -	$ -	$ -	$ -	$ -	N/A
25PS - SERVICE OF PROCESS	$ 4,754	$ -	$ -	$ -	$ -	$ -	N/A
MCAD - MISDEMEANOR CRIM ADJUDICATION	$ 12,811,549	$ 12,741,867	$ 12,741,867	$ 11,247,037	$ 11,552,949	$ (1,188,918)	-9.3%
80CJ - CRIMINAL JUSTICE	$ 12,811,549	$ 12,741,867	$ 12,741,867	$ 11,247,037	$ 11,552,949	$ (1,188,918)	-9.3%
CIVT - CIVIL TRAFFIC	$ 2,604,133	$ 2,767,200	$ 2,767,200	$ 2,702,472	$ 2,762,706	$ (4,494)	-0.2%
SMCV - SMALL CIVIL	7,670,045	8,881,850	8,881,850	8,476,691	8,118,345	(763,505)	-8.6%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	1,017,961	75,000	75,000	7,500	7,500	(67,500)	-90.0%
80CV - CIVIL AND TAX JUSTICE	$ 11,292,139	$ 11,724,050	$ 11,724,050	$ 11,186,663	$ 10,888,551	$ (835,499)	-7.1%
GGOV - GENERAL GOVERNMENT	$ 18,549	$ -	$ -	$ 9,065	$ 1,200	$ 1,200	N/A
99GV - GENERAL GOVERNMENT	$ 18,549	$ -	$ -	$ 9,065	$ 1,200	$ 1,200	N/A
TOTAL PROGRAMS	**$ 24,126,991**	**$ 24,465,917**	**$ 24,465,917**	**$ 22,442,765**	**$ 22,442,700**	**$ (2,023,217)**	**-8.3%**
USES							
CTRF - CRIMINAL TRAFFIC	$ 1,283,321	$ 1,808,609	$ 1,796,070	$ 1,554,573	$ 1,800,405	$ (4,335)	-0.2%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,910,240	1,825,483	1,824,615	1,849,057	1,804,828	19,787	1.1%
MDUI - MISDEMEANOR DUI	665,735	666,509	621,833	590,383	577,162	44,671	7.2%
80CJ - CRIMINAL JUSTICE	$ 3,859,296	$ 4,300,601	$ 4,242,518	$ 3,994,013	$ 4,182,395	$ 60,123	1.4%
CIVT - CIVIL TRAFFIC	$ 5,373,910	$ 7,711,896	$ 7,695,379	$ 6,774,254	$ 8,734,539	$ (1,039,160)	-13.5%
CVSC - CIVIL SMALL CLAIMS	1,381,586	1,456,873	1,465,635	1,368,819	1,387,468	78,167	5.3%
FDET - FORCIBLE DETAINER	3,617,228	3,938,952	3,870,596	3,485,423	3,447,900	422,696	10.9%
INJH - INJUNCTIONS AGAINST HARASS	702,626	677,882	677,126	683,574	669,933	7,193	1.1%
ORDP - ORDERS OF PROTECTION	932,521	834,422	836,392	829,360	753,693	82,699	9.9%
SMCV - SMALL CIVIL	2,047,254	2,533,070	2,552,098	2,291,273	2,034,877	517,221	20.3%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	1,389,944	921,000	921,000	163,694	383,886	537,114	58.3%
80CV - CIVIL AND TAX JUSTICE	$ 15,445,069	$ 18,074,095	$ 18,018,226	$ 15,596,397	$ 17,412,296	$ 605,930	3.4%
FSAC - FINANCIAL SERVICES	$ 462,792	$ 512,473	$ 558,405	$ 575,752	$ 658,713	$ (100,308)	-18.0%
HRAC - HUMAN RESOURCES	171,326	159,292	132,499	126,012	114,267	18,232	13.8%
ODIR - EXECUTIVE MANAGEMENT	973,704	1,033,251	1,148,095	929,045	1,021,088	127,007	11.1%
99AS - ADMINISTRATIVE SERVICES	$ 1,607,822	$ 1,705,016	$ 1,838,999	$ 1,630,809	$ 1,794,068	$ 44,931	2.4%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 745	$ -	$ 745	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	36,468	48,736	48,736	48,732	48,736	-	0.0%
99GV - GENERAL GOVERNMENT	$ 36,468	$ 48,736	$ 49,481	$ 48,732	$ 49,481	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 768,126	$ 817,218	$ 779,970	$ 746,846	$ 781,561	$ (1,591)	-0.2%
99IT - INFORMATION TECHNOLOGY	$ 768,126	$ 817,218	$ 779,970	$ 746,846	$ 781,561	$ (1,591)	-0.2%
TOTAL PROGRAMS	**$ 21,716,781**	**$ 24,945,666**	**$ 24,929,194**	**$ 22,016,797**	**$ 24,219,801**	**$ 709,393**	**2.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 10,918,844	$ 12,065,529	$ 12,065,529	$ 11,027,700	$ 11,027,700	$ (1,037,829)	-8.6%
SUBTOTAL	$ 10,918,844	$ 12,065,529	$ 12,065,529	$ 11,027,700	$ 11,027,700	$ (1,037,829)	-8.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 11,967,238	$ 11,256,173	$ 11,256,173	$ 10,362,300	$ 10,362,300	$ (893,873)	-7.9%
SUBTOTAL	$ 11,967,238	$ 11,256,173	$ 11,256,173	$ 10,362,300	$ 10,362,300	$ (893,873)	-7.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 18,549	$ 17,719	$ 17,719	$ 9,065	$ 9,000	$ (8,719)	-49.2%
0650 - MISCELLANEOUS REVENUE	1,222,360	1,126,496	1,126,496	1,043,700	1,043,700	(82,796)	-7.3%
SUBTOTAL	$ 1,240,909	$ 1,144,215	$ 1,144,215	$ 1,052,765	$ 1,052,700	$ (91,515)	-8.0%
ALL REVENUES	$ 24,126,991	$ 24,465,917	$ 24,465,917	$ 22,442,765	$ 22,442,700	$ (2,023,217)	-8.3%
TOTAL SOURCES	$ 24,126,991	$ 24,465,917	$ 24,465,917	$ 22,442,765	$ 22,442,700	$ (2,023,217)	-8.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 11,878,224	$ 12,458,730	$ 12,491,715	$ 12,527,754	$ 12,708,202	$ (216,487)	-1.7%
0705 - TEMPORARY PAY	448,323	507,596	510,735	210,894	454,622	56,113	11.0%
0710 - OVERTIME	125,806	214,508	214,508	91,595	106,000	108,508	50.6%
0750 - FRINGE BENEFITS	4,660,660	5,408,267	5,305,211	5,144,545	5,607,120	(301,909)	-5.7%
0790 - OTHER PERSONNEL SERVICES	74,005	147,493	147,493	34,825	92,540	54,953	37.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,148,016)	(4,515,089)	(4,515,089)	(4,488,619)	(4,732,368)	217,279	4.8%
0796 - PERSONNEL SERVICES ALLOC-IN	4,776,864	5,591,145	5,591,145	5,220,355	5,361,216	229,929	4.1%
SUBTOTAL	$ 17,815,866	$ 19,812,650	$ 19,745,718	$ 18,741,349	$ 19,597,332	$ 148,386	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 461,076	$ 344,400	$ 344,400	$ 522,817	$ 398,365	$ (53,965)	-15.7%
0804 - NON-CAPITAL EQUIPMENT	13,343	80,000	80,000	4,167	59,000	21,000	26.3%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	(99,375)	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	-	99,375	-	-	N/A
SUBTOTAL	$ 474,419	$ 424,400	$ 424,400	$ 526,984	$ 457,365	$ (32,965)	-7.8%
SERVICES							
0810 - LEGAL SERVICES	$ 30	$ 2,000	$ 2,000	$ 870	$ 2,012	$ (12)	-0.6%
0812 - OTHER SERVICES	1,882,260	2,853,606	2,904,066	982,660	2,240,078	663,988	22.9%
0820 - RENT & OPERATING LEASES	1,143,299	1,091,146	1,091,146	1,134,772	1,375,596	(284,450)	-26.1%
0825 - REPAIRS AND MAINTENANCE	129,908	121,268	121,268	114,324	137,400	(16,132)	-13.3%
0839 - INTERNAL SERVICE CHARGES	68,170	466,875	466,875	357,252	256,258	210,617	45.1%
0841 - TRAVEL	25,437	28,241	28,241	34,948	18,648	9,593	34.0%
0842 - EDUCATION AND TRAINING	26,465	31,025	31,025	19,318	20,212	10,813	34.9%
0843 - POSTAGE/FREIGHT/SHIPPING	136,511	114,455	114,455	104,320	114,900	(445)	-0.4%
SUBTOTAL	$ 3,412,080	$ 4,708,616	$ 4,759,076	$ 2,748,464	$ 4,165,104	$ 593,972	12.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 14,416	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 14,416	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 21,716,781	$ 24,945,666	$ 24,929,194	$ 22,016,797	$ 24,219,801	$ 709,393	2.8%
TOTAL USES	$ 21,716,781	$ 24,945,666	$ 24,929,194	$ 22,016,797	$ 24,219,801	$ 709,393	2.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 17,622,229	$ 16,981,532	$ 16,981,532	$ 15,464,600	$ 15,464,600	$ (1,516,932)	-8.9%
FUND TOTAL SOURCES	$ 17,622,229	$ 16,981,532	$ 16,981,532	$ 15,464,600	$ 15,464,600	$ (1,516,932)	-8.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 919,452	$ 936,813	$ 936,813	$ 792,000	$ 792,000	$ (144,813)	-15.5%
FUND TOTAL SOURCES	$ 919,452	$ 936,813	$ 936,813	$ 792,000	$ 792,000	$ (144,813)	-15.5%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 1,025,877	$ 75,000	$ 75,000	$ 8,765	$ 8,700	$ (66,300)	-88.4%
FUND TOTAL SOURCES	$ 1,025,877	$ 75,000	$ 75,000	$ 8,765	$ 8,700	$ (66,300)	-88.4%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 4,559,433	$ 6,472,572	$ 6,472,572	$ 6,177,400	$ 6,177,400	$ (295,172)	-4.6%
FUND TOTAL SOURCES	$ 4,559,433	$ 6,472,572	$ 6,472,572	$ 6,177,400	$ 6,177,400	$ (295,172)	-4.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 24,126,991	$ 24,465,917	$ 24,465,917	$ 22,442,765	$ 22,442,700	$ (2,023,217)	-8.3%
DEPARTMENT TOTAL SOURCES	$ 24,126,991	$ 24,465,917	$ 24,465,917	$ 22,442,765	$ 22,442,700	$ (2,023,217)	-8.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 14,242,725	$ 15,615,281	$ 15,598,809	$ 14,999,218	$ 15,866,515	$ (267,706)	-1.7%
FUND TOTAL USES	$ 14,242,725	$ 15,615,281	$ 15,598,809	$ 14,999,218	$ 15,866,515	$ (267,706)	-1.7%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 439,251	$ 936,813	$ 936,813	$ 393,603	$ 792,000	$ 144,813	15.5%
NON-RECURRING	375,057	1,000,000	1,000,000	347,512	1,000,000	-	0.0%
FUND TOTAL USES	$ 814,308	$ 1,936,813	$ 1,936,813	$ 741,115	$ 1,792,000	$ 144,813	7.5%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 1,389,944	$ 75,000	$ 75,000	$ -	$ 8,700	$ 66,300	88.4%
NON-RECURRING	-	846,000	846,000	163,694	375,186	470,814	55.7%
FUND TOTAL USES	$ 1,389,944	$ 921,000	$ 921,000	$ 163,694	$ 383,886	$ 537,114	58.3%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 4,624,631	$ 6,472,572	$ 6,472,572	$ 6,112,770	$ 6,177,400	$ 295,172	4.6%
NON-RECURRING	645,173	-	-	-	-	-	N/A
FUND TOTAL USES	$ 5,269,804	$ 6,472,572	$ 6,472,572	$ 6,112,770	$ 6,177,400	$ 295,172	4.6%
DEPARTMENT OPERATING TOTAL USES	$ 20,696,551	$ 23,099,666	$ 23,083,194	$ 21,505,591	$ 22,844,615	$ 238,579	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,020,230	$ 1,846,000	$ 1,846,000	$ 511,206	$ 1,375,186	$ 470,814	25.5%
DEPARTMENT TOTAL USES	$ 21,716,781	$ 24,945,666	$ 24,929,194	$ 22,016,797	$ 24,219,801	$ 709,393	2.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	8.00	7.00	9.00	8.00	9.00	-	0.0%
FINANCIAL SERVICES	6.00	6.00	7.00	9.00	9.00	2.00	28.6%
HUMAN RESOURCES	3.00	3.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	17.00	16.00	18.00	19.00	20.00	2.00	11.1%
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	26.50	27.50	28.50	27.50	27.50	(1.00)	(3.5%)
CIVIL TRAFFIC	80.03	96.03	100.03	98.03	101.03	1.00	1.0%
FORCIBLE DETAINER	52.00	60.00	60.00	57.00	57.00	(3.00)	(5.0%)
INJUNCTIONS AGAINST HARASS	13.00	13.00	13.00	13.00	13.00	-	0.0%
ORDERS OF PROTECTION	14.00	13.00	12.00	12.00	12.00	-	0.0%
SMALL CIVIL	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	221.53	245.53	249.53	243.53	246.53	(3.00)	(1.2%)
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	22.50	25.50	25.50	25.50	25.50	-	0.0%
MISDEMEANOR CRIM ADJUDICATION	31.00	33.00	32.00	32.00	32.00	-	0.0%
MISDEMEANOR DUI	12.00	12.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	65.50	70.50	68.50	68.50	68.50	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.00	1.00	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	1.00	-	-	-	-	N/A
DEPARTMENT TOTAL	305.03	333.03	336.03	331.03	335.03	(1.00)	(0.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin & Operations Mgr	2.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	1.00	2.00	-	-	-	-	N/A
Business/Systems Analyst	-	-	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%
Communicatn Ofcr/Govt Liaison	1.00	1.00	-	-	-	-	N/A
Deputy Director	2.00	2.00	-	-	-	-	N/A
Deputy Director - Justice Courts	-	-	1.00	1.00	1.00	-	0.0%
Director - Justice Courts	-	-	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business 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 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	26.00	1.00	4.0%
Justice System Clerk	213.03	240.03	243.03	236.03	237.03	(6.00)	(2.5%)
Justice System Clerk Lead	24.00	24.00	24.00	24.00	25.00	1.00	4.2%
Justice System Clerk Supv	24.00	24.00	24.00	24.00	25.00	1.00	4.2%
Legislative Analyst	-	-	1.00	1.00	1.00	-	0.0%
Management Analyst	6.00	7.00	7.00	9.00	9.00	2.00	28.6%
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	1.00	-	0.0%
Program Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	-	-	-	-	N/A
Department Total	**305.03**	**333.03**	**336.03**	**331.03**	**335.03**	**(1.00)**	**(0.3%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	303.03	330.03	333.03	327.03	332.03	(1.00)	(0.3%)
204	JUSTICE CT JUDICIAL ENHANCEMNT	2.00	3.00	3.00	3.00	3.00	-	0.0%
245	JUSTICE COURTS SPECIAL REVENUE	-	-	-	1.00	-	-	N/A
Department Total		**305.03**	**333.03**	**336.03**	**331.03**	**335.03**	**(1.00)**	**(0.3%)**

Significant Variance Analysis

With the planned establishment of a 26th Justice Precinct effective on January 1, 2013, 4.0 FTEs are added to the FY 2013 Budget. The positions include a Justice of the Peace, a Justice System Clerk Supervisor, a Justice System Clerk Lead and a Justice System Clerk Senior. The four positions are budgeted in the General Fund; however the salaries and benefits of the latter two positions are allocated to the Justice Courts Special Revenue Fund (245) in FY 2013.

Also added for FY 2013 are 2.0 FTE Management Analysts to implement and support the Electronic Document Management System (EDMS). Both positions are budgeted in the General Fund; however the salaries and benefits are allocated to the Justice Courts Special Revenue Fund (245).

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Decrease the expenditure budget by $47,045 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase the expenditure budget by $68,277 for the addition of 1.0 FTE Justice of the Peace midway through FY 2013. A 26th Justice Precinct has been approved effective January 1, 2013. The amount is to be annualized in the FY 2014 Justice Courts Budget Target.

Justice Courts Judicial Enhancement Fund (204) Operating

- Decrease the expenditure budget by $539 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $169,017 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease revenue by $1,516,932 to be in line with FY 2012 Actual, due to declines in civil fees and fines, public defense fees, traffic school diversion fees, jail reimbursement and other fees.
- Establish a new 26th Justice Precinct starting January 1, 2013 with half year funding (as listed below), and annualize the expenses in the FY 2014 Justice Courts Budget Target:
    - Increase Regular Pay and Benefits by $150,556 for 1.0 FTE Justice System Clerk Supervisor, 1.0 FTE Justice System Clerk Lead and 1.0 FTE Justice System Clerk Senior
    - Allocate-out the pay and benefit costs ($50,804) of the new Justice System Clerk Lead and Senior positions to the Justice Courts Special Revenue Fund (245)
    - Increase other operating expenditures (supplies and services) totaling $166,922 to establish new court.
- Decrease internal service charge expenditures by $208,896 due to a reduction in the charges for telecommunication services.
- Decrease expenditures by $12,730 for Justice's of the Peace due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Pay and Benefit expenditures by $41,063 to account for net changes in pay rates assigned to newly filled positions.
- Increase expenditures by a net of $157,246 to right-size General Supplies by $15,170; Rent and Operating Leases by $135,802; and Travel by $6,274.
- Decrease expenditures by a net of $123,298 to right-size Temporary Pay by $4,980; Overtime Pay by $8,508; and Other Services by $109,810.
- Increase expenditures for Salaries and Benefits by $123,873, and add 2.0 FTE Management Analysts to implement and support the Electronic Document Management System (EDMS).
- Increase Personal Services Allocations-Out by $166,475, to the Justice Courts Special Revenue Fund (245), including $123,873 associated with the 2.0 FTE new Management Analysts and $42,602 for remaining allocations-out.

Justice Courts Judicial Enhancement Fund (204) Operating

- Increase Regular Benefits by $1,107 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease revenue by $144,813 to be in line with FY 2012 Actual.
- Establish a new 26th Justice Precinct starting January 1, 2013, and annualize the following half-year costs in the FY 2014 Justice Courts Budget Target:
    - Increase other operating expenditures by $240 for Other Personal Services and $260 for Education and Training to establish new precinct.
- Decrease expenditures by $491 for Justice's of the Peace due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Pay and Benefit expenditures by $25,308 to account for net changes in pay rates assigned to newly filled positions.
- Increase expenditures by $64,901 to right-size Other Services.

- Decrease expenditures by a net of $235,599 to structurally balance this budget and to right-size Other Personal Services by $56,993; Overtime Pay by $100,000; Temporary Pay by $51,133; Travel by $16,375; and Education and Training by $11,098.

Justice Courts Judicial Enhancement Fund (204) Non-Recurring

- $1,000,000 is budgeted for the build-out / start-up of a new 26th Justice Court.

Justice Courts Photo Enforcement Fund (237) Operating

- Decrease revenue and expenditures by $66,300 to $8,700. Since the termination of the Photo Enforcement program in the State in FY 2011, only a small amount of revenue will be collected in FY 2013 on outstanding cases.

Justice Courts Photo Enforcement Fund (237) Non-Recurring

- $375,186 is budgeted for the implementation of the Electronic Document Management System and the eFiling Project.

Justice Courts Special Revenue Fund (245)

- Decrease revenue by $295,172 which is approximately 4.5%. An increase in case management fees from $10 to $20 beginning June 1, 2011 was projected to increase annual Fund revenue by $1,636,000 in FY 2012. However, an unexpected decline in defensive driving fee revenue resulted in overall revenue falling short of budgeted levels. The FY 2013 revenue is budgeted consistent with FY 2012 forecasted levels.
- Establish a new 26th Justice Precinct starting January 1, 2013. It should be noted that these amounts will need to be annualized in FY 2014:
    - Increase Allocation-In by $50,804 from the General Fund in FY 2013 for salary and benefit costs associated with the new Justice System Clerk Lead and Senior.
    - Increase other operating expenditures (supplies and services) by $8,062 in FY 2013 to establish new precinct.
- Decrease expenditures for Non-Capital Equipment by $21,000 based on FY 2012 forecasted spending.
- Decrease internal service charge expenditures by $2,000 due to a reduction in charges for telecommunication services.
- Increase expenditures by a net of $75,523 to right-size General Supplies by $17,075; Repairs and Maintenance by $7,540; and Other Services by $50,908.
- Decrease personnel expenditures by ($449,163) for structural balance in FY 2013.
- Decrease expenditures for Other Services by $123,873. An increase in eFiling by public safety officers will result in a decline in scanning costs for citations.
- Increase Personal Services Allocations-In from the General Fund by $166,475, including $123,873 for salary and benefit costs associated with 2.0 FTE Management Analysts, and $42,602 for other allocation adjustments.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Civil Traffic cases resolved within 180 days.	89.9%	98.0%	101.9%	107.4%	9.4%	9.6%
Percent of Small Claims cases resolved within 180 days.	63.0%	85.0%	60.3%	65.3%	(19.6%)	-23.1%
Percent of Forcible Detainer Cases resolved within established court standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Injunctions Against Harassment issued within established court standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Orders of Protection issued within established court standards.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Small Civil cases resolved within 180 days.	62.6%	75.0%	66.9%	70.8%	(4.2%)	-5.6%
Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days.	N/A	34.8%	N/A	N/A	N/A	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Civil Traffic cases resolved within 180 days.	89.9%	98.0%	101.9%	107.4%	9.4%	9.6%
Output	Number of Civil Traffic cases resolved.	130,711	150,000	123,912	128,372	(21,628)	-14.4%
Demand	Number of Civil Traffic (CIVT) cases filed.	130,268	150,000	124,889	130,031	(19,969)	-13.3%
Efficiency	Cost per Civil Traffic case resolved.	$ 41.11	$ 51.30	$ 54.67	$ 68.04	$ (16.74)	-32.6%
Revenue							
	100 - GENERAL	$ 1,343,928	$ 1,077,293	$ 1,220,105	$ 1,128,174	$ 50,881	4.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	-	55,375	-	-	(55,375)	-100.0%
	245 - JUSTICE COURTS SPECIAL REV	1,260,205	1,634,532	1,482,367	1,634,532	-	0.0%
	TOTAL SOURCES	$ 2,604,133	$ 2,767,200	$ 2,702,472	$ 2,762,706	$ (4,494)	-0.2%
Expenditure							
	100 - GENERAL	$ 3,329,603	$ 3,791,657	$ 4,112,742	$ 4,243,777	$ (452,120)	-11.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	590,702	597,019	178,924	1,517,069	(920,050)	-154.1%
	245 - JUSTICE COURTS SPECIAL REV	1,453,605	3,306,703	2,482,588	2,973,693	333,010	10.1%
	TOTAL USES	$ 5,373,910	$ 7,695,379	$ 6,774,254	$ 8,734,539	$ (1,039,160)	-13.5%

Activity Narrative: The increased cost of adding a 26th precinct is negatively impacting the efficiency as the start-up costs of the new court are expected to exceed a million dollars.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Small Claims cases resolved within 180 days.	63.0%	85.0%	60.3%	65.3%	(19.6%)	-23.1%
Output	Number of Small Claims cases resolved.	14,986	15,476	12,388	13,613	(1,863)	-12.0%
Demand	Number of Small Claims (CVSC) cases filed.	13,851	16,290	11,999	13,722	(2,568)	-15.8%
Efficiency	Cost per Small Claims case resolved.	$ 92.19	$ 94.70	$ 110.50	$ 101.92	$ (7.22)	-7.6%
Expenditure							
	100 - GENERAL	$ 999,775	$ 1,170,608	$ 1,011,868	$ 1,111,892	$ 58,716	5.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	13,200	35,679	16,326	23,374	12,305	34.5%
	245 - JUSTICE COURTS SPECIAL REV	368,611	259,348	340,625	252,202	7,146	2.8%
	TOTAL USES	$ 1,381,586	$ 1,465,635	$ 1,368,819	$ 1,387,468	$ 78,167	5.3%

Activity Narrative: Case filings are not expected to reach the level anticipated in the FY 2012 budget.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Forcible Detainer Cases resolved within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Forcible Detainer cases resolved.	61,919	70,890	68,990	64,638	(6,252)	-8.8%
Demand	Number of Forcible Detainer (FDET) cases filed.	63,040	70,890	68,074	67,524	(3,366)	-4.7%
Efficiency	Cost per Forcible Detainer case resolved.	$ 58.42	$ 54.60	$ 50.52	$ 53.34	$ 1.26	2.3%
Expenditure							
	100 - GENERAL	$ 2,954,033	$ 2,807,256	$ 2,798,882	$ 2,939,638	$ (132,382)	-4.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	21,193	550,039	44,475	39,615	510,424	92.8%
	245 - JUSTICE COURTS SPECIAL REV	642,002	513,301	642,066	468,647	44,654	8.7%
	TOTAL USES	$ 3,617,228	$ 3,870,596	$ 3,485,423	$ 3,447,900	$ 422,696	10.9%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Injunctions Against Harassment issued within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Injunctions Against Harassment issued.	3,179	4,050	3,009	3,553	(497)	-12.3%
Demand	Number of Injunctions Against Harassment (INJH) requested.	3,179	4,050	3,009	3,553	(497)	-12.3%
Efficiency	Cost per Injunction Against Harassment issued.	$ 221.02	$ 167.19	$ 227.18	$ 188.55	$ (21.36)	-12.8%
Expenditure							
	100 - GENERAL	$ 553,684	$ 568,824	$ 532,040	$ 565,522	$ 3,302	0.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,765	12,393	4,737	9,962	2,431	19.6%
	245 - JUSTICE COURTS SPECIAL REV	142,177	95,909	146,797	94,449	1,460	1.5%
	TOTAL USES	$ 702,626	$ 677,126	$ 683,574	$ 669,933	$ 7,193	1.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Orders of Protection issued within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Orders of Protection issued.	4,127	3,950	4,441	4,610	660	16.7%
Demand	Number of Orders of Protection (ORDP) requested.	4,127	3,949	4,441	4,610	661	16.7%
Efficiency	Cost per Order of Protection issued.	$ 225.96	$ 211.74	$ 186.75	$ 163.49	$ 48.25	22.8%
Expenditure							
	100 - GENERAL	$ 719,474	$ 749,204	$ 679,640	$ 686,507	$ 62,697	8.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,844	15,116	7,602	12,285	2,831	18.7%
	245 - JUSTICE COURTS SPECIAL REV	208,203	72,072	142,118	54,901	17,171	23.8%
	TOTAL USES	$ 932,521	$ 836,392	$ 829,360	$ 753,693	$ 82,699	9.9%

Activity Narrative: While the number of Orders of Protection issued continues to increase, the Justice Courts have issued all resulting injunctions within established court standards.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Small Civil cases resolved within 180 days.	62.6%	75.0%	66.9%	70.8%	(4.2%)	-5.6%
Output	Number of Small Civil cases resolved.	91,707	72,097	78,340	76,123	4,026	5.6%
Demand	Number of Small Civil (SMCV) cases filed.	91,541	84,820	81,557	83,339	(1,481)	-1.7%
Efficiency	Cost per Small Civil case resolved.	$ 22.32	$ 35.40	$ 29.25	$ 26.73	$ 8.67	24.5%
Revenue							
	100 - GENERAL	$ 5,238,895	$ 4,945,659	$ 4,757,480	$ 4,521,812	$ (423,847)	-8.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	585,594	516,355	523,544	501,871	(14,484)	-2.8%
	245 - JUSTICE COURTS SPECIAL REV	1,845,556	3,419,836	3,195,667	3,094,662	(325,174)	-9.5%
	TOTAL SOURCES	$ 7,670,045	$ 8,881,850	$ 8,476,691	$ 8,118,345	$ (763,505)	-8.6%
Expenditure							
	100 - GENERAL	$ 1,536,053	$ 1,698,874	$ 1,477,953	$ 1,702,536	$ (3,662)	-0.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	18,138	529,009	345,080	13,916	515,093	97.4%
	245 - JUSTICE COURTS SPECIAL REV	493,063	324,215	468,240	318,425	5,790	1.8%
	TOTAL USES	$ 2,047,254	$ 2,552,098	$ 2,291,273	$ 2,034,877	$ 517,221	20.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days	N/A	34.8%	N/A	N/A	N/A	N/A
Output	Number of Civil Traffic (Photo Enforcement) cases resolved	-	4,000	-	-	(4,000)	-100.0%
Demand	Number of Civil Traffic (Photo Enforcement) cases filed	-	100,000	-	-	(100,000)	-100.0%
Efficiency	Cost per Civil Traffic (Photo Enforcement) case resolved	N/A	$ 230.25	N/A	N/A	N/A	N/A
Revenue							
	237 - JUST COURTS PHOTO ENFORCE	$ 1,017,961	$ 75,000	$ 7,500	$ 7,500	$ (67,500)	-90.0%
	TOTAL SOURCES	$ 1,017,961	$ 75,000	$ 7,500	$ 7,500	$ (67,500)	-90.0%
Expenditure							
	237 - JUST COURTS PHOTO ENFORCE	$ 1,389,944	$ 921,000	$ 163,694	$ 383,886	$ 537,114	58.3%
	TOTAL USES	$ 1,389,944	$ 921,000	$ 163,694	$ 383,886	$ 537,114	58.3%

Base Adjustments:

Justice Courts Photo Enforcement Fund (237) Operating

- Decrease revenue and expenditures by $66,300 to $8,700. Following the closure of the program, new citations ended – but revenue continues to trickle in from old citations.

Justice Courts Photo Enforcement Fund (237) Non-Recurring

- (Non Recurring): $372,651 is budgeted for the implementation of the Electronic Document Management System and the eFiling Project.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Criminal Traffic cases resolved within 180 days.	67.4%	80.0%	70.1%	69.8%	(10.2%)	-12.7%
Percent of Misdemenaor Criminal cases resolved within 180 days.	63.3%	70.0%	66.3%	68.3%	(1.7%)	-2.4%
Percent of Misdemeanor DUI cases resolved within 180 days.	71.8%	85.0%	81.5%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Criminal Traffic cases resolved within 180 days.	67.4%	80.0%	70.1%	69.8%	(10.2%)	-12.7%
Output	Number of Criminal Traffic cases resolved.	50,631	54,000	44,381	45,538	(8,462)	-15.7%
Demand	Number of Criminal Traffic (CTRF) cases filed.	45,280	60,000	43,938	46,244	(13,756)	-22.9%
Efficiency	Cost per Criminal Traffic case resolved.	$ 25.35	$ 33.26	$ 35.03	$ 39.54	$ (6.28)	-18.9%
Expenditure							
	100 - GENERAL	$ 936,069	$ 944,634	$ 865,213	$ 968,692	$ (24,058)	-2.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	17,182	24,786	11,147	19,924	4,862	19.6%
	245 - JUSTICE COURTS SPECIAL REV	330,070	826,650	678,213	811,789	14,861	1.8%
	TOTAL USES	$ 1,283,321	$ 1,796,070	$ 1,554,573	$ 1,800,405	$ (4,335)	-0.2%

Activity Narrative: The demand and output for this activity are declining year over year since the elimination of the use of Photo Radar by the State. The FY 2013 demand is more in alignment with the forecasted demand and output from FY 2012. The efficiency is decreasing with the addition of the 26th justice court precinct.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Misdemenaor Criminal cases resolved within 180 days.	63.3%	70.0%	66.3%	68.3%	(1.7%)	-2.4%
Output	Number of Misdemeanor Criminal cases resolved.	17,125	19,500	19,197	19,797	297	1.5%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	19,571	25,000	22,591	24,872	(128)	-0.5%
Efficiency	Cost per Misdemeanor Criminal case resolved.	$ 111.55	$ 93.57	$ 96.32	$ 91.17	$ 2.40	2.6%
Revenue							
	100 - GENERAL	$ 11,034,652	$ 10,958,580	$ 9,487,015	$ 9,814,614	$ (1,143,966)	-10.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	323,993	365,083	263,056	290,129	(74,954)	-20.5%
	245 - JUSTICE COURTS SPECIAL REV	1,452,904	1,418,204	1,496,966	1,448,206	30,002	2.1%
	TOTAL SOURCES	$ 12,811,549	$ 12,741,867	$ 11,247,037	$ 11,552,949	$ (1,188,918)	-9.3%
Expenditure							
	100 - GENERAL	$ 1,533,454	$ 1,572,780	$ 1,518,909	$ 1,575,662	$ (2,882)	-0.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	19,500	30,233	11,940	25,909	4,324	14.3%
	245 - JUSTICE COURTS SPECIAL REV	357,286	221,602	318,208	203,257	18,345	8.3%
	TOTAL USES	$ 1,910,240	$ 1,824,615	$ 1,849,057	$ 1,804,828	$ 19,787	1.1%

Activity Narrative: Cases terminated during FY 2013 should closely resemble case terminations in FY 2012 if new filings do not rise dramatically. The complexity of many of these cases has made it difficult to resolve nearly one-third of the cases within 180 days.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	71.8%	85.0%	81.5%	85.0%	0.0%	0.0%
Output	Number of Misdemeanor DUI cases resolved.	9,647	10,285	9,148	9,627	(658)	-6.4%
Demand	Number of Misdemeanor DUI cases filed.	10,093	11,000	9,565	9,947	(1,053)	-9.6%
Efficiency	Cost per Misdemeanor DUI case resolved.	$ 69.01	$ 60.46	$ 64.54	$ 59.95	$ 0.51	0.8%
Expenditure							
	100 - GENERAL	$ 522,712	$ 507,264	$ 437,378	$ 467,950	$ 39,314	7.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,669	17,840	6,992	14,609	3,231	18.1%
	245 - JUSTICE COURTS SPECIAL REV	136,354	96,729	146,013	94,603	2,126	2.2%
	TOTAL USES	$ 665,735	$ 621,833	$ 590,383	$ 577,162	$ 44,671	7.2%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 15,615,281**	**$ 16,981,532**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (66,932)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(66,932)*	-
Reallocations			**$ 50,460**	**$ -**
Armored Car Charges	*C-49-12-018-2-00*		*50,460*	-
FY 2012 Revised Budget			**$ 15,598,809**	**$ 16,981,532**
Adjustments:				
Employee Salary Adjustments			**$ (47,045)**	**$ -**
Adjust Hours Per FTE			*(47,045)*	-
Other Mandates			**$ 68,277**	**$ -**
New Justice Precincts			*68,277*	-
Establish half-year operating expenditures for 1.0 FTE Justice of the Peace		*$ 68,277*		
FY 2013 Budget Target			**$ 15,620,041**	**$ 16,981,532**
Adjustments:				
Employee Retirement and Benefits			**$ 169,017**	**$ -**
Retirement Contributions			*169,017*	-
Base Adjustments			**$ (22,742)**	**$ -**
Other Base Adjustments			*(22,742)*	-
Decrease expenditures to right-size Temp. Pay, Overtime Pay and Other Services		*$ (123,298)*		
Decrease Internal Service costs due to decline in Telecommunication charges		*(208,896)*		
Increase expenditures to right-size General Supplies, Rent & Operating Leases, and Travel		*157,246*		
Decrease Judges Salary expenditures due to eight fewer work hours in FY 2013		*(12,730)*		
Increase Regular Pay & Benefits to account for net changes in pay rates assigned to newly filled positions		*41,063*		
Increase expenditures for Salaries and Benefits, and add 2.0 FTE new Management Analysts to implement and support EDMS		*123,873*		
Fees and Other Revenues			**$ -**	**$ (1,516,932)**
ProgRevenue Volume Inc/Dec			*-*	*(1,516,932)*
Other Mandates			**$ 266,674**	**$ -**
New Justice Precincts			*266,674*	-
Increase Regular Pay & Benefits for 3.0 FTE new Justice System Clerks (half-year)		*$ 150,556*		
Allocate-Out the pay and benefit costs of the new Clerk Senior and Lead positions to the Justice Courts Special Revenue Fund (245) (half-year)		*(50,804)*		
Increase expenditures for Other Personal Services, Supplies & Services (half-year)		*166,922*		
Reallocations			**$ (166,475)**	**$ -**
Reallocation Between Funds			*(166,475)*	-
Increase Allocations-Out to the Justice Courts Special Revenue Fund (245) by $166,475, including $123,873 associated with 2.0 FTE Management Analysts and $42,602 for remaining allocations-out		*$ (166,475)*		
FY 2013 Recommended Budget			**$ 15,866,515**	**$ 15,464,600**
Percent Change from Target Amount			*1.6%*	*-8.9%*

Justice Courts Judicial Enhancement Fund (204)

OPERATING				
FY 2012 Adopted Budget			**$ 936,813**	**$ 936,813**
FY 2012 Revised Budget			**$ 936,813**	**$ 936,813**
Adjustments:				
Employee Salary Adjustments			**$ (539)**	**$ -**
Adjust Hours Per FTE			*(539)*	*-*
FY 2013 Budget Target			**$ 936,274**	**$ 936,813**
Adjustments:				
Employee Retirement and Benefits			**$ 1,107**	**$ -**
Retirement Contributions			*1,107*	*-*
Base Adjustments			**$ (145,881)**	**$ -**
Other Base Adjustments			*(145,881)*	*-*
Decrease expenditures to right-size Other Personal Services, Overtime Pay, Temporary Pay, Travel, and Education and Training	*$*	*(235,599)*		
Increase expenditures to right-size Other Services		*64,901*		
Decrease Judges Salary expenditures due to eight fewer work hours in FY 2013		*(491)*		
Increase Regular Pay and Benefits to account for net changes in pay rates		*25,308*		
Fees and Other Revenues			**$ -**	**$ (144,813)**
ProgRevenue Volume Inc/Dec			*-*	*(144,813)*
Other Mandates			**$ 500**	**$ -**
New Justice Precincts			*500*	*-*
Increase Other Personal Services and Education and Training (half-year)	*$*	*500*		
FY 2013 Recommended Budget			**$ 792,000**	**$ 792,000**
Percent Change from Target Amount			*-15.4%*	*-15.5%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 1,000,000**	**$ -**
FY 2012 Revised Budget			**$ 1,000,000**	**$ -**
Adjustments:				
Non Recurring			**$ (1,000,000)**	**$ -**
Other Non-Recurring			*(1,000,000)*	*-*
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,000,000**	**$ -**
Other Non-Recurring			*1,000,000*	*-*
Build-out / start-up of new 26th Justice Court	*$*	*1,000,000*		
FY 2013 Recommended Budget			**$ 1,000,000**	**$ -**
Percent Change from Target Amount				

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 996,874	$ 1,092,886	$ 1,092,886	$ 1,101,994	$ 1,152,879
Sources:					
Operating	$ 919,452	$ 936,813	$ 936,813	$ 792,000	$ 792,000
Total Sources:	$ 919,452	$ 936,813	$ 936,813	$ 792,000	$ 792,000
Uses:					
Operating	$ 439,251	$ 936,813	$ 936,813	$ 393,603	$ 792,000
Non-Recurring	375,057	1,000,000	1,000,000	347,512	1,000,000
Total Uses:	$ 814,308	$ 1,936,813	$ 1,936,813	$ 741,115	$ 1,792,000
Structural Balance	$ 480,201	$ -	$ -	$ 398,397	$ -
Accounting Adjustments	$ (24)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,101,994	$ 92,886	$ 92,886	$ 1,152,879	$ 152,879
Total Ending Spendable Fund Balance	$ 1,101,994	$ 92,886	$ 92,886	$ 1,152,879	$ 152,879

Justice Courts Photo Enforcement Fund (237)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 75,000**	**$ 75,000**
FY 2012 Revised Budget		**$ 75,000**	**$ 75,000**
FY 2013 Budget Target		**$ 75,000**	**$ 75,000**
Adjustments:			
Base Adjustments		**$ (66,300)**	**$ (66,300)**
Other Reductions		*(66,300)*	*(66,300)*
Decrease operating expenditures due to associated decline in revenue	*$ (66,300)*		
FY 2013 Recommended Budget		**$ 8,700**	**$ 8,700**
Percent Change from Target Amount		*-88.4%*	*-88.4%*

		Expenditures	Revenue
Elec Document Mgmnt System			
FY 2012 Adopted Budget		**$ 846,000**	**$ -**
FY 2012 Revised Budget		**$ 846,000**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*(846,000)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*372,651*	-
Electronic Document Management System, eFiling implementation	*$ 372,651*		
FY 2013 Recommended Budget		**$ 372,651**	**$ -**
Percent Change from Target Amount			

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 891,654	$ 1,111,478	$ 1,111,478	$ 527,580	$ 372,651
Sources:					
Operating	$ 1,025,877	$ 75,000	$ 75,000	$ 8,765	$ 8,700
Total Sources:	$ 1,025,877	$ 75,000	$ 75,000	$ 8,765	$ 8,700
Uses:					
Operating	$ 1,389,944	$ 75,000	$ 75,000	$ -	$ 8,700
Non-Recurring	-	846,000	846,000	163,694	375,186
Total Uses:	$ 1,389,944	$ 921,000	$ 921,000	$ 163,694	$ 383,886
Structural Balance	$ (364,067)	$ -	$ -	$ 8,765	$ -
Accounting Adjustments	$ (7)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 527,580	$ 265,478	$ 265,478	$ 372,651	$ -
Unassigned	-	-	-	-	(2,535)
Total Ending Spendable Fund Balance	$ 527,580	$ 265,478	$ 265,478	$ 372,651	$ (2,535)

Justice Courts Special Revenue Fund (245)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 6,472,572**	**$ 6,472,572**
FY 2012 Revised Budget		**$ 6,472,572**	**$ 6,472,572**
FY 2013 Budget Target		**$ 6,472,572**	**$ 6,472,572**
Adjustments:			
Base Adjustments		**$ (520,513)**	**$ -**
Other Base Adjustments		*(520,513)*	-
Decrease expenditures for Non-Capital Equipment	*$ (21,000)*		
Decrease Internal Services costs due to decline in Telecommunication charges	*(2,000)*		
Increase expenditures to right-size General Supplies, Repairs & Maintenance, and Other Services	*75,523*		
Reduce personnel expenditures to right-size funding for 26 FTEs added in FY 2012	*(449,163)*		
Decrease expenditures for Other Services due to a decline in scanning costs attributable to an increase in eFiling by public safety officers	*(123,873)*		
Fees and Other Revenues		**$ -**	**$ (295,172)**
ProgRevenue Volume Inc/Dec		-	*(295,172)*
Other Mandates		**$ 58,866**	**$ -**
New Justice Precincts		*58,866*	-
Increase Allocation-In from General Fund for salaries and benefits of new Senior and Lead Clerk positions created for the new 26th Justice Court (half-year)	*$ 50,804*		
Increase operating expenditures for the new 26th Justice Court	*8,062*		
Reallocations		**$ 166,475**	**$ -**
Reallocation Between Funds		*166,475*	-
Increase Personal Services Allocations-In from the General Fund by $166,475, including $123,873 associated with 2.0 FTE Management Analysts, and $42,602 for remaining allocations-in.	*$ 166,475*		
		-	-
FY 2013 Recommended Budget		**$ 6,177,400**	**$ 6,177,400**
Percent Change from Target Amount		*-4.6%*	*-4.6%*

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 773,466	$ 156,659	$ 156,659	$ 63,080	$ 127,710
Sources:					
Operating	$ 4,559,433	$ 6,472,572	$ 6,472,572	$ 6,177,400	$ 6,177,400
Total Sources:	$ 4,559,433	$ 6,472,572	$ 6,472,572	$ 6,177,400	$ 6,177,400
Uses:					
Operating	$ 4,624,631	$ 6,472,572	$ 6,472,572	$ 6,112,770	$ 6,177,400
Non-Recurring	645,173	-	-	-	-
Total Uses:	$ 5,269,804	$ 6,472,572	$ 6,472,572	$ 6,112,770	$ 6,177,400
Structural Balance	$ (65,198)	$ -	$ -	$ 64,630	$ -
Accounting Adjustments	$ (15)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 63,080	$ 156,659	$ 156,659	$ 127,710	$ 127,710
Total Ending Spendable Fund Balance	$ 63,080	$ 156,659	$ 156,659	$ 127,710	$ 127,710

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: A standardized case management tool developed by the department during FY 2011 (Arizona Youth Assessment System – AZYAS) to provide a "map" for the probationer to enhance the likelihood of success on probation and consequently reduce overall recidivism will be rolled-out and implemented across the State by the end of FY 2012. After working with AZYAS during FY 2013, the department anticipates achieving this goal by June 2014.

Citizen Satisfaction

By June 2015, the department will increase overall stakeholder satisfaction with services by 15%.

Status: Results from an internal communication satisfaction survey that was developed and disseminated in FY 2011 will be shared with the department and a plan will be in place to address issues by the end of FY 2012. The department intends to have an external stakeholder satisfaction assessment process formalized and implemented by the end of FY 2013.

Access to Justice

By June 2015, the department will reduce overrepresentation of minority youth in secure detention by 10%.

Status: Minorities made up 55.1% of the population of youth age 8 to 17 and 67% of all detainees were minorities in FY 2011. Partnering with the courts in four other counties in its expansion of the Annie E. Casey Juvenile Detention Alternatives Initiative, the department is focusing on identifying alternatives to detention and the reduction of disparate treatment in the justice system. The department is also working with the Juvenile Court to provide Disproportionate Minority Contact training for all staff which will result in better decisions that lead to reductions in the disparity of minorities being detained. The department

anticipates that these efforts will result in a 5.0% reduction in disproportionality by the end of FY 2013.

Safe Communities

By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.

Status: Utilizing the new definition of recidivism as "a new adjudication within 365 days of the original referral to the Juvenile Court", the recidivism rate for the Juvenile Probation Department was 15.4% in FY 2011. The department will continue to track the recidivism rate and believes their efforts will allow the department to achieve this goal by June FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
DVRN - JUVENILE COURT DIVERSION	$ 2,231,823	$ 2,936,168	$ 2,936,168	$ 2,201,969	$ 2,349,921	$ (586,247)	-20.0%
27DV - JUVENILE COURT DIVERSION	$ 2,231,823	$ 2,936,168	$ 2,936,168	$ 2,201,969	$ 2,349,921	$ (586,247)	-20.0%
DALT - JUV DETENTION ALTERNATIVES	$ -	$ 42,671	$ 42,671	$ 17,780	$ -	$ (42,671)	-100.0%
JCUS - JUV DETENTION CUSTODY AND CTRL	591,172	460,253	460,253	278,338	505,000	44,747	9.7%
27JD - JUVENILE DETENTION	$ 591,172	$ 502,924	$ 502,924	$ 296,118	$ 505,000	$ 2,076	0.4%
JRPS - JUV RESTITUTION AND PUBLIC SVC	$ -	$ 10,000	$ 10,000	$ 2,834	$ 9,135	$ (865)	-8.7%
JSTD - JUVENILE STANDARD SUPERVISION	969,445	663,558	663,558	581,825	587,961	(75,597)	-11.4%
27JP - COMMUNITY SUPERVISION	$ 969,445	$ 673,558	$ 673,558	$ 584,659	$ 597,096	$ (76,462)	-11.4%
DRUG - JUVENILE DRUG COURT	$ -	$ 100,000	$ 100,000	$ 55,637	$ 208,889	$ 108,889	108.9%
JTMS - JUVENILE TREATMENT MGMT SVCS	-	264,108	264,108	392,519	126,025	(138,083)	-52.3%
JVOH - JUVENILE OUT OF HOME CASE MGMT	-	311,329	311,329	129,721	492,960	181,631	58.3%
27JT - JUVENILE TREATMENT	$ -	$ 675,437	$ 675,437	$ 577,877	$ 827,874	$ 152,437	22.6%
JLED - JUVENILE LAW RELATED EDUCATION	$ 636,932	$ 948,137	$ 891,089	$ 392,645	$ 595,483	$ (295,606)	-33.2%
27PR - JUVENILE CRIME PREVENTION	$ 636,932	$ 948,137	$ 891,089	$ 392,645	$ 595,483	$ (295,606)	-33.2%
FSAC - FINANCIAL SERVICES	$ 19,816	$ 8,001	$ 8,001	$ 19,714	$ 14,750	$ 6,749	84.4%
99AS - ADMINISTRATIVE SERVICES	$ 19,816	$ 8,001	$ 8,001	$ 19,714	$ 14,750	$ 6,749	84.4%
GGOV - GENERAL GOVERNMENT	$ 3,730,887	$ 3,712,000	$ 3,898,080	$ 3,240,030	$ 3,592,145	$ (305,935)	-7.8%
99GV - GENERAL GOVERNMENT	$ 3,730,887	$ 3,712,000	$ 3,898,080	$ 3,240,030	$ 3,592,145	$ (305,935)	-7.8%
TOTAL PROGRAMS	**$ 8,180,075**	**$ 9,456,225**	**$ 9,585,257**	**$ 7,313,012**	**$ 8,482,269**	**$ (1,102,988)**	**-11.5%**
USES							
DVRN - JUVENILE COURT DIVERSION	$ 2,686,528	$ 2,393,681	$ 2,297,898	$ 1,825,834	$ 1,797,088	$ 500,810	21.8%
JVCT - JUVENILE CITATIONS	-	545,544	547,799	397,277	540,861	6,938	1.3%
JVDD - JUVENILE DRUG DIVERSION	-	358,277	392,713	440,637	460,628	(67,915)	-17.3%
TEEN - JUVENILE TEEN COURT	323,964	523,284	523,095	435,107	448,478	74,617	14.3%
27DV - JUVENILE COURT DIVERSION	$ 3,010,492	$ 3,820,786	$ 3,761,505	$ 3,098,855	$ 3,247,055	$ 514,450	13.7%
DALT - JUV DETENTION ALTERNATIVES	$ 3,244,170	$ 3,223,286	$ 3,145,259	$ 2,815,595	$ 3,120,783	$ 24,476	0.8%
JCUS - JUV DETENTION CUSTODY AND CTRL	22,921,773	24,454,515	24,321,109	20,484,765	22,504,791	1,816,318	7.5%
JMED - JUV DETENTION MEDICAL CLINIC	2,419,409	2,392,918	2,470,441	2,476,912	2,616,749	(146,308)	-5.9%
JVMH - JUVENILE MENTAL HEALTH	773,030	704,508	776,155	729,986	987,322	(211,167)	-27.2%
27JD - JUVENILE DETENTION	$ 29,358,382	$ 30,775,227	$ 30,712,964	$ 26,507,258	$ 29,229,645	$ 1,483,319	4.8%
JCMS - JUV COMP MONITORING SUPVN	$ -	$ 421,350	$ 386,211	$ 327,374	$ 406,959	$ (20,748)	-5.4%
JIPS - JUVENILE INTENSIVE SUPERVISION	2,477,013	2,322,086	2,313,786	2,115,652	2,030,171	283,615	12.3%
JPDI - JUV PRE DISP INVESTIGATIONS	1,652,647	2,555,011	2,536,441	2,323,346	2,459,600	76,841	3.0%
JRPS - JUV RESTITUTION AND PUBLIC SVC	333,573	226,691	226,205	235,279	240,086	(13,881)	-6.1%
JSTD - JUVENILE STANDARD SUPERVISION	9,325,307	8,214,679	8,254,830	7,758,260	7,635,675	619,155	7.5%
OJPS - OTHER JURISDICTION PROB SUPVN	-	112,049	103,417	75,623	108,536	(5,119)	-4.9%
27JP - COMMUNITY SUPERVISION	$ 13,788,540	$ 13,851,866	$ 13,820,890	$ 12,835,534	$ 12,881,027	$ 939,863	6.8%
DRUG - JUVENILE DRUG COURT	$ 94,078	$ 469,340	$ 460,197	$ 418,219	$ 568,765	$ (108,568)	-23.6%
JSCM - JUV SEX OFFENDER CASE MGMT	69,734	673,329	662,089	658,476	698,571	(36,482)	-5.5%
JTMS - JUVENILE TREATMENT MGMT SVCS	344,068	877,230	847,302	759,074	948,205	(100,903)	-11.9%
JVOH - JUVENILE OUT OF HOME CASE MGMT	313,679	328,776	322,640	287,859	350,038	(27,398)	-8.5%
27JT - JUVENILE TREATMENT	$ 821,559	$ 2,348,675	$ 2,292,228	$ 2,123,628	$ 2,565,579	$ (273,351)	-11.9%
JLED - JUVENILE LAW RELATED EDUCATION	$ 935,876	$ 846,598	$ 876,736	$ 694,889	$ 651,997	$ 224,739	25.6%
JVTR - JUVENILE TRUANCY REDUCTION	-	261,582	278,953	224,073	419,895	(140,942)	-50.5%
27PR - JUVENILE CRIME PREVENTION	$ 935,876	$ 1,108,180	$ 1,155,689	$ 918,962	$ 1,071,892	$ 83,797	7.3%
JVRP - JUVENILE RESEARCH AND PLANNING	$ -	$ 429,279	$ 438,973	$ 371,517	$ 504,398	$ (65,425)	-14.9%
JVSD - JUVENILE STAFF DEVELOPMENT	-	418,441	379,845	385,081	503,163	(123,318)	-32.5%
27RP - JUVENILE RESEARCH PLANING DEV	$ -	$ 847,720	$ 818,818	$ 756,598	$ 1,007,561	$ (188,743)	-23.1%
BDGT - BUDGETING	$ 218,983	$ 222,984	$ 222,984	$ 193,413	$ 208,320	$ 14,664	6.6%
FSAC - FINANCIAL SERVICES	1,133,334	1,196,558	1,457,717	1,408,705	1,429,593	28,124	1.9%
HRAC - HUMAN RESOURCES	806,585	379,098	405,127	382,118	444,187	(39,060)	-9.6%
ODIR - EXECUTIVE MANAGEMENT	943,694	551,129	550,138	433,960	534,306	15,832	2.9%
PROC - PROCUREMENT	133,956	160,445	160,445	190,189	129,160	31,285	19.5%
RMGT - RISK MANAGEMENT	377,291	354,471	212,022	212,023	129,966	82,056	38.7%
99AS - ADMINISTRATIVE SERVICES	$ 3,613,843	$ 2,864,685	$ 3,008,433	$ 2,820,408	$ 2,875,532	$ 132,901	4.4%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 2,551	$ -	$ -	$ 2,551	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	460,380	862,289	862,289	768,911	825,560	36,729	4.3%
99GV - GENERAL GOVERNMENT	$ 460,380	$ 862,289	$ 864,840	$ 768,911	$ 825,560	$ 39,280	4.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,256,622	$ 2,450,582	$ 2,450,582	$ 1,248,607	$ 2,512,304	$ (61,722)	-2.5%
DACR - DATA CENTER	53,378	-	-	-	-	-	N/A
DESK - DESKTOP SUPPORT	277,728	287,348	287,348	403,898	190,003	97,345	33.9%
GISA - GIS APPLICATION DEV AND SUPP	44,134	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 1,631,862	$ 2,737,930	$ 2,737,930	$ 1,652,505	$ 2,702,307	$ 35,623	1.3%
TOTAL PROGRAMS	**$ 53,620,934**	**$ 59,217,358**	**$ 59,173,297**	**$ 51,482,659**	**$ 56,406,158**	**$ 2,767,139**	**4.7%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,676,174	$ 4,971,658	$ 4,914,610	$ 3,485,272	$ 4,398,449	$ (516,161)	-10.5%
0620 - OTHER INTERGOVERNMENTAL	4,344	14,999	14,999	-	5,000	(9,999)	-66.7%
SUBTOTAL	$ 3,680,518	$ 4,986,657	$ 4,929,609	$ 3,485,272	$ 4,403,449	$ (526,160)	-10.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 826,327	$ 716,934	$ 716,934	$ 580,519	$ 662,870	$ (54,064)	-7.5%
SUBTOTAL	$ 826,327	$ 716,934	$ 716,934	$ 580,519	$ 662,870	$ (54,064)	-7.5%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,641,091	$ 3,700,000	$ 3,700,000	$ 3,225,315	$ 3,383,500	$ (316,500)	-8.6%
SUBTOTAL	$ 3,641,091	$ 3,700,000	$ 3,700,000	$ 3,225,315	$ 3,383,500	$ (316,500)	-8.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 22,898	$ 34,633	$ 220,713	$ 17,215	$ 18,565	$ (202,148)	-91.6%
0650 - MISCELLANEOUS REVENUE	9,241	18,001	18,001	4,691	13,885	(4,116)	-22.9%
SUBTOTAL	$ 32,139	$ 52,634	$ 238,714	$ 21,906	$ 32,450	$ (206,264)	-86.4%
ALL REVENUES	$ 8,180,075	$ 9,456,225	$ 9,585,257	$ 7,313,012	$ 8,482,269	$ (1,102,988)	-11.5%
TOTAL SOURCES	$ 8,180,075	$ 9,456,225	$ 9,585,257	$ 7,313,012	$ 8,482,269	$ (1,102,988)	-11.5%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 30,893,324	$ 33,017,723	$ 32,944,440	$ 28,995,661	$ 31,386,854	$ 1,557,586	4.7%
0705 - TEMPORARY PAY	94,997	137,854	137,854	35,293	97,528	40,326	29.3%
0710 - OVERTIME	503,870	391,115	391,115	523,578	496,044	(104,929)	-26.8%
0750 - FRINGE BENEFITS	11,393,134	13,434,081	13,344,593	11,368,715	12,814,000	530,593	4.0%
0790 - OTHER PERSONNEL SERVICES	356,304	408,722	408,722	291,110	284,685	124,037	30.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(7,178,260)	(6,770,416)	(6,770,416)	(6,746,659)	(6,734,922)	(35,494)	-0.5%
0796 - PERSONNEL SERVICES ALLOC-IN	11,074,124	10,676,433	10,676,433	10,922,400	10,796,681	(120,248)	-1.1%
SUBTOTAL	$ 47,137,493	$ 51,295,512	$ 51,132,741	$ 45,390,098	$ 49,140,870	$ 1,991,871	3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 766,742	$ 750,461	$ 1,011,620	$ 646,714	$ 951,794	$ 59,826	5.9%
0802 - MEDICAL SUPPLIES	100,320	137,340	137,340	93,368	100,598	36,742	26.8%
0803 - FUEL	45,375	41,500	41,500	48,721	53,500	(12,000)	-28.9%
0804 - NON-CAPITAL EQUIPMENT	269,148	50,500	50,500	35,996	62,500	(12,000)	-23.8%
0805 - SUPPLIES-ALLOCATION OUT	(119,268)	(49,647)	(49,647)	(49,634)	(64,323)	14,676	29.6%
0806 - SUPPLIES-ALLOCATION IN	636,234	662,849	662,849	544,928	542,597	120,252	18.1%
SUBTOTAL	$ 1,698,551	$ 1,593,003	$ 1,854,162	$ 1,320,093	$ 1,646,666	$ 207,496	11.2%
SERVICES							
0810 - LEGAL SERVICES	$ 428	$ 13,100	$ 13,100	$ 5,545	$ 6,300	$ 6,800	51.9%
0811 - HEALTH CARE SERVICES	1,525,698	1,439,715	1,439,715	1,528,619	1,510,086	(70,371)	-4.9%
0812 - OTHER SERVICES	682,602	2,107,679	2,107,679	847,998	1,890,624	217,055	10.3%
0820 - RENT & OPERATING LEASES	444,027	415,193	415,193	300,328	365,180	50,013	12.0%
0825 - REPAIRS AND MAINTENANCE	1,003,028	304,020	304,020	371,047	295,332	8,688	2.9%
0830 - INTERGOVERNMENTAL PAYMENTS	-	22,000	22,000	-	-	22,000	100.0%
0839 - INTERNAL SERVICE CHARGES	237,992	1,018,328	1,018,328	932,480	841,793	176,535	17.3%
0841 - TRAVEL	165,889	158,907	158,907	164,208	159,254	(347)	-0.2%
0842 - EDUCATION AND TRAINING	46,116	140,877	140,877	57,023	35,507	105,370	74.8%
0843 - POSTAGE/FREIGHT/SHIPPING	28,851	78,192	78,192	36,523	34,446	43,746	55.9%
0850 - UTILITIES	4,387	2,300	2,300	3,187	3,187	(887)	-38.6%
0872 - SERVICES-ALLOCATION OUT	(362,003)	(297,474)	(297,474)	(297,459)	(444,850)	147,376	49.5%
0873 - SERVICES-ALLOCATION IN	716,508	651,945	509,496	509,493	656,872	(147,376)	-28.9%
SUBTOTAL	$ 4,493,523	$ 6,054,782	$ 5,912,333	$ 4,458,992	$ 5,353,731	$ 558,602	9.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 25,532	$ -	$ -	$ -	$ 150,923	$ (150,923)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	50,522	50,522	93,968	113,968	(63,446)	-125.6%
0950 - DEBT SERVICE	229,620	223,539	223,539	219,508	-	223,539	100.0%
SUBTOTAL	$ 255,152	$ 274,061	$ 274,061	$ 313,476	$ 264,891	$ 9,170	3.3%
ALL EXPENDITURES	$ 53,584,719	$ 59,217,358	$ 59,173,297	$ 51,482,659	$ 56,406,158	$ 2,767,139	4.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 36,215	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 36,215	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 53,620,934	$ 59,217,358	$ 59,173,297	$ 51,482,659	$ 56,406,158	$ 2,767,139	4.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 24,160	$ 23,000	$ 23,000	$ 19,714	$ 19,750	$ (3,250)	-14.1%
FUND TOTAL SOURCES	$ 24,160	$ 23,000	$ 23,000	$ 19,714	$ 19,750	$ (3,250)	-14.1%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 3,686,969	$ 4,983,658	$ 5,112,690	$ 3,492,775	$ 4,406,449	$ (706,241)	-13.8%
FUND TOTAL SOURCES	$ 3,686,969	$ 4,983,658	$ 5,112,690	$ 3,492,775	$ 4,406,449	$ (706,241)	-13.8%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 4,175,925	$ 4,132,934	$ 4,132,934	$ 3,567,878	$ 3,743,200	$ (389,734)	-9.4%
FUND TOTAL SOURCES	$ 4,175,925	$ 4,132,934	$ 4,132,934	$ 3,567,878	$ 3,743,200	$ (389,734)	-9.4%
229 JUVENILE RESTITUTION							
OPERATING	$ 8,891	$ 10,000	$ 10,000	$ 3,118	$ 10,000	$ -	0.0%
FUND TOTAL SOURCES	$ 8,891	$ 10,000	$ 10,000	$ 3,118	$ 10,000	$ -	0.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 284,130	$ 306,633	$ 306,633	$ 229,527	$ 302,870	$ (3,763)	-1.2%
FUND TOTAL SOURCES	$ 284,130	$ 306,633	$ 306,633	$ 229,527	$ 302,870	$ (3,763)	-1.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,180,075	$ 9,456,225	$ 9,585,257	$ 7,313,012	$ 8,482,269	$ (1,102,988)	-11.5%
DEPARTMENT TOTAL SOURCES	$ 8,180,075	$ 9,456,225	$ 9,585,257	$ 7,313,012	$ 8,482,269	$ (1,102,988)	-11.5%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 14,830,696	$ 16,756,982	$ 16,603,574	$ 16,164,603	$ 15,945,632	$ 657,942	4.0%
FUND TOTAL USES	$ 14,830,696	$ 16,756,982	$ 16,603,574	$ 16,164,603	$ 15,945,632	$ 657,942	4.0%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 3,774,411	$ 4,983,658	$ 5,112,690	$ 3,492,775	$ 4,406,449	$ 706,241	13.8%
FUND TOTAL USES	$ 3,774,411	$ 4,983,658	$ 5,112,690	$ 3,492,775	$ 4,406,449	$ 706,241	13.8%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 4,203,190	$ 4,132,934	$ 4,132,934	$ 4,130,760	$ 3,743,200	$ 389,734	9.4%
FUND TOTAL USES	$ 4,203,190	$ 4,132,934	$ 4,132,934	$ 4,130,760	$ 3,743,200	$ 389,734	9.4%
229 JUVENILE RESTITUTION							
OPERATING	$ 20,086	$ 10,000	$ 10,000	$ 8,323	$ 10,000	$ -	0.0%
FUND TOTAL USES	$ 20,086	$ 10,000	$ 10,000	$ 8,323	$ 10,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 30,434,025	$ 31,542,830	$ 31,523,145	$ 27,383,392	$ 30,513,686	$ 1,009,459	3.2%
NON-RECURRING	-	1,484,321	1,484,321	-	1,484,321	-	0.0%
FUND TOTAL USES	$ 30,434,025	$ 33,027,151	$ 33,007,466	$ 27,383,392	$ 31,998,007	$ 1,009,459	3.1%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 358,526	$ 306,633	$ 306,633	$ 302,806	$ 302,870	$ 3,763	1.2%
FUND TOTAL USES	$ 358,526	$ 306,633	$ 306,633	$ 302,806	$ 302,870	$ 3,763	1.2%
DEPARTMENT OPERATING TOTAL USES	$ 53,620,934	$ 57,733,037	$ 57,688,976	$ 51,482,659	$ 54,921,837	$ 2,767,139	4.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 1,484,321	$ 1,484,321	$ -	$ 1,484,321	$ -	0.0%
DEPARTMENT TOTAL USES	$ 53,620,934	$ 59,217,358	$ 59,173,297	$ 51,482,659	$ 56,406,158	$ 2,767,139	4.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	-	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	11.50	8.00	8.00	8.00	8.00	-	0.0%
FINANCIAL SERVICES	1.50	-	.00	-	-	-	N/A
HUMAN RESOURCES	6.95	-	.00	-	-	-	N/A
PROCUREMENT	.30	-	.00	-	-	-	N/A
RISK MANAGEMENT	.25	-	.00	-	-	-	N/A
PROGRAM TOTAL	21.00	8.00	8.00	8.00	8.00	-	0.0%
COMMUNITY SUPERVISION							
JUV COMP MONITORING SUPVN	-	6.00	5.00	5.00	5.30	.30	6.0%
JUV PRE DISP INVESTIGATIONS	29.20	44.53	44.53	44.53	41.38	(3.15)	(7.1%)
JUV RESTITUTION AND PUBLIC SVC	6.00	5.60	5.60	5.60	5.50	(.10)	(1.8%)
JUVENILE INTENSIVE SUPERVISION	46.70	43.38	43.38	43.38	41.80	(1.58)	(3.6%)
JUVENILE STANDARD SUPERVISION	156.90	102.30	103.30	103.30	99.02	(4.28)	(4.1%)
OTHER JURISDICTION PROB SUPVN	-	1.40	1.40	1.40	1.40	-	0.0%
PROGRAM TOTAL	238.80	203.21	203.21	203.21	194.40	(8.81)	(4.3%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.00	-	.00	-	-	-	N/A
DATA CENTER	2.00	-	.00	-	-	-	N/A
GIS APPLICATION DEV AND SUPP	.50	-	.00	-	-	-	N/A
PROGRAM TOTAL	3.50	-	-	-	-	-	N/A
JUVENILE COURT DIVERSION							
JUVENILE CITATIONS	-	8.55	8.55	8.55	8.85	.30	3.5%
JUVENILE COURT DIVERSION	45.35	38.27	36.27	36.27	33.33	(2.94)	(8.1%)
JUVENILE DRUG DIVERSION	-	4.50	5.50	5.50	6.50	1.00	18.2%
JUVENILE TEEN COURT	6.00	6.50	6.50	6.50	6.50	-	0.0%
PROGRAM TOTAL	51.35	57.82	56.82	56.82	55.18	(1.64)	(2.9%)
JUVENILE CRIME PREVENTION							
JUVENILE LAW RELATED EDUCATION	24.35	8.70	10.10	10.10	9.10	(1.00)	(9.9%)
JUVENILE TRUANCY REDUCTION	-	3.30	3.90	3.90	5.70	1.80	46.2%
PROGRAM TOTAL	24.35	12.00	14.00	14.00	14.80	.80	5.7%
JUVENILE DETENTION							
JUV DETENTION ALTERNATIVES	24.00	23.00	22.00	22.00	20.00	(2.00)	(9.1%)
JUV DETENTION CUSTODY AND CTRL	344.10	336.43	330.43	329.43	316.43	(14.00)	(4.2%)
JUV DETENTION MEDICAL CLINIC	23.00	23.00	23.00	23.00	23.00	-	0.0%
JUVENILE MENTAL HEALTH	8.00	8.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	399.10	390.43	384.43	383.43	368.43	(16.00)	(4.2%)
JUVENILE RESEARCH PLANING DEV							
JUVENILE RESEARCH AND PLANNING	-	9.00	10.00	9.00	9.00	(1.00)	(10.0%)
JUVENILE STAFF DEVELOPMENT	-	7.25	7.25	7.25	7.10	(.15)	(2.1%)
PROGRAM TOTAL	-	16.25	17.25	16.25	16.10	(1.15)	(6.7%)
JUVENILE TREATMENT							
JUV SEX OFFENDER CASE MGMT	1.30	14.45	14.45	14.45	16.05	1.60	11.1%
JUVENILE DRUG COURT	1.10	8.85	9.85	9.85	11.15	1.30	13.2%
JUVENILE OUT OF HOME CASE MGMT	5.45	6.30	6.30	6.30	7.00	.70	11.1%
JUVENILE TREATMENT MGMT SVCS	6.15	15.79	16.79	17.79	16.99	.20	1.2%
PROGRAM TOTAL	14.00	45.39	47.39	48.39	51.19	3.80	8.0%
DEPARTMENT TOTAL	752.10	733.10	731.10	730.10	708.10	(23.00)	(3.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	4.00	4.00	4.00	-	0.0%
Counseling Supervisor	-	-	-	-	-	-	N/A
Counselor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Deputy Director	3.00	3.00	-	-	-	-	N/A
Deputy Director - Probation	-	1.00	4.00	4.00	4.00	-	0.0%
Detention Ofcr Supv -Probation	25.00	25.00	25.00	25.00	25.00	-	0.0%
Detention Officer - Probation	265.10	259.10	251.10	250.10	240.10	(11.00)	(4.4%)
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	20.00	19.00	19.00	19.00	19.00	-	0.0%
Health Educator	5.00	5.00	4.00	4.00	4.00	-	0.0%
Justice System Clerk	40.00	37.00	36.00	36.00	34.00	(2.00)	(5.6%)
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supv	5.00	5.00	5.00	5.00	5.00	-	0.0%
Licensed Practical Nurse	1.00	-	-	-	-	-	N/A
Management Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Management Assistant	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	12.00	13.00	13.00	13.00	13.00	-	0.0%
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	1.00	-	0.0%
Physician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Probation Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Probation Officer	257.00	247.00	247.00	247.00	238.00	(9.00)	(3.6%)
Probation Officer Supervisor	33.00	34.00	35.00	35.00	35.00	-	0.0%
Program Coordinator	3.00	3.00	3.00	4.00	4.00	1.00	33.3%
Psychologist	2.00	2.00	4.00	4.00	4.00	-	0.0%
Social Worker	-	-	4.00	4.00	4.00	-	0.0%
Surveillance Officer	48.00	47.00	46.00	46.00	45.00	(1.00)	(2.2%)
Department Total	**752.10**	**733.10**	**731.10**	**730.10**	**708.10**	**(23.00)**	**(3.1%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	281.00	278.00	280.00	279.00	272.00	(8.00)	(2.9%)
227	JUVENILE PROBATION GRANTS	61.00	59.00	59.00	60.00	60.00	1.00	1.7%
255	DETENTION OPERATIONS	405.10	392.10	388.10	387.10	372.10	(16.00)	(4.1%)
275	JUVENILE PROBATION DIVERSION	5.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total		**752.10**	**733.10**	**731.10**	**730.10**	**708.10**	**(23.00)**	**(3.1%)**

Significant Variance Analysis

The FY 2012 budget includes the deletion of 7.0 FTE positions that had been funded in the General Fund, and then allocated to the Juvenile Probation Special Fees Fund (228). The Fees Fund has insufficient revenue to sustain the positions. In addition, 15.0 FTE positions were deleted from the Detention Fund (255). 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)

- Decrease the expenditure budget by $67,562 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Grants Fund (227)

- Decrease the expenditure budget by $12,982 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Detention Fund (255)

- Decrease the expenditure budget by $79,242 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Diversion Fund (275)

- Decrease the expenditure budget by $1,025 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Operating Adjustments:

General Fund (100)

- Increase Regular Benefits by $489 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Regular Pay and Benefits by $35,457 to account for net changes in pay rates assigned to newly filled positions.
- Decrease Personal Services by $339,734 and inactivate 6.0 FTE vacant positions allocated to Juvenile Probation Special Fees Fund (228) due to declining fee revenue.
- Decrease Personal Services Allocation-Out by $387,555 to the Juvenile Probation Special Fees Fund (228), including $339,734 associated with the reduction of 6.0 FTE vacant positions and a net of $47,821 in all other allocations.
- Increase Allocations-In by $13,137, including $13,094 from the Juvenile Probation Grants Fund (227) and $43 from the Public Works Department Transportation Operations Fund (232) ESRI GIS Enterprise Agreement.
- Decrease expenditures by $1,104 for Other Personal Services to reflect the FY 2012 Forecast.
- Increase expenditures for Supplies by $94,292, including increases of $95,992 for General Supplies to more closely align with historical expenditures, $4,000 for Fuel based on increasing fuel prices, and a reduction of $5,700 for Medical Supplies consistent with historical funding.
- Increase Non-Capital expenditures by $12,000 for scanners. No increase is recommended for computer replacements from the General Fund because County-wide funding has been set-aside in Non-Departmental (470) for computer refresh costs.
- Decrease expenditures by $549,504 to reflect a department-wide re-allocation of Internal Service Charges to the appropriate funds.
- Decrease expenditures by $71,690, including $5,800 for Legal Services, $9,382 for Travel, $20,589 for Education and Training, and $35,919 for Postage to reflect the FY 2012 Forecast.
- Decrease expenditures for Intergovernmental Payments by $22,000, associated with a cash match from the State Superior Court for a family counseling grant.
- Increase expenditures by $161,643 for Other Services to more closely align with historical expenditures.
- Increase Services expenditures by $15,000 for executive recruitment and relocation expenses.
- Increase Health Care Services by $37,909 to reflect the FY 2012 Forecast.
- Increase expenditures by $53,800 for copier equipment leases.

- Increase expenditures by $66,481 for Repairs and Maintenance, including an increase of $82,481 for fleet maintenance charges and SPSS software licenses, and a decrease of $16,000 for equipment repairs and iCIS software licenses.
- Increase expenditures for Capital Equipment by $56,269, including increases of $126,535 for a virtual desk infrastructure, $24,388 for two servers and $63,446 for five additional sedans, and a decrease for Debt Service from $158,100 to $0 (paid-off in FY 2012).
- Increase administrative indirect cost allocations-out expenditures by $501,019 to the Juvenile Probation Detention Fund (255) for personal services, supplies, and services.

Juvenile Probation Grants Fund (227)

- Increase Regular Benefits by $1,645 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- The Department anticipates grant revenue to decline in FY 2013. Budgeted revenue is reduced by $577,209 and expenditures by $565,872, netting in structural balance.

Juvenile Probation Special Fee Fund (228)

- Decrease revenue by $389,734 to more closely reflect the FY 2012 Forecast.
- Decrease expenditures by $389,734 to maintain structural balance, including a reduction in Personal Services Allocations-In from the General Fund by $387,555 and a reduction of $2,179 in General Supplies.

Detention Fund (255)

- Increase Regular Benefits by $12,339 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Regular Pay and Benefits by $624,381 to account for net changes in pay rates assigned to newly filled positions.
- Increase Personal Services expenditures by $147,790, including reductions of $40,312 for Temporary pay and $107,478 for Other Personal Services.
- Increase Overtime Pay by $93,341 to reflect the FY 2012 Forecast.
- Increase Personal Service Allocations-In by $19,742 from the Superior Court General Fund.
- Decrease expenditures for Supplies by $19,751, including decreases of $6,045 from General Supplies and $21,706 from Medical Supplies to reflect the FY 2012 Forecast, and an increase of $8,000 for Fuel to reflect rising costs.
- Decrease expenditures for Supplies Allocations-In from the Public Health Department by $1,346 and from the Sheriff by $73,625 (including a decrease of $143,625 from food service and laundry, and an increase of $70,000 for the cost of 20 juvenile extraditions per year).
- Increase expenditures by $372,969 to reflect a department-wide re-allocation of Internal Service Charges to the appropriate funds.
- Decrease Equipment Lease expenditures by $103,813, including $100,013 in electronic monitoring costs and $3,800 in copier leases.
- Decrease expenditures by $74,901 from Repairs and Maintenance, including a reduction of $82,000 from repairs and an increase of $7,099 for maintenance.
- Increase expenditures for Services by $59,434 to reflect the FY 2012 Forecast, including increases of $76,962 for Health Care Services, $6,193 for Travel and $887 for Utilities, and decreases of $21,781 from Education and Training, and $2,827 from Postage.
- Decrease expenditures by $43,126 from Other Services and $65,439 from Debt Service.
- Decrease Personal Services expenditures by $834,889 and delete 15.0 vacant FTEs. Expenditure reductions include $565,692 from Salaries and $269,197 from Benefits.
- Increase administrative indirect cost allocations-in from the General Fund by $501,019, including personal services ($338,967), supplies ($14,676) and services ($147,376).

Detention Fund (255) Non Recurring Non Project (0001)

- Carryover Non-Recurring project costs totaling $1,484,321 for various technology projects.

Juvenile Probation Diversion Fund (275)

- Decrease Regular Benefits by $281 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Regular Pay and Benefits by $3 to account for net changes in pay rates assigned to newly filled positions.
- Decrease expenditures for Travel by $2,454 to maintain Fund structural balance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative	N/A	90.2%	83.5%	83.5%	(6.7%)	-7.4%
Percent of detained youth who received medical health services without leaving the facility	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Class 1 Incidents resulting in injury to detained youth or detention staff	N/A	1.2%	1.0%	0.7%	(0.5%)	-39.7%
Percent of detained youth who received mental health services without leaving the facility	N/A	67.5%	100.0%	100.0%	32.5%	48.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative	N/A	90.2%	83.5%	83.5%	(6.7%)	-7.4%
Output	Number of youth placed on alternatives to detention	N/A	2,448	2,198	2,246	(202)	-8.3%
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives)	N/A	2,448	2,198	2,246	(202)	-8.3%
Efficiency	Cost per youth placed on alternatives to detention	N/A	$ 1,284.83	$ 1,280.98	$ 1,389.48	$ (104.66)	-8.1%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 42,671	$ 17,780	$ -	$ (42,671)	-100.0%
	TOTAL SOURCES	$ -	$ 42,671	$ 17,780	$ -	$ (42,671)	-100.0%
Expenditure							
	100 - GENERAL	$ 130,612	$ 196,376	$ 194,845	$ 132,991	$ 63,385	32.3%
	227 - JUVENILE PROBATION GRANTS	34,200	4,000	3,910	8,397	(4,397)	-109.9%
	255 - DETENTION OPERATIONS	3,079,358	2,944,883	2,616,840	2,979,395	(34,512)	-1.2%
	TOTAL USES	$ 3,244,170	$ 3,145,259	$ 2,815,595	$ 3,120,783	$ 24,476	0.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Class 1 Incidents resulting in injury to detained youth or detention staff	N/A	1.2%	1.0%	0.7%	(0.5%)	-39.7%
Output	Number of screened youth detained during the reporting period	N/A	6,240	6,351	6,540	300	4.8%
Output	Average daily population of youth in secure care detention	N/A	236	222	222	(14)	-5.9%
Output	Average length of stay	N/A	13	12	14	1	7.7%
Output	Number of detained youth (total detained youth population)	N/A	6,696	8,802	9,264	2,568	38.4%
Demand	number of youth screened by the Juvenile Detention Assessment Center (JDAC)	N/A	8,472	8,559	8,796	324	3.8%
Demand	Number of functional capacity for detained youth	N/A	272	272	272	-	0.0%
Efficiency	Cost per juvenile detainee	N/A	$ 3,632.18	$ 2,327.29	$ 2,429.27	$ 1,202.91	33.1%
Revenue							
	100 - GENERAL	$ -	$ 9,000	$ -	$ -	$ (9,000)	-100.0%
	227 - JUVENILE PROBATION GRANTS	591,172	451,253	278,338	505,000	53,747	11.9%
	TOTAL SOURCES	$ 591,172	$ 460,253	$ 278,338	$ 505,000	$ 44,747	9.7%
Expenditure							
	100 - GENERAL	$ -	$ 50,591	$ 19,331	$ 19,444	$ 31,147	61.6%
	227 - JUVENILE PROBATION GRANTS	520,434	561,383	369,036	556,030	5,353	1.0%
	255 - DETENTION OPERATIONS	22,401,339	23,709,135	20,096,398	21,929,317	1,779,818	7.5%
	TOTAL USES	$ 22,921,773	$ 24,321,109	$ 20,484,765	$ 22,504,791	$ 1,816,318	7.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of detained youth who received medical health services without leaving the facility	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of hours of medical health services delivered	N/A	51,300	99,968	109,944	58,644	114.3%
Demand	Number of hours of medical health services requested	N/A	51,300	99,968	109,944	58,644	114.3%
Efficiency	Cost per hour of medical service delivered	N/A	$ 48.16	$ 24.78	$ 23.80	$ 24.36	50.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,419,409	$ 2,470,441	$ 2,476,912	$ 2,616,749	$ (146,308)	-5.9%
	TOTAL USES	$ 2,419,409	$ 2,470,441	$ 2,476,912	$ 2,616,749	$ (146,308)	-5.9%

Activity Narrative: A change in data collection methodology during FY 2012 enabled the department to keep track of more service categories than had been expected when the FY 2012 budget was approved.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of detained youth who received mental health services without leaving the facility	N/A	67.5%	100.0%	100.0%	32.5%	48.1%
Output	Number of hours of mental health services delivered	N/A	3,204	3,087	3,120	(84)	-2.6%
Demand	Number of hours of mental health services requested	N/A	4,740	3,087	3,120	(1,620)	-34.2%
Efficiency	Cost per hour of mental health service delivered	N/A	$ 242.25	$ 236.47	$ 316.45	$ (74.20)	-30.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 773,030	$ 776,155	$ 729,986	$ 987,322	$ (211,167)	-27.2%
	TOTAL USES	$ 773,030	$ 776,155	$ 729,986	$ 987,322	$ (211,167)	-27.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of juveniles that completed Diversion successfully	N/A	62.0%	73.4%	73.4%	11.4%	18.4%
Percent of juveniles that completed Diversion successfully and were not referred to court for a referral	N/A	87.9%	83.8%	83.8%	(4.1%)	-4.7%
Percent of juveniles that completed Teen Court successfully	N/A	78.2%	77.4%	77.4%	(0.8%)	-1.0%
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	N/A	90.2%	81.3%	82.0%	(8.2%)	-9.1%
Percent of juveniles that completed Citations diversion programs successfully	N/A	65.1%	86.6%	86.6%	21.5%	33.1%
Percent of juveniles that completed Citations successfully and were not referred to court for a referral	N/A	85.4%	74.6%	75.7%	(9.7%)	-11.4%
Percent of juveniles that completed Drug Diversion successfully	N/A	64.9%	77.4%	77.4%	12.5%	19.3%
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral	N/A	85.0%	81.3%	82.0%	(3.0%)	-3.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles that completed Citations diversion programs successfully	N/A	65.1%	86.6%	86.6%	21.5%	33.1%
Result	Percent of juveniles that completed Citations successfully and were not referred to court for a referral	N/A	85.4%	74.6%	75.7%	(9.7%)	-11.4%
Output	Number of juveniles receiving Citations Services during time period	N/A	3,516	2,037	2,057	(1,459)	-41.5%
Demand	Number of juveniles requiring Citations Services during time period	N/A	3,516	2,037	2,057	(1,459)	-41.5%
Efficiency	Cost per juveniles receiving Citations services during time period	N/A	$ 164.68	$ 195.03	$ 262.94	$ (98.26)	-59.7%
Expenditure							
	100 - GENERAL	$ -	$ 142,959	$ 132,349	$ 179,049	$ (36,090)	-25.2%
	227 - JUVENILE PROBATION GRANTS	-	436,040	264,928	361,812	74,228	17.0%
	TOTAL USES	$ -	$ 578,999	$ 397,277	$ 540,861	$ 38,138	6.6%

Activity Narrative: Data reported for FY 2012 Forecast are lower than FY 2012 Revised due to modifications and enhancements to the methodology for calculating the Demand and Output. The

Demand and Output are now based on Probation Officer assignment, while Results are based on the dispositions of the case.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles that completed Diversion successfully	N/A	62.0%	73.4%	73.4%	11.4%	18.4%
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a referral	N/A	87.9%	83.8%	83.8%	(4.1%)	-4.7%
Output	Number of juveniles receiving Diversion Services during time period	N/A	4,536	6,633	6,699	2,163	47.7%
Demand	Number of juveniles referred by the County Attorney for Diversion Services during time period	N/A	6,768	6,633	6,699	(69)	-1.0%
Efficiency	Cost per juvenile receiving Diversion Services during time period	N/A	$ 518.52	$ 275.27	$ 268.26	$ 250.26	48.3%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 1,946,583	$ 2,629,535	$ 1,976,642	$ 2,051,251	$ (578,284)	-22.0%
	229 - JUVENILE RESTITUTION	8,026	-	-	-	-	N/A
	275 - JUVENILE PROBATION DIVERSION	277,214	306,633	225,327	298,670	(7,963)	-2.6%
	TOTAL SOURCES	$ 2,231,823	$ 2,936,168	$ 2,201,969	$ 2,349,921	$ (586,247)	-20.0%
Expenditure							
	100 - GENERAL	$ 508,867	$ 773,636	$ 695,450	$ 550,658	$ 222,978	28.8%
	227 - JUVENILE PROBATION GRANTS	1,907,252	1,433,205	987,407	1,103,642	329,563	23.0%
	229 - JUVENILE RESTITUTION	20,086	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	176,183	-	-	-	-	N/A
	275 - JUVENILE PROBATION DIVERSION	74,140	145,184	142,977	142,788	2,396	1.7%
	TOTAL USES	$ 2,686,528	$ 2,352,025	$ 1,825,834	$ 1,797,088	$ 554,937	23.6%

Activity Narrative: Maricopa County Attorney policy changes increased the number of Juveniles receiving diversion services in FY 2012 and this trend is expected to continue in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles that completed Drug Diversion successfully	N/A	64.9%	77.4%	77.4%	12.5%	19.3%
Result	Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral	N/A	85.0%	81.3%	82.0%	(3.0%)	-3.6%
Output	Number of juveniles receiving Drug Diversion Services during time period	N/A	2,256	2,238	2,260	4	0.2%
Demand	Number of eligible juveniles required to participate in Drug Diversion Services during time period	N/A	2,256	2,238	2,260	4	0.2%
Efficiency	Cost (per participant) to provide Drug Diversion services during time period	N/A	$ 178.68	$ 196.89	$ 203.82	$ (25.13)	-14.1%
Expenditure							
	100 - GENERAL	$ -	$ 81,380	$ 118,061	$ 177,676	$ (96,296)	-118.3%
	227 - JUVENILE PROBATION GRANTS	-	244,885	247,366	206,594	38,291	15.6%
	275 - JUVENILE PROBATION DIVERSION	-	76,848	75,210	76,358	490	0.6%
	TOTAL USES	$ -	$ 403,113	$ 440,637	$ 460,628	$ (57,515)	-14.3%

Activity Narrative: Data reported for FY 2012 Forecast are lower than FY 2012 Revised due to modifications and enhancements to the methodology for calculating the Demand and Output. The Demand and Output are now based on Probation Officer assignment, while Results are based on the dispositions of the case.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles that completed Teen Court successfully	N/A	78.2%	77.4%	77.4%	(0.8%)	-1.0%
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	N/A	90.2%	81.3%	82.0%	(8.2%)	-9.1%
Output	Number of Juveniles Receiving Teen Court Services during time period	N/A	972	1,626	1,642	670	68.9%
Demand	Number of Juveniles sent to Teen Court Services during time period	N/A	1,332	1,626	1,642	310	23.3%
Efficiency	Cost (per juvenile) to provide Teen Court Services during time period	N/A	$ 538.16	$ 267.59	$ 273.13	$ 265.03	49.2%
Expenditure							
	100 - GENERAL	$ 197,283	$ 241,710	$ 239,346	$ 235,827	$ 5,883	2.4%
	227 - JUVENILE PROBATION GRANTS	74,954	196,784	111,142	128,927	67,857	34.5%
	275 - JUVENILE PROBATION DIVERSION	51,727	84,601	84,619	83,724	877	1.0%
	TOTAL USES	$ 323,964	$ 523,095	$ 435,107	$ 448,478	$ 74,617	14.3%

Activity Narrative: Maricopa County Attorney policy changes increased the number of Juveniles receiving Teen Court services in FY 2012 and this trend is expected to continue in FY 2013. In addition, cases are now tracked by Probation Officer assignment; thus data represents cases rather than individual youths (who may participate more than once).

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results)	N/A	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of youth who attended law related education that report a feeling of safety while on school campus	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of participants in CUTS-lite conferences and JABG truancy reduction activities that do not receive subsequent truancy referrals	N/A	92.1%	98.8%	98.8%	6.8%	7.3%

Activities that comprise this program include:

- 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who attended law related education that report an increased awareness of the legal system (survey results)	N/A	80.0%	80.0%	80.0%	0.0%	0.0%
Result	Percent of youth who attended law related education that report a feeling of safety while on school campus	N/A	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts	N/A	9,252	52,055	59,472	50,220	542.8%
Output	Number of Law Related Education Hours delivered	N/A	2,292	2,165	2,443	151	6.6%
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population.	N/A	11,388	7,968	11,010	(378)	-3.3%
Demand	Number of Law Related Education Hours requested	N/A	1,620	2,165	2,443	823	50.8%
Efficiency	Cost per youth who receives LRE, attends Teen Court Volunteer Training, volunteer in Teen Court	N/A	$ 95.89	$ 13.35	$ 10.96	$ 84.92	88.6%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 636,932	$ 948,137	$ 392,645	$ 595,483	$ (352,654)	-37.2%
	TOTAL SOURCES	$ 636,932	$ 948,137	$ 392,645	$ 595,483	$ (352,654)	-37.2%
Expenditure							
	100 - GENERAL	$ 63,968	$ 216,291	$ 225,872	$ 189,330	$ 26,961	12.5%
	227 - JUVENILE PROBATION GRANTS	591,932	588,278	408,630	389,900	198,378	33.7%
	255 - DETENTION OPERATIONS	120,374	82,567	60,387	72,767	9,800	11.9%
	275 - JUVENILE PROBATION DIVERSION	159,602	-	-	-	-	N/A
	TOTAL USES	$ 935,876	$ 887,136	$ 694,889	$ 651,997	$ 235,139	26.5%

Activity Narrative: Data reported for FY 2012 Forecast and FY 2013 is derived from using a refined methodology that includes the Teen Court Volunteers and more accurately reflects the number of contacts with students participating in the Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of participants in CUTS-lite conferences and JABG truancy reduction activities that do not receive subsequent truancy referrals.	N/A	92.1%	98.8%	98.8%	6.8%	7.3%
Output	Number of participants in JPD Truancy Reduction programs	N/A	624	225	192	(432)	-69.2%
Demand	Number of students (school population) at schools with JPD Truancy Reduction programs	N/A	54,782	8,788	8,876	(45,906)	-83.8%
Efficiency	Cost (per juvenile) to provide Truancy Reduction activities during time period	N/A	$ 447.04	$ 995.88	$ 2,186.95	$ (1,739.91)	-389.2%
Expenditure							
	100 - GENERAL	$ -	$ 73,426	$ 43,271	$ 169,420	$ (95,994)	-130.7%
	227 - JUVENILE PROBATION GRANTS	-	205,527	180,802	250,475	(44,948)	-21.9%
	TOTAL USES	$ -	$ 278,953	$ 224,073	$ 419,895	$ (140,942)	-50.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under JIPS	N/A	71.7%	66.7%	69.0%	(2.7%)	-3.7%
Percent of court reports completed "on time"	N/A	97.9%	97.8%	98.0%	0.1%	0.1%
Percent of judicial officers satisfied with the quality of Pre-Disposition reports submitted to the court	N/A	90.9%	90.9%	90.9%	0.0%	0.0%
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under Standard Supervision	N/A	80.5%	51.2%	75.0%	(5.6%)	-6.9%
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under CMC Supervision	N/A	79.7%	90.2%	90.1%	10.4%	13.1%
Percent of youth accepted to JCORPS	N/A	86.0%	98.7%	98.8%	12.7%	14.8%
Percent of JCORPS participants who earned restitution or community service hours	N/A	47.6%	33.4%	33.6%	(14.0%)	-29.5%
Percent of juveniles without a subsequent adjudication (including VOP) in the quarter where the offense occurred while supervised on Transfers Supervision	N/A	85.0%	94.3%	91.0%	6.0%	7.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under CMC Supervision	N/A	79.7%	90.2%	90.1%	10.4%	13.1%
Output	Number of juveniles supervised on a Compliance Monitoring Caseload (CMC)	N/A	1,128	522	540	(588)	-52.1%
Demand	Number of juveniles added/placed on a Compliance Monitoring Caseload (CMC) status or as ordered by the Court	N/A	1,128	522	540	(588)	-52.1%
Efficiency	Cost per juvenile supervised on a Compliance Monitoring Caseload (CMC)	N/A	$ 342.39	$ 627.15	$ 753.63	$ (411.24)	-120.1%
Expenditure							
	100 - GENERAL	$ -	$ 386,211	$ 327,374	$ 406,959	$ (20,748)	-5.4%
	TOTAL USES	$ -	$ 386,211	$ 327,374	$ 406,959	$ (20,748)	-5.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under JIPS	N/A	71.7%	66.7%	69.0%	(2.7%)	-3.7%
Output	Total number of juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	N/A	804	706	691	(113)	-14.1%
Demand	Total number of juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	N/A	804	706	691	(113)	-14.1%
Efficiency	Cost per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status	N/A	$ 2,877.84	$ 2,996.67	$ 2,938.02	$ (60.18)	-2.1%
Expenditure							
	100 - GENERAL	$ 2,469,197	$ 2,106,050	$ 2,043,990	$ 1,984,478	$ 121,572	5.8%
	227 - JUVENILE PROBATION GRANTS	7,816	207,736	71,662	45,693	162,043	78.0%
	TOTAL USES	$ 2,477,013	$ 2,313,786	$ 2,115,652	$ 2,030,171	$ 283,615	12.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of court reports completed "on time"	N/A	97.9%	97.8%	98.0%	0.1%	0.1%
Result	Percent of judicial officers satisfied with the quality of Pre-Disposition reports submitted to the court	N/A	90.9%	90.9%	90.9%	0.0%	0.0%
Output	Total number of youth on investigative case status supervised	N/A	5,556	6,271	6,573	1,017	18.3%
Demand	Total number of youth on investigative case status	N/A	5,556	6,271	6,573	1,017	18.3%
Efficiency	Cost per youth on investigative case status	N/A	$ 456.52	$ 370.49	$ 374.20	$ 82.33	18.0%
Expenditure							
	100 - GENERAL	$ 1,013,892	$ 1,857,621	$ 1,663,763	$ 1,798,677	$ 58,944	3.2%
	227 - JUVENILE PROBATION GRANTS	8,084	104,000	84,759	86,103	17,897	17.2%
	228 - JUVENILE PROBATION SPECIAL FEE	630,671	574,820	574,824	574,820	-	0.0%
	TOTAL USES	$ 1,652,647	$ 2,536,441	$ 2,323,346	$ 2,459,600	$ 76,841	3.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth accepted to JCORPS	N/A	86.0%	98.7%	98.8%	12.7%	14.8%
Result	Percent of JCORPS participants who earned restitution or community service hours	N/A	47.6%	33.4%	33.6%	(14.0%)	-29.5%
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS)	N/A	4,308	2,529	2,697	(1,611)	-37.4%
Output	Number of youth who participate in Juvenile Restitution & Public Safety (JCORPS)	N/A	2,052	801	905	(1,147)	-55.9%
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS)	N/A	5,004	2,561	2,731	(2,273)	-45.4%
Efficiency	Cost per juvenile that participates in Juvenile Restitution & Public Service opportunities	N/A	$ 110.24	$ 293.73	$ 265.29	$ (155.05)	-140.7%
Revenue							
	229 - JUVENILE RESTITUTION	$ -	$ 10,000	$ 2,834	$ 9,135	$ (865)	-8.7%
	TOTAL SOURCES	$ -	$ 10,000	$ 2,834	$ 9,135	$ (865)	-8.7%
Expenditure							
	100 - GENERAL	$ 333,573	$ 214,305	$ 226,173	$ 229,290	$ (14,985)	-7.0%
	227 - JUVENILE PROBATION GRANTS	-	1,900	783	796	1,104	58.1%
	229 - JUVENILE RESTITUTION	-	10,000	8,323	10,000	-	0.0%
	TOTAL USES	$ 333,573	$ 226,205	$ 235,279	$ 240,086	$ (13,881)	-6.1%

Activity Narrative: Data reported for FY 2012 Forecast and FY 2013 is derived from using a refined methodology that includes JCORPS participants, and more accurately reflects the number of Activity participants.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter for offenses that occurred while supervised under Standard Supervision	N/A	80.5%	51.2%	75.0%	(5.6%)	-6.9%
Output	Total number of juveniles supervised on Juvenile Standard Supervision status as ordered by the Court	N/A	6,384	6,187	6,316	(68)	-1.1%
Demand	Total number of juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court	N/A	6,384	6,187	6,316	(68)	-1.1%
Efficiency	Cost per juvenile placed on Juvenile Standard Supervision status	N/A	$ 1,293.05	$ 1,253.96	$ 1,208.94	$ 84.11	6.5%
Revenue							
	100 - GENERAL	$ 4,344	$ 5,999	$ -	$ 5,000	$ (999)	-16.7%
	227 - JUVENILE PROBATION GRANTS	434,589	224,625	241,990	228,761	4,136	1.8%
	228 - JUVENILE PROBATION SPECIAL FEE	530,512	432,934	339,835	354,200	(78,734)	-18.2%
	TOTAL SOURCES	$ 969,445	$ 663,558	$ 581,825	$ 587,961	$ (75,597)	-11.4%
Expenditure							
	100 - GENERAL	$ 5,392,640	$ 4,505,953	$ 4,063,543	$ 4,316,035	$ 189,918	4.2%
	227 - JUVENILE PROBATION GRANTS	360,148	190,763	138,781	151,260	39,503	20.7%
	228 - JUVENILE PROBATION SPECIAL FEE	3,572,519	3,558,114	3,555,936	3,168,380	389,734	11.0%
	TOTAL USES	$ 9,325,307	$ 8,254,830	$ 7,758,260	$ 7,635,675	$ 619,155	7.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the quarter where the offense occurred while supervised on Transfers Supervision	N/A	85.0%	94.3%	91.0%	6.0%	7.1%
Output	Total number of juveniles supervised on Transfers Supervision status	N/A	792	832	958	166	21.0%
Demand	Total number of juveniles added/placed on Transfers status	N/A	792	832	958	166	21.0%
Efficiency	Cost per juvenile placed on Transfers Supervision status	N/A	$ 130.58	$ 90.89	$ 113.29	$ 17.28	13.2%
Expenditure							
	100 - GENERAL	$ -	$ 103,417	$ 75,623	$ 108,536	$ (5,119)	-4.9%
	TOTAL USES	$ -	$ 103,417	$ 75,623	$ 108,536	$ (5,119)	-4.9%

Juvenile Treatment Program

The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of youth who successfully complete Drug Court	N/A	82.4%	20.5%	50.0%	(32.4%)	-39.3%
Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court	N/A	81.0%	86.8%	72.7%	(8.3%)	-10.3%
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	N/A	74.7%	91.6%	90.0%	15.4%	20.6%
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	N/A	85.0%	93.3%	84.1%	(0.9%)	-1.0%
Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above	N/A	98.0%	94.5%	90.0%	(8.0%)	-8.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who successfully complete Drug Court	N/A	82.4%	20.5%	50.0%	(32.4%)	-39.3%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court	N/A	81.0%	86.8%	72.7%	(8.3%)	-10.3%
Output	Number of youth participants in Drug Court	N/A	228	158	190	(38)	-16.7%
Demand	Number of youth who are screened to participate in Drug Court	N/A	168	278	430	262	156.0%
Efficiency	Cost per youth participant in Drug Court	N/A	$ 2,018.41	$ 2,646.96	$ 2,993.50	$ (975.09)	-48.3%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 100,000	$ 55,637	$ 208,889	$ 108,889	108.9%
	TOTAL SOURCES	$ -	$ 100,000	$ 55,637	$ 208,889	$ 108,889	108.9%
Expenditure							
	100 - GENERAL	$ 81,100	$ 384,524	$ 338,384	$ 406,415	$ (21,891)	-5.7%
	227 - JUVENILE PROBATION GRANTS	12,978	75,673	79,835	162,350	(86,677)	-114.5%
	TOTAL USES	$ 94,078	$ 460,197	$ 418,219	$ 568,765	$ (108,568)	-23.6%

Activity Narrative: Though there is an effort to increase participation in Drug Court in Maricopa County (reflecting the higher number for FY 2013), changes to the structure of and processes in Drug Court resulted in lower than expected forecasted numbers for FY 2012.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	N/A	74.7%	91.6%	90.0%	15.4%	20.6%
Output	Number of youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	N/A	552	446	459	(93)	-16.8%
Demand	Number of youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	N/A	552	446	459	(93)	-16.8%
Efficiency	Cost per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	N/A	$ 584.49	$ 645.42	$ 762.61	$ (178.12)	-30.5%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 311,329	$ 129,721	$ 492,960	$ 181,631	58.3%
	TOTAL SOURCES	$ -	$ 311,329	$ 129,721	$ 492,960	$ 181,631	58.3%
Expenditure							
	100 - GENERAL	$ 262,321	$ 318,540	$ 286,157	$ 349,374	$ (30,834)	-9.7%
	227 - JUVENILE PROBATION GRANTS	51,358	4,100	1,702	664	3,436	83.8%
	TOTAL USES	$ 313,679	$ 322,640	$ 287,859	$ 350,038	$ (27,398)	-8.5%

Activity Narrative: Probation populations have been declining over the last few years, and behavioral/mental health resources have become harder to obtain.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	N/A	85.0%	93.3%	84.1%	(0.9%)	-1.0%
Output	Number of youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU)	N/A	306	284	308	2	0.7%
Demand	Number of youth adjudicated of a sexual offense	N/A	312	284	308	(4)	-1.3%
Efficiency	cost per youth supervised by the Special Supervision Unit (SSU)	N/A	$ 2,163.69	$ 2,318.58	$ 2,268.09	$ (104.40)	-4.8%
Expenditure							
	100 - GENERAL	$ 69,734	$ 507,707	$ 541,164	$ 574,019	$ (66,312)	-13.1%
	227 - JUVENILE PROBATION GRANTS	-	154,382	117,312	124,552	29,830	19.3%
	TOTAL USES	$ 69,734	$ 662,089	$ 658,476	$ 698,571	$ (36,482)	-5.5%

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 pub

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above	N/A	98.0%	94.5%	90.0%	(8.0%)	-8.2%
Output	Number of requests for Juvenile Treatment Management Services fulfilled	N/A	1,992	1,091	1,152	(840)	-42.2%
Demand	Number of requests for Treatment Management	N/A	2,028	1,125	1,188	(840)	-41.4%
Efficiency	Cost per request for Treatment Management Services fulfilled	N/A	$ 438.40	$ 695.76	$ 823.09	$ (384.69)	-87.7%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 264,108	$ 392,519	$ 126,025	$ (138,083)	-52.3%
	TOTAL SOURCES	$ -	$ 264,108	$ 392,519	$ 126,025	$ (138,083)	-52.3%
Expenditure							
	100 - GENERAL	$ 206,400	$ 396,758	$ 412,117	$ 387,304	$ 9,454	2.4%
	227 - JUVENILE PROBATION GRANTS	137,668	414,051	346,708	500,831	(86,780)	-21.0%
	255 - DETENTION OPERATIONS	-	62,493	249	60,070	2,423	3.9%
	TOTAL USES	$ 344,068	$ 873,302	$ 759,074	$ 948,205	$ (74,903)	-8.6%

lic 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.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of customers who report satisfaction with Research & Planning services	N/A	93.8%	92.5%	93.3%	(0.4%)	-0.4%
Percent of employees compliant with mandated skill development/training	N/A	98.8%	99.0%	99.0%	0.2%	0.2%
Percent of employees who receive a rating of "meets" or above on annual performance evaluation	N/A	99.3%	99.0%	99.0%	(0.3%)	-0.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers who report satisfaction with Research & Planning services	N/A	93.8%	92.5%	93.3%	(0.4%)	-0.4%
Output	number of requests fulfilled	N/A	804	288	480	(324)	-40.3%
Demand	Number of requests for service	N/A	864	378	600	(264)	-30.6%
Efficiency	Cost per fulfilled request for Research and Planning services	N/A	$ 545.99	$ 1,289.99	$ 1,050.83	$ (504.84)	-92.5%
Expenditure							
	100 - GENERAL	$ -	$ 347,333	$ 272,449	$ 406,630	$ (59,297)	-17.1%
	255 - DETENTION OPERATIONS	-	91,640	99,068	97,768	(6,128)	-6.7%
	TOTAL USES	$ -	$ 438,973	$ 371,517	$ 504,398	$ (65,425)	-14.9%

Activity Narrative: A reduction in staff in FY 2012 resulted in a reduction in the department's ability to respond to requests, despite a substantial reduction in demand for services. The increase in Demand and Output in FY 2013 is the result of changes to Court processes in FY 2013 which will need to be tracked to reflect the efficiency and effectiveness of the changes in case management.

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.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of employees compliant with mandated skill development/training	N/A	98.8%	99.0%	99.0%	0.2%	0.2%
Result	Percent of employees who receive a rating of "meets" or above on annual performance evaluation	N/A	99.3%	99.0%	99.0%	(0.3%)	-0.4%
Output	Number of mandated COJET Training Hours delivered	N/A	15,156	21,577	27,624	12,468	82.3%
Demand	Number of mandated COJET Training Hours required	N/A	15,348	12,036	12,852	(2,496)	-16.3%
Efficiency	Cost per mandated Training Hour delivered	N/A	$ 25.06	$ 17.85	$ 18.21	$ 6.85	27.3%
Expenditure							
	100 - GENERAL	$ -	$ 134,681	$ 166,447	$ 216,872	$ (82,191)	-61.0%
	255 - DETENTION OPERATIONS	-	245,164	218,634	286,291	(41,127)	-16.8%
	TOTAL USES	$ -	$ 379,845	$ 385,081	$ 503,163	$ (123,318)	-32.5%

Mandates: Administrative Order 99-08: Committee on Judicial Education and Training (COJET).

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 16,756,982**	**$ 23,000**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (10,959)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(10,959)*	-
Reallocations			**$ -**	**$ -**
AOC Risk Management Charges	*C-49-12-009-2-00*		*(142,449)*	-
FY 2012 Revised Budget			**$ 16,603,574**	**$ 23,000**
Adjustments:				
Employee Salary Adjustments			**$ (67,562)**	**$ -**
Adjust Hours Per FTE			*(67,562)*	-
FY 2013 Budget Target			**$ 16,536,012**	**$ 23,000**
Adjustments:				
Employee Retirement and Benefits			**$ 489**	**$ -**
Retirement Contributions			*489*	-
Base Adjustments			**$ (89,850)**	**$ -**
Other Base Adjustments			*(89,850)*	-
Increase Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions		*$ 35,457*		
Delete 6.0 FTE vacant positions allocated to the Juvenile Probation Special Fees Fund (228)		*(339,734)*		
Delete 1.0 FTE vacant Justice System Clerk		*(39,361)*		
Decrease Personal Services Allocation-Out by $387,555 to the Juvenile Probation Special Fees Fund (228), including $339,734 associated with the reduction of 6.0 FTE vacant positions and $47,821 associated with allocations to the East Valley		*387,555*		
Increase Allocations-In by $13,137, including $13,094 from the Juvenile Probation Grants Fund (227) and $43 from the Public Works Transportation Operations Fund (232) ESRI GIS Enterprise Agreement		*13,137*		
Decrease expenditures for Other Personal Services by $1,104		*(1,104)*		
Increase Supplies by $106,292, including increases of $95,992 for General Supplies, $4,000 for Fuel and $12,000 for Non-Capital Equipment, and a decrease of $5,700 for Medical Supplies		*106,292*		
Decrease expenditures to reflect a department-wide re-allocation of Internal Service Charges to the appropriate funds		*(549,504)*		
Decrease Services by $93,690, including Legal Services by $5,800, Travel by $9,382, Education and Training by $20,589, Postage by $35,919 and Intergovernmental Payments from the State Supreme Court by $22,000		*(93,690)*		
Increase Services expenditures for executive recruitment and relocation		*15,000*		
Increase expenditures for remaining Services by $319,833, including Health Care Services by $37,909, copier equipment leases by $53,800, Repairs and Maintenance by $66,481 and Other Services by $161,643		*319,833*		
Increase Capital expenditures by $56,269, including increases of $150,923 for Capital Equipment and $63,446 for the replacement of five sedans, and a decrease of $158,100 for debt service costs		*56,269*		
Fees and Other Revenues			**$ -**	**$ (3,250)**
ProgRevenue Volume Inc/Dec			*-*	*(3,250)*
Reallocations			**$ (501,019)**	**$ -**
Reallocation Between Funds			*(501,019)*	-
Transfer department overhead costs from the General Fund to the Juvenile Probation Detention Fund (255) by increasing Allocations-Out in Personal Services ($338,967), Supplies ($14,676) and Services ($147,376)		*$ (501,019)*		
FY 2013 Recommended Budget			**$ 15,945,632**	**$ 19,750**
Percent Change from Target Amount			*-3.6%*	*-14.1%*

Juvenile Probation Grants Fund (227)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 4,983,658**	**$ 4,983,658**
Adjustments:	Agenda Item:		
Grants		**$ 129,032**	**$ 129,032**
Juv Prob FY 12 Grant Recon	*C-27-12-004-2-00*	*129,032*	*129,032*
FY 2012 Revised Budget		**$ 5,112,690**	**$ 5,112,690**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (12,982)**	**$ -**
Adjust Hours Per FTE		*(12,982)*	*-*
Grants		**$ (129,032)**	**$ (129,032)**
Juv Prob FY 12 Grant Recon	*C-27-12-004-2-00*	*(129,032)*	*(129,032)*
FY 2013 Budget Target		**$ 4,970,676**	**$ 4,983,658**
Adjustments:			
Employee Retirement and Benefits		**$ 1,645**	**$ -**
Retirement Contributions		*1,645*	*-*
Grants		**$ (565,872)**	**$ (577,209)**
Grant Reconciliation		*(565,872)*	*(577,209)*
FY 2013 Recommended Budget		**$ 4,406,449**	**$ 4,406,449**
Percent Change from Target Amount		*-11.4%*	*-11.6%*

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (126,375)	$ 114,348	$ 114,348	$ (213,798)	$ (213,798)
Sources:					
Operating	$ 3,686,969	$ 4,983,658	$ 4,983,658	$ 3,492,775	$ 4,406,449
Total Sources:	$ 3,686,969	$ 4,983,658	$ 4,983,658	$ 3,492,775	$ 4,406,449
Uses:					
Operating	$ 3,774,411	$ 4,983,658	$ 4,983,658	$ 3,492,775	$ 4,406,449
Total Uses:	$ 3,774,411	$ 4,983,658	$ 4,983,658	$ 3,492,775	$ 4,406,449
Structural Balance	$ (87,442)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 19	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 114,348	$ 114,348	$ -	$ -
Unassigned	(213,798)	-	-	(213,798)	(213,798)
Total Ending Spendable Fund Balance	$ (213,798)	$ 114,348	$ 114,348	$ (213,798)	$ (213,798)

Juvenile Probation Special Fees Fund (228)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 4,132,934**	**$ 4,132,934**
FY 2012 Revised Budget		**$ 4,132,934**	**$ 4,132,934**
FY 2013 Budget Target		**$ 4,132,934**	**$ 4,132,934**
Adjustments:			
Fees and Other Revenues		**$ (389,734)**	**$ (389,734)**
ProgRevenue Volume Inc/Dec		*(389,734)*	*(389,734)*
Decrease Personal Services Allocations-In from the General Fund (100)	*$ (387,555)*		
Decrease expenditures for General Supplies	*(2,179)*		
FY 2013 Recommended Budget		**$ 3,743,200**	**$ 3,743,200**
Percent Change from Target Amount		*-9.4%*	*-9.4%*

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 839,234	$ 724,027	$ 724,027	$ 811,966	$ 249,084
Sources:					
Operating	$ 4,175,925	$ 4,132,934	$ 4,132,934	$ 3,567,878	$ 3,743,200
Total Sources:	$ 4,175,925	$ 4,132,934	$ 4,132,934	$ 3,567,878	$ 3,743,200
Uses:					
Operating	$ 4,203,190	$ 4,132,934	$ 4,132,934	$ 4,130,760	$ 3,743,200
Total Uses:	$ 4,203,190	$ 4,132,934	$ 4,132,934	$ 4,130,760	$ 3,743,200
Structural Balance	$ (27,265)	$ -	$ -	$ (562,882)	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 811,966	$ 724,027	$ 724,027	$ 249,084	$ 249,084
Total Ending Spendable Fund Balance	$ 811,966	$ 724,027	$ 724,027	$ 249,084	$ 249,084

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 10,000**	**$ 10,000**
FY 2012 Revised Budget	**$ 10,000**	**$ 10,000**
FY 2013 Budget Target	**$ 10,000**	**$ 10,000**
FY 2013 Recommended Budget	**$ 10,000**	**$ 10,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 83,699	$ 80,688	$ 80,688	$ 72,503	$ 67,298
Sources:					
Operating	$ 8,891	$ 10,000	$ 10,000	$ 3,118	$ 10,000
Total Sources:	$ 8,891	$ 10,000	$ 10,000	$ 3,118	$ 10,000
Uses:					
Operating	$ 20,086	$ 10,000	$ 10,000	$ 8,323	$ 10,000
Total Uses:	$ 20,086	$ 10,000	$ 10,000	$ 8,323	$ 10,000
Structural Balance	$ (11,195)	$ -	$ -	$ (5,205)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 72,503	$ 80,688	$ 80,688	$ 67,298	$ 67,298
Total Ending Spendable Fund Balance	$ 72,503	$ 80,688	$ 80,688	$ 67,298	$ 67,298

Juvenile Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 31,542,830**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (19,685)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(19,685)*	-
FY 2012 Revised Budget			**$ 31,523,145**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (79,242)**	**$ -**
Adjust Hours Per FTE			*(79,242)*	-
FY 2013 Budget Target			**$ 31,443,903**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 12,339**	**$ -**
Retirement Contributions			*12,339*	-
Base Adjustments			**$ (1,513,575)**	**$ -**
Other Base Adjustments			*(678,686)*	-
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions	*$*	*(624,381)*		
Decrease Personal Services expenditures by $147,790, including reductions of $40,312 for Temporary Pay and $107,478 for Other Personal Services		*(147,790)*		
Increase Overtime Pay and Benefits to reflect FY 2012 forecast		*93,341*		
Increase Personal Services Allocations-In from Superior Court General Fund		*19,742*		
Decrease Supplies by $19,742, including an increase of $8,000 for Fuel and decreases of $6,045 for General Supplies and $21,706 for Medical Supplies		*(19,751)*		
Decrease Supplies Allocations-In from Public Health Department by $1,346, and from the Sheriff by $143,625 for food service and laundry		*(144,971)*		
Increase expenditures to reflect a department-wide re-allocation of Internal Service Charges to the appropriate funds		*372,969*		
Decrease equipment leases by $103,813, including a reduction of $100,013 in electronic monitoring costs and $3,800 in copier leases		*(103,813)*		
Decrease repair costs by $82,000 and increase maintenance costs by $7,099		*(74,901)*		
Increase Services by $59,434 to reflect FY 2012 forecast, including increases of $76,962 for Health Care Services, $6,193 for Travel and $887 for Utilities, and decreases of $21,781 from Education and Training, and $2,827 from Postage		*59,434*		
Decrease expenditures for Other Services by $43,126 and Debt Service by $65,439		*(108,565)*		
Vacant Position Elimination			*(834,889)*	-
Delete 15.0 FTE Vacant Regular positions, along with expenditures of $565,692 for salaries and $269,197 for benefits	*$*	*(834,889)*		
Reallocations			**$ 571,019**	**$ -**
Reallocation Between Funds			*501,019*	-
Transfer Department Overhead costs from Juvenile Probation General Fund by increasing Allocations-In for Personal Services ($338,967), Supplies ($14,676) and Services ($147,376)	*$*	*501,019*		
Transfer the cost of 20 juvenile extraditions per year from the Sheriff's Office by increasing Allocations-In for Personal Services	*$*	*70,000*		
FY 2013 Recommended Budget			**$ 30,513,686**	**$ -**
Percent Change from Target Amount			*-3.0%*	

Juvenile Detention Fund (255) (continued)

		Expenditures	Revenue
Juv Detention Tech Projects			
FY 2012 Adopted Budget		**$ 1,484,321**	**$ -**
FY 2012 Revised Budget		**$ 1,484,321**	**$ -**
Adjustments:			
Non Recurring		**$ (1,484,321)**	**$ -**
Other Non-Recurring		*(1,484,321)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,484,321**	**$ -**
Non Recurring Carry Forward		*1,484,321*	-
Automated Bed Check Project, Electronic Records Upgrade	*$ 1,484,321*		
FY 2013 Recommended Budget		**$ 1,484,321**	**$ -**
Percent Change from Target Amount			

Juvenile Probation Diversion Fund (275)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 306,633**	**$ 306,633**
FY 2012 Revised Budget		**$ 306,633**	**$ 306,633**
Adjustments:			
Employee Salary Adjustments		**$ (1,025)**	**$ -**
Adjust Hours Per FTE		*(1,025)*	-
FY 2013 Budget Target		**$ 305,608**	**$ 306,633**
Adjustments:			
Employee Retirement and Benefits		**$ (281)**	**$ -**
Retirement Contributions		*(281)*	-
Fees and Other Revenues		**$ (2,457)**	**$ (3,763)**
ProgRevenue Volume Inc/Dec		*(2,457)*	*(3,763)*
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions	*$ (3)*		
Decrease expenditures for Travel to maintain structural balance	*(2,454)*		
FY 2013 Recommended Budget		**$ 302,870**	**$ 302,870**
Percent Change from Target Amount		*-0.9%*	*-1.2%*

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 902,681	$ 777,213	$ 777,213	$ 828,281	$ 755,002
Sources:					
Operating	$ 284,130	$ 306,633	$ 306,633	$ 229,527	$ 302,870
Total Sources:	$ 284,130	$ 306,633	$ 306,633	$ 229,527	$ 302,870
Uses:					
Operating	$ 358,526	$ 306,633	$ 306,633	$ 302,806	$ 302,870
Total Uses:	$ 358,526	$ 306,633	$ 306,633	$ 302,806	$ 302,870
Structural Balance	$ (74,396)	$ -	$ -	$ (73,279)	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 828,281	$ 777,213	$ 777,213	$ 755,002	$ 755,002
Total Ending Spendable Fund Balance	$ 828,281	$ 777,213	$ 777,213	$ 755,002	$ 755,002

Management and Budget

Analysis by Jack L. Patton, Principal Management and Budget Analyst

Summary

Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

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

Strategic Goals

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.

In FY 2011, the actual mandated state contributions reflected as a percent of the General Fund Operating revenue decreased significantly to 18.6%; however, that amount was not sustainable since it was the result of a one-time offset of $55.6 million to the ALTCS contribution from ARRA funding. Had that not been a factor, the percentage would have increased to 23.1% of actual General Fund Operating revenue.

In FY 2012, the budgeted mandated state contributions reflected as a percent of the General Fund Operating revenue increased to 23.9% due to two factors: the decline in General Fund Operating revenue and an increase in the contribution amount.

The revenue outlook for FY 2012 was bleak with a flat state-shared sales tax estimate and declines in both property tax and state-shared vehicle license tax. Even if the contribution amount had remained flat, due to the decline in revenue, the percent would increase.

The amount of contribution increased from both the baseline year of FY 2010 and year-over-year, as the State of Arizona continued to struggle in balancing its budget. As a result, it has shifted more cost to counties.

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: The Department has been working on defining the basket of goods that will

be measured as well as a methodology to ensure consistency in measurement. An initial list of suggested services for the basket of commonly provided services and functions was developed and partner departments were identified based on that list. Work continues on defining the basket of commonly provided services and functions based on the feedback from the partners. Furthermore, the Department is considering participating in a national benchmark project in order to increase the reliability and validity of comparison data.

A proposed alternative was to utilize existing efficiency measures from departmental plans which are comparable to other counties of similar size and geographic area. This analysis led to the review of Maricopa County's (1) Total Budget per Capita, (2) County Board/Council/Commission (including Clerk's Office) Budget per 1,000 of Population and (3) Percentage of County Board/Council/Commission (including Clerk's Office) Total Budget Appropriated per Governing Member. Maricopa County's data were compared with eight other Sunbelt (Los Angeles, Santa Clara, Orange, San Diego, Salt Lake and Pima) and Pacific Northwest (King and Multnomah) counties. It should be noted that the counties included in this analysis provide varying levels and types of services, in addition to their diverse governing structures.

Data indicate that in FY 2011, Maricopa County's Total Budget per Capita was $611. This was lowest of the nine counties with next lowest county at $860 (Salt Lake), while the highest was $2,657 (King). The average Budget per Capita for the group was $1,671.

When reviewing the County Board/Council/Commission's (including Clerk's Office) Budget per 1,000 of Population, in FY 2011, Maricopa County had the lowest cost of $887. The next lowest cost in the group was $2,600 (Orange). The average cost for the group was $7,746 and the highest was $14,376 (Los Angeles).

Lastly, when reviewing the Percentage of County Board/Council/Commission's Total Budget Appropriated per Governing Member, Maricopa County had the second lowest percentage of .15%, which was only slightly higher than Orange County (.14%). The average overall percentage was .30% for all nine counties, with the highest being .61% (Los Angeles).

Overall, Maricopa County had the lowest cost or second lowest cost for service delivery for these three measures. These data demonstrate Maricopa County's operational efficiency in delivering high value services at a fraction of the cost of other similarly sized and geographically-located counties.

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: In 2011, the total County tax revenue as a percentage of personal income was .81%, slightly above the target of .8%. For FY 2012, this percentage was expected to decline to .77%. This is the result of an estimated reduction in revenue from all five revenue categories which make up this measure {Primary Property Tax Levy (-2.98%), State Shared Sales Tax (-4.08%), Jail Tax (-2.55%), Vehicle

License Tax (-2.23%) and Highway User Revenue Fund (-9.29%)} in addition to an estimated increase of 1.23% in the Personal Income for Maricopa County residents. If FY 2012 Forecast data is utilized, the total County tax revenue as a percentage of personal income increases slightly to .79% due to higher than expected revenues in State Shared Sales Tax and Jail Tax Revenue.

Quality Workforce

By 2015, the voluntary turnover rate for full-time employees will be maintained at or below 10%.

Status: In FY 2011, the County's voluntary turnover rate was 5.88% for all departments. Since 2007, the voluntary attrition rate has decreased from 11.60% to where it has stabilized at approximately 5% over the past three years.

As of result of the County's strong fiscal management, it has been able to maintain employee benefit costs relatively flat and layoffs to a minimum which has assisted in employee retention. Moreover, the County continues to fund the following programs to reward employees for their dedicated service: Tuition Reimbursement, Peak Performer, Rewarding Ideas, and general wellness programs. Another successful program instituted in FY 2011 was the Vacation Buy Back Program.

Employee Compensation utilizes the annual Employee Satisfaction Survey and regular market range studies to assist in monitoring the voluntary turnover rate and provide recommendations to County Administration for strengthening employee retention.

Data for the first two quarters of FY 2012 indicate a year-end voluntary turnover rate of approximately 5% to 6%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
ECOM - EMPLOYEE COMPENSATION	$ 435,964	$ 492,555	$ 490,195	$ 482,825	$ 509,791	$ (19,596)	-4.0%
49EC - EMPLOYEE COMPENSATION	$ 435,964	$ 492,555	$ 490,195	$ 482,825	$ 509,791	$ (19,596)	-4.0%
BDMF - BUDGET DEV MON FORECASTING	$ 1,807,129	$ 2,070,279	$ 1,935,908	$ 1,804,949	$ 1,864,178	$ 71,730	3.7%
49PB - PLANNING AND BUDGETING	$ 1,807,129	$ 2,070,279	$ 1,935,908	$ 1,804,949	$ 1,864,178	$ 71,730	3.7%
POCO - POLICY AND COMPLIANCE	$ -	$ 168,378	$ 168,378	$ 168,378	$ 380,662	$ (212,284)	-126.1%
49PC - POLICY AND COMPLIANCE	$ -	$ 168,378	$ 168,378	$ 168,378	$ 380,662	$ (212,284)	-126.1%
ODIR - EXECUTIVE MANAGEMENT	374,697	739,595	862,241	780,080	641,313	220,928	25.6%
99AS - ADMINISTRATIVE SERVICES	$ 374,697	$ 739,595	$ 862,241	$ 780,080	$ 641,313	$ 220,928	25.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 1,116	$ 6,058	$ 6,058	$ 6,060	$ 6,058	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 1,116	$ 6,058	$ 6,058	$ 6,060	$ 6,058	$ -	0.0%
TOTAL PROGRAMS	**$ 2,618,906**	**$ 3,476,865**	**$ 3,462,780**	**$ 3,242,292**	**$ 3,402,002**	**$ 60,778**	**1.8%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,874,331	$ 2,111,695	$ 2,268,749	$ 2,155,682	$ 2,205,818	$ 62,931	2.8%
0710 - OVERTIME	-	-	-	69	-	-	N/A
0750 - FRINGE BENEFITS	538,027	632,811	670,600	630,291	680,428	(9,828)	-1.5%
0790 - OTHER PERSONNEL SERVICES	55	-	15,285	4,749	-	15,285	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(178,607)	(45,972)	(274,884)	(204,589)	(44,409)	(230,475)	-83.8%
0796 - PERSONNEL SERVICES ALLOC-IN	330,935	600,998	600,998	559,005	348,428	252,570	42.0%
SUBTOTAL	$ 2,564,741	$ 3,299,532	$ 3,280,748	$ 3,145,207	$ 3,190,265	$ 90,483	2.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,341	$ 24,386	$ 24,386	$ 9,150	$ 27,889	$ (3,503)	-14.4%
SUBTOTAL	$ 8,341	$ 24,386	$ 24,386	$ 9,150	$ 27,889	$ (3,503)	-14.4%
SERVICES							
0812 - OTHER SERVICES	$ 24,680	$ 92,010	$ 96,709	$ 38,671	$ 117,869	$ (21,160)	-21.9%
0820 - RENT & OPERATING LEASES	12,035	11,208	11,208	6,845	12,050	(842)	-7.5%
0825 - REPAIRS AND MAINTENANCE	-	3,000	3,000	1,250	3,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	7,044	42,329	42,329	39,074	42,329	-	0.0%
0841 - TRAVEL	-	2,000	2,000	835	2,000	-	0.0%
0842 - EDUCATION AND TRAINING	1,214	2,000	2,000	431	6,200	(4,200)	-210.0%
0843 - POSTAGE/FREIGHT/SHIPPING	51	400	400	829	400	-	0.0%
SUBTOTAL	$ 45,024	$ 152,947	$ 157,646	$ 87,935	$ 183,848	$ (26,202)	-16.6%
CAPITAL							
0950 - DEBT SERVICE	$ 800	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 800	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%
TOTAL USES	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%
FUND TOTAL USES	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%
DEPARTMENT OPERATING TOTAL USES	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%
DEPARTMENT TOTAL USES	$ 2,618,906	$ 3,476,865	$ 3,462,780	$ 3,242,292	$ 3,402,002	$ 60,778	1.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	5.10	5.00	9.00	9.00	5.00	(4.00)	(44.4%)
PROGRAM TOTAL	5.10	5.00	9.00	9.00	5.00	(4.00)	(44.4%)
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	4.80	5.20	5.20	5.20	5.20	-	0.0%
PROGRAM TOTAL	4.80	5.20	5.20	5.20	5.20	-	0.0%
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	16.90	18.60	17.60	17.60	16.60	(1.00)	(5.7%)
PROGRAM TOTAL	16.90	18.60	17.60	17.60	16.60	(1.00)	(5.7%)
POLICY AND COMPLIANCE							
POLICY AND COMPLIANCE	-	-	.00	-	4.00	4.00	N/A
PROGRAM TOTAL	-	-	-	-	4.00	4.00	N/A
DEPARTMENT TOTAL	26.80	28.80	31.80	31.80	30.80	(1.00)	(3.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	10.00	11.00	12.00	12.00	11.00	(1.00)	(8.3%)
Budget Pol/Compl Cnsltnt-Cnty	1.00	-	-	-	-	-	N/A
Budget Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	-	1.00	1.00	1.00	1.00	-	0.0%
Compensation Analyst	2.80	2.80	2.80	2.80	2.80	-	0.0%
Compensation Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	3.00	2.00	2.00	2.00	2.00	-	0.0%
Exec Asst to Executive Officer	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	1.00	1.00	-	-	-	-	N/A
Policy and Compliance Consultant	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**26.80**	**28.80**	**31.80**	**31.80**	**30.80**	**(1.00)**	**(3.1%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	26.80	28.80	31.80	31.80	30.80	(1.00)	(3.1%)
Department Total	**26.80**	**28.80**	**31.80**	**31.80**	**30.80**	**(1.00)**	**(3.1%)**

Significant Variance Analysis

The department added 3 full-time positions for the Maricopa County Sheriff's Office Resolution Oversight and eliminated one vacant full-time position.

General Adjustments

Personnel:

- Increase Regular Benefits by $21,302 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $10,355 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Eliminate one vacant full time position for a department savings of $71,725.

Restatements and Reallocations:

- Restate 3 positions from Non-Departmental, for the Maricopa County Sheriff's Office Resolution Oversight.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of appropriated budgets with expenditures within budget at the end of the	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	N/A	80.0%	53.1%	70.0%	(10.0%)	-12.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	N/A	80.0%	53.1%	70.0%	(10.0%)	-12.5%
Output	Number of appropriated budgets monitored and forecasted	N/A	269	341	348	79	29.4%
Output	Number of budgeted activities monitored and forecasted	N/A	983	779	786	(197)	-20.0%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors	N/A	269	348	348	79	29.4%
Demand	Number of activities to be budgeted	N/A	983	786	786	(197)	-20.0%
Efficiency	Expenditure per appropriated budget monitored and forecasted	N/A	$ 7,196.68	$ 5,293.11	$ 5,356.83	$ 1,839.85	25.6%
Efficiency	Expenditure per budgeted activity monitored and forecasted	N/A	$ 1,969.39	$ 2,317.01	$ 2,371.73	$ (402.34)	-20.4%
Expenditure							
	100 - GENERAL	$ 1,807,129	$ 1,935,908	$ 1,804,949	$ 1,864,178	$ 71,730	3.7%
	TOTAL USES	$ 1,807,129	$ 1,935,908	$ 1,804,949	$ 1,864,178	$ 71,730	3.7%

Activity Narrative: The savings in the Budget Development, Monitoring and Forecast Activity are due to the elimination of a vacant position. FY 2012 was the first year of this program. Metric information reflects the experience of the initial year.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of surveyed employees voluntarily terminating employment with Maricopa County	N/A	25.0%	25.0%	32.1%	7.1%	28.3%
Percent of surveyed employees indicating their pay is fair in relation to job requirements	N/A	50.0%	50.0%	37.0%	(13.0%)	-26.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay	N/A	25.0%	25.0%	32.1%	7.1%	28.3%
Result	Percent of surveyed employees indicating their pay is fair in relation to job requirements	N/A	50.0%	50.0%	37.0%	(13.0%)	-26.0%
Output	Number of Market Range Reviews provided	N/A	35	35	50	15	42.9%
Demand	Number of Market Ranges to be reviewed	N/A	35	35	50	15	42.9%
Efficiency	Expenditure per market range reviewed	N/A	$ 14,005.57	$ 13,795.00	$ 10,195.82	$ 3,809.75	27.2%
Expenditure							
	100 - GENERAL	$ 435,964	$ 490,195	$ 482,825	$ 509,791	$ (19,596)	-4.0%
	TOTAL USES	$ 435,964	$ 490,195	$ 482,825	$ 509,791	$ (19,596)	-4.0%

Activity Narrative: The increase in the Compensation Activity is a result of reducing personnel savings to reflect the actual experience of the department during the prior year.

Policy and Compliance Program

The purpose of the Policy and Compliance Program is to provide research, legislative bill review, policy review and creation, and the streamlining of services to the Board of Supervisors, departments, districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimizes risk exposure and are understandable to all parts of the organization.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Maricopa County Board of Supervisors' resolution items classified as completed	N/A	N/A	20.8%	83.3%	N/A	N/A
Percent of identified Maricopa County Sheriff's Office policies classified as revised	N/A	N/A	50.0%	80.0%	N/A	N/A
Percent of identified Maricopa County Sheriff's Office policies classified as aligned with Maricopa County policies.	N/A	N/A	43.8%	80.0%	N/A	N/A

Activities that comprise this program include:

- Policy and Compliance

Policy and Compliance Activity

The purpose of the Policy and Compliance Activity is to provide research, legislative bill review, policy review and creation, and streamlining of services to the Board of Supervisors, departments, and districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimizes risk exposure and are understandable to all parts of the organization.

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Maricopa County Board of Supervisors' resolution items classified as completed	N/A	N/A	20.8%	83.3%	N/A	N/A
Percent of identified Maricopa County Sheriff's Office policies classified as revised	N/A	N/A	50.0%	80.0%	N/A	N/A
Percent of identified Maricopa County Sheriff's Office policies classified as aligned with Maricopa County policies.	N/A	N/A	43.8%	80.0%	N/A	N/A
Number of resolution items reviewed	N/A	N/A	48	36	N/A	N/A
Number of policies reviewed	N/A	N/A	12	16	N/A	N/A
Number of policy reviews requested	N/A	N/A	13	16	N/A	N/A
Expenditure per policy reviewed	N/A	N/A	$ 14,031.50	$ 23,791.38	N/A	N/A
100 - GENERAL	$ -	$ 168,378	$ 168,378	$ 380,662	$ (212,284)	-126.1%
TOTAL USES	$ -	$ 168,378	$ 168,378	$ 380,662	$ (212,284)	-126.1%

Activity Narrative: The Policy and Compliance Activity was created during FY 2012. The increased cost for FY 2013 reflects the shift of resources from the Office of the Director, as well as the addition of 3 FTEs for the Maricopa County Sheriff's Office Resolution Oversight.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 3,224,295**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (14,085)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(14,085)*	-
FY 2012 Revised Budget		**$ 3,210,210**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (10,355)**	**$ -**
Adjust Hours Per FTE		*(10,355)*	-
Restatements		**$ 252,570**	**$ -**
MCSO Oversight to OMB		*252,570*	-
FY 2013 Budget Target		**$ 3,452,425**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 21,302**	**$ -**
Retirement Contributions		*21,302*	-
Base Adjustments		**$ (71,725)**	**$ -**
Vacant Position Elimination		*(71,725)*	-
FY 2013 Recommended Budget		**$ 3,402,002**	**$ -**
Percent Change from Target Amount		*-1.5%*	

Medical Examiner

Analysis by Dreamlyn Johnson, 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 57.4% which is a decrease from FY 2011 due to the new identification policy, higher caseloads and less staffing. The Medical Examiner is upgrading to a new metric system which will allow the department to more accurately calculate the 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: Due to the variety of cases, the Department is currently at 23.5% which is an increase from FY 2011. A high percentage of cases continue to be visitors to the state with no Arizona physician to sign the death certificate. The Medical Examiner is in the process of evaluating the expansion of categories, thus allowing additional classes of cases to be released directly to the family's funeral home of choice. 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 50.1% of cases in 45 days and 77.1% of cases in 90 days due to higher caseloads per doctor. Both percentages have increased from FY 2011. 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 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CREM - CREMATION AUTHORIZATIONS	$ 281,340	$ 262,380	$ 262,380	$ 282,195	$ 282,000	$ 19,620	7.5%
EXAM - DECEDENT MEDICAL EXAMINATION	63,665	188,313	188,313	153,345	146,013	(42,300)	-22.5%
INVG - DECEDENT MEDICAL INVESTIGATION	2,507	10,015	10,015	6,677	4,739	(5,276)	-52.7%
MELB - MEDICAL EXAMINER LAB SERVICES	24,900	2,200	2,200	4,062	5,500	3,300	150.0%
29ME - MEDICAL EXAMINERS	$ 372,412	$ 462,908	$ 462,908	$ 446,279	$ 438,252	$ (24,656)	-5.3%
GGOV - GENERAL GOVERNMENT	$ 7,502	$ -	$ -	$ (12,090)	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 7,502	$ -	$ -	$ (12,090)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 379,914**	**$ 462,908**	**$ 462,908**	**$ 434,189**	**$ 438,252**	**$ (24,656)**	**-5.3%**
USES							
CREM - CREMATION AUTHORIZATIONS	$ 223,803	$ 217,517	$ 218,094	$ 244,875	$ 242,007	$ (23,913)	-11.0%
EXAM - DECEDENT MEDICAL EXAMINATION	2,832,044	2,988,227	2,941,003	2,830,804	3,396,575	(455,572)	-15.5%
INVG - DECEDENT MEDICAL INVESTIGATION	1,359,539	1,365,274	1,381,806	1,308,774	1,482,501	(100,695)	-7.3%
MELB - MEDICAL EXAMINER LAB SERVICES	1,131,022	1,127,589	1,123,442	1,150,731	1,150,359	(26,917)	-2.4%
MELS - MEDICAL EXAMINER LEGAL SUPPOR	75,896	69,936	69,809	68,151	79,565	(9,756)	-14.0%
MEOS - MEDICAL EXAMINER OFFICE SUPP	704,138	722,051	728,434	731,615	767,872	(39,438)	-5.4%
29ME - MEDICAL EXAMINERS	$ 6,326,442	$ 6,490,594	$ 6,462,588	$ 6,334,950	$ 7,118,879	$ (656,291)	-10.2%
HRAC - HUMAN RESOURCES	$ 87,060	$ 88,537	$ 88,106	$ 84,145	$ 87,924	$ 182	0.2%
ODIR - EXECUTIVE MANAGEMENT	314,043	360,998	359,922	339,089	340,355	19,567	5.4%
PROC - PROCUREMENT	60,818	57,706	57,445	58,090	58,134	(689)	-1.2%
99AS - ADMINISTRATIVE SERVICES	$ 461,921	$ 507,241	$ 505,473	$ 481,324	$ 486,413	$ 19,060	3.8%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 24,540	$ 73,818	$ 73,818	$ 68,736	$ 63,655	$ 10,163	13.8%
99GV - GENERAL GOVERNMENT	$ 24,540	$ 73,818	$ 73,818	$ 68,736	$ 63,655	$ 10,163	13.8%
TOTAL PROGRAMS	**$ 6,812,903**	**$ 7,071,653**	**$ 7,041,879**	**$ 6,885,010**	**$ 7,668,947**	**$ (627,068)**	**-8.9%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,545,378	$ 4,509,005	$ 4,509,004	$ 4,410,198	$ 4,963,927	$ (454,923)	-10.1%
0710 - OVERTIME	98,222	93,597	93,597	88,651	88,963	4,634	5.0%
0750 - FRINGE BENEFITS	1,474,237	1,538,478	1,508,705	1,474,905	1,699,464	(190,759)	-12.6%
0790 - OTHER PERSONNEL SERVICES	5,728	15,150	15,150	38,872	14,850	300	2.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(111)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	39,828	39,826	39,826	39,828	39,826	-	0.0%
SUBTOTAL	$ 6,163,393	$ 6,196,056	$ 6,166,282	$ 6,052,343	$ 6,807,030	$ (640,748)	-10.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 65,226	$ 87,634	$ 87,634	$ 84,973	$ 80,887	$ 6,747	7.7%
0802 - MEDICAL SUPPLIES	187,889	180,966	180,966	211,221	221,676	(40,710)	-22.5%
0803 - FUEL	30,242	30,000	30,000	33,523	44,000	(14,000)	-46.7%
0804 - NON-CAPITAL EQUIPMENT	(2,940)	11,190	11,190	7,842	11,190	-	0.0%
SUBTOTAL	$ 280,417	$ 309,790	$ 309,790	$ 337,559	$ 357,753	$ (47,963)	-15.5%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 126,922	$ 159,826	$ 159,826	$ 114,628	$ 130,178	$ 29,648	18.6%
0812 - OTHER SERVICES	59,858	88,105	88,105	64,051	62,500	25,605	29.1%
0820 - RENT & OPERATING LEASES	11,431	11,100	11,100	11,445	14,200	(3,100)	-27.9%
0825 - REPAIRS AND MAINTENANCE	87,683	103,500	103,500	95,573	103,500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	12,731	134,078	134,078	128,667	121,547	12,531	9.3%
0841 - TRAVEL	45,086	25,138	25,138	22,479	27,179	(2,041)	-8.1%
0842 - EDUCATION AND TRAINING	8,034	11,000	11,000	6,590	12,000	(1,000)	-9.1%
0843 - POSTAGE/FREIGHT/SHIPPING	10,141	9,200	9,200	9,862	9,200	-	0.0%
0850 - UTILITIES	7,021	7,500	7,500	6,721	7,500	-	0.0%
SUBTOTAL	$ 368,907	$ 549,447	$ 549,447	$ 460,016	$ 487,804	$ 61,643	11.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 16,360	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	(426)	16,360	16,360	18,732	16,360	$ -	0.0%
0950 - DEBT SERVICE	612	-	-	-	-	-	N/A
SUBTOTAL	$ 186	$ 16,360	$ 16,360	$ 35,092	$ 16,360	$ -	0.0%
ALL EXPENDITURES	$ 6,812,903	$ 7,071,653	$ 7,041,879	$ 6,885,010	$ 7,668,947	$ (627,068)	-8.9%
TOTAL USES	$ 6,812,903	$ 7,071,653	$ 7,041,879	$ 6,885,010	$ 7,668,947	$ (627,068)	-8.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 324,160	$ 302,768	$ 302,768	$ 320,843	$ 322,388	$ 19,620	6.5%
FUND TOTAL SOURCES	$ 324,160	$ 302,768	$ 302,768	$ 320,843	$ 322,388	$ 19,620	6.5%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 55,754	$ 160,140	$ 160,140	$ 113,346	$ 115,864	$ (44,276)	-27.6%
FUND TOTAL SOURCES	$ 55,754	$ 160,140	$ 160,140	$ 113,346	$ 115,864	$ (44,276)	-27.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 379,914	$ 462,908	$ 462,908	$ 434,189	$ 438,252	$ (24,656)	-5.3%
DEPARTMENT TOTAL SOURCES	$ 379,914	$ 462,908	$ 462,908	$ 434,189	$ 438,252	$ (24,656)	-5.3%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 6,756,704	$ 6,911,513	$ 6,881,739	$ 6,759,574	$ 7,553,083	$ (671,344)	-9.8%
FUND TOTAL USES	$ 6,756,704	$ 6,911,513	$ 6,881,739	$ 6,759,574	$ 7,553,083	$ (671,344)	-9.8%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 56,199	$ 160,140	$ 160,140	$ 125,436	$ 115,864	$ 44,276	27.6%
FUND TOTAL USES	$ 56,199	$ 160,140	$ 160,140	$ 125,436	$ 115,864	$ 44,276	27.6%
DEPARTMENT OPERATING TOTAL USES	$ 6,812,903	$ 7,071,653	$ 7,041,879	$ 6,885,010	$ 7,668,947	$ (627,068)	-8.9%
DEPARTMENT TOTAL USES	$ 6,812,903	$ 7,071,653	$ 7,041,879	$ 6,885,010	$ 7,668,947	$ (627,068)	-8.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	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	4.00	4.00	4.00	4.00	4.00	-	0.0%
MEDICAL EXAMINERS							
CREMATION AUTHORIZATIONS	3.05	3.05	4.15	4.15	4.28	.13	3.1%
DECEDENT MEDICAL EXAMINATION	21.40	22.80	23.30	22.75	24.63	1.33	5.7%
DECEDENT MEDICAL INVESTIGATION	21.85	21.85	23.75	23.75	24.70	.95	4.0%
MEDICAL EXAMINER LAB SERVICES	11.95	11.95	11.95	11.95	11.95	-	0.0%
MEDICAL EXAMINER LEGAL SUPPORT	.75	.75	.75	.75	.79	.04	5.3%
MEDICAL EXAMINER OFFICE SUPP	14.00	14.00	15.00	15.00	16.00	1.00	6.7%
PROGRAM TOTAL	73.00	74.40	78.90	78.35	82.35	3.45	4.4%
DEPARTMENT TOTAL	77.00	78.40	82.90	82.35	86.35	3.45	4.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Chemist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	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%
Crime Scene Specialist	19.00	19.00	22.00	22.00	23.00	1.00	4.5%
Crime Scene Supervisor	-	3.00	3.00	3.00	3.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	-	-	-	-	-	N/A
Forensic Anthropologist	-	.60	.60	.60	.60	-	0.0%
Forensic Odontologist	-	.80	.80	.75	.75	(.05)	(6.3%)
Forensic Services Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	9.00	9.50	9.00	9.00	(.50)	(5.3%)
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
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%
Medical Death Investigations Manager	-	1.00	-	-	-	-	N/A
Medical Examiner	9.00	9.00	9.00	9.00	11.00	2.00	22.2%
Office Assistant	2.00	3.00	4.00	4.00	4.00	-	0.0%
Office Assistant Specialized	11.00	10.00	11.00	11.00	12.00	1.00	9.1%
Operations/Program Manager	1.00	-	-	-	-	-	N/A
Operations/Program Supervisor	4.00	-	-	-	-	-	N/A
Photographer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**77.00**	**78.40**	**82.90**	**82.35**	**86.35**	**3.45**	**4.2%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	77.00	78.40	82.90	82.35	86.35	3.45	4.2%
Department Total	**77.00**	**78.40**	**82.90**	**82.35**	**86.35**	**3.45**	**4.2%**

Significant Variance Analysis

Staffing is increased by 2.0 FTE Medical Examiners, 1.0 FTE Crime Scene Specialist, and 1.0 FTE Office Assistant Specialized in order to reduce the current caseload ratio of 1:350 to the national standard of 1:250 per pathologist per year.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $20,947 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Medical Examiner Grant Fund (224)

- Decrease revenue and expenditure budget by $44, 276 as a result of the reduction in the grant carryover amount from FY 2012 and available grant funding for FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $43,391 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in Salary and Benefits by $21,438 to fully fund 1.0 FTE Medical Examiner.
- Increase personnel expenditures by $90,313 for 1.0 FTE Office Assistant Specialized and 1.0 FTE Data Entry Clerk as a result of the revenue increase and increased workload associated with the Donor Network lease.
- Increase in personnel expenditure to meet the demand for timely medical examinations and reduce pathologist caseloads to the national standard of 1:250 per year:
    - 2.0 FTE Medical Examiners budgeted at $422,748
    - 1.0 FTE Crime Scene Specialist budgeted at $65,940
    - 1.0 FTE Office Assistant Specialized budgeted at $48,461

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	38.9%	35.1%	49.9%	52.0%	16.9%	48.1%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	64.9%	61.0%	69.5%	71.8%	10.9%	17.9%
Percent of cases completed (available for public release) within 90 days	70.1%	63.8%	77.1%	78.0%	14.1%	22.2%
Percent of autopsies performed	62.8%	64.3%	56.4%	59.9%	(4.4%)	-6.8%
Percent of cases not admitted (CNA's)	21.8%	19.7%	23.2%	23.0%	3.3%	16.8%
Percent of cases where organ/tissue-donations were authorized	9.1%	7.9%	8.8%	9.4%	1.5%	18.6%
Percent of cases completed (available for public release) within 120 days	N/A	N/A	N/A	92.1%	N/A	N/A
Percent of investigative summaries completed by day of exam	62.5%	81.7%	36.4%	40.1%	(41.6%)	-50.9%
Percent of declined cases	38.0%	36.4%	38.9%	39.0%	2.6%	7.1%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	60.6%	62.5%	56.7%	57.9%	(4.5%)	-7.3%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	93.7%	98.2%	99.6%	99.6%	1.4%	1.4%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	51.3%	51.7%	57.4%	58.9%	7.2%	14.0%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	97.6%	97.6%	97.9%	99.0%	1.4%	1.5%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	58.7%	41.6%	84.3%	85.9%	44.3%	106.4%
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	76.9%	76.2%	71.5%	71.9%	(4.3%)	-5.6%
Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	26.7%	19.9%	46.7%	49.1%	29.2%	147.1%
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	60.0%	60.1%	0.1%	0.1%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	29.4%	0.0%	0.0%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	81.6%	0.0%	0.0%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	20,371	19,416	18,691	20,544	1,128	5.8%
Demand	Number of cremation authorizations requested	20,371	19,416	18,691	20,544	1,128	5.8%
Efficiency	Expenditure per cremation authorization	$ 10.99	$ 11.23	$ 12.82	$ 11.78	$ (0.55)	-4.9%
Revenue							
	100 - GENERAL	$ 281,340	$ 262,380	$ 282,195	$ 282,000	$ 19,620	7.5%
	TOTAL SOURCES	$ 281,340	$ 262,380	$ 282,195	$ 282,000	$ 19,620	7.5%
Expenditure							
	100 - GENERAL	$ 223,803	$ 218,094	$ 244,875	$ 242,007	$ (23,913)	-11.0%
	TOTAL USES	$ 223,803	$ 218,094	$ 244,875	$ 242,007	$ (23,913)	-11.0%

Activity Narrative: The Output for the number of cremation authorizations completed will keep pace with the increased Demand from the public to utilize cremation services in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of cases completed (available for public release) within 45 days	38.9%	35.1%	49.9%	52.0%	16.9%	48.1%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	64.9%	61.0%	69.5%	71.8%	10.9%	17.9%
Result	Percent of cases completed (available for public release) within 90 days	70.1%	63.8%	77.1%	78.0%	14.1%	22.2%
Result	Percent of autopsies performed	62.8%	64.3%	56.4%	59.9%	(4.4%)	-6.8%
Result	Percent of cases not admitted (CNA's)	21.8%	19.7%	23.2%	23.0%	3.3%	16.8%
Result	Percent of cases where organ/tissue-donations were authorized	9.1%	7.9%	8.8%	9.4%	1.5%	18.6%
Result	Percent of cases completed (available for public release) within 120 days	N/A	N/A	N/A	92.1%	N/A	N/A
Output	Number of examinations completed	3,835	3,996	3,356	3,708	(288)	-7.2%
Output	Number of organ/tissue donation authorizations	446	396	384	456	60	15.2%
Demand	Number of examinations required	3,835	3,996	3,356	3,708	(288)	-7.2%
Efficiency	Expenditure per exam	$ 738.47	$ 735.99	$ 833.74	$ 916.01	$ (180.03)	-24.5%
Revenue							
	100 - GENERAL	$ 42,820	$ 40,388	$ 38,648	$ 40,388	$ -	0.0%
	224 - MEDICAL EXAMINER GRANT	20,845	147,925	114,697	105,625	(42,300)	-28.6%
	TOTAL SOURCES	$ 63,665	$ 188,313	$ 153,345	$ 146,013	$ (42,300)	-22.5%
Expenditure							
	100 - GENERAL	$ 2,800,830	$ 2,793,078	$ 2,716,107	$ 3,290,950	$ (497,872)	-17.8%
	224 - MEDICAL EXAMINER GRANT	31,214	147,925	114,697	105,625	42,300	28.6%
	TOTAL USES	$ 2,832,044	$ 2,941,003	$ 2,830,804	$ 3,396,575	$ (455,572)	-15.5%

Activity Narrative: FY 2013 is expected to result in an increase in the FY 2012 forecasted completion of examinations. The addition of 2.0 FTE Medical Examiners in FY 2013 will also allow the department to meet the national standard for pathologist caseloads of 1:250 cases per year.

In addition, as organ and tissue donation trends continue to increase, so will authorizations. The passage of House Bill 2370 in FY 2012 will allow Health Care Providers to sign death certificates for patients who have died of natural causes which will increase the percent of cases not admitted (CAN's) to the department. A staffing increase of 1.0 FTE Office Assistant Specialized and 1.0 FTE Data Entry Clerk is offset by an increase in the revenue for the donor network lease.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of investigative summaries completed by day of exam	62.5%	81.7%	36.4%	40.1%	(41.6%)	-50.9%
Result	Percent of declined cases	38.0%	36.4%	38.9%	39.0%	2.6%	7.1%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	60.6%	62.5%	56.7%	57.9%	(4.5%)	-7.3%
Output	Number of investigations completed	7,903	7,848	7,070	7,944	96	1.2%
Demand	Number of investigations required	7,903	7,848	7,070	7,944	96	1.2%
Efficiency	Expenditure per investigation	$ 172.03	$ 176.07	$ 185.09	$ 186.62	$ (10.55)	-6.0%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ 2,507	$ 10,015	$ 6,677	$ 4,739	$ (5,276)	-52.7%
	TOTAL SOURCES	$ 2,507	$ 10,015	$ 6,677	$ 4,739	$ (5,276)	-52.7%
Expenditure							
	100 - GENERAL	$ 1,354,171	$ 1,371,791	$ 1,302,097	$ 1,477,762	$ (105,971)	-7.7%
	224 - MEDICAL EXAMINER GRANT	5,368	10,015	6,677	4,739	5,276	52.7%
	TOTAL USES	$ 1,359,539	$ 1,381,806	$ 1,308,774	$ 1,482,501	$ (100,695)	-7.3%

Activity Narrative: The addition of 1.0 FTE Crime Scene Investigator as well as a fully staffed investigative team will increase the percentage of scene arrivals within two hours in FY 2013 from forecasted levels in FY 2012. It is estimated that 6,000 deaths within Maricopa County are unreported; the passage of House Bill 2370 in FY 2012 will require all deaths be reported to the Medical Examiner. It is anticipated that this change will slightly increase the percent of declined cases as well as the number of death investigations required by the department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	93.7%	98.2%	99.6%	99.6%	1.4%	1.4%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	51.3%	51.7%	57.4%	58.9%	7.2%	14.0%
Output	Number of exam, toxicology and investigative summary reports transcribed	9,215	9,348	7,994	8,484	(864)	-9.2%
Output	Number of decedents admitted	3,835	3,996	3,301	3,708	(288)	-7.2%
Demand	Number of reports requested to be transcribed.	9,215	9,348	7,994	8,484	(864)	-9.2%
Efficiency	Expenditure per report transcribed	$ 76.41	$ 77.92	$ 92.34	$ 90.51	$ (12.58)	-16.1%
Expenditure							
	100 - GENERAL	$ 704,138	$ 728,434	$ 731,615	$ 767,872	$ (39,438)	-5.4%
	TOTAL USES	$ 704,138	$ 728,434	$ 731,615	$ 767,872	$ (39,438)	-5.4%

Activity Narrative: The FY 2013 percent of decedents released within one day of an exam is anticipated to increase as a result of filling vacancies and increasing the number of FTE's within the Medical Examiner office.

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 judges 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	97.6%	97.6%	97.9%	99.0%	1.4%	1.5%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	58.7%	41.6%	84.3%	85.9%	44.3%	106.4%
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	76.9%	76.2%	71.5%	71.9%	(4.3%)	-5.6%
Result	Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	26.7%	19.9%	46.7%	49.1%	29.2%	147.1%
Output	Number of toxicology tests produced	60,225	61,176	56,108	63,048	1,872	3.1%
Output	Number of total toxicology reports produced	3,178	3,260	2,857	3,396	136	4.2%
Output	Number of microscopic slides produced	11,968	12,120	8,888	9,984	(2,136)	-17.6%
Demand	Number of toxicology tests requested	60,225	61,176	56,108	63,048	1,872	3.1%
Demand	Number of microscopic slides requested	11,968	12,120	8,888	9,984	(2,136)	-17.6%
Efficiency	Expenditure per test produced	$ 18.78	$ 18.36	$ 20.89	$ 18.25	$ 0.12	0.6%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ 24,900	$ 2,200	$ 4,062	$ 5,500	$ 3,300	150.0%
	TOTAL SOURCES	$ 24,900	$ 2,200	$ 4,062	$ 5,500	$ 3,300	150.0%
Expenditure							
	100 - GENERAL	$ 1,111,405	$ 1,121,242	$ 1,146,669	$ 1,144,859	$ (23,617)	-2.1%
	224 - MEDICAL EXAMINER GRANT	19,617	2,200	4,062	5,500	(3,300)	-150.0%
	TOTAL USES	$ 1,131,022	$ 1,123,442	$ 1,150,731	$ 1,150,359	$ (26,917)	-2.4%

Activity Narrative: The purchase of additional testing equipment in FY 2012 will allow the department to produce a greater number of toxicology reports in-house. Significantly increasing the percent of toxicology reports produced within 35 and 45 days and the number of toxicology tests produced in FY 2013 from forecasted levels in FY 2012.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.0%	60.0%	60.1%	0.1%	0.1%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	29.4%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	81.6%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	18.4%	0.0%	0.0%
Output	Number of subpoenas supported (date and time stamped)	N/A	612	255	612	-	0.0%
Output	Number of hours spent testifying in court	N/A	144	60	192	48	33.3%
Demand	Number of subpoenas received (date and time stamped)	N/A	612	255	612	-	0.0%
Efficiency	Expenditure per subpoenas supported	N/A	$ 114.07	$ 266.43	$ 130.01	$ (15.94)	-14.0%
Expenditure							
	100 - GENERAL	$ 75,896	$ 69,809	$ 68,151	$ 79,565	$ (9,756)	-14.0%
	TOTAL USES	$ 75,896	$ 69,809	$ 68,151	$ 79,565	$ (9,756)	-14.0%

Activity Narrative: The new County Medical Examiner database is expected to be fully operational in FY 2012; thus allowing the department to more accurately track the time spent on legal matters during FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 6,911,513**	**$ 302,768**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (29,774)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(29,774)*	-
FY 2012 Revised Budget			**$ 6,881,739**	**$ 302,768**
Adjustments:				
Employee Salary Adjustments			**$ (20,947)**	**$ -**
Adjust Hours Per FTE			*(20,947)*	-
FY 2013 Budget Target			**$ 6,860,792**	**$ 302,768**
Employee Retirement and Benefits			**$ 43,391**	**$ -**
Retirement Contributions			*43,391*	-
Base Adjustments			**$ 648,900**	**$ -**
Other Base Adjustments			*111,751*	-
Increase Salary & Benefits to fully fund 1.0 FTE Medical Examiner (PCN 65931)	*$*	*21,438*		
Offset by Donor Network Lease revenue				
Staffing increase of 1.0 FTE Office Assistant Specialized & 1.0 FTE Data Entry Clerk		*90,313*		
Staffing Increases			*$ 537,149*	*$ -*
Increase to reduce Medical Examiner caseloads				
2.0 FTE Medical Examiner	*$*	*422,748*		
1.0 FTE Crime Scene Specialist		*65,940*		
1.0 FTE Office Assistant Specialized		*48,461*		
FY 2013 Recommended Budget			**$ 7,553,083**	**$ 322,388**
Percent Change from Target Amount			*10.1%*	*6.5%*

Medical Examiner Grant Fund (224)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 160,140**	**$ 160,140**
FY 2012 Revised Budget		**$ 160,140**	**$ 160,140**
FY 2013 Budget Target		**$ 160,140**	**$ 160,140**
Adjustments:	Agenda Item:		
Grants		**$ (44,276)**	**$ (44,276)**
ME Grant Carryover and Recon	*C-29-11-004-M-00*	*(44,276)*	*(44,276)*
FY 2013 Recommended Budget		**$ 115,864**	**$ 115,864**
Percent Change from Target Amount		*-27.6%*	*-27.6%*

Medical Examiner Grant Fund (224) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ (445)	$ 85,630
Sources:					
Operating	$ 55,754	$ 160,140	$ 160,140	$ 353,568	$ 115,864
Total Sources:	$ 55,754	$ 160,140	$ 160,140	$ 353,568	$ 115,864
Uses:					
Operating	$ 56,199	$ 160,140	$ 160,140	$ 267,493	$ 115,864
Total Uses:	$ 56,199	$ 160,140	$ 160,140	$ 267,493	$ 115,864
Structural Balance	$ (445)	$ -	$ -	$ 86,075	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 85,630	$ 85,630
Unassigned	(445)	-	-	-	-
Total Ending Spendable Fund Balance	$ (445)	$ -	$ -	$ 85,630	$ 85,630

Parks and Recreation

Analysis by Ron Forster, 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 2015, 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 noted a decrease in users over the last two years. However, after the first month of FY 2012, visitor numbers have increased slightly and we hope to see a steady increase throughout the course of the year and continuing into FY 2013. The online campground reservation that was installed in FY 2011 has improved customer service and has increased visibility of the Department to the public.

Sustainable Environment

By the end of FY 2015, secure a dedicated funding source to ensure adequate funding for new facilities, existing facility and park renovations, land acquisition, regional trail development, and resource protection and conservation.

Status: The Department is investigating long-term and permanent funding sources. This includes working closely with the Maricopa Trail and Park Foundation and various “Friends” groups at the individual parks. The Department greatly appreciates the donations it receives and will also continue to pursue related grant opportunities.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
AREC - RECREATION	$ 6,190,133	$ 5,890,176	$ 5,894,996	$ 6,121,202	$ 5,980,885	$ 85,889	1.5%
INTP - INTERPRETIVE SERVICES	189,896	203,368	203,368	222,301	214,751	11,383	5.6%
30ER - PARK EDUCATION AND RECREATION	$ 6,380,029	$ 6,093,544	$ 6,098,364	$ 6,343,503	$ 6,195,636	$ 97,272	1.6%
GNMT - GENERAL MAINTENANCE	$ -	$ -	$ -	$ -	$ 230,000	$ 230,000	N/A
MDEV - MAINTENANCE AND DEVELOPMENT	26,332	18,090	18,090	8,450	12,810	(5,280)	-29.2%
30SP - PARK SUPPORT	$ 26,332	$ 18,090	$ 18,090	$ 8,450	$ 242,810	$ 224,720	1242.2%
ODIR - EXECUTIVE MANAGEMENT	$ 6	$ -	$ -	$ 30	$ 11	$ 11	N/A
99AS - ADMINISTRATIVE SERVICES	$ 6	$ -	$ -	$ 30	$ 11	$ 11	N/A
GGOV - GENERAL GOVERNMENT	$ 72,780	$ 99,409	$ 99,409	$ 82,482	$ 22,749	$ (76,660)	-77.1%
99GV - GENERAL GOVERNMENT	$ 72,780	$ 99,409	$ 99,409	$ 82,482	$ 22,749	$ (76,660)	-77.1%
TOTAL PROGRAMS	**$ 6,479,147**	**$ 6,211,043**	**$ 6,215,863**	**$ 6,434,465**	**$ 6,461,206**	**$ 245,343**	**3.9%**
USES							
AREC - RECREATION	$ 2,664,709	$ 2,346,982	$ 2,343,975	$ 2,555,878	$ 2,076,728	$ 267,247	11.4%
INTP - INTERPRETIVE SERVICES	738,404	842,506	839,088	790,672	778,286	60,802	7.2%
30ER - PARK EDUCATION AND RECREATION	$ 3,403,113	$ 3,189,488	$ 3,183,063	$ 3,346,550	$ 2,855,014	$ 328,049	10.3%
GNMT - GENERAL MAINTENANCE	$ -	$ -	$ -	$ -	$ 1,226,569	$ (1,226,569)	N/A
MDEV - MAINTENANCE AND DEVELOPMENT	3,073,600	3,572,350	3,564,102	3,272,589	4,216,014	(651,912)	-18.3%
30SP - PARK SUPPORT	$ 3,073,600	$ 3,572,350	$ 3,564,102	$ 3,272,589	$ 5,442,583	$ (1,878,481)	-52.7%
BDGT - BUDGETING	$ 104,519	$ 104,925	$ 104,427	$ 104,531	$ 103,810	$ 617	0.6%
FSAC - FINANCIAL SERVICES	376,158	423,209	422,055	324,947	242,771	179,284	42.5%
HRAC - HUMAN RESOURCES	53,687	55,948	55,687	55,930	8,064	47,623	85.5%
ODIR - EXECUTIVE MANAGEMENT	403,869	765,527	763,829	794,509	834,796	(70,967)	-9.3%
99AS - ADMINISTRATIVE SERVICES	$ 938,233	$ 1,349,609	$ 1,345,998	$ 1,279,917	$ 1,189,441	$ 156,557	11.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 311,522	$ 311,522	$ 311,526	$ 371,711	$ (60,189)	-19.3%
GGOV - GENERAL GOVERNMENT	-	-	21,545	-	-	21,545	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	79,032	483,617	483,617	318,766	521,826	(38,209)	-7.9%
99GV - GENERAL GOVERNMENT	$ 79,032	$ 795,139	$ 816,684	$ 630,292	$ 893,537	$ (76,853)	-9.4%
DESK - DESKTOP SUPPORT	$ 7,774	$ 91,714	$ 91,714	$ 90,505	$ 63,352	$ 28,362	30.9%
99IT - INFORMATION TECHNOLOGY	$ 7,774	$ 91,714	$ 91,714	$ 90,505	$ 63,352	$ 28,362	30.9%
TOTAL PROGRAMS	**$ 7,501,752**	**$ 8,998,300**	**$ 9,001,561**	**$ 8,619,853**	**$ 10,443,927**	**$ (1,442,366)**	**-16.0%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 71,158	$ -	$ 4,820	$ 4,820	$ -	$ (4,820)	-100.0%
SUBTOTAL	$ 71,158	$ -	$ 4,820	$ 4,820	$ -	$ (4,820)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 201,762	$ 201,648	$ 201,648	$ 170,391	$ 297,750	$ 96,102	47.7%
0635 - OTHER CHARGES FOR SERVICES	4,264,371	4,266,141	4,266,141	4,388,685	4,259,480	(6,661)	-0.2%
SUBTOTAL	$ 4,466,133	$ 4,467,789	$ 4,467,789	$ 4,559,076	$ 4,557,230	$ 89,441	2.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 880	$ 50	$ 50	$ 690	$ 460	$ 410	820.0%
SUBTOTAL	$ 880	$ 50	$ 50	$ 690	$ 460	$ 410	820.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 38,237	$ 119,909	$ 119,909	$ 93,482	$ 38,399	$ (81,510)	-68.0%
0650 - MISCELLANEOUS REVENUE	1,794,256	1,623,295	1,623,295	1,776,397	1,865,117	241,822	14.9%
SUBTOTAL	$ 1,832,493	$ 1,743,204	$ 1,743,204	$ 1,869,879	$ 1,903,516	$ 160,312	9.2%
ALL REVENUES	$ 6,370,664	$ 6,211,043	$ 6,215,863	$ 6,434,465	$ 6,461,206	$ 245,343	3.9%
TOTAL SOURCES	$ 6,479,147	$ 6,211,043	$ 6,215,863	$ 6,434,465	$ 6,461,206	$ 245,343	3.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,460,164	$ 3,432,235	$ 3,490,347	$ 3,433,502	$ 3,411,088	$ 79,259	2.3%
0705 - TEMPORARY PAY	33,649	39,606	39,606	57,997	44,006	(4,400)	-11.1%
0710 - OVERTIME	4,833	1,500	1,500	1,136	1,110	390	26.0%
0750 - FRINGE BENEFITS	1,352,987	1,453,140	1,470,901	1,381,819	1,411,723	59,178	4.0%
0790 - OTHER PERSONNEL SERVICES	10,263	12,551	12,551	5,209	14,070	(1,519)	-12.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(600,687)	(613,262)	(690,694)	(563,755)	(689,772)	(922)	-0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	546,513	542,768	542,768	536,236	567,829	(25,061)	-4.6%
SUBTOTAL	$ 4,807,722	$ 4,868,538	$ 4,866,979	$ 4,852,144	$ 4,760,054	$ 106,925	2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 433,402	$ 443,483	$ 448,303	$ 455,638	$ 525,347	$ (77,044)	-17.2%
0803 - FUEL	151,665	159,766	159,766	155,817	173,073	(13,307)	-8.3%
0804 - NON-CAPITAL EQUIPMENT	65,549	19,500	19,500	74,457	46,001	(26,501)	-135.9%
0806 - SUPPLIES-ALLOCATION IN	-	2,044	2,044	4,835	2,816	(772)	-37.8%
SUBTOTAL	$ 650,616	$ 624,793	$ 629,613	$ 690,747	$ 747,237	$ (117,624)	-18.7%
SERVICES							
0810 - LEGAL SERVICES	$ 726	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	294,003	700,367	700,367	455,855	432,361	268,006	38.3%
0820 - RENT & OPERATING LEASES	17,624	30,226	30,226	29,943	16,712	13,514	44.7%
0825 - REPAIRS AND MAINTENANCE	377,356	347,470	347,470	290,642	295,405	52,065	15.0%
0830 - INTERGOVERNMENTAL PAYMENTS	94,174	89,140	89,140	88,295	89,510	(370)	-0.4%
0839 - INTERNAL SERVICE CHARGES	87,536	829,114	829,114	844,129	855,947	(26,833)	-3.2%
0841 - TRAVEL	1,106	4,167	4,167	7,090	5,914	(1,747)	-41.9%
0842 - EDUCATION AND TRAINING	782	24,810	24,810	18,210	18,094	6,716	27.1%
0843 - POSTAGE/FREIGHT/SHIPPING	13,282	7,254	7,254	6,276	5,739	1,515	20.9%
0850 - UTILITIES	590,831	593,751	593,751	574,808	819,818	(226,067)	-38.1%
0873 - SERVICES-ALLOCATION IN	-	71,670	71,670	71,670	981	70,689	98.6%
SUBTOTAL	$ 1,477,420	$ 2,697,969	$ 2,697,969	$ 2,386,918	$ 2,540,481	$ 157,488	5.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 37,044	$ 500,000	$ 500,000	$ 528,171	$ 2,075,000	$ (1,575,000)	-315.0%
0920 - CAPITAL EQUIPMENT	-	22,000	22,000	10,000	-	22,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	139,619	160,000	160,000	26,873	309,600	(149,600)	-93.5%
0950 - DEBT SERVICE	660	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	11,555	(11,555)	N/A
SUBTOTAL	$ 177,323	$ 682,000	$ 682,000	$ 565,044	$ 2,396,155	$ (1,714,155)	-251.3%
ALL EXPENDITURES	$ 7,113,081	$ 8,873,300	$ 8,876,561	$ 8,494,853	$ 10,443,927	$ (1,567,366)	-17.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 388,671	$ 125,000	$ 125,000	$ 125,000	$ -	$ 125,000	100.0%
ALL OTHER FINANCING USES	$ 388,671	$ 125,000	$ 125,000	$ 125,000	$ -	$ 125,000	100.0%
TOTAL USES	$ 7,501,752	$ 8,998,300	$ 9,001,561	$ 8,619,853	$ 10,443,927	$ (1,442,366)	-16.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 41,056	$ -	$ -	$ (7)	$ -	$ -	N/A
NON-RECURRING	30,278	-	4,820	4,820	10	(4,810)	-99.8%
FUND TOTAL SOURCES	$ 71,334	$ -	$ 4,820	$ 4,813	$ 10	$ (4,810)	-99.8%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 177,116	$ 172,050	$ 172,050	$ 160,438	$ 266,411	$ 94,361	54.8%
FUND TOTAL SOURCES	$ 177,116	$ 172,050	$ 172,050	$ 160,438	$ 266,411	$ 94,361	54.8%
239 PARKS SOUVENIR							
OPERATING	$ 264,534	$ 220,000	$ 220,000	$ 218,247	$ 220,000	$ -	0.0%
FUND TOTAL SOURCES	$ 264,534	$ 220,000	$ 220,000	$ 218,247	$ 220,000	$ -	0.0%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,039,926	$ 2,013,948	$ 2,013,948	$ 2,057,124	$ 1,997,617	$ (16,331)	-0.8%
FUND TOTAL SOURCES	$ 2,039,926	$ 2,013,948	$ 2,013,948	$ 2,057,124	$ 1,997,617	$ (16,331)	-0.8%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,898,917	$ 3,777,305	$ 3,777,305	$ 3,984,878	$ 3,956,520	$ 179,215	4.7%
FUND TOTAL SOURCES	$ 3,898,917	$ 3,777,305	$ 3,777,305	$ 3,984,878	$ 3,956,520	$ 179,215	4.7%
243 PARKS DONATIONS							
OPERATING	$ 27,320	$ 62,790	$ 62,790	$ 44,015	$ 55,698	$ (7,092)	-11.3%
FUND TOTAL SOURCES	$ 27,320	$ 62,790	$ 62,790	$ 44,015	$ 55,698	$ (7,092)	-11.3%
900 ELIMINATIONS							
OPERATING	$ -	$ (35,050)	$ (35,050)	$ (35,050)	$ (35,050)	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ (35,050)	$ (35,050)	$ (35,050)	$ (35,050)	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,448,869	$ 6,211,043	$ 6,211,043	$ 6,429,645	$ 6,461,196	$ 250,153	4.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 30,278	$ -	$ 4,820	$ 4,820	$ 10	$ (4,810)	-99.8%
DEPARTMENT TOTAL SOURCES	$ 6,479,147	$ 6,211,043	$ 6,215,863	$ 6,434,465	$ 6,461,206	$ 245,343	3.9%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 693,145	$ 1,098,011	$ 1,096,452	$ 1,096,312	$ 1,039,863	$ 56,589	5.2%
NON-RECURRING	-	-	-	-	750,000	(750,000)	N/A
FUND TOTAL USES	$ 693,145	$ 1,098,011	$ 1,096,452	$ 1,096,312	$ 1,789,863	$ (693,411)	-63.2%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ 4,616	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	68,630	-	4,820	2,907	-	4,820	100.0%
FUND TOTAL USES	$ 73,246	$ -	$ 4,820	$ 2,907	$ -	$ 4,820	100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 271,908	$ 295,591	$ 295,591	$ 261,829	$ 259,672	$ 35,919	12.2%
NON-RECURRING	17,897	35,000	35,000	-	35,000	-	0.0%
FUND TOTAL USES	$ 289,805	$ 330,591	$ 330,591	$ 261,829	$ 294,672	$ 35,919	10.9%
239 PARKS SOUVENIR							
OPERATING	$ 260,007	$ 220,000	$ 220,000	$ 226,247	$ 220,000	$ -	0.0%
FUND TOTAL USES	$ 260,007	$ 220,000	$ 220,000	$ 226,247	$ 220,000	$ -	0.0%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,832,227	$ 2,013,948	$ 2,013,948	$ 1,935,854	$ 1,983,711	$ 30,237	1.5%
NON-RECURRING	186,325	725,000	725,000	668,922	964,600	(239,600)	-33.0%
FUND TOTAL USES	$ 2,018,552	$ 2,738,948	$ 2,738,948	$ 2,604,776	$ 2,948,311	$ (209,363)	-7.6%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,352,376	$ 3,777,305	$ 3,777,305	$ 3,748,555	$ 3,956,520	$ (179,215)	-4.7%
NON-RECURRING	695,841	755,521	755,521	615,502	1,093,555	(338,034)	-44.7%
FUND TOTAL USES	$ 4,048,217	$ 4,532,826	$ 4,532,826	$ 4,364,057	$ 5,050,075	$ (517,249)	-11.4%
243 PARKS DONATIONS							
OPERATING	$ 28,351	$ 62,790	$ 62,790	$ 48,591	$ 55,698	$ 7,092	11.3%
NON-RECURRING	90,429	50,184	50,184	50,184	120,358	(70,174)	-139.8%
FUND TOTAL USES	$ 118,780	$ 112,974	$ 112,974	$ 98,775	$ 176,056	$ (63,082)	-55.8%
900 ELIMINATIONS							
OPERATING	$ -	$ (35,050)	$ (35,050)	$ (35,050)	$ (35,050)	$ -	0.0%
FUND TOTAL USES	$ -	$ (35,050)	$ (35,050)	$ (35,050)	$ (35,050)	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 6,442,630	$ 7,432,595	$ 7,431,036	$ 7,282,338	$ 7,480,414	$ (49,378)	-0.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,059,122	$ 1,565,705	$ 1,570,525	$ 1,337,515	$ 2,963,513	$ (1,392,988)	-88.7%
DEPARTMENT TOTAL USES	$ 7,501,752	$ 8,998,300	$ 9,001,561	$ 8,619,853	$ 10,443,927	$ (1,442,366)	-16.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	4.00	4.00	4.00	4.00	-	0.0%
FINANCIAL SERVICES	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	12.00	10.00	10.00	10.00	8.00	(2.00)	(20.0%)
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	13.00	13.00	13.00	13.00	13.00	-	0.0%
RECREATION	29.00	32.00	33.00	32.00	24.00	(9.00)	(27.3%)
PROGRAM TOTAL	42.00	45.00	46.00	45.00	37.00	(9.00)	(19.6%)
PARK SUPPORT							
GENERAL MAINTENANCE	-	-	.00	-	20.00	20.00	N/A
MAINTENANCE AND DEVELOPMENT	31.00	31.00	31.00	31.00	19.00	(12.00)	(38.7%)
PROGRAM TOTAL	31.00	31.00	31.00	31.00	39.00	8.00	25.8%
DEPARTMENT TOTAL	85.00	86.00	87.00	86.00	84.00	(3.00)	(3.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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	1.00	1.00	(1.00)	(50.0%)
Administrative Manager	2.00	2.00	-	-	-	-	N/A
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	10.00	9.00	-	-	-	-	N/A
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	1.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	24.00	24.00	24.00	24.00	22.00	(2.00)	(8.3%)
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)	(100.0%)
Interpretive Ranger	12.00	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	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	1.00	1.00	-	-	-	-	N/A
Parks Manager	-	-	2.00	2.00	3.00	1.00	(50.0%)
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	-	-	2.00	2.00	2.00	-	0.0%
Parks Supervisor	-	-	8.00	8.00	7.00	(1.00)	(12.5%)
Parks Supervisor-Lake Pleasant	-	-	-	-	1.00	1.00	N/A
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%
Program Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Trades Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**85.00**	**86.00**	**87.00**	**86.00**	**84.00**	**(3.00)**	**(3.4%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM 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	2.00	2.00	1.00	(1.00)	(50.0%)
239	PARKS SOUVENIR	-	-	-	-	1.00	1.00	N/A
240	LAKE PLEASANT RECREATION SVCS	17.00	18.00	18.00	18.00	17.00	(1.00)	(5.6%)
241	PARKS ENHANCEMENT FUND	62.00	62.00	64.00	63.00	62.00	(2.00)	(3.1%)
Department Total		**85.00**	**86.00**	**87.00**	**86.00**	**84.00**	**(3.00)**	**(3.4%)**

Staffing Variance

Spur Cross has a reduction in staff from FY 2011 to FY 2013 due to decreasing revenue streams. The Park will be supervised and maintained by staff that also takes care of the Cave Creek Park. Additionally, the County is reducing operating expenditures by eliminating positions that have been vacant for more than one year. The Department has a maintenance position that is also eliminated in FY 2013 for this reason.

During FY 2012, a number of positions were reviewed and adjusted. This is why there is a variance between FY 2012 Adopted and FY 2012 Revised in the Staffing by Market Range Title Table in lines such as Parks Supervisor and Administrative Supervisor.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease expenditure budget by $1,082 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $2,234 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditures of $57,172 associated with the General Fund's proportionate share of departmental internal service costs.
- The FY 2013 expenditure budget in Non Recurring Non Project increased by $750,000 for the construction of an RV Dump Station at the White Tank Park.

Spur Cross Fund (225)

- Decrease expenditure budget by $333 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $365 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $2,360 associated with the Spur Cross Fund's proportionate share of departmental internal service costs.

Parks Souvenir Fund (239)

- Increase Regular Benefits by $302 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

Lake Pleasant Fund (240)

- Decrease expenditure budget by $2,865 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $6,032 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.

- Increase in expenditures of $16,369 associated with the Lake Pleasant Fund's proportionate share of departmental internal service costs.
- The FY 2013 expenditure budget in Non Recurring Non Project includes $59,600 for vehicle replacements.

Park Enhancement Fund (241)

- Decrease expenditure budget by $11,988 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $24,076 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $38,360 associated with the Park Enhancement Fund's proportionate share of departmental internal service costs.
- The FY 2013 expenditure budget in Non Recurring Non Project includes $250,000 for vehicle replacements.

Non Departmental General Fund

- The FY 2013 expenditure budget in Non Recurring Non Project includes $250,000 for vehicle replacements.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent change in park visitation numbers compared to prior year, same period	(5.7%)	3.9%	3.7%	4.2%	0.2%	6.1%
Rate of park visitation per residents of Maricopa County	3.1%	9.3%	10.1%	33.7%	24.5%	263.3%
Percent increase in regional park acreage over previous year	0.0%	50.2%	50.2%	59.5%	9.2%	18.3%
Percent increase in trail miles over previous year	N/A	N/A	N/A	6.1%	N/A	N/A
Percent of park visitors who attend an interpretive program	9.0%	9.7%	10.4%	9.2%	(0.6%)	-5.9%
Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction	97.9%	95.0%	95.1%	95.4%	0.4%	0.4%
Percent increase in interpretive programs provided over previous year	3.0%	9.0%	(8.6%)	0.9%	(8.2%)	-90.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent change in park visitation numbers compared to prior year, same period	(5.7%)	3.9%	(3.3%)	4.2%	0.2%	6.1%
Result	Rate of park visitation per residents of Maricopa County	3.1%	9.3%	9.9%	33.7%	24.5%	263.3%
Result	Percent increase in regional park acreage over previous year	0.0%	50.2%	N/A	59.5%	9.2%	18.3%
Result	Percent increase in trail miles over previous year	N/A	N/A	N/A	6.1%	N/A	N/A
Output	Number of regional park visitors	1,332,602	1,468,153	1,288,146	1,332,192	(135,961)	-9.3%
Output	Number of acres of land added to park system	-	60,000	-	71,000	11,000	18.3%
Output	Number of trail miles added during the fiscal year	N/A	N/A	N/A	25	N/A	N/A
Output	Number of additional visitors to park system over previous year	N/A	N/A	N/A	44,046	N/A	N/A
Demand	Number of individuals expected to visit the parks	1,412,467	1,397,395	1,332,602	1,288,146	(109,249)	-7.8%
Efficiency	Cost per regional park visitor for recreation activity	$ 2.00	$ 1.60	$ 1.98	$ 1.55	$ 0.05	2.8%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 13,000	$ 4,820	$ 4,820	$ -	$ (4,820)	-100.0%
	225 - SPUR CROSS RANCH CONSERVATION	173,523	167,050	157,732	262,828	95,778	57.3%
	239 - PARKS SOUVENIR	263,847	220,000	218,106	219,885	(115)	-0.1%
	240 - LAKE PLEASANT RECREATION SVCS	2,024,658	1,987,948	2,038,985	1,987,337	(611)	-0.0%
	241 - PARKS ENHANCEMENT FUND	3,715,105	3,521,228	3,721,779	3,524,033	2,805	0.1%
	243 - PARKS DONATIONS	-	29,000	14,830	21,852	(7,148)	-24.6%
	900 - ELIMINATIONS	-	(35,050)	(35,050)	(35,050)	-	0.0%
	TOTAL SOURCES	$ 6,190,133	$ 5,894,996	$ 6,121,202	$ 5,980,885	$ 85,889	1.5%
Expenditure							
	100 - GENERAL	$ 286,259	$ 116,840	$ 283,361	$ 32,705	$ 84,135	72.0%
	230 - PARKS AND RECREATION GRANTS	46,605	4,820	2,907	-	4,820	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	178,890	191,960	161,619	154,883	37,077	19.3%
	239 - PARKS SOUVENIR	260,007	220,000	226,247	210,640	9,360	4.3%
	240 - LAKE PLEASANT RECREATION SVCS	852,191	682,877	720,910	718,687	(35,810)	-5.2%
	241 - PARKS ENHANCEMENT FUND	1,029,790	1,132,228	1,174,851	968,574	163,654	14.5%
	243 - PARKS DONATIONS	10,967	30,300	21,033	26,289	4,011	13.2%
	900 - ELIMINATIONS	-	(35,050)	(35,050)	(35,050)	-	0.0%
	TOTAL USES	$ 2,664,709	$ 2,343,975	$ 2,555,878	$ 2,076,728	$ 267,247	11.4%

Activity Narrative: The revenue increase in the Spur Cross Fund is due to improved revenue in the Town of Cave Creek. Expenditures in the Spur Cross Fund are decreasing because of management changes in the park in which the park supervisor will now oversee both the Spur Cross and Cave Creek parks.

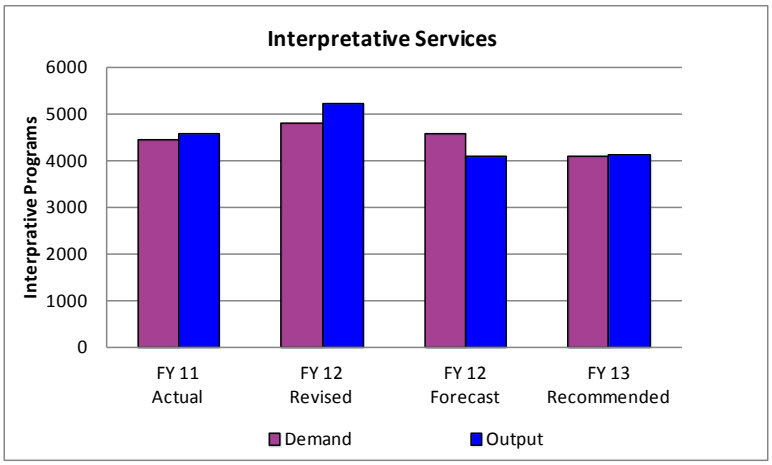
The expenditure decrease in the Parks Enhancement Fund is due to several factors associated with personnel. The park supervisor will be splitting time between the Cave Creek and Spur Cross parks which decreases expenditures for the Parks Enhancement Fund. There are also several senior staff members retiring, as well as two positions moving from this Activity to the newly created General Maintenance Activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of park visitors who attend an interpretive program	9.0%	9.7%	9.5%	9.2%	(0.6%)	-5.9%
Result	Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction	97.9%	95.0%	101.0%	95.4%	0.4%	0.4%
Result	Percent increase in interpretive programs provided over previous year	3.0%	9.0%	(25.7%)	0.9%	(8.2%)	-90.5%
Output	Number of interpretive programs provided	4,556	5,225	4,071	4,100	(1,125)	-21.5%
Output	Number of interpretive program participants	119,729	132,181	119,454	119,454	(12,727)	-9.6%
Demand	Number of interpretive programs requested	4,424	4,794	4,556	4,071	(723)	-15.1%
Efficiency	Cost per interpretive program provided	$ 162.07	$ 160.59	$ 194.22	$ 189.83	$ (29.23)	-18.2%
Efficiency	Cost per program participant	$ 6.17	$ 6.35	$ 6.62	$ 6.52	$ (0.17)	-2.6%
Revenue							
	241 - PARKS ENHANCEMENT FUND	$ 170,946	$ 187,668	$ 203,186	$ 194,862	$ 7,194	3.8%
	243 - PARKS DONATIONS	18,950	15,700	19,115	19,889	4,189	26.7%
	TOTAL SOURCES	$ 189,896	$ 203,368	$ 222,301	$ 214,751	$ 11,383	5.6%
Expenditure							
	225 - SPUR CROSS RANCH CONSERVATION	$ 50,597	$ 55,342	$ 55,227	$ 55,695	$ (353)	-0.6%
	240 - LAKE PLEASANT RECREATION SVCS	171,573	272,966	251,308	254,979	17,987	6.6%
	241 - PARKS ENHANCEMENT FUND	500,047	448,040	423,600	446,576	1,464	0.3%
	243 - PARKS DONATIONS	16,187	62,740	60,537	21,036	41,704	66.5%
	TOTAL USES	$ 738,404	$ 839,088	$ 790,672	$ 778,286	$ 60,802	7.2%



Activity Narrative: The FY 2013 budget supports the Department in meeting all the interpretive programs requested. 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. The expenditure decrease is due to a reduction in programs specifically funded through donations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of capital improvement project milestones completed	N/A	N/A	N/A	92.0%	N/A	N/A
Percent of capital improvement project milestones completed on time	N/A	N/A	N/A	92.0%	N/A	N/A
Percent of trail enhancement projects completed	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of trail enhancement projects completed on time	N/A	N/A	N/A	92.0%	N/A	N/A
Percent of major maintenance projects completed	N/A	N/A	N/A	92.9%	N/A	N/A
Percent of major maintenance projects completed on time	N/A	N/A	N/A	92.9%	N/A	N/A
Percent of planned capital improvement projects initiated	N/A	N/A	N/A	3.6%	N/A	N/A
Percent of routine maintenance and repair assignments completed	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of required routine maintenance and repair assignments completed on time	N/A	N/A	N/A	93.3%	N/A	N/A

The measures within the Parks Support Program are newly established for FY 2013

Activities that comprise this program include:

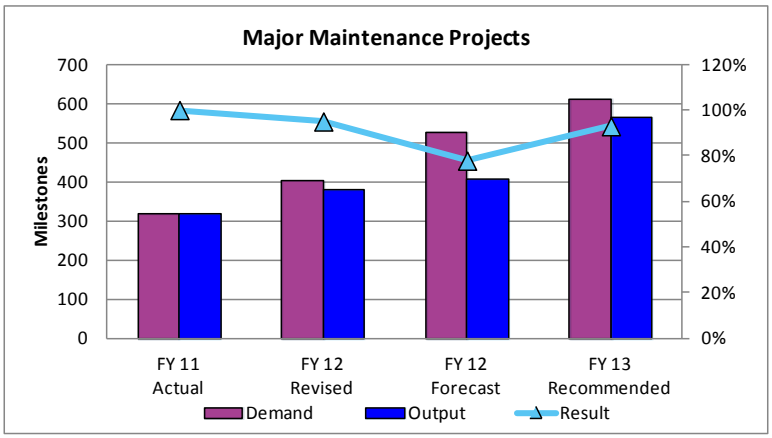
- Maintenance and Development
- General Maintenance

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of capital improvement project milestones completed	N/A	N/A	N/A	92.0%	N/A	N/A
Result	Percent of capital improvement project milestones completed on time	N/A	N/A	N/A	92.0%	N/A	N/A
Result	Percent of trail enhancement projects completed	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of trail enhancement projects completed on time	N/A	N/A	N/A	92.0%	N/A	N/A
Result	Percent of major maintenance projects completed	N/A	N/A	N/A	92.9%	N/A	N/A
Result	Percent of major maintenance projects completed on time	N/A	N/A	N/A	92.9%	N/A	N/A
Result	Percent of planned capital improvement projects initiated	N/A	N/A	N/A	3.6%	N/A	N/A
Output	Number of trail enhancement projects completed	24,000	19,200	12,000	334	(18,866)	-98.3%
Output	Number of capital improvement project milestones completed	315	320	297	92	(228)	-71.3%
Output	Number of major maintenance projects completed	315	380	407	565	185	48.7%
Output	Number of planned capital improvement projects initiated	N/A	N/A	N/A	6	N/A	N/A
Demand	Number of major maintenance projects reqeusted by park users	315	400	523	608	208	52.0%
Demand	Number of trail enhancement projects requested by park users	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of planned capital improvement projects requested by park users	N/A	N/A	N/A	168	N/A	N/A
Demand	Number of capital improvement project milestones	N/A	N/A	N/A	100	N/A	N/A
Efficiency	Cost per park visitor for capital improvement, trail design/enhancement, and major maintenance projects	N/A	N/A	N/A	$ 2.73	N/A	N/A
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 18,662	$ -	$ -	$ -	$ -	N/A
	243 - PARKS DONATIONS	7,670	18,090	8,450	12,810	(5,280)	-29.2%
	TOTAL SOURCES	$ 26,332	$ 18,090	$ 8,450	$ 12,810	$ (5,280)	-29.2%
Expenditure							
	100 - GENERAL	$ 243,489	$ 388,893	$ 288,255	$ 1,226,612	$ (837,719)	-215.4%
	230 - PARKS AND RECREATION GRANTS	26,641	-	-	-	-	N/A
	225 - SPUR CROSS RANCH CONSERVATION	26,274	43,259	10,802	42,652	607	1.4%
	240 - LAKE PLEASANT RECREATION SVCS	735,999	1,378,368	1,285,677	1,236,147	142,221	10.3%
	241 - PARKS ENHANCEMENT FUND	1,949,571	1,733,648	1,670,650	1,581,872	151,776	8.8%
	243 - PARKS DONATIONS	91,626	19,934	17,205	128,731	(108,797)	-545.8%
	TOTAL USES	$ 3,073,600	$ 3,564,102	$ 3,272,589	$ 4,216,014	$ (651,912)	-18.3%



Activity Narrative: The FY 2013 budget supports the Department in maintaining the parks and trails as required. 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.

General Maintenance

The purpose of the General Maintenance Activity is to provide well maintained and safe facilities to park users so they can enjoy a comfortable recreation experience.

Mandates: Not Mandated

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of routine maintenance and repair assignments completed	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of required routine maintenance and repair assignments completed on time	N/A	N/A	N/A	93.3%	N/A	N/A
Output	Number of planned maintenance and repair assignments completed	N/A	N/A	N/A	18,000	N/A	N/A
Demand	Number of routine maintenance and repair assignments requested	N/A	N/A	N/A	18,000	N/A	N/A
Efficiency	Cost per park visitor for routine park maintenance and repair activity	N/A	N/A	N/A	$ 0.92	N/A	N/A
Revenue							
	241 - PARKS ENHANCEMENT FUND	$ -	$ -	$ -	$ 230,000	$ 230,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 230,000	$ 230,000	N/A
Expenditure							
	225 - SPUR CROSS RANCH CONSERVATION	$ -	$ -	$ -	$ 1,519	$ (1,519)	N/A
	240 - LAKE PLEASANT RECREATION SVCS	-	-	-	375,594	(375,594)	N/A
	241 - PARKS ENHANCEMENT FUND	-	-	-	849,456	(849,456)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 1,226,569	$ (1,226,569)	N/A

Activity Narrative: The General Maintenance Activity is new for FY 2013 and the budget supports the Department in meeting 100% of demand for routine and scheduled maintenance. The revenue budget represents the reimbursements for utilities from parks concessionaires.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 1,098,011**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (1,559)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(1,559)*	-
FY 2012 Revised Budget			**$ 1,096,452**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (1,082)**	**$ -**
Adjust Hours Per FTE			*(1,082)*	-
FY 2013 Budget Target			**$ 1,095,370**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,234**	**$ -**
Retirement Contributions			*2,234*	-
Base Adjustments			**$ (569)**	**$ -**
Other Base Adjustments			*(569)*	-
Reallocations			**$ (57,172)**	**$ -**
Reallocation of ISF Charges Between Funds			*(57,172)*	-
FY 2013 Recommended Budget			**$ 1,039,863**	**$ -**
Percent Change from Target Amount			*-5.1%*	
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 750,000**	**$ -**
Other Non-Recurring			*750,000*	-
White Tanks Dump Station	*$*	*750,000*		
FY 2013 Recommended Budget			**$ 750,000**	**$ -**

Spur Cross Ranch Conservation Fund (225)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 295,591**	**$ 172,050**
FY 2012 Revised Budget	**$ 295,591**	**$ 172,050**
Adjustments:		
Employee Salary Adjustments	**$ (333)**	**$ -**
Adjust Hours Per FTE	*(333)*	*-*
Structural Balance	*-*	*123,208*
FY 2013 Budget Target	**$ 295,258**	**$ 295,258**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 365**	**$ -**
Retirement Contributions	*365*	*-*
Fees and Other Revenues	**$ (38,311)**	**$ (28,847)**
ProgRevenue Volume Inc/Dec	*(38,311)*	*(28,847)*
Reallocations	**$ 2,360**	**$ -**
Reallocation of ISF Charges Between Funds	*2,360*	*-*
FY 2013 Recommended Budget	**$ 259,672**	**$ 266,411**
Percent Change from Target Amount	*-12.1%*	*-9.8%*

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ 35,000**	**$ -**
FY 2012 Revised Budget	**$ 35,000**	**$ -**
FY 2013 Budget Target	**$ 35,000**	**$ -**
FY 2013 Recommended Budget	**$ 35,000**	**$ -**

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 389,447	$ 292,331	$ 292,331	$ 276,751	$ 175,360
Sources:					
Operating	$ 177,116	$ 172,050	$ 172,050	$ 160,438	$ 266,411
Total Sources:	$ 177,116	$ 172,050	$ 172,050	$ 160,438	$ 266,411
Uses:					
Operating	$ 271,908	$ 295,591	$ 295,591	$ 261,829	$ 259,672
Non-Recurring	17,897	35,000	35,000	-	35,000
Total Uses:	$ 289,805	$ 330,591	$ 330,591	$ 261,829	$ 294,672
Structural Balance	$ (94,792)	$ (123,541)	$ (123,541)	$ (101,391)	$ 6,739
Accounting Adjustments	$ (7)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 276,751	$ 133,790	$ 133,790	$ 175,360	$ 147,099
Total Ending Spendable Fund Balance	$ 276,751	$ 133,790	$ 133,790	$ 175,360	$ 147,099

Parks and Recreation Grant Fund (230)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 4,820**	**$ 4,820**
Parks Grant Carryover FY 12	*C-30-12-007-G-00*	*4,820*	*4,820*
FY 2012 Revised Budget		**$ 4,820**	**$ 4,820**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (4,820)**	**$ (4,820)**
Parks Grant Carryover FY 12	*C-30-12-007-G-00*	*(4,820)*	*(4,820)*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ -**	**$ 10**
Grant Reconciliation		*-*	*10*
FY 2013 Recommended Budget		**$ -**	**$ 10**

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ 7,273	$ 7,273	$ (1,916)	$ (10)
Sources:					
Operating	$ 41,056	$ -	$ -	$ (7)	$ -
Non-Recurring	30,278	-	4,820	4,820	10
Total Sources:	$ 71,334	$ -	$ 4,820	$ 4,813	$ 10
Uses:					
Operating	$ 4,616	$ -	$ -	$ -	$ -
Non-Recurring	68,630	-	4,820	2,907	-
Total Uses:	$ 73,246	$ -	$ 4,820	$ 2,907	$ -
Structural Balance	$ 36,440	$ -	$ -	$ (7)	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 7,273	$ 7,273	$ -	$ -
Unassigned	(1,916)	-	-	(10)	-
Total Ending Spendable Fund Balance	$ (1,916)	$ 7,273	$ 7,273	$ (10)	$ -

Grant revenue is received as a reimbursement which results in a net balance of $0 at fiscal year end.

Parks Souvenir Fund (239)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 220,000**	**$ 220,000**
FY 2012 Revised Budget	**$ 220,000**	**$ 220,000**
FY 2013 Budget Target	**$ 220,000**	**$ 220,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 302**	**$ -**
Retirement Contributions	*302*	*-*
Base Adjustments	**$ (302)**	**$ -**
Other Base Adjustments	*(302)*	*-*
FY 2013 Recommended Budget	**$ 220,000**	**$ 220,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 28,748	$ 19,847	$ 19,847	$ 33,271	$ 25,271
Sources:					
Operating	$ 264,534	$ 220,000	$ 220,000	$ 218,247	$ 220,000
Total Sources:	$ 264,534	$ 220,000	$ 220,000	$ 218,247	$ 220,000
Uses:					
Operating	$ 260,007	$ 220,000	$ 220,000	$ 226,247	$ 220,000
Total Uses:	$ 260,007	$ 220,000	$ 220,000	$ 226,247	$ 220,000
Structural Balance	$ 4,527	$ -	$ -	$ (8,000)	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 33,271	$ 19,847	$ 19,847	$ 25,271	$ 25,271
Total Ending Spendable Fund Balance	$ 33,271	$ 19,847	$ 19,847	$ 25,271	$ 25,271

Lake Pleasant Recreation Services Fund (240)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 2,013,948**	**$ 2,013,948**
FY 2012 Revised Budget		**$ 2,013,948**	**$ 2,013,948**
Adjustments:			
Employee Salary Adjustments		**$ (2,865)**	**$ -**
Adjust Hours Per FTE		*(2,865)*	*-*
FY 2013 Budget Target		**$ 2,011,083**	**$ 2,013,948**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 6,032**	**$ -**
Retirement Contributions		*6,032*	*-*
Base Adjustments		**$ (49,773)**	**$ -**
Other Base Adjustments		*(1,584)*	*-*
Vacant Position Elimination		*(48,189)*	*-*
General Revenues		**$ -**	**$ (16,331)**
Interest Revenue		*-*	*(16,331)*
Reallocations		**$ 16,369**	**$ -**
Reallocation of ISF Charges Between Funds		*16,369*	*-*
FY 2013 Recommended Budget		**$ 1,983,711**	**$ 1,997,617**
Percent Change from Target Amount		*-1.4%*	*-0.8%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 725,000**	**$ -**
FY 2012 Revised Budget		**$ 725,000**	**$ -**
Adjustments:			
Non Recurring		**$ (725,000)**	**$ -**
Other Non-Recurring		*(725,000)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 964,600**	**$ -**
Other Non-Recurring		*964,600*	*-*
Vehicle Replacement	*$ 59,600*		
Major equipment repair/maintenance/replacement	*100,000*		
Management Study required by BOR	*40,000*		
Host site and entry station development at Agua Fria	*100,000*		
Visitor Center Upgrades	*500,000*		
Sign upgrade and repairs	*15,000*		
Operations/Staff Support infastructure/building upgrades	*100,000*		
Electronic Gates at Entry Bypass Road (upper and lower)	*50,000*		
FY 2013 Recommended Budget		**$ 964,600**	**$ -**

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,893,168	$ 1,729,523	$ 1,729,523	$ 1,914,527	$ 1,366,875
Sources:					
Operating	$ 2,039,926	$ 2,013,948	$ 2,013,948	$ 2,057,124	$ 1,997,617
Total Sources:	$ 2,039,926	$ 2,013,948	$ 2,013,948	$ 2,057,124	$ 1,997,617
Uses:					
Operating	$ 1,832,227	$ 2,013,948	$ 2,013,948	$ 1,935,854	$ 1,983,711
Non-Recurring	186,325	725,000	725,000	668,922	964,600
Total Uses:	$ 2,018,552	$ 2,738,948	$ 2,738,948	$ 2,604,776	$ 2,948,311
Structural Balance	$ 207,699	$ -	$ -	$ 121,270	$ 13,906
Accounting Adjustments	$ (15)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,914,527	$ 1,004,523	$ 1,004,523	$ 1,366,875	$ 416,181
Total Ending Spendable Fund Balance	$ 1,914,527	$ 1,004,523	$ 1,004,523	$ 1,366,875	$ 416,181

Parks Enhancement Fund (241)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 3,777,305**	**$ 3,777,305**
FY 2012 Revised Budget			**$ 3,777,305**	**$ 3,777,305**
Adjustments:				
Employee Salary Adjustments			**$ (11,988)**	**$ -**
Adjust Hours Per FTE			*(11,988)*	-
FY 2013 Budget Target			**$ 3,765,317**	**$ 3,777,305**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 24,076**	**$ -**
Retirement Contributions			*24,076*	-
Base Adjustments			**$ (111,233)**	**$ -**
Other Base Adjustments			*(10,884)*	-
Personnel Savings			*(58,365)*	-
Vacant Position Elimination			*(41,984)*	-
Fees and Other Revenues			**$ 240,000**	**$ 240,000**
ProgRevenue Volume Inc/Dec			*240,000*	*240,000*
Utility Payments / Reimbursements	*$*	*230,000*		
General Revenues			**$ -**	**$ (60,785)**
Interest Revenue			-	*(60,785)*
Reallocations			**$ 38,360**	**$ -**
Reallocation of ISF Charges Between Funds			*38,360*	-
FY 2013 Recommended Budget			**$ 3,956,520**	**$ 3,956,520**
Percent Change from Target Amount			*5.1%*	*4.7%*

Parks Enhancement Fund (241) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 755,521**	**$ -**
FY 2012 Revised Budget		**$ 755,521**	**$ -**
Adjustments:			
Non Recurring		**$ (755,521)**	**$ -**
Other Non-Recurring		*(755,521)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,093,555**	**$ -**
Other Non-Recurring		*1,093,555*	-
Contingency for needed major maintenance or repairs	*$ 175,000*		
Sign upgrades and repairs	*30,000*		
ASU Visitor Survey	*62,000*		
San Tan Water System connection/installation	*200,000*		
White Tank Campground Electrical Upgrade	*300,000*		
POS/Computer purchase and replacement (20%)	*40,000*		
Concession Audit/Study	*25,000*		
Hardware Duplication System (per RDSA, required)	*11,555*		
Vehicle Replacement	*250,000*		
FY 2013 Recommended Budget		**$ 1,093,555**	**$ -**

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,952,257	$ 1,595,557	$ 1,595,557	$ 1,802,967	$ 1,423,788
Sources:					
Operating	$ 3,898,917	$ 3,777,305	$ 3,777,305	$ 3,984,878	$ 3,956,520
Total Sources:	$ 3,898,917	$ 3,777,305	$ 3,777,305	$ 3,984,878	$ 3,956,520
Uses:					
Operating	$ 3,352,376	$ 3,777,305	$ 3,777,305	$ 3,748,555	$ 3,956,520
Non-Recurring	695,841	755,521	755,521	615,502	1,093,555
Total Uses:	$ 4,048,217	$ 4,532,826	$ 4,532,826	$ 4,364,057	$ 5,050,075
Structural Balance	$ 546,541	$ -	$ -	$ 236,323	$ -
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,802,967	$ 840,036	$ 840,036	$ 1,423,788	$ 330,233
Total Ending Spendable Fund Balance	$ 1,802,967	$ 840,036	$ 840,036	$ 1,423,788	$ 330,233

Parks Donations Fund (243)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 62,790**	**$ 62,790**
FY 2012 Revised Budget		**$ 62,790**	**$ 62,790**
FY 2013 Budget Target		**$ 62,790**	**$ 62,790**
Adjustments:			
Fees and Other Revenues		**$ (7,092)**	**$ (7,092)**
ProgRevenue Volume Inc/Dec		*(7,092)*	*(7,092)*
FY 2013 Recommended Budget		**$ 55,698**	**$ 55,698**
Percent Change from Target Amount		*-11.3%*	*-11.3%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 50,184**	**$ -**
FY 2012 Revised Budget		**$ 50,184**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 120,358**	**$ -**
Other Non-Recurring		*120,358*	-
Usery Bird Habitat	*$ 16,350*		
Cave Creek Wildlife Viewing Pond	*25,000*		
White Tank Tortoise Habitat	*4,000*		
Amphitheater Shade Sails (White Tank, Lake Pleasant)	*50,000*		
McDowell Visitor Center Outdoor Upgrades (trees, pond, etc)	*25,000*		
FY 2013 Recommended Budget		**$ 120,358**	**$ -**

Parks Donations Fund (243) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 705,593	$ 608,999	$ 608,999	$ 614,135	$ 559,375
Sources:					
Operating	$ 27,320	$ 62,790	$ 62,790	$ 44,015	$ 55,698
Total Sources:	$ 27,320	$ 62,790	$ 62,790	$ 44,015	$ 55,698
Uses:					
Operating	$ 28,351	$ 62,790	$ 62,790	$ 48,591	$ 55,698
Non-Recurring	90,429	50,184	50,184	50,184	120,358
Total Uses:	$ 118,780	$ 112,974	$ 112,974	$ 98,775	$ 176,056
Structural Balance	$ (1,031)	$ -	$ -	$ (4,576)	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 614,135	$ 558,815	$ 558,815	$ 559,375	$ 439,017
Total Ending Spendable Fund Balance	$ 614,135	$ 558,815	$ 558,815	$ 559,375	$ 439,017

Planning and Development

Analysis by Ron Forster, 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, 2015, 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 work continues on completing the draft elements for consideration. 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 state law to identify 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 in advance of this deadline. After a draft is prepared for each of the plan elements, the citizen participation process will begin in full.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CODE - CODE ENFORCEMENT	$ 200,914	$ 88,000	$ 88,000	$ 401,453	$ 109,239	$ 21,239	24.1%
CPLG - COMPREHENSIVE PLANNING	185,750	94,130	94,130	108,655	91,031	(3,099)	-3.3%
CSVC - CUSTOMER SERVICES	40,840	35,890	35,890	41,880	40,839	4,949	13.8%
DREN - DRAINAGE ENFORCEMENT	22,575	22,000	22,000	19,630	13,654	(8,346)	-37.9%
DRIN - DRAINAGE INSPECTION	440,138	391,232	391,232	442,310	445,299	54,067	13.8%
DRRE - DRAINAGE REVIEW	1,417,431	781,602	781,602	1,136,630	912,138	130,536	16.7%
PINS - PERMIT INSPECTIONS	2,567,092	4,014,451	4,014,451	3,927,668	4,045,376	30,925	0.8%
PLCS - PLANNING AND ZONING	341,695	380,000	380,000	325,110	432,400	52,400	13.8%
PREV - PLAN REVIEW	1,846,419	2,175,947	2,175,947	1,846,825	1,909,085	(266,862)	-12.3%
ZONA - ZONING ADJUDICATION	24,240	30,000	30,000	28,360	50,215	20,215	67.4%
44SH - ONE STOP SHOP	$ 7,087,094	$ 8,013,252	$ 8,013,252	$ 8,278,521	$ 8,049,276	$ 36,024	0.4%
ODIR - EXECUTIVE MANAGEMENT	$ 36,495	$ -	$ -	$ -	$ 20,000	$ 20,000	N/A
99AS - ADMINISTRATIVE SERVICES	$ 36,495	$ -	$ -	$ -	$ 20,000	$ 20,000	N/A
GGOV - GENERAL GOVERNMENT	$ 23,826	$ -	$ -	$ 8,895	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 23,826	$ -	$ -	$ 8,895	$ -	$ -	N/A
GISA - GIS APPLICATION DEV AND SUPP	$ 6,228	$ -	$ -	$ -	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 6,228	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 7,153,643**	**$ 8,013,252**	**$ 8,013,252**	**$ 8,287,416**	**$ 8,069,276**	**$ 56,024**	**0.7%**
USES							
GGDM - GREEN GOVT DATA MANAGEMENT	$ 13,220	$ -	$ -	$ 1	$ -	$ -	N/A
GGIE - INTERNAL GREEN GOVT ECO EDUC	9,063	-	-	(2)	-	-	N/A
GGPE - PUBLIC GREEN GOVT ECO EDUC	10,028	-	-	(2)	-	-	N/A
44GG - GREEN GOVERNMENT	$ 32,311	$ -	$ -	$ (3)	$ -	$ -	N/A
CODE - CODE ENFORCEMENT	$ 418,323	$ 443,968	$ 457,572	$ 414,985	$ 470,901	$ (13,329)	-2.9%
CPLG - COMPREHENSIVE PLANNING	284,035	292,333	283,777	265,018	278,438	5,339	1.9%
CSVC - CUSTOMER SERVICES	523,433	593,818	512,600	490,887	497,741	14,859	2.9%
DREN - DRAINAGE ENFORCEMENT	93,256	90,613	94,615	90,858	101,140	(6,525)	-6.9%
DRIN - DRAINAGE INSPECTION	609,345	600,694	597,873	616,894	597,684	189	0.0%
DRRE - DRAINAGE REVIEW	495,232	1,127,677	1,109,309	813,539	911,492	197,817	17.8%
PINS - PERMIT INSPECTIONS	967,545	971,594	962,992	962,630	1,095,263	(132,271)	-13.7%
PLCS - PLANNING AND ZONING	531,598	652,279	622,722	584,123	607,215	15,507	2.5%
PREV - PLAN REVIEW	1,317,377	1,605,544	1,562,517	1,447,075	1,443,713	118,804	7.6%
ZONA - ZONING ADJUDICATION	201,349	204,101	179,370	178,027	180,037	(667)	-0.4%
44SH - ONE STOP SHOP	$ 5,441,493	$ 6,582,621	$ 6,383,347	$ 5,864,036	$ 6,183,624	$ 199,723	3.1%
FSAC - FINANCIAL SERVICES	$ 184,987	$ 166,023	$ 147,491	$ 143,981	$ 136,815	$ 10,676	7.2%
HRAC - HUMAN RESOURCES	109,015	117,900	109,786	74,008	114,072	(4,286)	-3.9%
ODIR - EXECUTIVE MANAGEMENT	1,050,777	1,083,962	1,363,230	1,272,572	1,377,601	(14,371)	-1.1%
99AS - ADMINISTRATIVE SERVICES	$ 1,344,779	$ 1,367,885	$ 1,620,507	$ 1,490,561	$ 1,628,488	$ (7,981)	-0.5%
CSCA - CENTRAL SERVICE COST ALLOC	$ 398,002	$ 468,009	$ 468,009	$ 468,013	$ 542,690	$ (74,681)	-16.0%
GGOV - GENERAL GOVERNMENT	80,889	-	39,823	-	-	39,823	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	118,440	55,216	55,216	55,216	55,212	4	0.0%
99GV - GENERAL GOVERNMENT	$ 597,331	$ 523,225	$ 563,048	$ 523,229	$ 597,902	$ (34,854)	-6.2%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 160,577	$ 175,800	$ 194,259	$ 173,471	$ 141,673	$ 52,586	27.1%
DACR - DATA CENTER	119,836	110,540	109,805	155,862	210,317	(100,512)	-91.5%
DESK - DESKTOP SUPPORT	37,577	337,132	335,676	235,325	100,360	235,316	70.1%
GISA - GIS APPLICATION DEV AND SUPP	85,250	127,029	17,858	50,945	136,958	(119,100)	-666.9%
HDSP - HELP DESK SUPPORT	16,010	16,870	16,602	41,509	43,493	(26,891)	-162.0%
99IT - INFORMATION TECHNOLOGY	$ 419,250	$ 767,371	$ 674,200	$ 657,112	$ 632,801	$ 41,399	6.1%
TOTAL PROGRAMS	**$ 7,835,164**	**$ 9,241,102**	**$ 9,241,102**	**$ 8,534,935**	**$ 9,042,815**	**$ 198,287**	**2.1%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,677,831	$ 3,946,084	$ 3,946,084	$ 3,981,784	$ 4,211,752	$ 265,668	6.7%
SUBTOTAL	$ 2,677,831	$ 3,946,084	$ 3,946,084	$ 3,981,784	$ 4,211,752	$ 265,668	6.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 6,228	$ -	$ -	$ -	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	4,255,976	3,946,551	3,946,551	3,927,840	3,733,716	(212,835)	-5.4%
SUBTOTAL	$ 4,262,204	$ 3,946,551	$ 3,946,551	$ 3,927,840	$ 3,733,716	$ (212,835)	-5.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 138,245	$ 53,000	$ 53,000	$ 324,209	$ 60,309	$ 7,309	13.8%
SUBTOTAL	$ 138,245	$ 53,000	$ 53,000	$ 324,209	$ 60,309	$ 7,309	13.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 23,826	$ 65,197	$ 65,197	$ 41,493	$ 26,608	$ (38,589)	-59.2%
0650 - MISCELLANEOUS REVENUE	15,042	2,420	2,420	12,090	36,891	34,471	1424.4%
SUBTOTAL	$ 38,868	$ 67,617	$ 67,617	$ 53,583	$ 63,499	$ (4,118)	-6.1%
ALL REVENUES	$ 7,117,148	$ 8,013,252	$ 8,013,252	$ 8,287,416	$ 8,069,276	$ 56,024	0.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 36,495	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 36,495	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 7,153,643	$ 8,013,252	$ 8,013,252	$ 8,287,416	$ 8,069,276	$ 56,024	0.7%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,706,109	$ 6,093,869	$ 6,191,454	$ 5,951,086	$ 6,173,458	$ 17,996	0.3%
0710 - OVERTIME	2,199	-	-	656	-	-	N/A
0750 - FRINGE BENEFITS	1,973,853	2,127,313	2,173,363	2,008,933	2,204,829	(31,466)	-1.4%
0790 - OTHER PERSONNEL SERVICES	87,902	3,276	3,276	15,725	3,376	(100)	-3.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,157,193)	(3,127,525)	(3,271,160)	(2,655,393)	(3,084,294)	(186,866)	-5.7%
0796 - PERSONNEL SERVICES ALLOC-IN	19,178	957,433	957,433	490,971	808,836	148,597	15.5%
SUBTOTAL	$ 5,632,048	$ 6,054,366	$ 6,054,366	$ 5,811,978	$ 6,106,205	$ (51,839)	-0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 32,996	$ 29,100	$ 29,100	$ 24,904	$ 32,522	$ (3,422)	-11.8%
0802 - MEDICAL SUPPLIES	195	-	-	295	-	-	N/A
0803 - FUEL	75,793	84,028	84,028	83,059	74,150	9,878	11.8%
0804 - NON-CAPITAL EQUIPMENT	-	10,295	10,295	28,204	2,000	8,295	80.6%
0805 - SUPPLIES-ALLOCATION OUT	(2,500)	(13,414)	(13,414)	(61,959)	(21,751)	8,337	62.2%
0806 - SUPPLIES-ALLOCATION IN	26,067	69,722	69,722	84,873	69,422	300	0.4%
SUBTOTAL	$ 132,551	$ 179,731	$ 179,731	$ 159,376	$ 156,343	$ 23,388	13.0%
SERVICES							
0810 - LEGAL SERVICES	$ 35,493	$ 51,000	$ 51,000	$ 31,112	$ 51,000	$ -	0.0%
0812 - OTHER SERVICES	598,632	1,129,202	1,129,202	883,239	812,473	316,729	28.0%
0820 - RENT & OPERATING LEASES	595,604	650,019	650,019	626,306	696,991	(46,972)	-7.2%
0825 - REPAIRS AND MAINTENANCE	165,377	476,952	476,952	368,014	678,086	(201,134)	-42.2%
0830 - INTERGOVERNMENTAL PAYMENTS	(6,714)	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	273,128	712,687	712,687	709,140	782,386	(69,699)	-9.8%
0841 - TRAVEL	2,821	11,500	11,500	9,844	12,000	(500)	-4.3%
0842 - EDUCATION AND TRAINING	11,111	99,133	99,133	58,689	207,633	(108,500)	-109.4%
0843 - POSTAGE/FREIGHT/SHIPPING	9,821	10,479	10,479	7,389	10,837	(358)	-3.4%
0872 - SERVICES-ALLOCATION OUT	(133,613)	(456,306)	(456,306)	(309,615)	(729,379)	273,073	59.8%
0873 - SERVICES-ALLOCATION IN	51,674	53,481	53,481	59,623	128,837	(75,356)	-140.9%
SUBTOTAL	$ 1,603,334	$ 2,738,147	$ 2,738,147	$ 2,443,741	$ 2,650,864	$ 87,283	3.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 1,053,660	$ 1,053,660	$ 552,657	$ 909,200	$ 144,460	13.7%
0950 - DEBT SERVICE	8,216	3,703	3,703	7,272	-	3,703	100.0%
0955 - CAPITAL-ALLOCATION OUT	(2,175)	(788,505)	(788,505)	(440,089)	(779,797)	(8,708)	-1.1%
0956 - CAPITAL-ALLOCATION IN	48,776	-	-	-	-	-	N/A
SUBTOTAL	$ 54,817	$ 268,858	$ 268,858	$ 119,840	$ 129,403	$ 139,455	51.9%
ALL EXPENDITURES	$ 7,422,750	$ 9,241,102	$ 9,241,102	$ 8,534,935	$ 9,042,815	$ 198,287	2.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 412,414	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 412,414	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 7,835,164	$ 9,241,102	$ 9,241,102	$ 8,534,935	$ 9,042,815	$ 198,287	2.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 6,978,956	$ 7,874,883	$ 7,874,883	$ 8,169,672	$ 7,874,883	$ -	0.0%
NON-RECURRING	170,498	129,261	129,261	112,056	185,285	56,024	43.3%
FUND TOTAL SOURCES	$ 7,149,454	$ 8,004,144	$ 8,004,144	$ 8,281,728	$ 8,060,168	$ 56,024	0.7%
235 DEL WEBB							
OPERATING	$ 4,189	$ 9,108	$ 9,108	$ 5,688	$ 9,108	$ -	0.0%
FUND TOTAL SOURCES	$ 4,189	$ 9,108	$ 9,108	$ 5,688	$ 9,108	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,983,145	$ 7,883,991	$ 7,883,991	$ 8,175,360	$ 7,883,991	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 170,498	$ 129,261	$ 129,261	$ 112,056	$ 185,285	$ 56,024	43.3%
DEPARTMENT TOTAL SOURCES	$ 7,153,643	$ 8,013,252	$ 8,013,252	$ 8,287,416	$ 8,069,276	$ 56,024	0.7%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ -	$ 928,115	$ 928,115	$ 461,640	$ 868,232	$ 59,883	6.5%
FUND TOTAL USES	$ -	$ 928,115	$ 928,115	$ 461,640	$ 868,232	$ 59,883	6.5%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 7,545,142	$ 7,844,791	$ 7,844,791	$ 7,711,441	$ 7,817,182	$ 27,609	0.4%
NON-RECURRING	288,394	467,961	467,961	361,620	357,142	110,819	23.7%
FUND TOTAL USES	$ 7,833,536	$ 8,312,752	$ 8,312,752	$ 8,073,061	$ 8,174,324	$ 138,428	1.7%
235 DEL WEBB							
OPERATING	$ 1,628	$ 235	$ 235	$ 234	$ 259	$ (24)	-10.2%
FUND TOTAL USES	$ 1,628	$ 235	$ 235	$ 234	$ 259	$ (24)	-10.2%
DEPARTMENT OPERATING TOTAL USES	$ 7,546,770	$ 8,773,141	$ 8,773,141	$ 8,173,315	$ 8,685,673	$ 87,468	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 288,394	$ 467,961	$ 467,961	$ 361,620	$ 357,142	$ 110,819	23.7%
DEPARTMENT TOTAL USES	$ 7,835,164	$ 9,241,102	$ 9,241,102	$ 8,534,935	$ 9,042,815	$ 198,287	2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	7.00	6.00	7.00	7.00	7.00	-	0.0%
FINANCIAL SERVICES	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
HUMAN RESOURCES	3.00	8.00	6.49	6.75	6.75	.26	4.0%
PROGRAM TOTAL	13.00	17.00	17.49	17.75	16.75	(.74)	(4.2%)
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	.60	-	.00	-	-	-	N/A
INTERNAL GREEN GOVT ECO EDUC	.20	-	.00	-	-	-	N/A
PUBLIC GREEN GOVT ECO EDUC	.20	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	9.00	9.00	12.00	11.00	9.00	(3.00)	(25.0%)
DATA CENTER	2.00	2.00	3.00	3.00	4.00	1.00	33.3%
DESKTOP SUPPORT	4.00	4.00	5.00	5.00	5.00	-	0.0%
GIS APPLICATION DEV AND SUPP	4.00	4.00	2.50	2.50	2.50	-	0.0%
HELP DESK SUPPORT	2.00	1.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	21.00	20.00	24.50	23.50	22.50	(2.00)	(8.2%)
ONE STOP SHOP							
CODE ENFORCEMENT	6.37	5.57	5.52	5.52	6.32	.80	14.5%
COMPREHENSIVE PLANNING	3.25	3.25	3.10	3.10	3.10	-	0.0%
CUSTOMER SERVICES	10.00	10.00	9.00	9.00	9.00	-	0.0%
DRAINAGE ENFORCEMENT	1.58	1.38	1.38	1.38	1.58	.20	14.5%
DRAINAGE INSPECTION	8.00	8.00	8.00	8.00	8.00	-	0.0%
DRAINAGE REVIEW	6.00	7.00	7.00	7.00	7.00	-	0.0%
PERMIT INSPECTIONS	13.00	14.00	11.00	11.00	15.00	4.00	36.4%
PLAN REVIEW	12.00	14.00	14.00	14.00	14.00	-	0.0%
PLANNING AND ZONING	6.00	7.00	6.70	7.70	7.70	1.00	14.9%
ZONING ADJUDICATION	2.80	2.80	2.30	2.30	2.30	-	0.0%
PROGRAM TOTAL	69.00	73.00	68.00	69.00	74.00	6.00	8.8%
DEPARTMENT TOTAL	104.00	110.00	109.99	110.25	113.25	3.26	3.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	3.00	-	-	-	-	N/A
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Applications Development Mgr	-	-	1.00	-	-	(1.00)	(100.0%)
Applications Development Supv	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	5.00	4.00	4.00	4.00	5.00	1.00	25.0%
Database Administrator	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director	2.00	2.00	-	-	-	-	N/A
Deputy Director - Plng & Devel	-	-	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	11.00	13.00	14.00	14.00	14.00	-	0.0%
Development Svcs Technician	3.00	3.00	2.00	2.00	2.00	-	0.0%
Engineer	3.00	4.00	4.00	4.00	4.00	-	0.0%
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%
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
GIS Programmer/Analyst	3.00	3.00	2.00	2.00	2.00	-	0.0%
GIS Technician	1.00	1.00	.50	.50	.50	-	0.0%
Help Desk Coordinator	1.00	-	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager – Large	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	-	2.00	3.00	3.00	3.00	-	0.0%
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
Inspection Supervisor	3.00	4.00	3.00	3.00	4.00	1.00	33.3%
Inspector	15.00	15.00	13.00	13.00	16.00	3.00	23.1%
IS Project Manager - 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 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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Operations/Program Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	3.00	3.00	4.00	4.00	4.00	-	0.0%
Planner	7.00	7.00	6.00	7.00	7.00	1.00	16.7%
Planning Supervisor	3.00	4.00	4.00	4.00	4.00	-	0.0%
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	3.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	5.00	5.00	5.00	-	0.0%
RDSA Ombudsman	-	-	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	-	1.00	.49	.75	.75	.26	53.1%
Department Total	**104.00**	**110.00**	**109.99**	**110.25**	**113.25**	**3.26**	**3.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
226 PLANNING AND DEVELOPMENT FEES	104.00	110.00	109.99	110.25	113.25	3.26	3.0%
Department Total	**104.00**	**110.00**	**109.99**	**110.25**	**113.25**	**3.26**	**3.0%**

Significant Variance Analysis

The Regional Development Services Administration (RDSA) is increasing its Information Technologies staff due to the addition of the Facilities Maintenance Department to the Constellation.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease expenditures by $59,883 due to a decrease in subsidy required for the following General Fund activities: Code Enforcement, Comprehensive Planning, Drainage Enforcement, Planning and Zoning, Zoning and Adjudication.

Planning and Development Fees Fund (226)

- Decrease the expenditure budget by $27,609 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase Regular Benefits by $16,584 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee. The increase in benefits was offset by a reduction in other personnel costs resulting in a net impact of zero.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of code enforcement violation complaints initialized within 2 days of receipt	63.8%	78.8%	99.6%	68.7%	(10.2%)	-12.9%
Percent of code enforcement violation complaints completed	97.5%	100.0%	86.4%	100.0%	0.0%	0.0%
Percent of Development Master Plans and Comprehensive Plan Amendment cases completed	80.0%	100.0%	109.5%	100.0%	0.0%	0.0%
Percent of customer service actions performed	97.6%	97.3%	100.3%	97.2%	(0.1%)	-0.1%
Percent of Drainage Enforcement violation complaints completed	113.6%	104.2%	52.8%	106.3%	2.1%	2.0%
Percent of drainage inspections completed	99.5%	100.0%	99.3%	100.0%	0.0%	0.0%
Percent of finished floor drainage inspections completed within 24 hours of request	97.0%	99.4%	102.6%	99.7%	0.3%	0.3%
Percent of in-progress drainage inspections completed within 24 hours of request	90.2%	84.8%	101.2%	84.3%	(0.6%)	-0.7%
Percent of final drainage inspections completed within 24 hours of request	95.3%	95.7%	100.9%	95.7%	(0.0%)	-0.0%
Percent of pre-permit issuance drainage site inspections completed within three business days of request	97.9%	100.0%	102.2%	100.0%	0.0%	0.0%
Percent of drainage reviews completed	115.9%	128.1%	128.3%	125.0%	(3.1%)	-2.4%
Percent of non expedited drainage reviews processed through first plan review within 14 calendar days of application	58.7%	635.5%	145.1%	600.6%	(34.9%)	-5.5%

Program Results (continued)

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of expedited drainage reviews process through first plan review within one business day of application	98.8%	9.7%	24.0%	10.0%	0.4%	3.7%
Percent of building plans inspections completed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement, Subdivision and Pre-app cases completed	100.0%	104.3%	109.4%	105.5%	1.2%	1.2%
Percent of non expedited Building and Zoning Plan Reviews processed through first plan review within 14 days of application	38.8%	71.0%	109.6%	71.0%	(0.0%)	-0.1%
Percent of building and zoning plan reviews completed	69.3%	227.1%	134.7%	274.2%	47.0%	20.7%
Percent of expedited building and zoning plan reviews process through first plan review within 1 business days of application	96.6%	90.2%	97.8%	86.9%	(3.3%)	-3.6%
Percent of Variance, Temporary Use, or Text Amendment Cases Completed	86.7%	100.0%	80.4%	100.0%	0.0%	0.0%

Activities that comprise this program include:

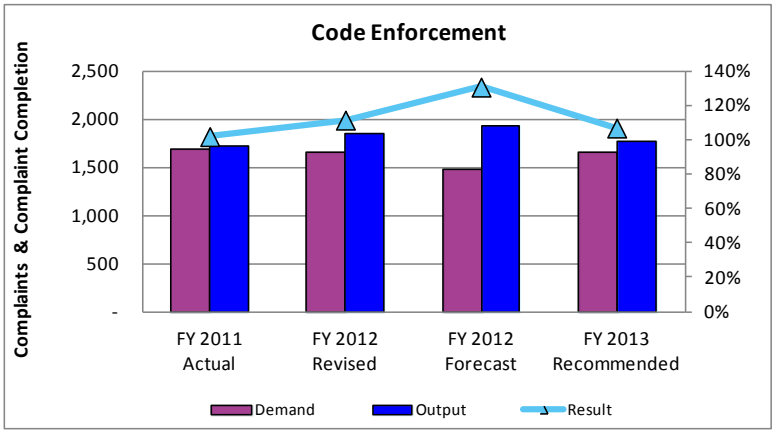
- Code Enforcement
- Comprehensive Planning
- Customer Services
- Drainage Enforcement
- Drainage Inspection
- Drainage Review
- Permit Inspections
- Plan Review
- Planning and Zoning
- Zoning and Adjudication

Code Enforcement Activity

The purpose of the Code Enforcement Activity is to provide inspection and enforcement services to Maricopa County property owners so they can experience resolution of complaint issues in a timely manner.

Mandates: A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county; A.R.S. §11-808 also establishes the County to appoint hearing officers to hear and determine zoning violations; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of code enforcement violation complaints initialized within 2 days of receipt of complaint	74.3%	111.5%	74.2%	66.7%	(44.9%)	-40.2%
Result	Percent of code enforcement violation complaints completed	102.0%	111.5%	130.7%	106.9%	(4.6%)	-4.1%
Result	Percent of code enforcement violation complaints inspected within 30 days of receipt of complaint	65.9%	N/A	89.9%	87.1%	N/A	N/A
Output	Number of code enforcement violation complaints initialized within 2 days of receipt of complaint	1,248	1,848	1,090	1,100	(748)	-40.5%
Output	Number of Code Enforcement violation complaints completed	1,713	1,848	1,920	1,764	(84)	-4.5%
Output	Number of code enforcement violation complaints inspected within 30 days of receipt of complaint	1,129	N/A	1,083	1,050	N/A	N/A
Demand	Number of Code Enforcement violation complaints	1,680	1,657	1,469	1,650	(7)	-0.4%
Demand	Number of code enforcement violation complaints requiring inspections	1,713	N/A	1,205	1,205	N/A	N/A
Efficiency	Cost per Code Enforcement complaint completed	$ 244.20	$ 247.60	$ 216.14	$ 266.95	$ (19.35)	-7.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 200,914	$ 88,000	$ 401,453	$ 109,239	$ 21,239	24.1%
	TOTAL SOURCES	$ 200,914	$ 88,000	$ 401,453	$ 109,239	$ 21,239	24.1%
Expenditure							
	100 - GENERAL	$ -	$ 355,968	$ 177,388	$ 371,705	$ (15,737)	-4.4%
	226 - PLANNING AND DEVELOPMENT FEES	418,323	101,604	237,597	99,196	2,408	2.4%
	TOTAL USES	$ 418,323	$ 457,572	$ 414,985	$ 470,901	$ (13,329)	-2.9%



Activity Narrative: The FY 2013 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.

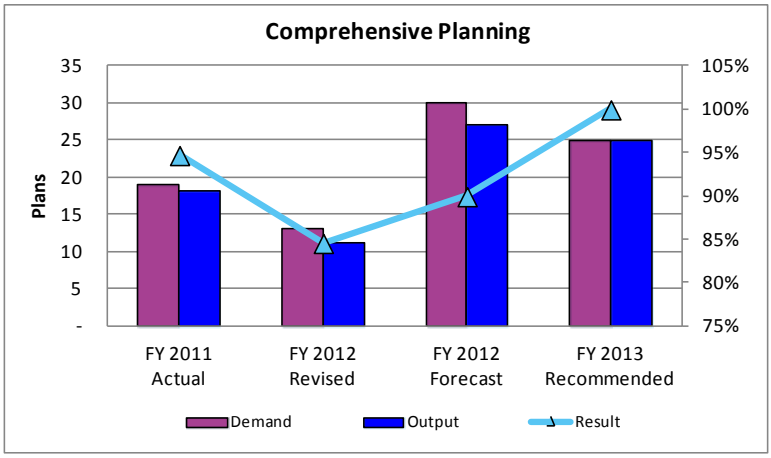
Comprehensive Planning Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Development Master Plans and Comprehensive Plan Amendment cases completed	94.7%	84.6%	90.0%	100.0%	15.4%	18.2%
Output	Number of Development Master Plans and Comprehensive Plan Admendments Completed	18	11	27	25	14	127.3%
Demand	Number of Development Master Plans and Comprehensive Plan Amendments Requested	19	13	30	25	12	92.3%
Efficiency	Cost per Development Master Plan and Comprehensive Plan Amendment Completed	$ 15,779.72	$ 25,797.91	$ 9,815.48	$ 11,137.52	$ 14,660.39	56.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 185,750	$ 94,130	$ 108,655	$ 91,031	$ (3,099)	-3.3%
	TOTAL SOURCES	$ 185,750	$ 94,130	$ 108,655	$ 91,031	$ (3,099)	-3.3%
Expenditure							
	100 - GENERAL	$ -	$ 198,203	$ 98,607	$ 191,797	$ 6,406	3.2%
	226 - PLANNING AND DEVELOPMENT FEES	284,035	85,574	166,411	86,641	(1,067)	-1.2%
	TOTAL USES	$ 284,035	$ 283,777	$ 265,018	$ 278,438	$ 5,339	1.9%



Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of demand for plan amendments. Large-scale commercial and residential development in the County is showing growth as there are large tracts of land being committed to solar energy plant projects. The increase in volume of these projects is improving the efficiency of the activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customer service actions performed	97.6%	97.4%	97.2%	97.1%	(0.4%)	-0.4%
Result	Percent of customers requesting service at the OSS counter that receive service within 30 minutes	94.4%	N/A	95.6%	96.4%	N/A	N/A
Output	Number of customer service actions performed	123,994	111,552	115,999	116,000	4,448	4.0%
Output	Number of customers requesting service at the OSS counter that receive service within 30 minutes	8,304	N/A	7,992	8,000	N/A	N/A
Demand	Number of customer service actions requested/required	127,099	114,479	119,369	119,500	5,021	4.4%
Demand	Number of customers requesting service at the OSS counter	8,801	N/A	8,359	8,300	N/A	N/A
Efficiency	Cost per customer service action performed	$ 4.22	$ 4.60	$ 4.23	$ 4.29	$ 0.30	6.6%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 40,840	$ 35,890	$ 41,880	$ 40,839	$ 4,949	13.8%
	TOTAL SOURCES	$ 40,840	$ 35,890	$ 41,880	$ 40,839	$ 4,949	13.8%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 523,433	$ 512,600	$ 490,887	$ 497,741	$ 14,859	2.9%
	TOTAL USES	$ 523,433	$ 512,600	$ 490,887	$ 497,741	$ 14,859	2.9%

Activity Narrative: The FY 2013 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 compared to the expectation which drove the FY 2012 Revised metrics. The increase in call volume has improved the efficiency in this activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of drainage enforcement violation complaints inspected within 30 days of receipt of complaint	77.6%	N/A	72.0%	72.1%	N/A	N/A
Result	Percent of Drainage Enforcement violation complaints completed	100.9%	97.1%	100.0%	100.0%	2.9%	3.0%
Output	Number of Drainage Enforcement violation complaints completed	338	336	521	520	184	54.8%
Output	Number of Drainage Enforcement violation complaints inspected within 30 days of receipt of complaint	260	N/A	375	375	N/A	N/A
Demand	Number of Drainage Enforcement violation complaints	335	346	521	520	174	50.3%
Efficiency	Cost per Drainage Enforcement complaint completed	$ 275.91	$ 281.59	$ 174.39	$ 194.50	$ 87.09	30.9%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 22,575	$ 22,000	$ 19,630	$ 13,654	$ (8,346)	-37.9%
	TOTAL SOURCES	$ 22,575	$ 22,000	$ 19,630	$ 13,654	$ (8,346)	-37.9%
Expenditure							
	100 - GENERAL	$ -	$ 68,613	$ 34,155	$ 86,803	$ (18,190)	-26.5%
	226 - PLANNING AND DEVELOPMENT FEES	93,256	26,002	56,703	14,337	11,665	44.9%
	TOTAL USES	$ 93,256	$ 94,615	$ 90,858	$ 101,140	$ (6,525)	-6.9%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for drainage violation complaint investigations. As with the Code Enforcement activity, the increase in demand is expected to result in improved efficiency in the department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of drainage inspections completed	100.6%	99.8%	100.0%	100.0%	0.2%	0.2%
Result	Percent of finished floor drainage inspections completed within 24 hours of request	N/A	N/A	95.1%	96.7%	N/A	N/A
Result	Percent of in-progress drainage inspections completed within 24 hours of request	N/A	N/A	92.0%	90.7%	N/A	N/A
Result	Percent of final drainage inspections completed within 24 hours of request	N/A	N/A	95.9%	96.3%	N/A	N/A
Result	Percent of pre-permit issuance drainage site inspections completed within three business days of request	N/A	N/A	94.9%	95.2%	N/A	N/A
Output	Number of drainage inspections completed	4,939	4,838	5,505	5,500	662	13.7%
Demand	Number of drainage inspections scheduled/requested	4,911	4,846	5,505	5,500	654	13.5%
Demand	Number of pre-permit issuance drainage site inspections requested	N/A	N/A	1,054	1,050	N/A	N/A
Demand	NUmber of in progress drainage plans inspections requested	N/A	N/A	427	430	N/A	N/A
Demand	Number of finished floor drainage plan inspections requested	N/A	N/A	609	600	N/A	N/A
Demand	Number of final drainage plan inspection requested	N/A	N/A	3,415	3,400	N/A	N/A
Efficiency	Cost per drainage inspection completed	$ 123.37	$ 123.58	$ 112.06	$ 108.67	$ 14.91	12.1%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 440,138	$ 391,232	$ 442,310	$ 445,299	$ 54,067	13.8%
	TOTAL SOURCES	$ 440,138	$ 391,232	$ 442,310	$ 445,299	$ 54,067	13.8%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 609,345	$ 597,873	$ 616,894	$ 597,684	$ 189	0.0%
	TOTAL USES	$ 609,345	$ 597,873	$ 616,894	$ 597,684	$ 189	0.0%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand for drainage inspections, including re-inspections. The expected increase in the number of inspections in FY 2013 will improve efficiency for the Department.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of drainage reviews completed	85.7%	125.9%	76.3%	77.1%	(48.8%)	-38.8%
Result	Percent of non expedited drainage reviews processed through first plan review within 14 calendar days of application	58.7%	85.3%	85.3%	86.2%	0.9%	1.0%
Result	Percent of expedited drainage reviews process through first plan review within 1 business day of application	98.8%	N/A	100.0%	100.0%	N/A	N/A
Output	Number of drainage reviews completed	3,246	4,895	3,115	3,115	(1,780)	-36.4%
Demand	Number of drainage reviews requested	3,788	3,888	4,080	4,040	152	3.9%
Demand	Number of non expedited drainage reviews requested	3,545	2,182	3,740	3,700	1,518	69.6%
Demand	Number of expedited drainage reviews requested	243	N/A	340	340	N/A	N/A
Efficiency	Cost per drainage review completed	$ 152.57	$ 226.62	$ 261.17	$ 292.61	$ (65.99)	-29.1%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,417,431	$ 781,602	$ 1,136,630	$ 912,138	$ 130,536	16.7%
	TOTAL SOURCES	$ 1,417,431	$ 781,602	$ 1,136,630	$ 912,138	$ 130,536	16.7%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 495,232	$ 1,109,309	$ 813,539	$ 911,492	$ 197,817	17.8%
	TOTAL USES	$ 495,232	$ 1,109,309	$ 813,539	$ 911,492	$ 197,817	17.8%

Activity Narrative: The FY 2013 budget supports the Department in meeting 86% 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 2013 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of building plans site inspections completed within 24 hours of request	96.8%	N/A	96.3%	96.5%	N/A	N/A
Result	Percent of building plans inspections completed	100.0%	100.0%	99.3%	99.2%	(0.9%)	-0.9%
Result	Percent of building plan reinspections completed within 24 hours of request	100.0%	N/A	100.0%	100.0%	N/A	N/A
Result	Percent of building plan final inspections completed within 24 hours of request	96.6%	N/A	96.0%	95.5%	N/A	N/A
Result	Percent of expedited building plan inspections completed within 24 hours of request	98.3%	N/A	98.4%	98.4%	N/A	N/A
Output	Number of plans inspections completed	20,869	20,219	24,214	24,200	3,981	19.7%
Demand	Number of plans inspections requested	20,875	20,209	24,394	24,400	4,191	20.7%
Demand	Number of building plan site inspections requested	12,867	N/A	14,252	14,200	N/A	N/A
Demand	Number of building plan reinspections requested	97	N/A	19	20	N/A	N/A
Demand	Number of building plan final inspections requested	5,250	N/A	6,173	6,175	N/A	N/A
Demand	Number of expedited building plans requested	2,890	N/A	4,246	4,250	N/A	N/A
Efficiency	Cost per plans inspection completed	$ 46.35	$ 47.65	$ 39.46	$ 44.89	$ 2.76	5.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,567,092	$ 4,005,343	$ 3,923,320	$ 4,036,268	$ 30,925	0.8%
	235 - DEL WEBB	-	9,108	4,348	9,108	-	0.0%
	TOTAL SOURCES	$ 2,567,092	$ 4,014,451	$ 3,927,668	$ 4,045,376	$ 30,925	0.8%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 967,545	$ 962,992	$ 962,630	$ 1,095,263	$ (132,271)	-13.7%
	TOTAL USES	$ 967,545	$ 962,992	$ 962,630	$ 1,095,263	$ (132,271)	-13.7%

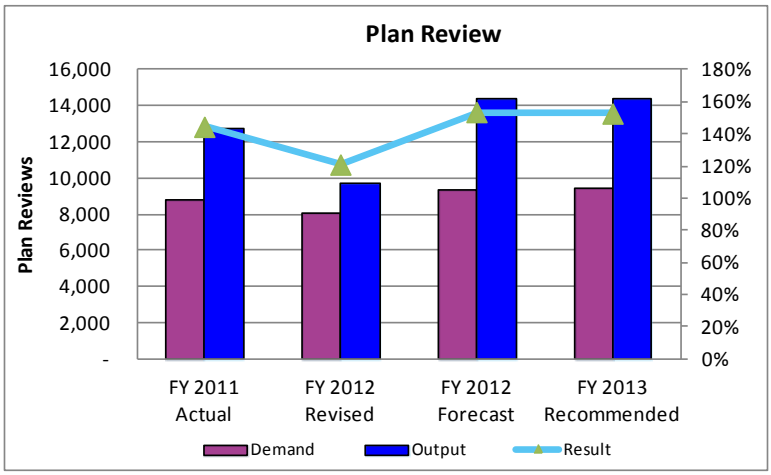
Activity Narrative: The FY 2013 budget supports the Department in meeting 99% of the demand, including building re-inspections. The Department is experiencing an increase in demand for inspections and as a result is expecting to experience an improvement in efficiency.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of non expedited Building and Zoning Plan Reviews processed through first plan review within 14 days of application	38.8%	N/A	74.9%	75.6%	N/A	N/A
Result	Percent of building and zoning plan reviews completed	144.4%	120.9%	153.6%	152.7%	31.7%	26.2%
Result	Percent of expedited building and zoning plan reviews process through first plan review within 1 business days of application	100.0%	N/A	100.0%	100.0%	N/A	N/A
Output	Number of building and zoning plan reviews completed	12,750	9,725	14,359	14,350	4,625	47.6%
Demand	Number of building and zoning plan reviews requested	8,830	8,042	9,350	9,400	1,358	16.9%
Demand	Number of non expedited building and zoning plan reviews requested	8,344	N/A	8,671	8,600	N/A	N/A
Demand	Number of expedited building and zoning plan review requested	486	N/A	679	679	N/A	N/A
Efficiency	Cost per building and zoning plan review completed	$ 103.32	$ 160.67	$ 100.78	$ 100.61	$ 60.06	37.4%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,846,419	$ 2,175,947	$ 1,846,825	$ 1,909,085	$ (266,862)	-12.3%
	TOTAL SOURCES	$ 1,846,419	$ 2,175,947	$ 1,846,825	$ 1,909,085	$ (266,862)	-12.3%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,317,377	$ 1,562,515	$ 1,447,074	$ 1,443,713	$ 118,802	7.6%
	235 - DEL WEBB	-	2	1	-	2	100.0%
	TOTAL USES	$ 1,317,377	$ 1,562,517	$ 1,447,075	$ 1,443,713	$ 118,804	7.6%



Activity Narrative: The FY 2013 budget supports the Department in meeting 76% of non-expedited plan reviews processed within 14 calendar days of application, as well as 100% of expedited plan reviews completed in one business day. Revised building plans are typically submitted in response to initial review comments. The Department has a few large projects, including various solar energy plants, which impact the plan review workload. The increase in expected revenue includes additional inspections for County funded large capital projects.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Entitlement, Subdivision and Pre-app cases completed	84.4%	103.3%	89.9%	91.7%	(11.6%)	-11.2%
Result	Percent of Entitlement/Subdivision/Pre App cases initially processed within 15 business days of application	100.0%	N/A	100.0%	100.0%	N/A	N/A
Output	Number of Entitlement, Subdivision and Pre-app cases completed	342	444	1,375	1,375	931	209.7%
Demand	Number of Entitlement, Subdivision and Pre-app cases applied	405	430	1,529	1,500	1,070	248.8%
Efficiency	Cost per Entitlement and Subdivision case completed	$ 1,554.38	$ 1,402.53	$ 424.82	$ 441.61	$ 960.92	68.5%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 341,695	$ 380,000	$ 325,110	$ 432,400	$ 52,400	13.8%
	TOTAL SOURCES	$ 341,695	$ 380,000	$ 325,110	$ 432,400	$ 52,400	13.8%
Expenditure							
	100 - GENERAL	$ -	$ 131,230	$ 64,774	$ 168,548	$ (37,318)	-28.4%
	226 - PLANNING AND DEVELOPMENT FEES	531,598	491,492	519,349	438,667	52,825	10.7%
	TOTAL USES	$ 531,598	$ 622,722	$ 584,123	$ 607,215	$ 15,507	2.5%

Activity Narrative: The FY 2013 budget supports the Department in meeting 92% 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. The increase in demand is also expected to significantly improve the efficiency in this activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Variance, Temporary Use, or Text Amendment Cases Completed	130.7%	124.0%	127.9%	127.9%	3.9%	3.2%
Result	Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively within 75 business days of application	100.0%	N/A	100.0%	100.0%	N/A	N/A
Output	Number of Variance, Temporary Use, or Text Amendments Completed	98	119	211	211	92	77.3%
Output	Number of Variance and Other Board of Adjustment Cases Processed to Public Hearing or Approved Administratively within 75 Days of Application	32	N/A	39	39	N/A	N/A
Demand	Number of Variance, Temporary Use or Text Amendments Applied/Requested	75	96	165	165	69	71.9%
Demand	Number of Variance and Other Board of Adjustment Cases Requested	32	N/A	39	39	N/A	N/A
Efficiency	Cost per Variance, Temporary Use, or Text Amendments Completed	$ 2,054.58	$ 1,507.31	$ 843.73	$ 853.26	$ 654.06	43.4%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 24,240	$ 30,000	$ 28,360	$ 50,215	$ 20,215	67.4%
	TOTAL SOURCES	$ 24,240	$ 30,000	$ 28,360	$ 50,215	$ 20,215	67.4%
Expenditure							
	100 - GENERAL	$ -	$ 174,101	$ 86,716	$ 49,379	$ 124,722	71.6%
	226 - PLANNING AND DEVELOPMENT FEES	201,349	5,269	91,311	130,658	(125,389)	-2379.7%
	TOTAL USES	$ 201,349	$ 179,370	$ 178,027	$ 180,037	$ (667)	-0.4%

Activity Narrative: The FY 2013 budget supports the Department in meeting all of the demand for review of variance, temporary use, and text amendment applications, as well as reducing backlogged review requests. Demand is expected to increase significantly due to an increase in the number of large projects such as the solar energy projects.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,015,855**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (380)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(380)*	-
FY 2012 Revised Budget		**$ 1,015,475**	**$ -**
Adjustments:			
Restatements		**$ (87,360)**	**$ -**
Green Government to County Manager		*(87,360)*	-
FY 2013 Budget Target		**$ 928,115**	**$ -**
Adjustments:			
Fees and Other Revenues		**$ (59,883)**	**$ -**
ProgRevenue Volume Inc/Dec		*(59,883)*	-
FY 2013 Recommended Budget		**$ 868,232**	**$ -**
Percent Change from Target Amount		*-6.5%*	

Planning and Development Fees Fund (226)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 7,844,791**	**$ 7,874,883**
FY 2012 Revised Budget	**$ 7,844,791**	**$ 7,874,883**
Adjustments:		
Employee Salary Adjustments	**$ (27,609)**	**$ -**
Adjust Hours Per FTE	*(27,609)*	*-*
FY 2013 Budget Target	**$ 7,817,182**	**$ 7,874,883**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 16,584**	**$ -**
Retirement Contributions	*16,584*	*-*
Base Adjustments	**$ (16,584)**	**$ -**
Personnel Savings	*(16,584)*	*-*
FY 2013 Recommended Budget	**$ 7,817,182**	**$ 7,874,883**
Percent Change from Target Amount	*0.0%*	*0.0%*

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ 467,961**	**$ 129,261**
FY 2012 Revised Budget	**$ 467,961**	**$ 129,261**
Adjustments:		
Non Recurring	**$ (467,961)**	**$ (129,261)**
Other Non-Recurring	*(467,961)*	*(129,261)*
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 360**	**$ -**
Retirement Contributions	*360*	*-*
Fees and Other Revenues	**$ 184,925**	**$ 185,285**
ProgRevenue Volume Inc/Dec	*184,925*	*185,285*
Non Recurring	**$ 171,857**	**$ -**
Other Non-Recurring	*171,857*	*-*
Technology Refresh		
FY 2013 Recommended Budget	**$ 357,142**	**$ 185,285**

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,811,095	$ 1,971,122	$ 1,971,122	$ 2,127,013	$ 2,335,680
Sources:					
Operating	$ 6,978,956	$ 7,874,883	$ 7,874,883	$ 8,169,672	$ 7,874,883
Non-Recurring	170,498	129,261	129,261	112,056	185,285
Total Sources:	$ 7,149,454	$ 8,004,144	$ 8,004,144	$ 8,281,728	$ 8,060,168
Uses:					
Operating	$ 7,545,142	$ 7,844,791	$ 7,844,791	$ 7,711,441	$ 7,817,182
Non-Recurring	288,394	467,961	467,961	361,620	357,142
Total Uses:	$ 7,833,536	$ 8,312,752	$ 8,312,752	$ 8,073,061	$ 8,174,324
Structural Balance	$ (566,186)	$ 30,092	$ 30,092	$ 458,231	$ 57,701
Ending Spendable Fund Balance:					
Committed	2,127,013	1,662,514	1,662,514	2,335,680	2,221,524
Total Ending Spendable Fund Balance	$ 2,127,013	$ 1,662,514	$ 1,662,514	$ 2,335,680	$ 2,221,524

Del Webb Fund (235)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 235**	**$ 9,108**
FY 2012 Revised Budget	**$ 235**	**$ 9,108**
FY 2013 Budget Target	**$ 235**	**$ 9,108**
Adjustments:		
Fees and Other Revenues	**$ 24**	**$ -**
ProgRevenue Volume Inc/Dec	*24*	*-*
FY 2013 Recommended Budget	**$ 259**	**$ 9,108**
Percent Change from Target Amount	*10.2%*	*0.0%*

Del Webb Special Fund (235) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 507,152	$ 512,586	$ 512,586	$ 509,712	$ 515,166
Sources:					
Operating	$ 4,189	$ 9,108	$ 9,108	$ 5,688	$ 9,108
Total Sources:	$ 4,189	$ 9,108	$ 9,108	$ 5,688	$ 9,108
Uses:					
Operating	$ 1,628	$ 235	$ 235	$ 234	$ 259
Total Uses:	$ 1,628	$ 235	$ 235	$ 234	$ 259
Structural Balance	$ 2,561	$ 8,873	$ 8,873	$ 5,454	$ 8,849
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 509,712	$ 521,459	$ 521,459	$ 515,166	$ 524,015
Total Ending Spendable Fund Balance	$ 509,712	$ 521,459	$ 521,459	$ 515,166	$ 524,015

Procurement Services

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of Procurement Services is to provide innovative, cost-effective, and quality services to County Agencies through a strategic and systematic approach to procurement so they can get the right product at the right time at the right price.

Vision

Working together to deliver value.

Strategic Goals

Sustainable Environment

By June 30, 2015, achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Procurement Services.

Status: New goal for FY 2013.

Sustainable Environment

By June 30, 2015, Procurement Services will have the ability to classify at least 80% of its managed spend into market categories to leverage buying power realized through aggregation of requirements.

Status: New goal for FY 2013.

Sustainable Environment

By June 30, 2016 100% of new contracts for commodities will be written to include acceptable environmental sustainability standards consistent with Board policy.

Status: New goal for FY 2013.

Sustainable Environment

By June 30, 2016 80% of new construction project contracts will include acceptable environmental sustainability standards consistent with Board policy.

Status: New goal for FY 2013.

Sustainable Environment

By June 30, 2016, 80% of requests for records services will be completed within 7 business days.

Status: New goal for FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
PCPT - PROCUREMENT SERVICES	$ 1,011,784	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
73BS - BUSINESS SERVICES	$ 1,011,784	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
PRNT - PRINTING SERVICES	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
73PR - PRINTING SERVICES PROGRAM	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
TOTAL PROGRAMS	**$ 1,825,742**	**$ 1,264,644**	**$ 1,264,644**	**$ 1,240,462**	**$ 1,043,464**	**$ (221,180)**	**-17.5%**
USES							
BENT - SMALL BUSINESS ENTERPRISE	$ 4,344	$ 44,093	$ 43,940	$ 37,365	$ -	$ 43,940	100.0%
PCPT - PROCUREMENT SERVICES	1,560,230	1,855,323	2,051,837	1,520,772	2,250,404	(198,567)	-9.7%
73BS - BUSINESS SERVICES	$ 1,564,574	$ 1,899,416	$ 2,095,777	$ 1,558,137	$ 2,250,404	$ (154,627)	-7.4%
PRNT - PRINTING SERVICES	$ 703,231	$ 717,152	$ 714,839	$ 653,241	$ 679,479	$ 35,360	4.9%
73PR - PRINTING SERVICES PROGRAM	$ 703,231	$ 717,152	$ 714,839	$ 653,241	$ 679,479	$ 35,360	4.9%
RMPT - RECORDS MANAGEMENT	$ 14,702	$ 19,942	$ 19,870	$ 18,412	$ 20,458	$ (588)	-3.0%
73RM - RECORDS MANAGEMENT	$ 14,702	$ 19,942	$ 19,870	$ 18,412	$ 20,458	$ (588)	-3.0%
ODIR - EXECUTIVE MANAGEMENT	$ 256,694	$ 215,182	$ 214,126	$ 207,749	$ 210,201	$ 3,925	1.8%
99AS - ADMINISTRATIVE SERVICES	$ 256,694	$ 215,182	$ 214,126	$ 207,749	$ 210,201	$ 3,925	1.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 67,416	$ 42,977	$ 42,977	$ 44,975	$ 54,904	$ (11,927)	-27.8%
GGOV - GENERAL GOVERNMENT	51,440	-	2,313	-	-	2,313	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	7,805	9,567	9,567	25,538	27,300	(17,733)	-185.4%
99GV - GENERAL GOVERNMENT	$ 126,661	$ 52,544	$ 54,857	$ 70,513	$ 82,204	$ (27,347)	-49.9%
TOTAL PROGRAMS	**$ 2,665,862**	**$ 2,904,236**	**$ 3,099,469**	**$ 2,508,052**	**$ 3,242,746**	**$ (143,277)**	**-4.6%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 794,004	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
SUBTOTAL	$ 794,004	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 1,031,738	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
SUBTOTAL	$ 1,031,738	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
ALL REVENUES	$ 1,825,742	$ 1,264,644	$ 1,264,644	$ 1,240,462	$ 1,043,464	$ (221,180)	-17.5%
TOTAL SOURCES	$ 1,825,742	$ 1,264,644	$ 1,264,644	$ 1,240,462	$ 1,043,464	$ (221,180)	-17.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,580,940	$ 1,760,649	$ 1,876,801	$ 1,551,854	$ 1,952,978	$ (76,177)	-4.1%
0710 - OVERTIME	1,096	-	-	133	150	(150)	N/A
0750 - FRINGE BENEFITS	487,400	633,042	649,457	535,517	714,106	(64,649)	-10.0%
0790 - OTHER PERSONNEL SERVICES	54,630	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(22,927)	(65,026)	(65,026)	(35,318)	(47,174)	(17,852)	-27.5%
0796 - PERSONNEL SERVICES ALLOC-IN	-	39,836	39,836	16,596	21,984	17,852	44.8%
SUBTOTAL	$ 2,101,139	$ 2,368,501	$ 2,501,068	$ 2,068,782	$ 2,642,044	$ (140,976)	-5.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 299,969	$ 165,833	$ 172,499	$ 236,555	$ 226,660	$ (54,161)	-31.4%
0803 - FUEL	390	1,020	1,020	699	900	120	11.8%
0804 - NON-CAPITAL EQUIPMENT	2,950	-	20,000	-	-	20,000	100.0%
SUBTOTAL	$ 303,309	$ 166,853	$ 193,519	$ 237,254	$ 227,560	$ (34,041)	-17.6%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ 3,000	$ 3,000	$ 1,250	$ 3,000	$ -	0.0%
0812 - OTHER SERVICES	134,507	71,910	96,910	48,964	75,200	21,710	22.4%
0820 - RENT & OPERATING LEASES	4,389	9,900	9,900	4,506	14,900	(5,000)	-50.5%
0825 - REPAIRS AND MAINTENANCE	34,944	148,060	148,060	15,147	128,486	19,574	13.2%
0839 - INTERNAL SERVICE CHARGES	8,175	106,625	110,957	110,957	102,523	8,434	7.6%
0841 - TRAVEL	5,497	11,183	11,183	8,020	13,235	(2,052)	-18.3%
0842 - EDUCATION AND TRAINING	4,521	13,550	20,218	8,684	32,464	(12,246)	-60.6%
0843 - POSTAGE/FREIGHT/SHIPPING	1,963	1,702	1,702	1,591	3,334	(1,632)	-95.9%
SUBTOTAL	$ 193,996	$ 365,930	$ 401,930	$ 199,119	$ 373,142	$ 28,788	7.2%
CAPITAL							
0950 - DEBT SERVICE	$ 2	$ 2,952	$ 2,952	$ 2,897	$ -	$ 2,952	100.0%
SUBTOTAL	$ 2	$ 2,952	$ 2,952	$ 2,897	$ -	$ 2,952	100.0%
ALL EXPENDITURES	$ 2,598,446	$ 2,904,236	$ 3,099,469	$ 2,508,052	$ 3,242,746	$ (143,277)	-4.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 67,416	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 67,416	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 2,665,862	$ 2,904,236	$ 3,099,469	$ 2,508,052	$ 3,242,746	$ (143,277)	-4.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 1,011,784	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
FUND TOTAL SOURCES	$ 1,011,784	$ 457,849	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
673 REPROGRAPHICS							
OPERATING	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
FUND TOTAL SOURCES	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464	$ (45,331)	-5.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,825,742	$ 1,264,644	$ 1,264,644	$ 1,240,462	$ 1,043,464	$ (221,180)	-17.5%
DEPARTMENT TOTAL SOURCES	$ 1,825,742	$ 1,264,644	$ 1,264,644	$ 1,240,462	$ 1,043,464	$ (221,180)	-17.5%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 1,775,903	$ 1,997,969	$ 2,146,814	$ 1,729,112	$ 2,371,282	$ (224,468)	-10.5%
NON-RECURRING	60,108	101,934	148,322	59,411	110,000	38,322	25.8%
FUND TOTAL USES	$ 1,836,011	$ 2,099,903	$ 2,295,136	$ 1,788,523	$ 2,481,282	$ (186,146)	-8.1%
673 REPROGRAPHICS							
OPERATING	$ 738,411	$ 804,333	$ 804,333	$ 719,529	$ 761,464	$ 42,869	5.3%
NON-RECURRING	91,440	-	-	-	-	-	N/A
FUND TOTAL USES	$ 829,851	$ 804,333	$ 804,333	$ 719,529	$ 761,464	$ 42,869	5.3%
DEPARTMENT OPERATING TOTAL USES	$ 2,514,314	$ 2,802,302	$ 2,951,147	$ 2,448,641	$ 3,132,746	$ (181,599)	-6.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 151,548	$ 101,934	$ 148,322	$ 59,411	$ 110,000	$ 38,322	25.8%
DEPARTMENT TOTAL USES	$ 2,665,862	$ 2,904,236	$ 3,099,469	$ 2,508,052	$ 3,242,746	$ (143,277)	-4.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.65	1.65	1.65	1.65	1.65	-	0.0%
PROGRAM TOTAL	1.65	1.65	1.65	1.65	1.65	-	0.0%
BUSINESS SERVICES							
PROCUREMENT SERVICES	22.65	22.80	26.80	26.80	28.15	1.35	5.0%
SMALL BUSINESS ENTERPRISE	.50	.35	.35	.35	-	(.35)	(100.0%)
PROGRAM TOTAL	23.15	23.15	27.15	27.15	28.15	1.00	3.7%
PRINTING SERVICES PROGRAM							
PRINTING SERVICES	9.00	9.00	9.00	8.00	9.00	-	0.0%
PROGRAM TOTAL	9.00	9.00	9.00	8.00	9.00	-	0.0%
RECORDS MANAGEMENT							
RECORDS MANAGEMENT	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.20	.20	.20	.20	.20	-	0.0%
DEPARTMENT TOTAL	34.00	34.00	38.00	37.00	39.00	1.00	2.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Materials Management	-	-	1.00	1.00	1.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	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%
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	4.00	4.00	5.00	5.00	5.00	-	0.0%
Operations/Program Supervisor	1.50	-	-	-	-	-	N/A
Procurement Officer - County	9.00	9.50	10.50	10.50	11.50	1.00	9.5%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Supervisor -County	2.50	2.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	6.00	6.00	6.00	5.00	6.00	-	0.0%
Strategic Procurement Consultant - County	-	.50	.50	.50	.50	-	0.0%
Department Total	**34.00**	**34.00**	**38.00**	**37.00**	**39.00**	**1.00**	**2.6%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	25.00	25.00	29.00	29.00	30.00	1.00	3.4%
673 REPROGRAPHICS	9.00	9.00	9.00	8.00	9.00	-	0.0%
Department Total	**34.00**	**34.00**	**38.00**	**37.00**	**39.00**	**1.00**	**2.6%**

Significant Variance Analysis

1.0 FTE Procurement Officer is reallocated from the Public Health Department to the Procurement Services Department for the workload of Article 3 in FY 2013.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $6,169 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Increase expenditure budget by $82,747 as a result of a reallocation of staff between Public Health and Procurement Services.
- Increase expenditures budget by $147,890 as a result of Procurement Services assuming all County duties and workload for Article 5.

General Fund (100) Non Recurring

- Decrease expenditure budget by $194 due to reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.
- Decrease expenditure budget by $148,128 as a result of Procurement Services assuming the duties and workload for Article 5.

Reprographics (673)

- Decrease expenditure budget by $1,608 due to reduction in the number of payroll hours from 2088 in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $15,445 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Benefits and Personnel Savings by $15,545 to offset increase in Retirement & Benefits.
- Reduce Revenue by $175,849 as a result of a reduction in procurement card & office supply rebates.

General Fund (100) Non Recurring

- Increase Regular Benefits by $405 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Budgeted expenditures of $49,834 as a result of a carry-over from FY 2012 for Article 5.
- Budgeted expenditures of $59,761 for Contract Monitor.

Reprographics (673)

- Decrease Personnel Services by $36,258 due to reduction of Allocation In of $17,852 for administrative services from the General Fund combined with an $18,406 reduction in salary and benefits as a result of the change in the rate for vacant 1.0 FTE Reprographic Technician.
- Increase General Supplies by $49,025 based on the continued increase in the prices for printing supplies and FY 2012 Forecast.
- Decrease expenditures for Services by $27,169 includes $120 for Fuel, $7,000 for Other Services, $18,424 for Repairs & Maintenance, $1,625 for Education and Training based on FY 2012 Forecast.
- Decrease Debt Services by $2,952 as debt is paid off in FY 2012.
- Increase Internal Service Charges by $12,791 to align with FY 2013 Risk Management & Telecom charges.
- Increase Personnel Savings by $39,906 to provide structural balance.
- Decrease revenue by $45,331 due to the expected decline in request for reprographic services from County departments in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement	93.0%	95.7%	95.7%	95.7%	0.0%	0.0%
Percentage of expenditure for goods/services/construction managed through procurement services.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of new contracts written to include acceptable environmental standards consitent with Board policy.	N/A	N/A	N/A	50.0%	N/A	N/A
Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	N/A	N/A	50.0%	N/A	N/A

Activities that comprise this program include:

- Printing Services
- Procurement Services
- Records Management Services

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	N/A	N/A	N/A	87.0%	N/A	N/A
Output	Number of requests for Print Services completed	N/A	N/A	N/A	500	N/A	N/A
Demand	Number of Print Services requested	N/A	N/A	N/A	500	N/A	N/A
Efficiency	Cost per Print Services request completed	N/A	N/A	N/A	$ 1,358.96	N/A	N/A
Revenue							
	673 - REPROGRAPHICS	$ 813,958	$ 806,795	$ 692,399	$ 761,464	$ (45,331)	-5.6%
	TOTAL SOURCES	$ 813,958	$ 806,795	$ 692,399	$ 761,464	$ (45,331)	-5.6%
Expenditure							
	673 - REPROGRAPHICS	$ 703,231	$ 714,839	$ 624,152	$ 679,479	$ 35,360	4.9%
	TOTAL USES	$ 703,231	$ 714,839	$ 624,152	$ 679,479	$ 35,360	4.9%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	93.0%	95.7%	95.7%	95.7%	0.0%	0.0%
Result	Percentage of expenditure for goods/services/construction managed through procurement services.	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of new contracts written to include acceptable environmental standards consitent with Board policy. language	N/A	N/A	N/A	50.0%	N/A	N/A
Result	Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Value of competively sourced Purchase Orders.	N/A	N/A	N/A	320,000,000	N/A	N/A
Output	Number of new contracts with acceptable environmental standards consistent with Board policy.	N/A	N/A	N/A	60	N/A	N/A
Output	Number of new construction projects meeting acceptable environmental sustainability standards consistent with Board policy.	N/A	N/A	N/A	60	N/A	N/A
Output	Number of new contracts provided	N/A	N/A	N/A	150	N/A	N/A
Demand	Number of new construction project contracts requested.	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of new contracts for goods/services requested	N/A	N/A	N/A	150	N/A	N/A
Demand	Number of new contracts for construction project requested	N/A	N/A	N/A	100	N/A	N/A
Demand	Dollar value of expenditures for goods/services/construction.	N/A	N/A	N/A	500,000,000	N/A	N/A
Efficiency	Cost per new contract provided	N/A	N/A	N/A	$ 15,002.69	N/A	N/A
Revenue							
	100 - GENERAL	$ 1,011,784	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
	TOTAL SOURCES	$ 1,011,784	$ 457,849	$ 520,933	$ 282,000	$ (175,849)	-38.4%
Expenditure							
	100 - GENERAL	$ 1,560,230	$ 2,051,837	$ 1,520,772	$ 2,250,404	$ (198,567)	-9.7%
	TOTAL USES	$ 1,560,230	$ 2,051,837	$ 1,520,772	$ 2,250,404	$ (198,567)	-9.7%

Activity Narrative: The activity measures are new for FY 2013; therefore no historical comparison is possible.

Note: The revenue is decreasing due to a decrease in rebates from the usage of P-Cards and office supply purchases by the County. This revenue reduction is offset by discounts given at the point of sale.

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.

- Budget Salary and Regular Benefits of $55,112 for a Contract Monitor position. This position identified $725,000 in savings in FY 2011 which are presently in resolution. The Department forecasted similar potential savings in FY 2012 which will require resolution in FY 2013.
- Budget $45,000 in Other Services 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of requests for service fulfilled within 7 days	N/A	N/A	N/A	72.0%	N/A	N/A
Output	Number of requests for records management services fulfilled within 7 days	N/A	N/A	N/A	72	N/A	N/A
Output	Number of records management services provided	N/A	N/A	N/A	100	N/A	N/A
Demand	Requests for services	N/A	N/A	N/A	100	N/A	N/A
Efficiency	Cost per records management services provided	N/A	N/A	N/A	$ 204.58	N/A	N/A
Expenditure							
	100 - GENERAL	$ 14,702	$ 19,870	$ 18,524	$ 20,458	$ (588)	-3.0%
	TOTAL USES	$ 14,702	$ 19,870	$ 18,524	$ 20,458	$ (588)	-3.0%

Activity Narrative: The activity measures are new in FY 2013; therefore, no historical comparison is possible.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,997,969**	**$ 457,849**
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		**$ (9,045)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(9,045)*	-
Supplemental Funding			
Mid Year Adjustments		**$ 157,890**	**$ -**
Article 5 Administration	*C-20-12-025-M-00*	*157,890*	-
FY 2012 Revised Budget		**$ 2,146,814**	**$ 457,849**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (6,169)**	**$ -**
Adjust Hours Per FTE		*(6,169)*	-
Reallocations		**$ 82,747**	**$ -**
Reallocation Between Depts		*82,747*	-
Supplemental Funding			
Mid Year Adjustments		**$ 147,890**	**$ -**
Article 5 Administration	*C-20-12-025-M-00*	*147,890*	-
FY 2013 Budget Target		**$ 2,371,282**	**$ 457,849**
Adjustments:			
Employee Retirement and Benefits		**$ 15,445**	**$ -**
Retirement Contributions		*15,445*	-
Base Adjustments		**$ (15,445)**	**$ -**
Personnel Savings		*(15,445)*	-
Fees and Other Revenues		**$ -**	**$ (175,849)**
ProgRevenue Volume Inc/Dec		*-*	*(175,849)*
FY 2013 Recommended Budget		**$ 2,371,282**	**$ 282,000**
Percent Change from Target Amount		*0.0%*	*-38.4%*

General Fund (100) continued

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 101,934**	**$ -**
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		**$ (280)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(280)*	-
Supplemental Funding			
Mid Year Adjustments		**$ 46,668**	**$ -**
Article 5 Administration	*C-20-12-025-M-00*	*46,668*	-
FY 2012 Revised Budget		**$ 148,322**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (194)**	**$ -**
Adjust Hours Per FTE		*(194)*	-
Non Recurring		**$ (148,128)**	**$ -**
Other Non-Recurring		*(148,128)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ 405**	**$ -**
Retirement Contributions		*405*	-
Non Recurring		**$ 109,595**	**$ -**
Non Recurring Carry Forward		*49,834*	-
Other Non-Recurring		*59,761*	-
FY 2013 Recommended Budget		**$ 110,000**	**$ -**
Percent Change from Target Amount			

Reprographics Fund (673)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 804,333**	**$ 806,795**
FY 2012 Revised Budget			**$ 804,333**	**$ 806,795**
Adjustments:				
Employee Salary Adjustments			**$ (1,608)**	**$ -**
Adjust Hours Per FTE			*(1,608)*	-
FY 2013 Budget Target			**$ 802,725**	**$ 806,795**
Adjustments:				
Employee Retirement and Benefits			**$ 3,208**	**$ -**
Retirement Contributions			*3,208*	-
Base Adjustments			**$ (44,469)**	**$ -**
Other Base Adjustments			*(17,354)*	-
Decrease in Personnel Services	*$*	*(36,258)*		
Increase General Supplies based on FY 2012 Forecast		*49,025*		
Decrease in Services based on FY 2012 Forecast		*(27,169)*		
Decrease Debt Service as debt is paid off in FY 2012		*(2,952)*		
Internal Service Charges			*12,791*	-
Increase Internal Service charges to align with FY 2013 Risk Management & Telecom		*12,791*		
Personnel Savings			*(39,906)*	-
Increase Personnel Savings to provide structural balance		*(39,906)*		
Fees and Other Revenues			**$ -**	**$ (45,331)**
ProgRevenue Volume Inc/Dec			*-*	*(45,331)*
Decrease revenue due to expected decline in request for reprographic services	*$*	*(45,331)*		
FY 2013 Recommended Budget			**$ 761,464**	**$ 761,464**
Percent Change from Target Amount			*-5.1%*	*-5.6%*

Reprographics Fund (673) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 114,215	$ 61,994	$ 61,994	$ 98,320	$ 98,320
Sources:					
Operating	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464
Total Sources:	$ 813,958	$ 806,795	$ 806,795	$ 719,529	$ 761,464
Uses:					
Operating	$ 738,411	$ 804,333	$ 804,333	$ 719,529	$ 721,558
Non-Recurring	91,440	-	-	-	-
Total Uses:	$ 829,851	$ 804,333	$ 804,333	$ 719,529	$ 721,558
Structural Balance	$ 75,547	$ 2,462	$ 2,462	$ -	$ 39,906
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	98,320	64,456	64,456	98,320	138,226
Total Ending Spendable Fund Balance	$ 98,320	$ 64,456	$ 64,456	$ 98,320	$ 138,226

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 71% of all non-capital cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2013. In FY 2011 the department reached 69.5% and is at 69.9% through January FY 2012.

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: One case was assigned to the Office of Contract Counsel in FY 2012 due to capacity limitations in the staffed offices. Since that time, no cases have had to go to the OCC for capacity reasons. PDS is holding two capital attorney positions vacant in Legal Defender, while it is determined if demand is sufficient to require them. There have been significant changes in administration in both the Court and the Office of the County Attorney. These changes have caused uncertainty in the system and PDS has opted to leave the positions vacant until it can be determined how the changes will affect capital cases.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
NCFR - NON CAPITAL FELONY REP	$ 1,928,142	$ 1,585,419	$ 1,585,419	$ 1,455,942	$ 1,847,315	$ 261,896	16.5%
52CR - ADULT CRIMINAL REPRESENTATION	$ 1,928,142	$ 1,585,419	$ 1,585,419	$ 1,455,942	$ 1,847,315	$ 261,896	16.5%
JDIR - JUV DEL INCORR REPRESENTATION	$ 18,433	$ 52,938	$ 52,938	$ 15,581	$ -	$ (52,938)	-100.0%
52JR - JUVENILE REPRESENTATION	$ 18,433	$ 52,938	$ 52,938	$ 15,581	$ -	$ (52,938)	-100.0%
HRAC - HUMAN RESOURCES	$ 435,071	$ 432,845	$ 432,845	$ 424,932	$ 424,932	$ (7,913)	-1.8%
ODIR - EXECUTIVE MANAGEMENT	102,762	53,693	53,693	69,567	71,452	17,759	33.1%
99AS - ADMINISTRATIVE SERVICES	$ 537,833	$ 486,538	$ 486,538	$ 494,499	$ 496,384	$ 9,846	2.0%
GGOV - GENERAL GOVERNMENT	$ 10,069	$ -	$ -	$ 2,401	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 10,069	$ -	$ -	$ 2,401	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ 260,679	$ 260,679	$ -	$ -	$ (260,679)	-100.0%
99IT - INFORMATION TECHNOLOGY	$ -	$ 260,679	$ 260,679	$ -	$ -	$ (260,679)	-100.0%
TOTAL PROGRAMS	**$ 2,494,477**	**$ 2,385,574**	**$ 2,385,574**	**$ 1,968,423**	**$ 2,343,699**	**$ (41,875)**	**-1.8%**
USES							
AGLR - ADULT GUARDIAN AD LITEM REP	$ 565,343	$ 495,154	$ 495,154	$ 726,381	$ 842,577	$ (347,423)	-70.2%
MENR - MENTAL HEALTH REPRESENTATION	1,301,198	1,278,795	1,272,460	1,257,846	1,267,092	5,368	0.4%
PROB - PROBATE REPRESENTATION	317,519	322,597	322,597	255,915	259,479	63,118	19.6%
SEVP - SEXUALLY VIOLENT PERSON REP	182,911	103,487	102,979	195,254	205,269	(102,290)	-99.3%
52AC - ADULT CIVIL REPRESENTATION	$ 2,366,971	$ 2,200,033	$ 2,193,190	$ 2,435,396	$ 2,574,417	$ (381,227)	-17.4%
ADAP - APPEAL PCR REPRESENTATION	$ 6,316,570	$ 5,675,869	$ 5,775,377	$ 7,066,900	$ 7,539,530	$ (1,764,153)	-30.5%
CAPP - CAPITAL REPRESENTATION	16,153,093	15,829,590	15,666,137	15,041,590	15,413,686	252,451	1.6%
MISS - MISDEMEANOR REPRESENTATION	450,382	478,584	477,009	459,435	502,388	(25,379)	-5.3%
NCFR - NON CAPITAL FELONY REP	35,737,991	36,053,750	35,646,652	35,294,341	35,455,540	191,112	0.5%
VPPR - PROBATION REPRESENTATION	1,566,736	1,552,128	1,628,660	1,611,463	1,587,065	41,595	2.6%
WITR - WITNESS REPRESENTATION	36,267	29,587	29,577	62,650	60,979	(31,402)	-106.2%
52CR - ADULT CRIMINAL REPRESENTATION	$ 60,261,039	$ 59,619,508	$ 59,223,412	$ 59,536,379	$ 60,559,188	$ (1,335,776)	-2.3%
CDRE - CHILD DEPENDENCY REP	$ 612,738	$ 781,669	$ 781,669	$ 710,577	$ 750,346	$ 31,323	4.0%
JDIR - JUV DEL INCORR REPRESENTATION	3,689,241	3,865,278	3,443,623	3,252,403	3,257,659	185,964	5.4%
JEMR - JUVENILE EMANCIPATION REP	2,021	4,286	4,286	1,551	1,692	2,594	60.5%
JGAL - JUVENILE GAL REPRESENTATION	5,320,599	6,405,712	6,367,047	6,135,571	6,174,042	193,005	3.0%
JUAP - JUVENILE APPEAL REPRESENTATION	445,018	502,597	502,250	423,092	432,220	70,030	13.9%
JUNR - JUVENILE NOTIFICATION REP	26,085	21,996	21,996	26,931	27,072	(5,076)	-23.1%
JUPR - JUVENILE PROBATION REP	508,071	512,921	501,151	485,924	494,497	6,654	1.3%
PADR - PARENTAL DEPENDENCY REP	5,618,813	6,112,841	6,718,518	6,709,498	6,873,692	(155,174)	-2.3%
52JR - JUVENILE REPRESENTATION	$ 16,222,586	$ 18,207,300	$ 18,340,540	$ 17,745,547	$ 18,011,220	$ 329,320	1.8%
IRSS - INDIGENT REP SUPPORT SVCS	$ 759,298	$ 921,168	$ 921,168	$ 947,395	$ 1,004,741	$ (83,573)	-9.1%
52SS - INDIGENT REP SUPPORT SVCS	$ 759,298	$ 921,168	$ 921,168	$ 947,395	$ 1,004,741	$ (83,573)	-9.1%
BDGT - BUDGETING	$ 142,670	$ 125,377	$ 124,745	$ 125,684	$ 126,105	$ (1,360)	-1.1%
FSAC - FINANCIAL SERVICES	385,289	402,286	407,073	399,984	406,883	190	0.0%
HRAC - HUMAN RESOURCES	1,170,190	1,371,425	1,350,373	1,199,162	1,467,787	(117,414)	-8.7%
ODIR - EXECUTIVE MANAGEMENT	2,914,535	3,060,988	3,065,969	3,035,629	3,704,749	(638,780)	-20.8%
PROC - PROCUREMENT	110,158	95,444	95,006	95,889	95,426	(420)	-0.4%
RMGT - RISK MANAGEMENT	29,218	13,726	13,664	14,325	13,769	(105)	-0.8%
99AS - ADMINISTRATIVE SERVICES	$ 4,752,060	$ 5,069,246	$ 5,056,830	$ 4,870,673	$ 5,814,719	$ (757,889)	-15.0%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 7,156	$ -	$ -	$ 7,156	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	72,024	144,685	144,685	72,280	144,686	(1)	0.0%
99GV - GENERAL GOVERNMENT	$ 72,024	$ 144,685	$ 151,841	$ 72,280	$ 144,686	$ 7,155	4.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 288,159	$ 2,004,762	$ 2,003,390	$ 1,208,014	$ 1,210,467	$ 792,923	39.6%
DACR - DATA CENTER	226,489	85,781	85,350	86,245	86,209	(859)	-1.0%
DESK - DESKTOP SUPPORT	165,654	-	-	-	-	-	N/A
HDSP - HELP DESK SUPPORT	202,077	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 882,379	$ 2,090,543	$ 2,088,740	$ 1,294,259	$ 1,296,676	$ 792,064	37.9%
TOTAL PROGRAMS	**$ 85,316,357**	**$ 88,252,483**	**$ 87,975,721**	**$ 86,901,929**	**$ 89,405,647**	**$ (1,429,926)**	**-1.6%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 879,023	$ 930,527	$ 930,527	$ 843,337	$ 827,756	$ (102,771)	-11.0%
0620 - OTHER INTERGOVERNMENTAL	43,948	-	-	-	-	-	N/A
SUBTOTAL	$ 922,971	$ 930,527	$ 930,527	$ 843,337	$ 827,756	$ (102,771)	-11.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 462,246	$ -	$ -	$ -	$ -	$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	1,093,590	1,450,059	1,450,059	1,117,010	1,510,268	60,209	4.2%
SUBTOTAL	$ 1,555,836	$ 1,450,059	$ 1,450,059	$ 1,117,010	$ 1,510,268	$ 60,209	4.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 9,738	$ -	$ -	$ 2,401	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	5,932	4,988	4,988	5,675	5,675	687	13.8%
SUBTOTAL	$ 15,670	$ 4,988	$ 4,988	$ 8,076	$ 5,675	$ 687	13.8%
ALL REVENUES	$ 2,494,477	$ 2,385,574	$ 2,385,574	$ 1,968,423	$ 2,343,699	$ (41,875)	-1.8%
TOTAL SOURCES	$ 2,494,477	$ 2,385,574	$ 2,385,574	$ 1,968,423	$ 2,343,699	$ (41,875)	-1.8%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 41,906,972	$ 41,996,240	$ 42,018,635	$ 41,452,089	$ 41,807,927	$ 210,708	0.5%
0705 - TEMPORARY PAY	157,896	304,399	282,010	95,665	210,408	71,602	25.4%
0710 - OVERTIME	-	8,376	8,376	3,190	-	8,376	100.0%
0750 - FRINGE BENEFITS	13,190,324	14,020,681	13,743,913	13,449,872	14,051,024	(307,111)	-2.2%
0790 - OTHER PERSONNEL SERVICES	756,886	770,055	770,055	722,549	951,069	(181,014)	-23.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(360,714)	(338,347)	(338,347)	(292,192)	(366,533)	28,186	8.3%
0796 - PERSONNEL SERVICES ALLOC-IN	694,147	332,322	332,322	281,849	358,007	(25,685)	-7.7%
SUBTOTAL	$ 56,345,511	$ 57,093,726	$ 56,816,964	$ 55,713,022	$ 57,011,902	$ (194,938)	-0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 512,626	$ 582,755	$ 582,755	$ 494,600	$ 524,544	$ 58,211	10.0%
0803 - FUEL	29,785	28,568	28,568	32,201	42,084	(13,516)	-47.3%
0804 - NON-CAPITAL EQUIPMENT	1,979	46,000	46,000	20,233	21,000	25,000	54.3%
SUBTOTAL	$ 544,390	$ 657,323	$ 657,323	$ 547,034	$ 587,628	$ 69,695	10.6%
SERVICES							
0810 - LEGAL SERVICES	$ 26,964,568	$ 26,394,291	$ 26,394,291	$ 27,569,320	$ 27,874,951	$ (1,480,660)	-5.6%
0812 - OTHER SERVICES	198,715	1,834,942	1,834,942	877,083	1,067,560	767,382	41.8%
0820 - RENT & OPERATING LEASES	703,238	851,842	851,842	849,402	870,975	(19,133)	-2.2%
0825 - REPAIRS AND MAINTENANCE	71,410	29,800	29,800	49,415	88,014	(58,214)	-195.3%
0839 - INTERNAL SERVICE CHARGES	50,656	801,829	801,829	595,673	1,199,443	(397,614)	-49.6%
0841 - TRAVEL	147,748	162,890	162,890	166,205	164,579	(1,689)	-1.0%
0842 - EDUCATION AND TRAINING	198,985	360,040	360,040	185,802	463,756	(103,716)	-28.8%
0843 - POSTAGE/FREIGHT/SHIPPING	65,534	65,800	65,800	71,241	76,839	(11,039)	-16.8%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(921,998)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	-	-	921,998	-	-	N/A
SUBTOTAL	$ 28,400,854	$ 30,501,434	$ 30,501,434	$ 30,364,141	$ 31,806,117	$ (1,304,683)	-4.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 274,227	$ -	$ -	N/A
0950 - DEBT SERVICE	25,602	-	-	3,505	-	-	N/A
SUBTOTAL	$ 25,602	$ -	$ -	$ 277,732	$ -	$ -	N/A
ALL EXPENDITURES	$ 85,316,357	$ 88,252,483	$ 87,975,721	$ 86,901,929	$ 89,405,647	$ (1,429,926)	-1.6%
TOTAL USES	$ 85,316,357	$ 88,252,483	$ 87,975,721	$ 86,901,929	$ 89,405,647	$ (1,429,926)	-1.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 137,587	$ 53,693	$ 53,693	$ 69,567	$ 71,452	$ 17,759	33.1%
FUND TOTAL SOURCES	$ 137,587	$ 53,693	$ 53,693	$ 69,567	$ 71,452	$ 17,759	33.1%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 451,421	$ 502,670	$ 502,670	$ 424,080	$ 408,499	$ (94,171)	-18.7%
FUND TOTAL SOURCES	$ 451,421	$ 502,670	$ 502,670	$ 424,080	$ 408,499	$ (94,171)	-18.7%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 435,071	$ 432,845	$ 432,845	$ 424,932	$ 424,932	$ (7,913)	-1.8%
FUND TOTAL SOURCES	$ 435,071	$ 432,845	$ 432,845	$ 424,932	$ 424,932	$ (7,913)	-1.8%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,411,301	$ 1,076,687	$ 1,076,687	$ 990,844	$ 981,081	$ (95,606)	-8.9%
NON-RECURRING	-	260,679	260,679	-	391,373	130,694	50.1%
FUND TOTAL SOURCES	$ 1,411,301	$ 1,337,366	$ 1,337,366	$ 990,844	$ 1,372,454	$ 35,088	2.6%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,097	$ 59,000	$ 59,000	$ 59,000	$ 66,362	$ 7,362	12.5%
FUND TOTAL SOURCES	$ 59,097	$ 59,000	$ 59,000	$ 59,000	$ 66,362	$ 7,362	12.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 2,494,477	$ 2,124,895	$ 2,124,895	$ 1,968,423	$ 1,952,326	$ (172,569)	-8.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ 260,679	$ 260,679	$ -	$ 391,373	$ 130,694	50.1%
DEPARTMENT TOTAL SOURCES	$ 2,494,477	$ 2,385,574	$ 2,385,574	$ 1,968,423	$ 2,343,699	$ (41,875)	-1.8%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 79,144,364	$ 79,695,033	$ 79,418,271	$ 79,526,177	$ 81,718,057	$ (2,299,786)	-2.9%
NON-RECURRING	4,380,495	4,700,000	4,700,000	4,700,000	4,700,635	(635)	0.0%
FUND TOTAL USES	$ 83,524,859	$ 84,395,033	$ 84,118,271	$ 84,226,177	$ 86,418,692	$ (2,300,421)	-2.7%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 459,476	$ 502,670	$ 502,670	$ 402,772	$ 408,499	$ 94,171	18.7%
FUND TOTAL USES	$ 459,476	$ 502,670	$ 502,670	$ 402,772	$ 408,499	$ 94,171	18.7%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 337,562	$ 432,845	$ 432,845	$ 308,838	$ 424,932	$ 7,913	1.8%
NON-RECURRING	73,538	184,460	184,460	55,500	260,097	(75,637)	-41.0%
FUND TOTAL USES	$ 411,100	$ 617,305	$ 617,305	$ 364,338	$ 685,029	$ (67,724)	-11.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 860,202	$ 1,076,687	$ 1,076,687	$ 887,220	$ 981,081	$ 95,606	8.9%
NON-RECURRING	1,720	1,601,788	1,601,788	962,422	845,984	755,804	47.2%
FUND TOTAL USES	$ 861,922	$ 2,678,475	$ 2,678,475	$ 1,849,642	$ 1,827,065	$ 851,410	31.8%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 66,362	$ (7,362)	-12.5%
FUND TOTAL USES	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 66,362	$ (7,362)	-12.5%
DEPARTMENT OPERATING TOTAL USES	$ 80,860,604	$ 81,766,235	$ 81,489,473	$ 81,184,007	$ 83,598,931	$ (2,109,458)	-2.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 4,455,753	$ 6,486,248	$ 6,486,248	$ 5,717,922	$ 5,806,716	$ 679,532	10.5%
DEPARTMENT TOTAL USES	$ 85,316,357	$ 88,252,483	$ 87,975,721	$ 86,901,929	$ 89,405,647	$ (1,429,926)	-1.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.63	1.53	1.53	1.53	1.53	-	0.0%
EXECUTIVE MANAGEMENT	27.98	26.82	42.22	42.22	42.22	-	0.0%
FINANCIAL SERVICES	7.88	7.23	7.33	7.33	7.33	-	0.0%
HUMAN RESOURCES	12.89	13.32	14.22	13.22	14.22	-	0.0%
PROCUREMENT	2.06	1.88	1.88	1.88	1.88	-	0.0%
RISK MANAGEMENT	0.52	0.27	0.27	0.27	0.27	-	0.0%
PROGRAM TOTAL	52.96	51.05	67.45	66.45	67.45	-	0.0%
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	10.65	11.65	11.65	11.65	11.65	-	0.0%
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.65	12.65	12.65	12.65	12.65	-	0.0%
ADULT CRIMINAL REPRESENTATION							
APPEAL PCR REPRESENTATION	27.98	29.98	35.58	35.58	35.58	-	0.0%
CAPITAL REPRESENTATION	109.61	107.90	105.31	105.31	106.31	1.00	-0.1%
MISDEMEANOR REPRESENTATION	3.00	3.00	4.00	4.00	4.00	-	0.0%
NON CAPITAL FELONY REP	369.35	370.22	349.01	350.01	348.01	(1.00)	-0.6%
PROBATION REPRESENTATION	19.23	17.23	17.23	17.23	17.23	-	0.0%
WITNESS REPRESENTATION	.01	.01	.01	.01	.01	-	0.0%
PROGRAM TOTAL	529.18	528.34	511.14	512.14	511.14	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	3.00	2.80	2.80	2.80	2.80	-	0.0%
DATA CENTER	2.70	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	2.60	-	-	-	-	-	N/A
HELP DESK SUPPORT	3.55	-	-	-	-	-	N/A
PROGRAM TOTAL	11.85	3.80	3.80	3.80	3.80	-	0.0%
JUVENILE REPRESENTATION							
JUV DEL INCORR REPRESENTATION	34.93	34.93	30.86	30.86	30.86	-	0.0%
JUVENILE APPEAL REPRESENTATION	.50	.50	.50	.50	.50	-	0.0%
JUVENILE GAL REPRESENTATION	37.00	36.80	35.60	35.60	35.60	-	0.0%
JUVENILE PROBATION REP	5.37	5.37	5.44	5.44	5.44	-	0.0%
PARENTAL DEPENDENCY REP	26.00	32.00	39.00	39.00	39.00	-	0.0%
PROGRAM TOTAL	103.80	109.60	111.40	111.40	111.40	-	0.0%
DEPARTMENT TOTAL	709.44	705.44	706.44	706.44	706.44	-	0.0%

Staffing by Market Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin & Operations Mgr	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	8.00	7.00	7.00	7.00	7.00	-	0.0%
Administrative Manager	3.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	6.00	4.00	4.00	4.00	4.00	-	0.0%
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	-	264.79	335.43	335.43	336.43	1.00	0.3%
Attorney - Associate	83.50	-	-	-	-	-	N/A
Attorney - Senior	107.79	-	-	-	-	-	N/A
Attorney - Senior Associate	70.50	-	-	-	-	-	N/A
Attorney -Capital Co-Counsel	28.00	18.00	-	-	-	-	N/A
Attorney -Capital Lead Counsel	20.50	28.50	-	-	-	-	N/A
Attorney Manager	4.00	4.00	-	-	-	-	N/A
Attorney Supervisor	19.14	20.14	-	-	-	-	N/A
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Legal Defense	-	2.00	3.00	3.00	3.00	-	0.0%
Director - Legal Defense	5.00	5.00	4.00	4.00	4.00	-	0.0%
Director - Public Defense Services	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	3.00	2.00	2.00	2.00	2.00	-	0.0%
Financial Supervisor - Dept	-	1.00	-	-	-	-	N/A
Help Desk Coordinator	2.00	-	-	-	-	-	N/A
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	2.00	2.00	2.00	-	0.0%
Investigations Supv - Defense	4.00	5.00	5.00	5.00	5.00	-	0.0%
Investigator - Defense	44.00	43.00	43.00	43.00	43.00	-	0.0%
Investigator Chief - Defense	1.00	-	-	-	-	-	N/A
IS Project Manager - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	-	-	-	-	-	N/A
Justice System Clerk	35.50	37.50	38.50	38.50	38.50	-	0.0%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Legal Assistant	39.00	39.00	39.00	39.00	39.00	-	0.0%
Legal Assistant Supv	3.00	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	-	5.00	5.00	5.00	5.00	-	0.0%
Legal Support Specialist	65.00	67.00	67.00	67.00	68.00	1.00	1.5%
Legal Support Supervisor	10.00	12.00	12.00	12.00	12.00	-	0.0%
Management Analyst	2.00	-	-	-	-	-	N/A
Mitigation Specialist	13.00	14.00	13.00	13.00	13.00	-	0.0%
Mitigation Specialist - Capital Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	21.00	22.00	20.00	20.00	20.00	-	0.0%
Office Assistant	41.00	38.00	38.00	38.00	36.00	(2.00)	-5.3%
Office Assistant Specialized	20.50	18.50	18.50	18.50	18.50	-	0.0%
Operations/Program Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	2.00	1.00	-	-	-	-	N/A
PC/LAN Tech Support	2.00	-	-	-	-	-	N/A
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	16.00	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	-	-	-	-	-	N/A
Systems/Network Admin-Sr/Ld	2.00	-	-	-	-	-	N/A
Trainer	1.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**709.43**	**705.43**	**706.43**	**706.43**	**706.43**	**-**	**(0.0%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	692.43	688.43	689.43	689.43	689.43	-	0.0%
209	PUBLIC DEFENDER TRAINING	4.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	9.00	10.00	10.00	10.00	10.00	-	0.0%
Department Total		**709.43**	**705.43**	**706.43**	**706.43**	**706.43**	**(.00)**	**(0.0%)**

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Decrease expenditure budget by $191,883 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Public Defender Training Fund (209) Operating

- Decrease expenditure budget by $602 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Public Defender Grants Fund (233) Operating

- Decrease expenditure budget by $1,592 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Public Defender Fill the Gap Fund (262) Operating

- Decrease expenditure budget by $2,771 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

Public Defense System General Fund (100) Operating

- Increase Regular Benefits by $397,085 for the net impact in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Personnel Savings rate in Public Defender's Office to 4% for savings of $232,977.
- Increase Other Pay by $185,475 for the Attorney Loan Repayment Plan due to 27 additional attorneys becoming eligible for the plan in FY 2013.
- Increase Internal Service Charges by $373,748 for smart phone implementation. Some of this cost is offset with a reduction to Legal Services in the amount of $195,970. This savings will be gained from increased efficiency resulting from attorneys being able to use the smart phone to work during "downtime." This increase in efficiency will allow more cases to be handled by less expensive County lawyers rather than being sent to outside contract attorneys.
- Increase Legal Services by $150,307 in various activities based on current spending levels. Legal Services includes not only outside contract counsel but process of service, expert witnesses, transcript costs and other trial costs.
- Increase expenditures $94,012 to right-size supplies and services costs.

Public Defense System General Fund (100) Non Recurring

- Increase Internal Service Charges by $194,301 for costs associated with smart phone implementation.

Public Defense System Training Fund (209) Operating

- Decrease revenues by $7,913 due to a reduction in the amount of funding received from the State.
- Although the Public Defense Training Fund's proportionate share of departmental internal service costs is $3,507, the Fund is prohibited by ARS 12-117 and Superior Court Administrative Order 2006-95 from receiving internal service costs.

- Increase Regular Benefits by $1,202 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures by $8,513 to maintain structural balance.

Public Defense Training Fund (209) Non Recurring

- Increase Non-recurring expenditures to $260,097 for training costs associated with Continuing Legal Education.

Public Defender Grants Fund (233) Operating

- Decrease revenues by $42,133 due to a reduction in DEA grant revenues. This is the only grant in the fund and is a federal pass through grant.
- Although the Public Defense Grant Fund's proportionate share of departmental internal service costs is $6,257, the Fund is prohibited by the grant agreement from receiving internal service costs.
- Increase Regular Benefits by $2,963 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures by $95,542 to maintain structural balance.
- Public Advocate (570) no longer has grant funds budgeted. This reflects a further decrease in revenues of $52,938 bring the total revenue reduction to $94,171.

Public Defender (520) Fill the Gap Fund (262) Operating

- Decrease revenues by $88,244 due to a decline in the local revenue stream that comes from fines and fees collected by the court.
- Shift revenues in the amount of $7,362 to Legal Defender (540) Fill the Gap Fund (263) to pay for increased personnel costs in that fund.
- Although the Public Defender Fill the Gap Fund's proportionate share of departmental internal service costs is $13,196, the Fund cannot support these charges at this time and remain in structural balance. Internal service costs will be covered by the General Fund until such time that the Public Defender Fill the Gap Fund can fully support these costs.
- Increase Regular Benefits by $5,269 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures $98,104 to maintain structural balance.

Public Defender (520) Fill the Gap Fund (262) Non Recurring

- Increase revenues in the amount of $391,373 due to a drawdown from fund balance held in Treasurer's Fund 713 for funding the PDS case management system project.
- Increase expenditures to $845,984 for the replacement of the PDS case management system project.

Legal Defender (540) Fill the Gap Fund (263) Operating

- Although the Legal Defender Fill the Gap Fund's proportionate share of departmental internal service costs is $195, the Fund cannot support these charges at this time and remain in structural balance. Internal service costs will be covered by the General Fund until such time that Legal Defender Fill the Gap Fund can fully support these costs.
- Increase revenues and expenditures by $7,362 due to increased personnel costs. Revenues are shifted from the Public Defender (520) Fill the Gap Fund (262).

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent Of Capital Cases with Disposition Less than Capital	82.0%	67.5%	84.0%	84.8%	17.3%	25.6%
Percent Of Probation Representation Cases With Disposition Other Than Revocation	79.5%	79.4%	82.6%	82.6%	3.2%	4.0%
Percent Of Witness Representation Cases Closed	75.2%	85.9%	95.3%	95.3%	9.4%	10.9%
Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	88.8%	89.9%	87.6%	87.5%	(2.4%)	-2.7%
Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	90.8%	91.0%	91.9%	92.0%	1.0%	1.1%
Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	70.6%	70.0%	66.1%	66.1%	(3.9%)	-5.6%
Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	32.5%	35.7%	38.8%	38.5%	2.8%	7.8%
Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	76.5%	79.1%	78.2%	78.2%	(0.9%)	-1.1%
Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed	N/A	35.7%	23.0%	23.0%	(12.7%)	-35.6%

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

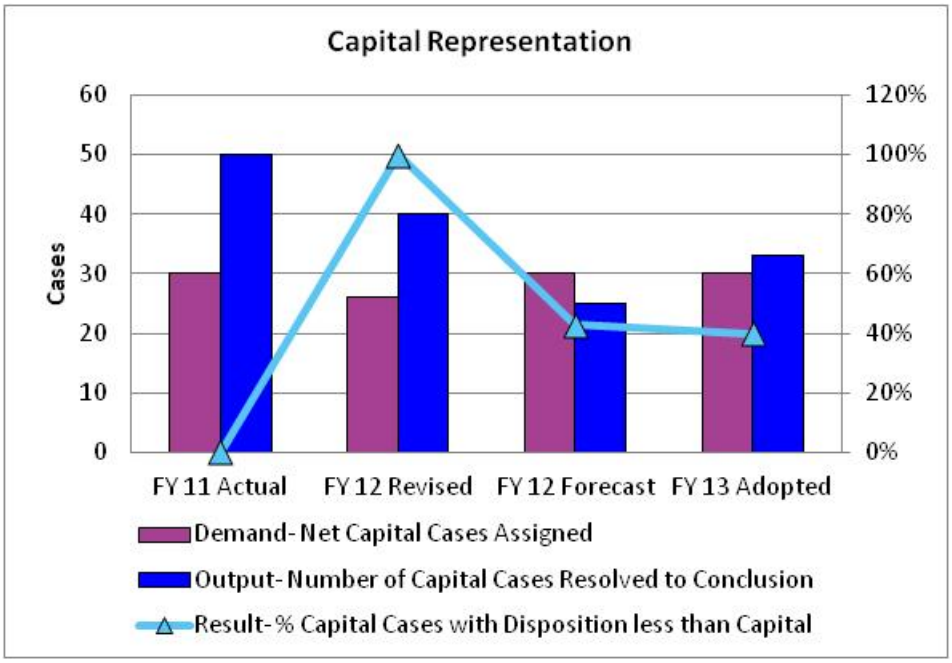
The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with capital offenses so they can be assured that their rights are protected as required by law.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Capital Cases with Disposition Less than Capital	82.0%	67.5%	84.0%	84.8%	17.3%	25.6%
Output	Number of Capital Cases Resolved to Conclusion	50	40	25	33	(7)	-17.5%
Output	Average Capital Cases Open/Active Monthly	84	91	77	75	(16)	-17.6%
Demand	Net Capital Cases Assigned	30	26	30	30	4	15.4%
Efficiency	Cost per Open/Active Capital Case	$ 192,298.73	$ 172,155.35	$ 195,345.32	$ 205,515.81	$ (33,360.46)	-19.4%
Expenditure							
	100 - GENERAL	$ 16,153,093	$ 15,666,137	$ 15,041,590	$ 15,413,686	$ 252,451	1.6%
	TOTAL USES	$ 16,153,093	$ 15,666,137	$ 15,041,590	$ 15,413,686	$ 252,451	1.6%

Activity Narrative: The department is still dealing with a backlog of capital cases and currently has an inventory of 74. This is down from 146 cases in March 2007. The backlog was caused by two issues.

First, many cases were delayed and others essentially re-tried as a result of 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. Second, there was a spike in capital case filings in FY 2006. Unfortunately, the backlog has not resolved as quickly as anticipated. Very few cases have gone to trial in FY 2012 to-date due to continuances from the bench. To deal with the backlog, $3,511,222 is included in the Office of Contract Counsel Non-Recurring/Non-Project budget.



Base Adjustments

Public Defense System General Fund (100) Operating

- Increase Legal Services by $631,181. Legal Services includes not only outside contract counsel but process of service, expert witnesses, transcript costs and other trial costs.

Public Defense System General Fund (100) Non-Recurring

- Increase expenditures to $3,511,222 to alleviate the capital case backlog cause by the Ring decision and the FY 2006 spike in caseload. The backlog is taking longer than anticipated to get through due to cases being continued.

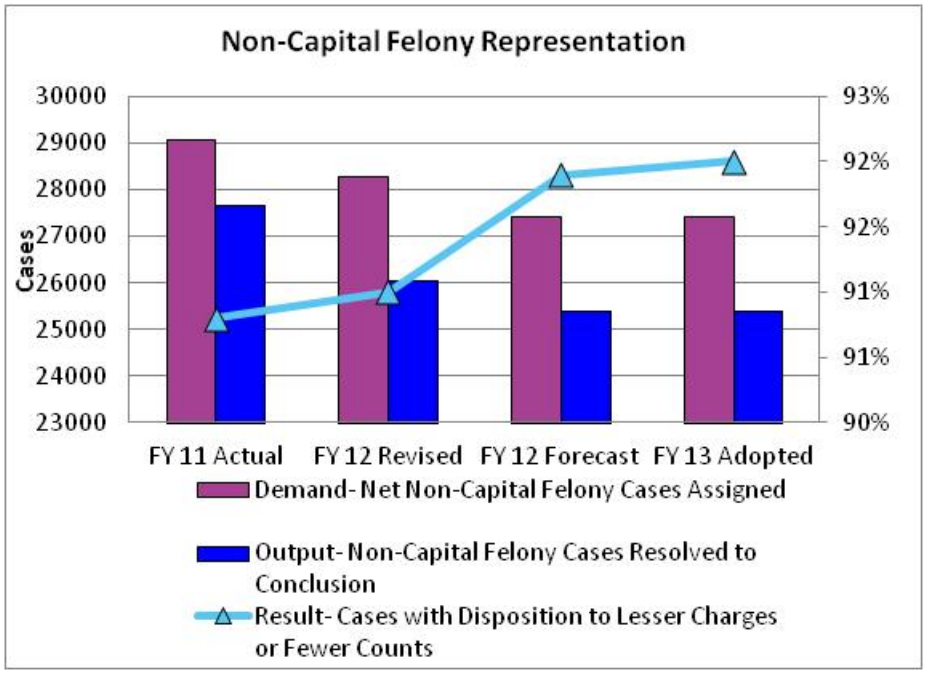
Non-Capital Felony Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	90.8%	91.0%	91.9%	92.0%	1.0%	1.1%
Result	Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	70.6%	70.0%	66.1%	66.1%	(3.9%)	-5.6%
Result	Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	32.5%	35.7%	38.8%	38.5%	2.8%	7.8%
Result	Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	76.5%	79.1%	78.2%	78.2%	(0.9%)	-1.1%
Output	Non-Capital Felony Cases Resolved to Conclusion	27,644	26,040	25,382	25,382	(658)	-2.5%
Output	Number of Non-Capital Complex Felony Cases Resolved	197	230	134	135	(95)	-41.3%
Output	Number of Non-Complex Felony Cases Resolved	22,849	21,434	20,658	20,868	(566)	-2.6%
Demand	Net Non-Capital Felony Cases Assigned	29,041	28,248	27,422	27,422	(826)	-2.9%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$ 1,292.79	$ 1,368.92	$ 1,390.53	$ 1,396.88	$ (27.96)	-2.0%
Revenue							
	100 - GENERAL	$ 34,825	$ -	$ -	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	431,118	449,732	408,499	408,499	(41,233)	-9.2%
	262 - PUBLIC DEFENDER FILL THE GAP	1,403,199	1,076,687	988,443	1,372,454	295,767	27.5%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	66,362	7,362	12.5%
	TOTAL SOURCES	$ 1,928,142	$ 1,585,419	$ 1,455,942	$ 1,847,315	$ 261,896	16.5%
Expenditure							
	100 - GENERAL	$ 34,656,458	$ 34,440,118	$ 34,217,648	$ 34,338,107	$ 102,011	0.3%
	233 - PUBLIC DEFENDER GRANTS	432,428	447,434	394,595	408,499	38,935	8.7%
	262 - PUBLIC DEFENDER FILL THE GAP	590,105	700,100	623,098	642,572	57,528	8.2%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	59,000	59,000	66,362	(7,362)	-12.5%
	TOTAL USES	$ 35,737,991	$ 35,646,652	$ 35,294,341	$ 35,455,540	$ 191,112	0.5%

Activity Narrative: Demand and output are decreasing slightly over FY 2012 Revised however; cost per case resolved is increasing slightly. The departments report that while case filings have declined, those that are being filed are more serious. This leaves PDS with a smaller but more time intensive caseload.



Base Adjustments

Public Defense System General Fund (100) Operating

- Increase Legal Services costs by $617,477. Legal Services includes not only outside contract counsel but process of service, expert witnesses, transcript costs and other trial costs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Witness Representation Cases Closed	75.2%	85.9%	95.3%	95.3%	9.3%	10.9%
Output	Witness Representation Cases Closed	94	110	101	101	(9)	-8.2%
Demand	Net Witness Representation Cases Assigned	125	128	106	106	(22)	-17.2%
Efficiency	Cost per Witness Representation Case Closed	$ 385.82	$ 268.88	$ 620.30	$ 603.75	$ (334.87)	-124.5%
Expenditure							
	100 - GENERAL	$ 36,267	$ 29,577	$ 62,650	$ 60,979	$ (31,402)	-106.2%
	TOTAL USES	$ 36,267	$ 29,577	$ 62,650	$ 60,979	$ (31,402)	-106.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	88.8%	89.9%	87.6%	87.5%	(2.4%)	-2.7%
Output	Number of Misdemeanor Representation Cases Resolved to Conclusion	2,863	2,574	2,140	2,140	(434)	-16.9%
Demand	Net Misdemeanor Cases Assigned	2,996	2,880	2,042	2,042	(838)	-29.1%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	$ 157.31	$ 185.32	$ 214.69	$ 234.76	$ (49.44)	-26.7%
Expenditure							
	100 - GENERAL	$ 346,131	$ 375,855	$ 356,345	$ 400,851	$ (24,996)	-6.7%
	262 - PUBLIC DEFENDER FILL THE GAP	104,251	101,154	103,090	101,537	(383)	-0.4%
	TOTAL USES	$ 450,382	$ 477,009	$ 459,435	$ 502,388	$ (25,379)	-5.3%

Activity Narrative: Expenditures are increasing due to records processors now accurately being charged to this activity rather than Non-Capital Felony Representation.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Probation Representation Cases With Disposition Other Than Revocation	79.5%	79.4%	82.6%	82.6%	3.2%	4.0%
Output	Number of Probation Representation Cases Resolved to Conclusion	5,772	5,702	6,166	6,166	464	8.1%
Demand	Net Probation Representation Cases Assigned	6,915	7,294	7,810	7,810	516	7.1%
Efficiency	Cost per Probation Representation Case Resolved to Conclusion	$ 271.44	$ 285.63	$ 261.35	$ 257.39	$ 28.24	9.9%
Expenditure							
	100 - GENERAL	$ 1,566,736	$ 1,628,660	$ 1,611,463	$ 1,587,065	$ 41,595	2.6%
	TOTAL USES	$ 1,566,736	$ 1,628,660	$ 1,611,463	$ 1,587,065	$ 41,595	2.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed	N/A	35.7%	23.0%	23.0%	(12.7%)	-35.6%
Output	Number of Appeal and Post-Conviction Relief Cases in Which Representation is Terminated	1,366	1,402	1,055	1,158	(244)	-17.4%
Output	Number of Appeal Issue Briefs and PCR/Trial Issue Petitions Submitted	160	192	173	173	(19)	-9.9%
Ouput	Number of Appeal and Trial/Post-Conviction Relief Decisions Received	546	490	474	474	(16)	-3.3%
Demand	Net Appeal and Post-Conviction Relief Cases Assigned	1,607	1,762	1,462	1,462	(300)	-17.0%
Efficiency	Cost per Appeal/Post-Conviction Relief Case in Which Representation is Terminated	$ 4,624.14	$ 4,119.38	$ 6,698.48	$ 6,510.82	$ (2,391.44)	-58.1%
Expenditure							
	100 - GENERAL	$ 6,316,570	$ 5,775,377	$ 7,066,900	$ 7,539,530	$ (1,764,153)	-30.5%
	TOTAL USES	$ 6,316,570	$ 5,775,377	$ 7,066,900	$ 7,539,530	$ (1,764,153)	-30.5%

Activity Narrative: The backlog of cases that were in felony activities in previous years has now reached appeals. While demand and output are decreasing, this does not give an accurate picture of workload as it does not account for the backlog. From a cost perspective, this trend is most notable in the Capital Post-Conviction Relief (PCR) workload. Prior to FY 2012, the Capital PCR workload averaged four to five cases. Once the backlog of capital cases entered the PCR phase, this workload spiked to twenty-one. Since these cases take several years to close, the backlog will likely take six to seven years to resolve. As a result the activity will have higher operating costs. In order to deal with the backlog, $995,112 is also included in the Non-recurring budget.

Base Adjustments

Public Defense General Fund (100) Operating

- Increase Legal Services by $471,331. Of this total $285,000 is associated with Capital Post-Conviction Relief and $186,331 is associated with Non-Capital Appeals and Post-Conviction Relief. Legal Services includes not only outside contract counsel but process of service, expert witnesses, transcript costs and other trial costs.

Public Defense General Fund (100) Non Recurring

- Increase expenditures to $995,112 for contract attorneys. As mentioned above, the Capital Post-Conviction Relief caseload has recently quadrupled due to backlogged cases hitting the PCR phase.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	18.8%	24.4%	36.4%	36.4%	12.0%	48.9%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	0.0%	13.6%	30.0%	30.0%	16.4%	120.6%
Percent Of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	65.6%	51.8%	68.7%	68.7%	16.9%	32.7%
Percent Of Parent/Child/Case Dependency Petitions not Granted	47.4%	29.4%	45.6%	41.1%	11.7%	39.8%
Percent of Juvenile Notification Cases in Which the Court Grants the Petition	65.2%	70.0%	50.0%	50.0%	(20.0%)	-28.6%
Percent Of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	72.0%	69.8%	78.6%	78.6%	8.8%	12.6%
Percent Of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	65.5%	68.7%	68.6%	68.6%	(0.1%)	-0.1%
Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	78.1%	46.5%	82.8%	82.9%	36.4%	78.3%
Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	100.0%	50.0%	100.0%	100.0%	50.0%	100.0%

Activities that comprise this program include:

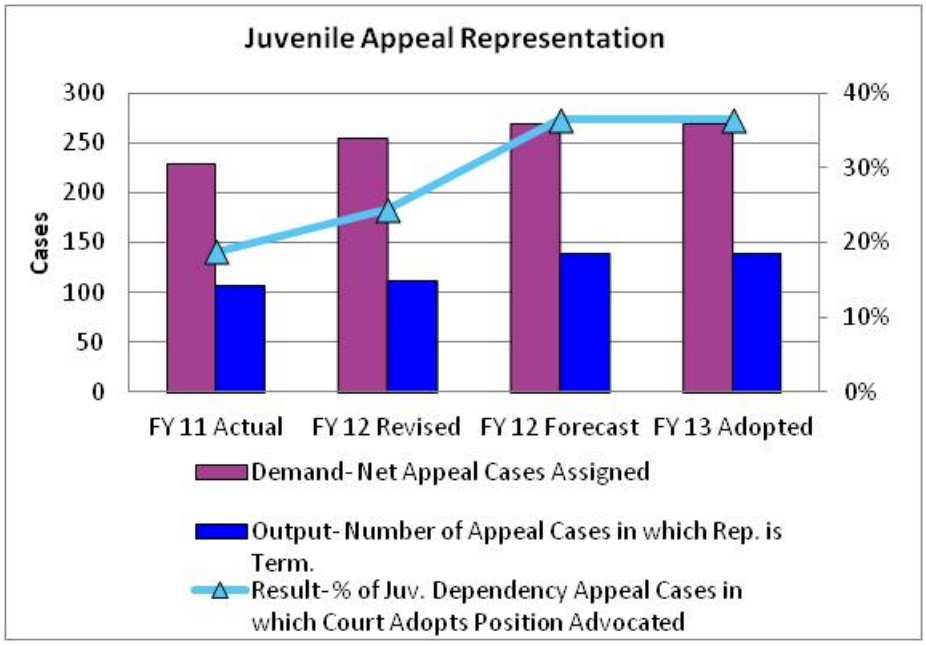
- Juvenile Appeal Representation
- Child Dependency Representation
- Parental Dependency Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Notification Representation
- Juvenile Probation Representation
- Juvenile Delinquency & Incorrigibility Representation
- Juvenile Emancipation 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	18.8%	24.4%	36.4%	36.4%	12.0%	48.9%
Result	Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	0.0%	13.6%	30.0%	30.0%	16.4%	120.6%
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	107	112	139	139	27	24.1%
Output	Number of Juvenile Delinquency/Incorrigibility Appeal Cases in Which Representation is Terminated	22	22	10	10	(12)	-54.5%
Output	Number of Juvenile Dependency Appeal Cases in Which Representation is Terminated	85	90	129	129	39	43.3%
Demand	Net Juvenile Appeal Cases Assigned	228	254	269	269	15	5.9%
Efficiency	Cost per Juvenile Appeal Cases in Which Representation is Terminated	$ 4,159.05	$ 4,484.38	$ 3,043.83	$ 3,109.50	$ 1,374.88	30.7%
Expenditure							
	100 - GENERAL	$ 445,018	$ 502,250	$ 423,092	$ 432,220	$ 70,030	13.9%
	TOTAL USES	$ 445,018	$ 502,250	$ 423,092	$ 432,220	$ 70,030	13.9%



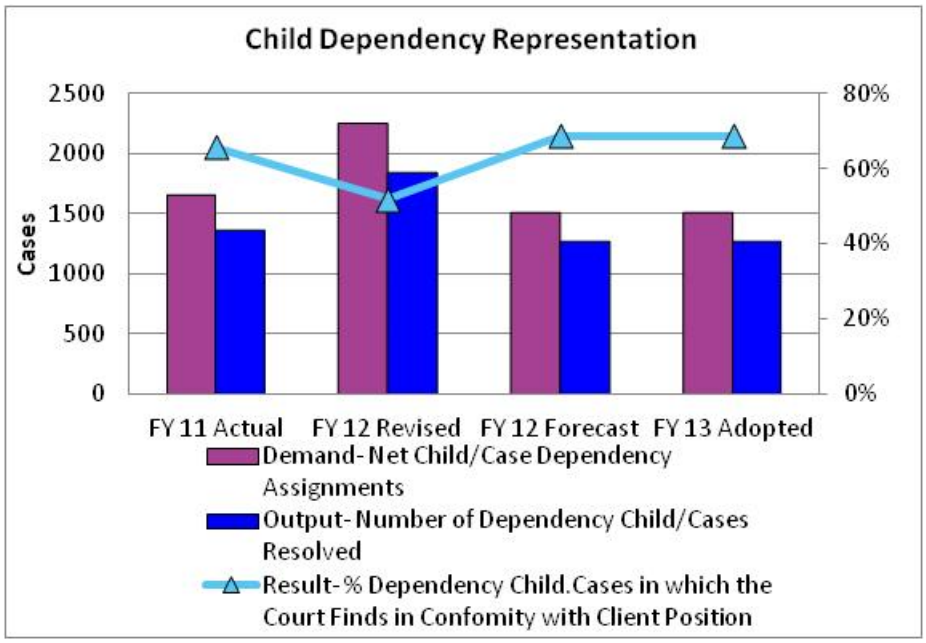
Child Dependency Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	65.6%	51.8%	68.7%	68.7%	16.9%	32.7%
Output	Number of Dependency Child/Cases Resolved	1,363	1,846	1,266	1,266	(580)	-31.4%
Demand	Net Child/Case Dependency Assignments	1,652	2,258	1,512	1,512	(746)	-33.0%
Efficiency	Cost per Dependency Child/Case Resolved	$ 449.55	$ 423.44	$ 561.28	$ 592.69	$ (169.25)	-40.0%
Expenditure							
	100 - GENERAL	$ 612,738	$ 781,669	$ 710,577	$ 750,346	$ 31,323	4.0%
	TOTAL USES	$ 612,738	$ 781,669	$ 710,577	$ 750,346	$ 31,323	4.0%

Activity Narrative: Expenditures are not reduced at the same proportion as demand and output due to the duration and complexity of the cases. Therefore, while expenditures are reduced slightly, the efficiency is negatively impacted.



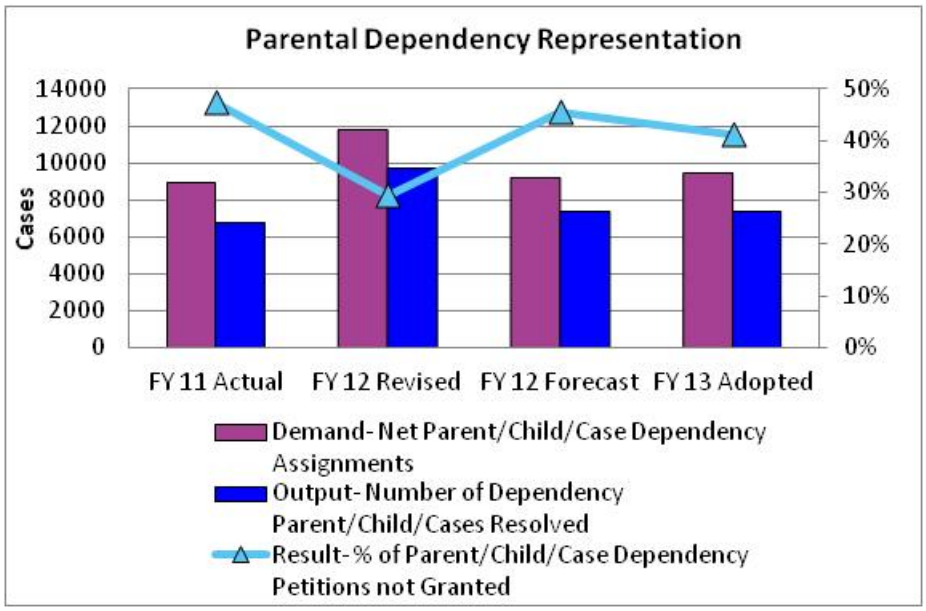
Parental Dependency Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent Of Parent/Child/Case Dependency Petitions not Granted	47.4%	29.4%	45.6%	41.1%	11.7%	39.8%
Output	Number of Dependency Parent/Child/Cases Resolved	6,754	9,675	7,322	7,322	(2,353)	-24.3%
Demand	Net Parent/Child/Case Dependency Assignments	8,926	11,798	9,212	9,488	(2,310)	-19.6%
Efficiency	Cost per Dependency Parent/Child/Case Resolved	$ 831.92	$ 694.42	$ 916.35	$ 938.77	$ (244.35)	-35.2%
Expenditure							
	100 - GENERAL	$ 5,618,813	$ 6,718,518	$ 6,709,498	$ 6,873,692	$ (155,174)	-2.3%
	TOTAL USES	$ 5,618,813	$ 6,718,518	$ 6,709,498	$ 6,873,692	$ (155,174)	-2.3%

Activity Narrative: While demand and output are decreasing in relation to revised, the duration and complexity of the cases being worked is causing an increase in expenditures. The continued backlog of cases generates ongoing expenses for cases not reflected in demand or output. Dependency cases remain open for many years, in some cases even until the child turns eighteen.



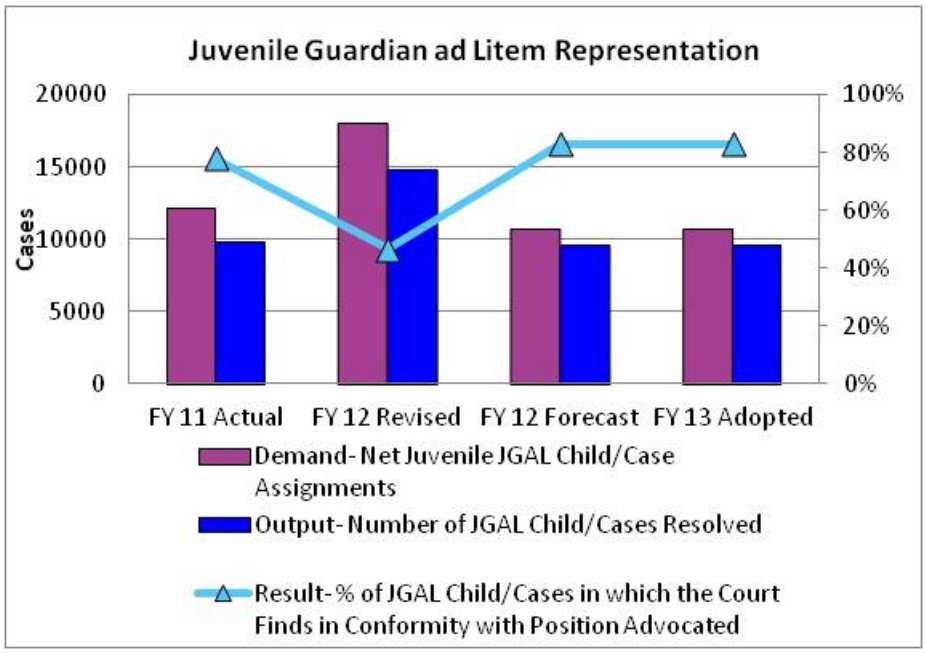
Juvenile Guardian ad Litem Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	78.1%	46.5%	82.8%	82.9%	36.4%	78.3%
Output	Number of Juvenile Guardian Ad Litem (at law) Child/Cases Resolved	9,878	14,790	9,650	9,650	(5,140)	-34.8%
Demand	Net Juvenile Guardian Ad Litem (at law) Child/Case Assignments	12,185	18,102	10,734	10,734	(7,368)	-40.7%
Efficiency	Cost per Juvenile Guardian Ad Litem (at law) Child/Case Resolved	$ 538.63	$ 430.50	$ 635.81	$ 639.80	$ (209.30)	-48.6%
Expenditure							
	100 - GENERAL	$ 5,320,599	$ 6,367,047	$ 6,135,571	$ 6,174,042	$ 193,005	3.0%
	TOTAL USES	$ 5,320,599	$ 6,367,047	$ 6,135,571	$ 6,174,042	$ 193,005	3.0%

Activity Narrative: Expenditures are not expected to decrease proportionately to demand due to the duration and complexity of the cases on hand, causing the efficiency to decline.

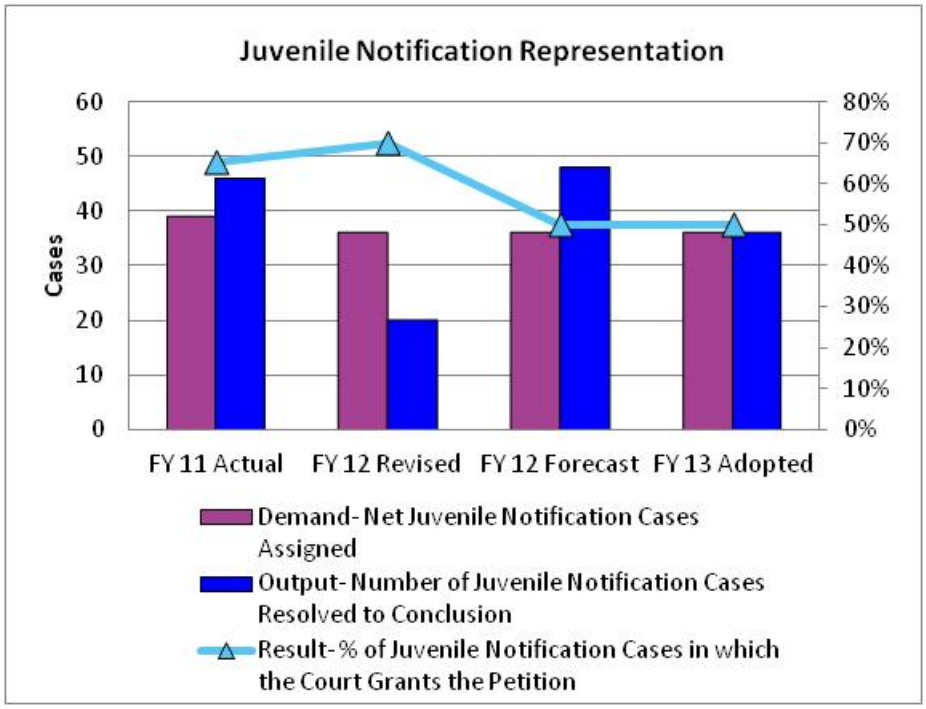


Juvenile Notification Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Juvenile Notification Cases in Which the Court Grants the Petition	65.2%	70.0%	50.0%	50.0%	(20.0%)	-28.6%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	46	20	48	36	16	80.0%
Demand	Net Juvenile Notification Cases Assigned	39	36	36	36	-	0.0%
Efficiency	Cost per Juvenile Notification Case Resolved to Conclusion	$ 567.07	$ 1,099.80	$ 561.06	$ 752.00	$ 347.80	31.6%
Expenditure							
	100 - GENERAL	$ 26,085	$ 21,996	$ 26,931	$ 27,072	$ (5,076)	-23.1%
	TOTAL USES	$ 26,085	$ 21,996	$ 26,931	$ 27,072	$ (5,076)	-23.1%



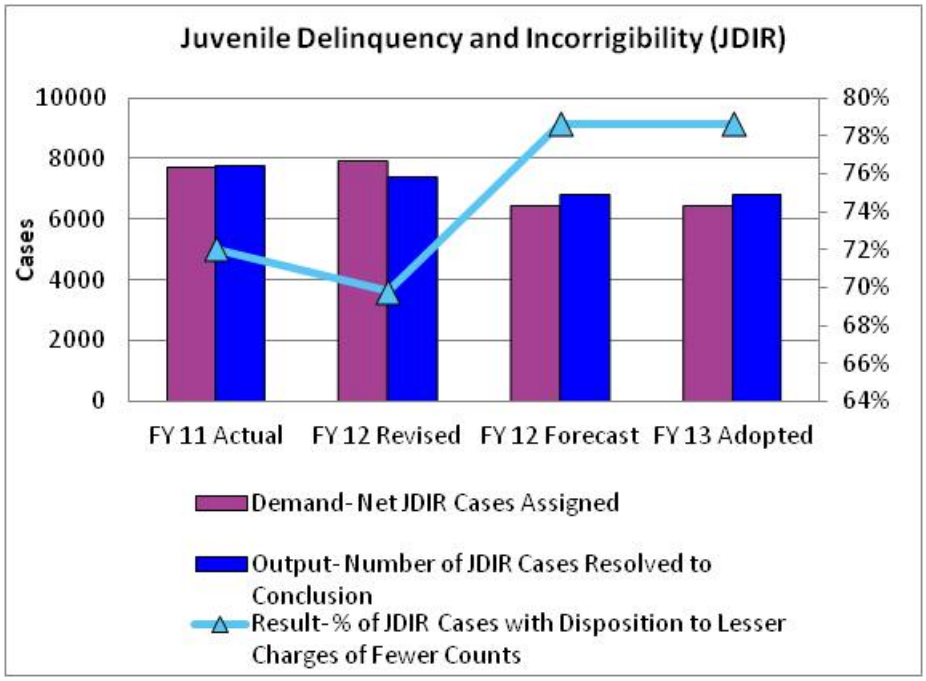
Juvenile Delinquency and Incorrigibility Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	72.0%	69.8%	78.6%	78.6%	8.8%	12.6%
Output	Number of Juvenile Delinquency and Incorrigibility Cases Resolved to Conclusion	7,743	7,370	6,792	6,792	(578)	-7.8%
Demand	Net Juvenile Delinquency and Incorrigibility Cases Assigned	7,685	7,932	6,418	6,418	(1,514)	-19.1%
Efficiency	Cost per Juvenile Delinquency and Incorrigibility Case Resolved to Conclusion	$ 476.46	$ 467.25	$ 478.86	$ 479.63	$ (12.38)	-2.7%
Revenue							
	233 - PUBLIC DEFENDER GRANTS	$ 18,433	$ 52,938	$ 15,581	$ -	$ (52,938)	-100.0%
	TOTAL SOURCES	$ 18,433	$ 52,938	$ 15,581	$ -	$ (52,938)	-100.0%
Expenditure							
	100 - GENERAL	$ 3,663,405	$ 3,390,685	$ 3,244,226	$ 3,257,659	$ 133,026	3.9%
	233 - PUBLIC DEFENDER GRANTS	25,836	52,938	8,177	-	52,938	100.0%
	TOTAL USES	$ 3,689,241	$ 3,443,623	$ 3,252,403	$ 3,257,659	$ 185,964	5.4%

Activity Narrative: Funding from the Status Offender Court grant was eliminated in FY 2013. Therefore grant revenues and expenditures are no longer budgeted in this activity. The requirement for Public Defense staffing for the Status Offender Court has also been eliminated, so there is no negative business impact.



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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	65.5%	68.7%	68.6%	68.6%	(0.1%)	-0.1%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	1,972	1,902	1,786	1,757	(145)	-7.6%
Demand	Net Juvenile Probation Cases Assigned	2,024	1,990	1,806	1,806	(184)	-9.2%
Efficiency	Cost per Juvenile Probation Cases Resolved to Conclusion	$ 257.64	$ 263.49	$ 272.07	$ 281.44	$ (17.96)	-6.8%
Expenditure							
	100 - GENERAL	$ 508,071	$ 501,151	$ 485,924	$ 494,497	$ 6,654	1.3%
	TOTAL USES	$ 508,071	$ 501,151	$ 485,924	$ 494,497	$ 6,654	1.3%

Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursing legal emancipation so they can so they can obtain emancipation.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	100.0%	50.0%	100.0%	100.0%	50.0%	100.0%
Output	Number of Juvenile Emancipation Cases Resolved	3	4	2	2	(2)	-50.0%
Demand	Net Juvenile Emancipation Cases Assigned	3	4	6	6	2	50.0%
Efficiency	Cost per Juvenile Emancipation Case Resolved	$ 673.67	$ 1,071.50	$ 775.50	$ 846.00	$ 225.50	21.0%
Expenditure							
	100 - GENERAL	$ 2,021	$ 4,286	$ 1,551	$ 1,692	$ 2,594	60.5%
	TOTAL USES	$ 2,021	$ 4,286	$ 1,551	$ 1,692	$ 2,594	60.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated	91.8%	86.5%	134.0%	134.0%	47.5%	55.0%
Percent Of Probate Cases in Which a Determination is made as to Guardianship	N/A	N/A	N/A	59.3%	N/A	N/A
Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	68.0%	78.8%	80.1%	80.1%	1.3%	1.6%
Percent of People with Sexually Violent Person (SVP) Petitions Found to be SVP During the Time Period	17.6%	20.0%	33.3%	33.3%	13.3%	66.7%

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Sexually Violent Person Representation

- Probate Representation
- Mental Health Representation

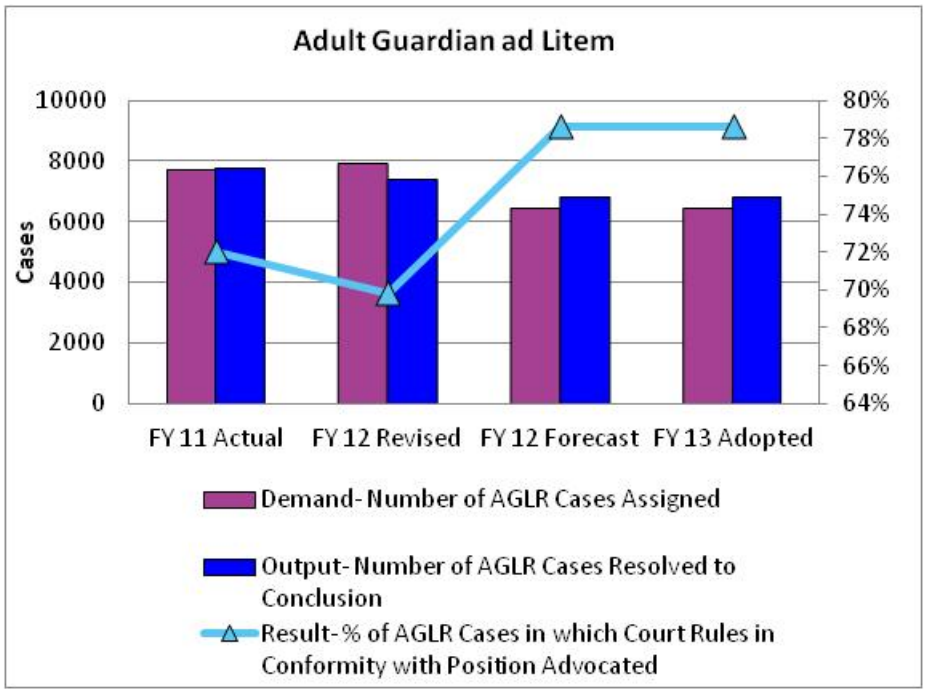
Adult Guardian ad Litem Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated	91.8%	86.5%	134.0%	134.0%	47.5%	55.0%
Output	Number of Adult Guardian Ad Litem (at law) Cases Resolved to Conclusion	611	562	300	300	(262)	-46.6%
Demand	Number of Adult Guardian Ad Litem (at law) Cases Assigned	713	592	762	800	208	35.1%
Efficiency	Cost per Guardian Ad Litem (at law) Case Resolved to Conclusion	$ 925.27	$ 881.06	$ 2,421.27	$ 2,808.59	$ (1,927.53)	-218.8%
Expenditure							
	100 - GENERAL	$ 565,343	$ 495,154	$ 726,381	$ 842,577	$ (347,423)	-70.2%
	TOTAL USES	$ 565,343	$ 495,154	$ 726,381	$ 842,577	$ (347,423)	-70.2%

Activity Narrative: While demand is increasing, output is not following suit. These cases stay open for multiple years and continue to accumulate costs. The duration and complexity of cases results in higher costs per case.



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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent Of Probate Cases in Which a Determination is made as to Guardianship	N/A	N/A	N/A	59.3%	N/A	N/A
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	1,303	1,334	582	582	(752)	-56.4%
Demand	Net Probate Cases Assigned	999	996	974	974	(22)	-2.2%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	$ 243.68	$ 241.83	$ 439.72	$ 445.84	$ (204.01)	-84.4%
Expenditure							
	100 - GENERAL	$ 317,519	$ 322,597	$ 255,915	$ 259,479	$ 63,118	19.6%
	TOTAL USES	$ 317,519	$ 322,597	$ 255,915	$ 259,479	$ 63,118	19.6%

Activity Narrative: Demand and output are decreasing but the duration and complexity of the cases is causing expenditures to increase. Due to the length that these cases can be open, sometimes for a person's lifetime, costs continue to accumulate. Until an equilibrium is reached for cases terminating (output) at the same rate as cases opening (demand), costs will continue to rise.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	68.0%	78.8%	80.1%	80.1%	1.3%	1.6%
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	5,267	2,546	5,592	5,592	3,046	119.6%
Demand	Net Mental Health Cases Assigned	3,135	2,770	3,628	3,991	1,221	44.1%
Efficiency	Cost per Mental Health Case in Which a Determination is Made as to Commitment	$ 247.05	$ 499.79	$ 224.94	$ 226.59	$ 273.20	54.7%
Expenditure							
	100 - GENERAL	$ 1,301,198	$ 1,272,460	$ 1,257,846	$ 1,267,092	$ 5,368	0.4%
	TOTAL USES	$ 1,301,198	$ 1,272,460	$ 1,257,846	$ 1,267,092	$ 5,368	0.4%

Activity Narrative: Demand and output are increasing while expenditures are remaining relatively flat.

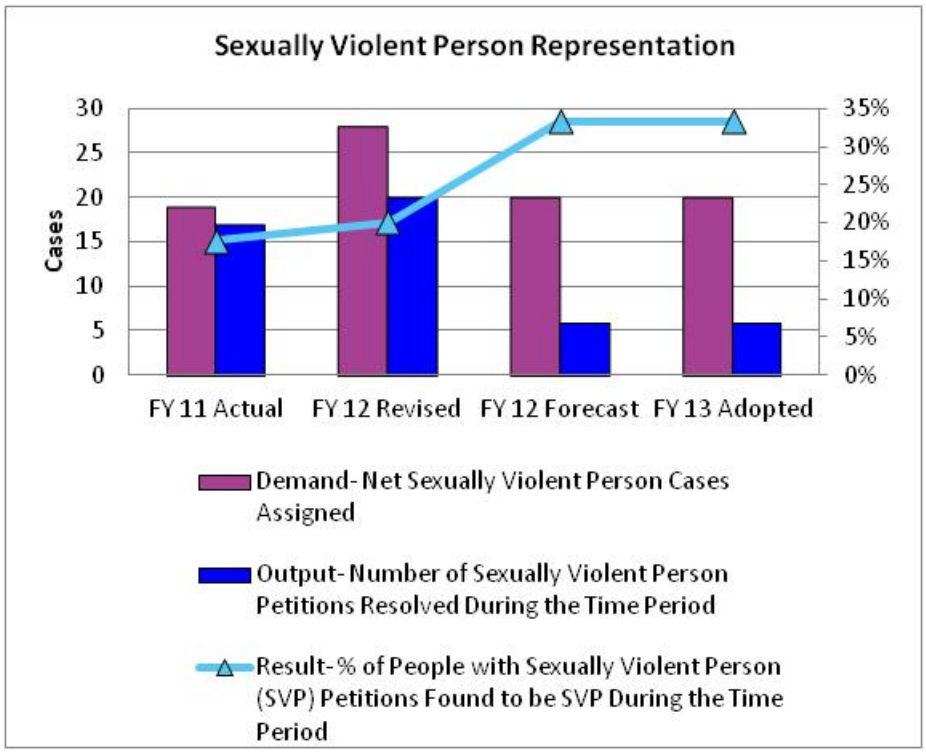
Sexually Violent Person Representation Activity

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of People with Sexually Violent Person (SVP) Petitions Found to be SVP During the Time Period	17.6%	20.0%	33.3%	33.3%	13.3%	66.7%
Output	Number of Sexually Violent Person Petitions Resolved During the Time Period	17	20	6	6	(14)	-70.0%
Demand	Net Sexually Violent Person Cases Assigned	19	28	20	20	(8)	-28.6%
Efficiency	Cost per Sexually Violent Person Case in Which a Determination is Made as to Commitment	$ 10,759.47	$ 5,148.95	$ 32,542.33	$ 34,211.50	$ (29,062.55)	-564.4%
Expenditure							
	100 - GENERAL	$ 182,911	$ 102,979	$ 195,254	$ 205,269	$ (102,290)	-99.3%
	TOTAL USES	$ 182,911	$ 102,979	$ 195,254	$ 205,269	$ (102,290)	-99.3%

Activity Narrative: Output is substantially lower in FY 2012 Forecast and FY 2013 Recommended. This population is expected to grow over time as sexually violent predators are infrequently released from commitment. The cost per case increase is due to this growing caseload that continues to generate work and incur expense.



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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Payments Processed Within 30 Days of Receipt	93.3%	98.6%	99.4%	99.4%	0.7%	0.7%

Activities that comprise this program include:

- Support Services

Support Services Activity

The purpose of the Support Services Activity is to provide funds for legally required Support Services for indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Mandates: Mandates for the Support Services Activity are an amalgamation of mandates from all of the other Indigent Representation System activities set out above.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Payments Processed Within 30 Days of Receipt	93.3%	98.6%	99.4%	99.4%	0.7%	0.7%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	566	444	624	624	180	40.5%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	566	444	624	749	305	68.7%
Efficiency	Cost per Payment for Privately Represented and Pro Per Cases	$ 1,341.52	$ 2,074.70	$ 1,518.26	$ 1,610.16	$ 464.54	22.4%
Expenditure							
	100 - GENERAL	$ 759,298	$ 921,168	$ 947,395	$ 1,004,741	$ (83,573)	-9.1%
	TOTAL USES	$ 759,298	$ 921,168	$ 947,395	$ 1,004,741	$ (83,573)	-9.1%

Appropriated Budget Reconciliations

Public Defense System Summary General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 79,695,033**	**$ 53,693**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (276,762)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(276,762)*	*-*
FY 2012 Revised Budget			**$ 79,418,271**	**$ 53,693**
Adjustments:				
Employee Salary Adjustments			**$ (191,883)**	**$ -**
Adjust Hours Per FTE			*(191,883)*	*-*
FY 2013 Budget Target			**$ 79,226,388**	**$ 53,693**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 397,085**	**$ -**
Retirement Contributions			*397,085*	*-*
Base Adjustments			**$ 2,094,584**	**$ -**
Other Base Adjustments			*1,953,813*	*-*
Loan Repayment Program	*$*	*185,475*		
Efficiency gained from smart phone implementation		*(195,970)*		
Increase Legal Services costs in Appeal and Post Conviction Relief Activity		*471,331*		
Increase Legal Services costs in Capital Represenation Activity		*631,181*		
Increase Legal Services costs in Non-Capital Felony Representation Activiy		*617,477*		
Increase Legal Services costs in various activities		*150,307*		
Miscellaneous Service costs		*94,012*		
Internal Service Charges			*373,748*	*-*
Operating costs associated with smart phones	*$*	*373,748*		
Personnel Savings			*(232,977)*	*-*
Increase personnel savings rate in Public Defender to 4%	*$*	*(232,977)*		
Fees and Other Revenues			**$ -**	**$ 17,759**
ProgRevenue Volume Inc/Dec			*-*	*17,759*
Reallocation of ISF Charges Between Funds			*(13,391)*	*-*
Offset for ISF Reallocations			*13,391*	*-*
FY 2013 Recommended Budget			**$ 81,718,057**	**$ 71,452**
Percent Change from Target Amount			*3.1%*	*33.1%*

Public Defense System Summary General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 4,700,000**	**$ -**
FY 2012 Revised Budget		**$ 4,700,000**	**$ -**
Adjustments:			
Non Recurring		**$ (4,700,000)**	**$ -**
Other Non-Recurring		*(4,700,000)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 194,301**	**$ -**
Internal Service Charges		*194,301*	-
Smart phone non-recurring costs	*$ 194,301*		
Non Recurring		**$ 4,506,334**	**$ -**
Other Non-Recurring		*4,506,334*	-
Capital PCR Backlog costs	*$ 995,112*		
Capital Trial Backlog costs	*3,511,222*		
FY 2013 Recommended Budget		**$ 4,700,635**	**$ -**
Percent Change from Target Amount			

Public Defender (520) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 32,986,216**	**$ 53,693**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (152,057)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(152,057)*	*-*
FY 2012 Revised Budget			**$ 32,834,159**	**$ 53,693**
Adjustments:				
Employee Salary Adjustments			**$ (105,301)**	**$ -**
Adjust Hours Per FTE			*(105,301)*	*-*
FY 2013 Budget Target			**$ 32,728,858**	**$ 53,693**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 216,712**	**$ -**
Retirement Contributions			*216,712*	*-*
Base Adjustments			**$ 251,882**	**$ -**
Other Base Adjustments			*270,255*	*-*
Loan Repayment Program	*$*	*135,275*		
Increase Service costs		*134,980*		
Internal Service Charges			*214,604*	*-*
Operating costs associated with smart phones	*$*	*214,604*		
Personnel Savings			*(232,977)*	*-*
Increase Personnel Savings rate to 4%	*$*	*(232,977)*		
Fees and Other Revenues			**$ -**	**$ 17,759**
ProgRevenue Volume Inc/Dec			*-*	*17,759*
Reallocations			**$ 62,768**	**$ -**
IRS Interdepartmental Reallocation			*62,768*	*-*
Reallocation of ISF Charges Between Funds			*(13,196)*	*-*
Offset for ISF Reallocations			*13,196*	*-*
FY 2013 Recommended Budget			**$ 33,260,220**	**$ 71,452**
Percent Change from Target Amount			*1.6%*	*33.1%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 111,565**	**$ -**
Internal Service Charges			*111,565*	*-*
Non-recurring costs associated with smart phones	*$*	*111,565*		
FY 2013 Recommended Budget			**$ 111,565**	**$ -**
Percent Change from Target Amount				

Legal Defender (540) General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2012 Adopted Budget				**$ 10,268,731**	**$ -**
Adjustments:	Agenda Item:				
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ (48,171)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*			*(48,171)*	-
FY 2012 Revised Budget				**$ 10,220,560**	**$ -**
Adjustments:					
Employee Salary Adjustments				**$ (33,449)**	**$ -**
Adjust Hours Per FTE				*(33,449)*	-
FY 2013 Budget Target				**$ 10,187,111**	**$ -**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ 70,341**	**$ -**
Retirement Contributions				*70,341*	-
Base Adjustments				**$ 117,676**	**$ -**
Other Base Adjustments				*47,749*	-
Loan Repayment Program		*$*	*50,200*		
Increase Benefits Savings to match request			*(2,451)*		
Internal Service Charges				*69,927*	-
Operating costs associated with smart phones		*$*	*69,927*		
Reallocations				**$ 203,688**	**$ -**
IRS Interdepartmental Reallocation				*203,688*	-
FY 2013 Recommended Budget				**$ 10,578,816**	**$ -**
Percent Change from Target Amount				*3.8%*	
				Expenditures	**Revenue**
NON RECURRING NON PROJECT					
FY 2012 Adopted Budget				**$ -**	**$ -**
FY 2012 Revised Budget				**$ -**	**$ -**
FY 2013 Budget Target				**$ -**	**$ -**
Adjustments:					
Base Adjustments				**$ 36,354**	**$ -**
Internal Service Charges				*36,354*	-
Non-recurring costs associated with smart phones		*$*	*36,354*		
FY 2013 Recommended Budget				**$ 36,354**	**$ -**
Percent Change from Target Amount					

Legal Advocate (550) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 9,256,389**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (40,427)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(40,427)*	-
FY 2012 Revised Budget			**$ 9,215,962**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (28,067)**	**$ -**
Adjust Hours Per FTE			*(28,067)*	-
FY 2013 Budget Target			**$ 9,187,895**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 58,206**	**$ -**
Retirement Contributions			*58,206*	-
Base Adjustments			**$ 58,846**	**$ -**
Other Base Adjustments			*(2,240)*	-
Increase Benefits Savings to match request	*$*	*(2,240)*		
Internal Service Charges			*61,086*	-
Operating costs associated with smart phones	*$*	*61,086*		
Reallocations			**$ 114,687**	**$ -**
IRS Interdepartmental Reallocation			*114,687*	-
FY 2013 Recommended Budget			**$ 9,419,634**	**$ -**
Percent Change from Target Amount			*2.5%*	

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 31,757**	**$ -**
Internal Service Charges			*31,757*	-
Non-recurring costs associated with smart phones	*$*	*31,757*		
FY 2013 Recommended Budget			**$ 31,757**	**$ -**
Percent Change from Target Amount				

Office of Contract Counsel (560) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 21,193,853**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (8,615)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(8,615)*	-
FY 2012 Revised Budget			**$ 21,185,238**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (5,984)**	**$ -**
Adjust Hours Per FTE			*(5,984)*	-
FY 2013 Budget Target			**$ 21,179,254**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 12,847**	**$ -**
Retirement Contributions			*12,847*	-
Base Adjustments			**$ 1,640,854**	**$ -**
Other Base Adjustments			*1,638,443*	-
Efficiency gained from smart phone implementaiton	*$*	*(195,970)*		
Non-Capital Felony Legal Services		*532,000*		
Capital PCR Legal Services		*285,000*		
Dependency Legal Services		*170,000*		
Adult Guardian ad Litem Legal Services		*347,413*		
Capital Trial Legal Services		*500,000*		
Internal Service Charges			*2,411*	-
Operating costs associated with smart phones	*$*	*2,411*		
Reallocations			**$ (280,008)**	**$ -**
IRS Interdepartmental Reallocation			*(280,008)*	-
FY 2013 Recommended Budget			**$ 22,552,947**	**$ -**
Percent Change from Target Amount			*6.5%*	
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ 4,700,000**	**$ -**
FY 2012 Revised Budget			**$ 4,700,000**	**$ -**
Adjustments:				
Non Recurring			**$ (4,700,000)**	**$ -**
Other Non-Recurring			*(4,700,000)*	-
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 1,254**	**$ -**
Internal Service Charges			*1,254*	-
Non-recurring costs associated with smart phones	*$*	*1,254*		
Non Recurring			**$ 4,506,334**	**$ -**
Other Non-Recurring			*4,506,334*	-
Capital PCR Backlog costs	*$*	*995,112*		
Capital Trial Backlog costs		*3,511,222*		
FY 2013 Recommended Budget			**$ 4,507,588**	**$ -**
Percent Change from Target Amount				

Public Advocate (570) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 5,989,844**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (27,492)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(27,492)*	*-*
FY 2012 Revised Budget			**$ 5,962,352**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (19,082)**	**$ -**
Adjust Hours Per FTE			*(19,082)*	*-*
FY 2013 Budget Target			**$ 5,943,270**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 38,979**	**$ -**
Retirement Contributions			*38,979*	*-*
Base Adjustments			**$ 25,326**	**$ -**
Other Base Adjustments			*(394)*	*-*
Increase Benefits Savings to match request	*$*	*(394)*		
Internal Service Charges			*25,720*	*-*
Operating costs associated with smart phones	*$*	*25,720*		
Reallocations			**$ (101,135)**	**$ -**
IRS Interdepartmental Reallocation			*(101,135)*	*-*
FY 2013 Recommended Budget			**$ 5,906,440**	**$ -**
Percent Change from Target Amount			*-0.6%*	

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 13,371**	**$ -**
Internal Service Charges			*13,371*	*-*
Non-recurring costs associated with smart phones	*$*	*13,371*		
FY 2013 Recommended Budget			**$ 13,371**	**$ -**
Percent Change from Target Amount				

Public Defense Summary Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 432,845**	**$ 432,845**
FY 2012 Revised Budget		**$ 432,845**	**$ 432,845**
Adjustments:			
Employee Salary Adjustments		**$ (602)**	**$ -**
Adjust Hours Per FTE		*(602)*	*-*
FY 2013 Budget Target		**$ 432,243**	**$ 432,845**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,202**	**$ -**
Retirement Contributions		*1,202*	*-*
Base Adjustments		**$ (8,513)**	**$ -**
Other Base Adjustments		*(8,513)*	*-*
Adjust expenditures for structural balance	*$ (8,513)*		
Fees and Other Revenues		**$ -**	**$ (7,913)**
ProgRevenue Volume Inc/Dec		*-*	*(7,913)*
FY 2013 Recommended Budget		**$ 424,932**	**$ 424,932**
Percent Change from Target Amount		*-1.7%*	*-1.8%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 184,460**	**$ -**
FY 2012 Revised Budget		**$ 184,460**	**$ -**
Adjustments:			
Non Recurring		**$ (184,460)**	**$ -**
Other Non-Recurring		*(184,460)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 260,097**	**$ -**
Other Non-Recurring		*260,097*	*-*
One-time training costs	*$ 260,097*		
FY 2013 Recommended Budget		**$ 260,097**	**$ -**
Percent Change from Target Amount			

Public Defender (520) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 366,854**	**$ 366,854**
FY 2012 Revised Budget		**$ 366,854**	**$ 366,854**
Adjustments:			
Employee Salary Adjustments		**$ (602)**	**$ -**
Adjust Hours Per FTE		*(602)*	*-*
FY 2013 Budget Target		**$ 366,252**	**$ 366,854**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,202**	**$ -**
Retirement Contributions		*1,202*	*-*
Base Adjustments		**$ (31,892)**	**$ -**
Other Base Adjustments		*(31,892)*	*-*
Fees and Other Revenues		**$ -**	**$ (31,292)**
ProgRevenue Volume Inc/Dec		*-*	*(31,292)*
FY 2013 Recommended Budget		**$ 335,562**	**$ 335,562**
Percent Change from Target Amount		*-8.4%*	*-8.5%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 50,866**	**$ -**
FY 2012 Revised Budget		**$ 50,866**	**$ -**
Adjustments:			
Non Recurring		**$ (50,866)**	**$ -**
Other Non-Recurring		*(50,866)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 144,143**	**$ -**
Other Non-Recurring		*144,143*	*-*
One-time training costs	*$ 144,143*		
FY 2013 Recommended Budget		**$ 144,143**	**$ -**
Percent Change from Target Amount			

Legal Defender (540) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 52,155**	**$ 52,155**
FY 2012 Revised Budget	**$ 52,155**	**$ 52,155**
FY 2013 Budget Target	**$ 52,155**	**$ 52,155**
Adjustments:		
Base Adjustments	**$ 14,219**	**$ -**
Other Base Adjustments	*14,219*	*-*
Fees and Other Revenues	**$ -**	**$ 14,219**
ProgRevenue Volume Inc/Dec	*-*	*14,219*
FY 2013 Recommended Budget	**$ 66,374**	**$ 66,374**
Percent Change from Target Amount	*27.3%*	*27.3%*

Legal Defender (540) Training Fund (209) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 84,082**	**$ -**
FY 2012 Revised Budget		**$ 84,082**	**$ -**
Adjustments:			
Non Recurring		**$ (84,082)**	**$ -**
Other Non-Recurring		*(84,082)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 78,186**	**$ -**
Other Non-Recurring		*78,186*	-
One-time training costs	*$ 78,186*		
FY 2013 Recommended Budget		**$ 78,186**	**$ -**
Percent Change from Target Amount			

Legal Advocate (550) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 13,836**	**$ 13,836**
FY 2012 Revised Budget		**$ 13,836**	**$ 13,836**
FY 2013 Budget Target		**$ 13,836**	**$ 13,836**
Adjustments:			
Base Adjustments		**$ 9,160**	**$ -**
Other Base Adjustments		*9,160*	-
Fees and Other Revenues		**$ -**	**$ 9,160**
ProgRevenue Volume Inc/Dec		*-*	*9,160*
FY 2013 Recommended Budget		**$ 22,996**	**$ 22,996**
Percent Change from Target Amount		*66.2%*	*66.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 49,512**	**$ -**
FY 2012 Revised Budget		**$ 49,512**	**$ -**
Adjustments:			
Non Recurring		**$ (49,512)**	**$ -**
Other Non-Recurring		*(49,512)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 37,768**	**$ -**
Other Non-Recurring		*37,768*	-
One-time training costs	*$ 37,768*		
FY 2013 Recommended Budget		**$ 37,768**	**$ -**
Percent Change from Target Amount			

Public Defense Training Fund (209) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 179,110	$ 218,306	$ 218,306	$ 203,083	$ 263,677
Sources:					
Operating	$ 435,071	$ 432,845	$ 432,845	$ 424,932	$ 424,932
Total Sources:	$ 435,071	$ 432,845	$ 432,845	$ 424,932	$ 424,932
Uses:					
Operating	$ 337,562	$ 432,845	$ 432,845	$ 308,838	$ 424,932
Non-Recurring	73,538	184,460	184,460	55,500	260,097
Total Uses:	$ 411,100	$ 617,305	$ 617,305	$ 364,338	$ 685,029
Structural Balance	$ 97,509	$ -	$ -	$ 116,094	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 203,083	$ 33,846	$ 33,846	$ 263,677	$ 3,580
Total Ending Spendable Fund Balance	$ 203,083	$ 33,846	$ 33,846	$ 263,677	$ 3,580

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 449,732**	**$ 449,732**
Adjustments:		
Base Adjustments	**$ -**	**$ -**
Other Base Adjustments	-	-
FY 2012 Revised Budget	**$ 449,732**	**$ 449,732**
Adjustments:		
Employee Salary Adjustments	**$ (1,592)**	**$ -**
Adjust Hours Per FTE	*(1,592)*	-
FY 2013 Budget Target	**$ 448,140**	**$ 449,732**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 2,963**	**$ -**
Retirement Contributions	*2,963*	-
Grants	**$ (42,604)**	**$ (41,233)**
Grant Reconciliation	*(42,604)*	*(41,233)*
FY 2013 Recommended Budget	**$ 408,499**	**$ 408,499**
Percent Change from Target Amount	*-8.8%*	*-9.2%*

Public Defense Grants Fund (233) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ 7,927	$ 7,927	$ (8,055)	$ 13,253
Sources:					
Operating	$ 451,421	$ 502,670	$ 502,670	$ 424,080	$ 408,499
Total Sources:	$ 451,421	$ 502,670	$ 502,670	$ 424,080	$ 408,499
Uses:					
Operating	$ 459,476	$ 502,670	$ 502,670	$ 402,772	$ 408,499
Total Uses:	$ 459,476	$ 502,670	$ 502,670	$ 402,772	$ 408,499
Structural Balance	$ (8,055)	$ -	$ -	$ 21,308	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 7,927	$ 7,927	$ 13,253	$ 13,253
Unassigned	(8,055)	-	-	-	-
Total Ending Spendable Fund Balance	$ (8,055)	$ 7,927	$ 7,927	$ 13,253	$ 13,253

Public Defender (520) Fill the Gap Fund (262)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,076,687**	**$ 1,076,687**
FY 2012 Revised Budget		**$ 1,076,687**	**$ 1,076,687**
Adjustments:			
Employee Salary Adjustments		**$ (2,771)**	**$ -**
Adjust Hours Per FTE		*(2,771)*	-
FY 2013 Budget Target		**$ 1,073,916**	**$ 1,076,687**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 5,269**	**$ -**
Retirement Contributions		*5,269*	-
Base Adjustments		**$ (98,104)**	**$ -**
Other Base Adjustments		*(98,104)*	-
Reduce expenditures for structural balance	*$ (98,104)*		
Fees and Other Revenues		**$ -**	**$ (88,244)**
ProgRevenue Volume Inc/Dec		*-*	*(88,244)*
Reallocations		**$ -**	**$ (7,362)**
Reallocation Between Funds		*-*	*(7,362)*
Reallocation of ISF Charges Between Funds		*13,196*	-
Offset for ISF Reallocations		*(13,196)*	-
FY 2013 Recommended Budget		**$ 981,081**	**$ 981,081**
Percent Change from Target Amount		*-8.6%*	*-8.9%*

Public Defender (520) Fill the Gap Fund (262) (continued)

	Expenditures	Revenue
PDS CASE MANAGEMENT SYSTEM		
FY 2012 Adopted Budget	**$ 1,601,788**	**$ -**
FY 2012 Revised Budget	**$ 1,601,788**	**$ -**
Adjustments:		
Information and Communications Technology		
Other IT Non-Recurring	*(1,601,788)*	-
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Information and Communications Technology	**$ 845,984**	
Other IT Non-Recurring	*845,984*	-
FY 2013 Recommended Budget	**$ 845,984**	**$ -**
Percent Change from Target Amount		

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ 260,679**
FY 2012 Revised Budget	**$ -**	**$ 260,679**
Adjustments:		
Non Recurring	**$ -**	**$ (260,679)**
Other Non-Recurring	-	*(260,679)*
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ -**	**$ 391,373**
Other Non-Recurring	-	*391,373*
FY 2013 Recommended Budget	**$ -**	**$ 391,373**
Percent Change from Target Amount		

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 771,975	$ 1,345,852	$ 1,345,852	$ 1,321,357	$ 462,559
Sources:					
Operating	$ 1,411,301	$ 1,076,687	$ 1,076,687	$ 990,844	$ 981,081
Non-Recurring	-	260,679	260,679	-	391,373
Total Sources:	$ 1,411,301	$ 1,337,366	$ 1,337,366	$ 990,844	$ 1,372,454
Uses:					
Operating	$ 860,202	$ 1,076,687	$ 1,076,687	$ 887,220	$ 981,081
Non-Recurring	1,720	1,601,788	1,601,788	962,422	845,984
Total Uses:	$ 861,922	$ 2,678,475	$ 2,678,475	$ 1,849,642	$ 1,827,065
Structural Balance	$ 551,099	$ -	$ -	$ 103,624	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,321,357	$ 4,743	$ 4,743	$ 462,559	$ 7,948
Unassigned	-	-	-	-	
Total Ending Spendable Fund Balance	$ 1,321,357	$ 4,743	$ 4,743	$ 462,559	$ 7,948

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 59,000**	**$ 59,000**
FY 2012 Revised Budget	**$ 59,000**	**$ 59,000**
FY 2013 Budget Target	**$ 59,000**	**$ 59,000**
Adjustments:		
Base Adjustments	**$ 7,362**	**$ -**
Other Base Adjustments	*7,362*	*-*
Reallocations	**$ -**	**$ 7,362**
Reallocation Between Funds	*-*	*7,362*
Reallocation of ISF Charges Between Funds	*195*	*-*
Offset for ISF Reallocations	*(195)*	*-*
FY 2013 Recommended Budget	**$ 66,362**	**$ 66,362**
Percent Change from Target Amount	*12.5%*	*12.5%*

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,090	$ 2,090	$ 2,090	$ 2,187	$ 2,187
Sources:					
Operating	$ 59,097	$ 59,000	$ 59,000	$ 59,000	$ 66,362
Total Sources:	$ 59,097	$ 59,000	$ 59,000	$ 59,000	$ 66,362
Uses:					
Operating	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 66,362
Total Uses:	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 66,362
Structural Balance	$ 97	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,187	$ 2,090	$ 2,090	$ 2,187	$ 2,187
Total Ending Spendable Fund Balance	$ 2,187	$ 2,090	$ 2,090	$ 2,187	$ 2,187

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: The department is currently at 44.3%. With the addition of several new staff members in FY 2012, the department hopes to make improvements towards this goal.

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: There is currently no actual data available to measure this goal.

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: The department met this goal by the end of FY 2011. However, the contract with the funeral home providers is up for renewal in October of FY 2013. Cost changes that may result from the new contracts may make reaching this goal difficult.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
EADM - ESTATE ADMINISTRATION	$ 738,364	$ 607,226	$ 607,226	$ 913,050	$ 623,210	$ 15,984	2.6%
GARD - GUARDIANSHIP ADMINISTRATION	377,131	361,236	361,236	470,379	345,252	(15,984)	-4.4%
34FS - FIDUCIARY SERVICES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,383,429	$ 968,462	$ -	0.0%
TOTAL PROGRAMS	**$ 1,115,495**	**$ 968,462**	**$ 968,462**	**$ 1,383,429**	**$ 968,462**	**$ -**	**0.0%**
USES							
BURY - INDIGENT BURIAL SERVICES	$ 372,171	$ 355,894	$ 359,668	$ 357,606	$ 364,330	$ (4,662)	-1.3%
34BS - BURIAL SERVICES	$ 372,171	$ 355,894	$ 359,668	$ 357,606	$ 364,330	$ (4,662)	-1.3%
EADM - ESTATE ADMINISTRATION	$ 703,614	$ 985,455	$ 944,652	$ 797,682	$ 862,812	$ 81,840	8.7%
GARD - GUARDIANSHIP ADMINISTRATION	1,173,913	1,515,708	1,518,344	1,264,120	1,373,381	144,963	9.5%
34FS - FIDUCIARY SERVICES	$ 1,877,527	$ 2,501,163	$ 2,462,996	$ 2,061,802	$ 2,236,193	$ 226,803	9.2%
BDGT - BUDGETING	$ 10,347	$ 7,874	$ 7,836	$ 8,021	$ 7,701	$ 135	1.7%
HRAC - HUMAN RESOURCES	13,232	12,713	21,833	22,993	18,273	3,560	16.3%
ODIR - EXECUTIVE MANAGEMENT	134,835	168,082	181,384	329,248	270,378	(88,994)	-49.1%
99AS - ADMINISTRATIVE SERVICES	$ 158,414	$ 188,669	$ 211,053	$ 360,262	$ 296,352	$ (85,299)	-40.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,015	$ 7,471	$ 7,471	$ 7,413	$ 7,471	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 3,015	$ 7,471	$ 7,471	$ 7,413	$ 7,471	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 39,828	$ 46,823	$ 46,823	$ 39,828	$ 39,826	$ 6,997	14.9%
99IT - INFORMATION TECHNOLOGY	$ 39,828	$ 46,823	$ 46,823	$ 39,828	$ 39,826	$ 6,997	14.9%
TOTAL PROGRAMS	**$ 2,450,955**	**$ 3,100,020**	**$ 3,088,011**	**$ 2,826,911**	**$ 2,944,172**	**$ 143,839**	**4.7%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,383,429	$ 968,462	$ -	0.0%
SUBTOTAL	$ 1,115,495	$ 968,462	$ 968,462	$ 1,383,429	$ 968,462	$ -	0.0%
ALL REVENUES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,383,429	$ 968,462	$ -	0.0%
TOTAL SOURCES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,383,429	$ 968,462	$ -	0.0%
CATEGORY	**FY 2011 ACTUAL**	**FY 2012 ADOPTED**	**FY 2012 REVISED**	**FY 2012 FORECAST**	**FY 2013 RECOMM**	**REVISED VS RECOMM VAR**	**%**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,413,111	$ 1,790,635	$ 1,790,635	$ 1,620,123	$ 1,683,767	$ 106,868	6.0%
0705 - TEMPORARY PAY	45,936	-	-	-	-	-	N/A
0710 - OVERTIME	72,286	44,679	44,679	14,458	25,151	19,528	43.7%
0750 - FRINGE BENEFITS	490,751	708,131	696,122	628,925	692,169	3,953	0.6%
0790 - OTHER PERSONNEL SERVICES	15,810	7,878	7,878	-	10,020	(2,142)	-27.2%
0796 - PERSONNEL SERVICES ALLOC-IN	47,206	52,849	52,849	49,595	48,352	4,497	8.5%
SUBTOTAL	$ 2,085,100	$ 2,604,172	$ 2,592,163	$ 2,313,101	$ 2,459,459	$ 132,704	5.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 19,053	$ 44,928	$ 44,928	$ 56,862	$ 40,000	$ 4,928	11.0%
0803 - FUEL	3,811	5,270	5,270	4,974	6,000	(730)	-13.9%
0804 - NON-CAPITAL EQUIPMENT	-	34,383	34,383	34,383	2,000	32,383	94.2%
SUBTOTAL	$ 22,864	$ 84,581	$ 84,581	$ 96,219	$ 48,000	$ 36,581	43.2%
SERVICES							
0810 - LEGAL SERVICES	$ 3,941	$ 3,553	$ 3,553	$ 6,619	$ 7,000	$ (3,447)	-97.0%
0812 - OTHER SERVICES	6,899	11,350	11,350	13,980	15,000	(3,650)	-32.2%
0820 - RENT & OPERATING LEASES	33,799	46,554	46,554	42,396	44,112	2,442	5.2%
0825 - REPAIRS AND MAINTENANCE	16,092	25,906	25,906	18,782	27,600	(1,694)	-6.5%
0839 - INTERNAL SERVICE CHARGES	27,633	70,458	70,458	55,526	68,501	1,957	2.8%
0841 - TRAVEL	27,154	39,601	39,601	40,648	45,000	(5,399)	-13.6%
0842 - EDUCATION AND TRAINING	5,926	11,448	11,448	11,448	15,000	(3,552)	-31.0%
0843 - POSTAGE/FREIGHT/SHIPPING	12,907	14,397	14,397	14,463	14,500	(103)	-0.7%
0845 - SUPPORT AND CARE OF PERSONS	201,919	171,000	171,000	197,037	200,000	(29,000)	-17.0%
SUBTOTAL	$ 336,270	$ 394,267	$ 394,267	$ 400,899	$ 436,713	$ (42,446)	-10.8%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ 17,000	$ 17,000	$ 16,692	$ -	$ 17,000	100.0%
0950 - DEBT SERVICE	6,721	-	-	-	-	-	N/A
SUBTOTAL	$ 6,721	$ 17,000	$ 17,000	$ 16,692	$ -	$ 17,000	100.0%
ALL EXPENDITURES	$ 2,450,955	$ 3,100,020	$ 3,088,011	$ 2,826,911	$ 2,944,172	$ 143,839	4.7%
TOTAL USES	$ 2,450,955	$ 3,100,020	$ 3,088,011	$ 2,826,911	$ 2,944,172	$ 143,839	4.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 1,115,495	$ 968,462	$ 968,462	$ 1,153,877	$ 968,462	$ -	0.0%
FUND TOTAL SOURCES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,153,877	$ 968,462	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,153,877	$ 968,462	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 1,115,495	$ 968,462	$ 968,462	$ 1,153,877	$ 968,462	$ -	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 2,450,955	$ 3,026,709	$ 3,014,700	$ 2,753,908	$ 2,944,172	$ 70,528	2.3%
NON-RECURRING	-	73,311	73,311	73,003	-	73,311	100.0%
FUND TOTAL USES	$ 2,450,955	$ 3,100,020	$ 3,088,011	$ 2,826,911	$ 2,944,172	$ 143,839	4.7%
DEPARTMENT OPERATING TOTAL USES	$ 2,450,955	$ 3,026,709	$ 3,014,700	$ 2,753,908	$ 2,944,172	$ 70,528	2.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 73,311	$ 73,311	$ 73,003	$ -	$ 73,311	100.0%
DEPARTMENT TOTAL USES	$ 2,450,955	$ 3,100,020	$ 3,088,011	$ 2,826,911	$ 2,944,172	$ 143,839	4.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.10	.05	.05	.05	.05	-	0.0%
EXECUTIVE MANAGEMENT	.95	.90	1.20	1.20	1.20	-	0.0%
HUMAN RESOURCES	.20	.20	.40	.40	.40	-	0.0%
PROGRAM TOTAL	1.25	1.15	1.65	1.65	1.65	-	0.0%
BURIAL SERVICES							
INDIGENT BURIAL SERVICES	2.27	3.17	3.32	3.32	3.32	-	0.0%
PROGRAM TOTAL	2.27	3.17	3.32	3.32	3.32	-	0.0%
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	12.68	15.08	14.28	14.28	14.28	-	0.0%
GUARDIANSHIP ADMINISTRATION	17.11	21.91	22.06	22.06	22.06	-	0.0%
PROGRAM TOTAL	29.78	36.98	36.33	36.33	36.33	-	0.0%
DEPARTMENT TOTAL	33.30	41.30	41.30	41.30	41.30	-	0.0%

Staffing by Market Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Guardian/Estate Admin Supv	-	3.00	3.00	3.00	3.00	-	0.0%
Guardian/Estate Administrator	18.30	24.30	24.30	24.30	24.30	-	0.0%
Guardian/Estate Benefits Specialist	-	-	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	2.00	-	-	-	-	N/A
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	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	2.00	-	-	-	-	-	N/A
Department Total	**33.30**	**41.30**	**41.30**	**41.30**	**41.30**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100 GENERAL	33.30	41.30	41.30	41.30	41.30	-	0.0%
Department Total	**33.30**	**41.30**	**41.30**	**41.30**	**41.30**	**-**	**0.0%**

General Adjustments

Target Adjustments:

- Decrease expenditures by $8,350 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments (Operating):

- Increase Regular Benefits by $16,429 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures by $78,427 due to a reduction in the average hourly rate of personnel.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	95.7%	43.4%	99.8%	98.1%	54.7%	126.2%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	42.7%	41.9%	43.4%	43.6%	1.7%	4.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	95.7%	43.4%	98.9%	98.1%	54.7%	126.2%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	42.7%	41.9%	43.5%	43.6%	1.7%	4.0%
Output	Number of Determinations for Eligibility Completed During the Time Period	889	964	844	840	(124)	-12.9%
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	380	404	367	366	(38)	-9.4%
Demand	Number of Indigent Burial Referrals Received	889	790	840	840	50	6.3%
Efficiency	Cost per Indigent Burial Completed	$ 979.40	$ 890.27	$ 979.99	$ 995.44	$ (105.17)	-11.8%
Expenditure							
	100 - GENERAL	$ 372,171	$ 359,668	$ 357,606	$ 364,330	$ (4,662)	-1.3%
	TOTAL USES	$ 372,171	$ 359,668	$ 357,606	$ 364,330	$ (4,662)	-1.3%

Activity Narrative: While the department is not expecting to see any significant changes in result, demand or output in comparison to forecast, the efficiency is expected to change. FY 2012 Result data was inaccurate at the time the budget was developed for FY 2012 causing a false variance. The Burial Services contract is up for renewal this year and costs may increase as a result of the new contract terms. Depending on the bid process, the department may need to return to the Board in October for an appropriation adjustment due to the new contract.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	58.1%	28.6%	50.0%	50.0%	21.4%	75.0%
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	47.2%	59.8%	44.6%	44.6%	(15.2%)	-25.4%
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	59.5%	70.4%	43.5%	43.5%	(26.8%)	-38.1%
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	0.0%	37.0%	90.5%	46.4%	9.4%	25.5%
Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	79.8%	66.7%	91.7%	11.9%	14.9%

Activities that comprise this program include:

- Estate Administration
- Guardianship Administration

Estate Administration Activity

The purpose of the Estate Administration Activity is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	58.1%	28.6%	50.0%	50.0%	21.4%	75.0%
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	47.2%	59.8%	44.6%	44.6%	(15.2%)	-25.4%
Output	Number of Financial Exploitation Investigations Completed	31	28	24	24	(4)	-14.3%
Output	Number of Estate Administration Cases Stabilized or Closed	443	468	224	224	(244)	-52.1%
Output	Average Number of Estate Administration Cases Open/Active Monthly	470	465	470	470	5	1.1%
Demand	Number of Conservatorship and Probate Cases Referred for Administration	193	204	142	142	(62)	-30.4%
Demand	Number of Referrals for Financial Exploitation Investigations	26	13	34	34	21	161.5%
Efficiency	Cost Per Estate Administration Case Open/Active	$ 374.26	$ 507.88	$ 420.29	$ 458.94	$ 48.93	9.6%
Revenue							
	100 - GENERAL	$ 738,364	$ 607,226	$ 913,050	$ 623,210	$ 15,984	2.6%
	TOTAL SOURCES	$ 738,364	$ 607,226	$ 913,050	$ 623,210	$ 15,984	2.6%
Expenditure							
	100 - GENERAL	$ 703,614	$ 944,652	$ 797,682	$ 862,812	$ 81,840	8.7%
	TOTAL USES	$ 703,614	$ 944,652	$ 797,682	$ 862,812	$ 81,840	8.7%

Activity Narrative: New procedures regarding the referral process have reduced demand numbers, along with the associated results and outputs. However, this is not a reflection of workload reduction. Those cases not needing services were removed earlier in the process leaving only the true workload, allowing staff to focus efforts on those cases that do need service. The reduction in expenditures from FY 2012 Revised is due to a decrease in the average hourly rate of employees. The department

received one time fee revenues in FY 2012 from the closure of large cases. This revenue is not expected to be received in FY 2013 and therefore revenues are recommended at a lower than forecasted level. Ongoing revenues have been greater than expected causing the FY 2013 Recommendation to be higher than FY 2012 Revised.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	59.5%	70.4%	43.5%	43.5%	(26.8%)	-38.1%
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	0.0%	37.0%	45.2%	46.4%	9.4%	25.5%
Result	Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	79.8%	33.3%	91.7%	11.9%	14.9%
Output	Number of Guardianship Referrals and Investigations Completed	342	292	168	168	(124)	-42.5%
Output	Number of Guardianship Administration Cases Stabilized Or Closed During The Time Period	185	226	124	124	(102)	-45.1%
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	613	605	578	580	(25)	-4.1%
Demand	Number of Guardianship Referrals and Investigations Requested	307	424	196	196	(228)	-53.8%
Demand	Number of New Wards for Assigned Guardianship Administration	197	240	154	154	(86)	-35.8%
Efficiency	Cost Per Guardianship Administration Case Open/Active	$ 159.72	$ 627.41	$ 545.90	$ 591.97	$ 35.44	5.6%
Revenue							
	100 - GENERAL	$ 377,131	$ 361,236	$ 470,379	$ 345,252	$ (15,984)	-4.4%
	TOTAL SOURCES	$ 377,131	$ 361,236	$ 470,379	$ 345,252	$ (15,984)	-4.4%
Expenditure							
	100 - GENERAL	$ 1,173,913	$ 1,518,344	$ 1,264,120	$ 1,373,381	$ 144,963	9.5%
	TOTAL USES	$ 1,173,913	$ 1,518,344	$ 1,264,120	$ 1,373,381	$ 144,963	9.5%

Activity Narrative: New procedures regarding the referral process have reduced demand numbers, along with the associated results and outputs. However, this is not a reflection of workload reduction. Those cases not needing services were removed earlier in the process leaving only the true workload, allowing staff to focus efforts on those cases that do need service. The reduction in expenditures from FY 2012 Revised is due to a decrease in the average hourly rate of employees. The department received one time fee revenues in FY 2012 from the closure of large cases. This revenue is not expected to be received in FY 2013 and therefore revenues are recommended at a lower than forecasted level. Ongoing revenues have also been lower than expected causing the FY 2013 Recommendation to be lower than FY 2012 Revised.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 3,026,709**	**$ 968,462**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (12,009)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(12,009)*	-
FY 2012 Revised Budget			**$ 3,014,700**	**$ 968,462**
Adjustments:				
Employee Salary Adjustments			**$ (8,350)**	**$ -**
Adjust Hours Per FTE			*(8,350)*	-
FY 2013 Budget Target			**$ 3,006,350**	**$ 968,462**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 16,249**	**$ -**
Retirement Contributions			*16,249*	-
Base Adjustments			**$ (78,427)**	**$ -**
Other Base Adjustments			*(78,427)*	-
Savings gained from reduced average budgeted pay rate		*$ (78,427)*		
FY 2013 Recommended Budget			**$ 2,944,172**	**$ 968,462**
Percent Change from Target Amount			*-2.1%*	*0.0%*

Public Health

Analysis by Dreamlyn W. Johnson, 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 re-submitted its application for Project Public Health Ready (PPHR) status in April, 2011 and is now fully certified. This goal has been met and will be revised during the FY 2014 Strategic Business Plan update process.

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 is losing ground on this measure, only investigating and intervening in 19.8% of reported cases of disease during the period of November, 2010 through October, 2011. The implementation of a new statewide communicable disease reporting system is expected to offer assistance in improving this percentage in FY 2013.

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 (PHAB) released the final accreditation standards in FY 2012. MCDPH is implementing the various

assessments and initiatives required by PHAB to obtain accreditation. Despite these efforts, the department anticipates it will take two years before they are in a position to submit an application for accreditation. This goal will be revised during the Strategic Business Plan update process in FY 2014.

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: While assessments and community meetings are underway by MCDPH the department does not anticipate meeting the goal by June of 2013. This goal will be revised during the Strategic Business Plan update process in FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
SOURCES							
HICT - HIV COUNSELING AND TESTING	$ 453,000	$ 443,816	$ 443,816	$ 379,369	$ 477,737	$ 33,921	7.6%
HISV - HIV SURVEILLANCE AMD INV	124,979	461,467	461,467	328,464	373,270	(88,197)	-19.1%
86CM - HIV HCV SERVICES	$ 577,979	$ 905,283	$ 905,283	$ 707,833	$ 851,007	$ (54,276)	-6.0%
PHPM - PUBLIC HEALTH PHARMACY	$ 13,166	$ 13,000	$ 13,000	$ 11,652	$ 13,000	$ -	0.0%
86CS - CLINIC SUPPORT SERVICES	$ 13,166	$ 13,000	$ 13,000	$ 11,652	$ 13,000	$ -	0.0%
EPIR - EPIDEMIOLOGICAL REPORTING	$ 953	$ -	$ -	$ 40,706	$ -	$ -	N/A
86EG - EPI AND GEN DISEASE SURVE	$ 953	$ -	$ -	$ 40,706	$ -	$ -	N/A
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 5,760,943	$ 3,836,357	$ 3,836,357	$ 4,074,505	$ 2,822,131	$ (1,014,226)	-26.4%
86EM - PUBLIC HEALTH EMERGENCY	$ 5,760,943	$ 3,836,357	$ 3,836,357	$ 4,074,505	$ 2,822,131	$ (1,014,226)	-26.4%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 1,431,702	$ 2,696,596	$ 2,696,596	$ 1,912,311	$ 2,544,538	$ (152,058)	-5.6%
DTSL - DENTAL SEALANTS	297,450	1,059,683	1,059,683	1,093,760	1,467,499	407,816	38.5%
FHPT - FAMILY HEALTH PARTNERSHIPS	53,299	259,317	259,317	289,713	363,636	104,319	40.2%
HEED - HEALTHY START	822,088	964,924	964,924	934,630	988,684	23,760	2.5%
LHZR - LEAD HAZARD REDUCTION	119,893	249,358	249,358	97,337	98,127	(151,231)	-60.6%
NEWB - NEWBORN INTENSIVE CARE	312,985	391,777	391,777	427,712	398,716	6,939	1.8%
NFAM - NURSE-FAMILY PARTNERSHIPS	948,848	1,110,023	1,110,023	1,068,947	1,108,005	(2,018)	-0.2%
PRSP - PARENT SUPPORT	18,406	-	-	-	-	-	N/A
TNPP - TEEN PREGNANCY PREVENTION	304,993	931,160	931,160	929,047	933,553	2,393	0.3%
WWHC - WELL WOMAN HEALTHCHECK	524,577	682,000	682,000	918,950	682,000	-	0.0%
86FH - FAMILY HEALTH	$ 4,834,241	$ 8,344,838	$ 8,344,838	$ 7,672,407	$ 8,584,758	$ 239,920	2.9%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 3,099,313	$ 2,617,155	$ 2,617,155	$ 2,936,613	$ 2,810,297	$ 193,142	7.4%
86HI - HEALTHCARE FOR HOMELESS	$ 3,099,313	$ 2,617,155	$ 2,617,155	$ 2,936,613	$ 2,810,297	$ 193,142	7.4%
CCSS - CHILD PASSENGER SAFETY	$ 996,342	$ 960,192	$ 960,192	$ 944,401	$ 948,829	$ (11,363)	-1.2%
PHPD - PUBLIC HEALTH POLICY DEVELOP	71,034	370,501	370,501	595,477	667,085	296,584	80.0%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	111,901	-	-	-	-	-	N/A
SCNT - SUPP NUTRITION ASST ED INTERV	254,102	348,560	348,560	396,366	375,853	27,293	7.8%
WICC - WOMEN INFANTS AND CHILDREN	10,840,562	11,075,725	11,075,725	9,506,344	9,613,444	(1,462,281)	-13.2%
WTHT - WOMEN TOGETHER FOR HEALTH	401,362	-	-	-	-	-	N/A
86HL - PROMOTING HEALTHY LIFESTY	$ 12,675,303	$ 12,754,978	$ 12,754,978	$ 11,442,588	$ 11,605,211	$ (1,149,767)	-9.0%
HANS - HANSENS DISEASE TREATMENT	$ 30,132	$ 32,913	$ 32,913	$ 34,934	$ 32,998	$ 85	0.3%
HERF - PHYS HEALTH SCREENING REFUGEES	1,875,562	1,854,929	1,854,929	1,525,880	1,433,742	(421,187)	-22.7%
STEX - STD EXAMINATIONS AMD TREATMENT	288,349	310,564	310,564	331,159	330,668	20,104	6.5%
STSV - STD CASE SURV INVESTIGATION	276,999	306,766	306,766	405,722	368,940	62,174	20.3%
TBIN - TB SURVEILLANCE AMD INVEST	-	-	-	25,107	216,094	216,094	N/A
TBTE - TB TESTING AMD TREATMENT	603,583	606,176	606,176	557,113	592,399	(13,777)	-2.3%
86ID - INFECTIOUS DISEASE CONTROI	$ 3,074,625	$ 3,111,348	$ 3,111,348	$ 2,879,915	$ 2,974,841	$ (136,507)	-4.4%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 278,207	$ 232,000	$ 232,000	$ 259,918	$ 250,000	$ 18,000	7.8%
CHIM - CHILDHOOD IMMUNIZATIONS	1,722,184	2,756,458	2,756,458	3,080,462	2,482,493	(273,965)	-9.9%
86IS - IMMUNIZATION SERVICES	$ 2,000,391	$ 2,988,458	$ 2,988,458	$ 3,340,380	$ 2,732,493	$ (255,965)	-8.6%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,096,917	$ 1,345,538	$ 1,345,538	$ 1,373,921	$ 1,373,850	$ 28,312	2.1%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	84,840	200,182	200,182	126,572	180,296	(19,886)	-9.9%
86RW - RYAN WHITE TITLE I SERV	$ 1,181,757	$ 1,545,720	$ 1,545,720	$ 1,500,493	$ 1,554,146	$ 8,426	0.5%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 197,048	$ 184,712	$ 184,712	$ 185,031	$ 185,187	$ 475	0.3%
TUPV - TOBACCO USE PREVENTION	1,794,329	1,814,790	1,814,790	1,821,704	1,883,867	69,077	3.8%
TUTR - TOB USE PREV TRNG DENTAL PROS	(6,390)	50,279	50,279	38,147	38,679	(11,600)	-23.1%
86TP - TOBACCO USE PREVENTION	$ 1,984,987	$ 2,049,781	$ 2,049,781	$ 2,044,882	$ 2,107,733	$ 57,952	2.8%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,569,332	$ 3,428,422	$ 3,428,422	$ 3,621,072	$ 3,798,771	$ 370,349	10.8%
86VR - VITAL REGISTRATION	$ 3,569,332	$ 3,428,422	$ 3,428,422	$ 3,621,072	$ 3,798,771	$ 370,349	10.8%
FSAC - FINANCIAL SERVICES	$ 4,873,903	$ 5,157,951	$ 5,157,951	$ 4,737,305	$ 4,738,824	$ (419,127)	-8.1%
ODIR - EXECUTIVE MANAGEMENT	36,043	170,456	170,456	225,355	257,069	86,613	50.8%
99AS - ADMINISTRATIVE SERVICES	$ 4,909,946	$ 5,328,407	$ 5,328,407	$ 4,962,660	$ 4,995,893	$ (332,514)	-6.2%
GGOV - GENERAL GOVERNMENT	$ (3,308,591)	$ 4,731	$ 4,731	$ 35,690	$ 50,000	$ 45,269	956.9%
99GV - GENERAL GOVERNMENT	$ (3,308,591)	$ 4,731	$ 4,731	$ 35,690	$ 50,000	$ 45,269	956.9%
TOTAL PROGRAMS	**$ 40,374,345**	**$ 46,928,478**	**$ 46,928,478**	**$ 45,271,396**	**$ 44,900,281**	**$ (2,028,197)**	**-4.3%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
USES							
HICT - HIV COUNSELING AND TESTING	$ 417,737	$ 443,816	$ 469,155	$ 379,369	$ 479,445	$ (10,290)	-2.2%
HISV - HIV SURVEILLANCE AMD INV	201,861	461,467	428,889	328,464	375,700	53,189	12.4%
86CM - HIV HCV SERVICES	$ 619,598	$ 905,283	$ 898,044	$ 707,833	$ 855,145	$ 42,899	4.8%
MDRC - MEDICAL RECORDS	$ 311,678	$ 321,324	$ 314,745	$ 279,594	$ 259,107	$ 55,638	17.7%
PHPM - PUBLIC HEALTH PHARMACY	235,172	335,175	326,434	294,720	358,461	(32,027)	-9.8%
86CS - CLINIC SUPPORT SERVICES	$ 546,850	$ 656,499	$ 641,179	$ 574,314	$ 617,568	$ 23,611	3.7%
EPIR - EPIDEMIOLOGICAL REPORTING	$ 685,220	$ 913,661	$ 901,819	$ 776,008	$ 965,391	$ (63,572)	-7.0%
SCII - SINGLE CASE INV INTERVENTIONS	897,490	1,112,399	1,137,483	1,011,421	1,046,480	91,003	8.0%
86EG - EPI AND GEN DISEASE SURVEILL	$ 1,582,710	$ 2,026,060	$ 2,039,302	$ 1,787,429	$ 2,011,871	$ 27,431	1.3%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 4,966,136	$ 3,836,357	$ 3,732,069	$ 4,074,505	$ 2,819,039	$ 913,030	24.5%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 4,966,136	$ 3,836,357	$ 3,732,069	$ 4,074,505	$ 2,819,039	$ 913,030	24.5%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 1,901,750	$ 2,696,596	$ 2,516,481	$ 1,912,311	$ 2,562,976	$ (46,495)	-1.8%
DTSL - DENTAL SEALANTS	402,610	1,172,238	1,289,211	1,182,726	1,513,972	(224,761)	-17.4%
FHPT - FAMILY HEALTH PARTNERSHIPS	961,067	1,159,366	1,156,184	1,101,084	1,002,980	153,204	13.3%
HEED - HEALTHY START	844,580	964,924	989,299	934,630	993,491	(4,192)	-0.4%
LHZR - LEAD HAZARD REDUCTION	129,836	249,358	249,130	97,337	99,067	150,063	60.2%
NEWB - NEWBORN INTENSIVE CARE	393,440	391,777	413,778	427,712	401,159	12,619	3.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	937,939	1,110,023	1,102,581	1,068,947	1,111,010	(8,429)	-0.8%
TNPP - TEEN PREGNANCY PREVENTION	356,390	931,160	904,406	929,047	936,809	(32,403)	-3.6%
WWHC - WELL WOMAN HEALTHCHECK	637,137	682,000	682,197	918,950	683,527	(1,330)	-0.2%
86FH - FAMILY HEALTH	$ 6,564,749	$ 9,357,442	$ 9,303,267	$ 8,572,744	$ 9,304,991	$ (1,724)	0.0%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 3,128,477	$ 2,617,155	$ 2,511,670	$ 2,936,613	$ 2,785,327	$ (273,657)	-10.9%
86HI - HEALTHCARE FOR HOMELESS INDVD	$ 3,128,477	$ 2,617,155	$ 2,511,670	$ 2,936,613	$ 2,785,327	$ (273,657)	-10.9%
CCSS - CHILD PASSENGER SAFETY	$ 1,093,883	$ 1,163,372	$ 1,181,364	$ 1,135,455	$ 1,095,728	$ 85,636	7.2%
PHPD - PUBLIC HEALTH POLICY DEVELOP	142,266	889,341	881,304	1,112,098	1,504,893	(623,589)	-70.8%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	122,616	-	-	-	-	-	N/A
SCNT - SUPP NUTRITION ASST ED INTERV	663,608	706,736	705,994	721,562	684,802	21,192	3.0%
WICC - WOMEN INFANTS AND CHILDREN	9,864,936	11,075,725	10,482,316	9,506,344	9,664,039	818,277	7.8%
WTHT - WOMEN TOGETHER FOR HEALTH	183,388	-	-	-	-	-	N/A
86HL - PROMOTING HEALTHY LIFESTYLES	$ 12,070,697	$ 13,835,174	$ 13,250,978	$ 12,475,459	$ 12,949,462	$ 301,516	2.3%
HANS - HANSENS DISEASE TREATMENT	$ 36,776	$ 32,913	$ 32,913	$ 34,934	$ 32,998	$ (85)	-0.3%
HERF - PHYS HEALTH SCREENING REFUGEES	1,639,489	1,947,971	1,977,914	1,628,708	1,547,630	430,284	21.8%
PHLB - PUBLIC HEALTH LABORATORY	626,685	539,085	537,009	508,806	589,205	(52,196)	-9.7%
STEX - STD EXAMINATIONS AMD TREATMENT	1,290,199	1,384,085	1,377,991	1,395,611	1,426,018	(48,027)	-3.5%
STSV - STD CASE SURV INVESTIGATION	983,241	1,024,020	1,053,522	1,091,656	1,101,531	(48,009)	-4.6%
TBIN - TB SURVEILLANCE AMD INVEST	248,135	307,197	305,882	321,291	534,044	(228,162)	-74.6%
TBTE - TB TESTING AMD TREATMENT	2,207,622	2,121,376	2,063,083	2,088,225	2,043,475	19,608	1.0%
86ID - INFECTIOUS DISEASE CONTROL	$ 7,032,147	$ 7,356,647	$ 7,348,314	$ 7,069,231	$ 7,274,901	$ 73,413	1.0%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 282,194	$ 232,000	$ 231,332	$ 246,056	$ 250,953	$ (19,621)	-8.5%
CHIM - CHILDHOOD IMMUNIZATIONS	2,672,870	3,690,451	4,299,173	3,848,679	3,414,971	884,202	20.6%
IMED - IMMUNIZATION EDUCATION	98,289	97,640	97,168	96,061	102,170	(5,002)	-5.1%
86IS - IMMUNIZATION SERVICES	$ 3,053,353	$ 4,020,091	$ 4,627,673	$ 4,190,796	$ 3,768,094	$ 859,579	18.6%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,248,366	$ 1,345,538	$ 1,343,016	$ 1,373,921	$ 1,374,511	$ (31,495)	-2.3%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	80,962	200,182	199,806	126,572	180,840	18,966	9.5%
86RW - RYAN WHITE TITLE I SERV	$ 1,329,328	$ 1,545,720	$ 1,542,822	$ 1,500,493	$ 1,555,351	$ (12,529)	-0.8%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 190,233	$ 184,712	$ 165,497	$ 185,031	$ 186,439	$ (20,942)	-12.7%
TUPV - TOBACCO USE PREVENTION	1,633,730	1,814,790	1,805,440	1,821,704	1,868,607	(63,167)	-3.5%
TUTR - TOB USE PREV TRNG DENTAL PROS	44,438	50,279	44,082	38,147	38,915	5,167	11.7%
86TP - TOBACCO USE PREVENTION	$ 1,868,401	$ 2,049,781	$ 2,015,019	$ 2,044,882	$ 2,093,961	$ (78,942)	-3.9%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,152,135	$ 3,602,752	$ 3,558,362	$ 3,393,480	$ 3,808,539	$ (250,177)	-7.0%
86VR - VITAL REGISTRATION	$ 3,152,135	$ 3,602,752	$ 3,558,362	$ 3,393,480	$ 3,808,539	$ (250,177)	-7.0%
BDGT - BUDGETING	$ 17,742	$ 16,726	$ 16,307	$ 16,880	$ 17,328	$ (1,021)	-6.3%
FSAC - FINANCIAL SERVICES	2,176,360	3,485,867	3,485,015	3,056,468	3,134,258	350,757	10.1%
HRAC - HUMAN RESOURCES	98,057	100,618	70,242	76,951	93,414	(23,172)	-33.0%
ODIR - EXECUTIVE MANAGEMENT	950,351	530,909	726,194	567,994	628,474	97,720	13.5%
PROC - PROCUREMENT	60,135	92,948	91,628	84,042	13,580	78,048	85.2%
99AS - ADMINISTRATIVE SERVICES	$ 3,302,645	$ 4,227,068	$ 4,389,386	$ 3,802,335	$ 3,887,054	$ 502,332	11.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,506,411	$ 1,788,338	$ 1,788,338	$ 1,788,476	$ 1,720,825	$ 67,513	3.8%
GGOV - GENERAL GOVERNMENT	-	4,731	135,676	12,504	36,259	99,417	73.3%
ISFC - INTERNAL SERVICE FUND CHARGES	878,094	195,085	195,085	205,432	166,460	28,625	14.7%
99GV - GENERAL GOVERNMENT	$ 2,384,505	$ 1,988,154	$ 2,119,099	$ 2,006,412	$ 1,923,544	$ 195,555	9.2%
ENIT - ENTERPRISE IT COLLABORATION	$ 255,726	$ 143,121	$ 143,121	$ 117,023	$ 148,713	$ (5,592)	-3.9%
99IT - INFORMATION TECHNOLOGY	$ 255,726	$ 143,121	$ 143,121	$ 117,023	$ 148,713	$ (5,592)	-3.9%
TOTAL PROGRAMS	**$ 51,857,457**	**$ 58,167,304**	**$ 58,120,305**	**$ 55,253,549**	**$ 55,803,560**	**$ 2,316,745**	**4.0%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 35,026,139	$ 41,901,449	$ 41,901,449	$ 38,963,798	$ 39,304,018	$ (2,597,431)	-6.2%
0620 - OTHER INTERGOVERNMENTAL	36,421	-	-	-	-	-	N/A
SUBTOTAL	$ 35,062,560	$ 41,901,449	$ 41,901,449	$ 38,963,798	$ 39,304,018	$ (2,597,431)	-6.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,557,943	$ 3,330,376	$ 3,330,376	$ 3,608,564	$ 3,786,263	$ 455,887	13.7%
0638 - PATIENT SERVICES REVENUE	1,680,068	1,486,500	1,486,500	1,682,129	1,693,000	206,500	13.9%
SUBTOTAL	$ 5,238,011	$ 4,816,876	$ 4,816,876	$ 5,290,693	$ 5,479,263	$ 662,387	13.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 42,151	$ 89,957	$ 89,957	$ 35,690	$ 50,000	$ (39,957)	-44.4%
0650 - MISCELLANEOUS REVENUE	2,534	90,196	90,196	951,215	37,000	(53,196)	-59.0%
SUBTOTAL	$ 44,685	$ 180,153	$ 180,153	$ 986,905	$ 87,000	$ (93,153)	-51.7%
ALL REVENUES	$ 40,345,256	$ 46,898,478	$ 46,898,478	$ 45,241,396	$ 44,870,281	$ (2,028,197)	-4.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 29,089	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 29,089	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL SOURCES	$ 40,374,345	$ 46,928,478	$ 46,928,478	$ 45,271,396	$ 44,900,281	$ (2,028,197)	-4.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 23,050,433	$ 27,464,131	$ 26,868,917	$ 24,470,720	$ 26,352,766	$ 516,151	1.9%
0705 - TEMPORARY PAY	62,320	102,178	104,867	35,936	106,381	(1,514)	-1.4%
0710 - OVERTIME	95,028	122,793	122,793	117,410	88,643	34,150	27.8%
0750 - FRINGE BENEFITS	8,476,109	10,687,558	10,476,943	9,457,352	10,500,870	(23,927)	-0.2%
0790 - OTHER PERSONNEL SERVICES	190,285	232,353	232,353	99,055	203,204	29,149	12.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(7,813,877)	(7,667,593)	(7,667,593)	(7,889,582)	(6,815,420)	(852,173)	-11.1%
0796 - PERSONNEL SERVICES ALLOC-IN	8,558,599	8,522,472	8,522,472	8,394,309	7,477,470	1,045,002	12.3%
SUBTOTAL	$ 32,618,897	$ 39,463,892	$ 38,660,752	$ 34,685,200	$ 37,913,914	$ 746,838	1.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,834,587	$ 1,742,252	$ 1,742,252	$ 1,641,806	$ 1,326,081	$ 416,171	23.9%
0802 - MEDICAL SUPPLIES	1,738,846	1,946,379	1,946,379	2,685,060	1,941,638	4,741	0.2%
0803 - FUEL	23,449	38,817	38,817	28,057	28,830	9,987	25.7%
0804 - NON-CAPITAL EQUIPMENT	501,561	130,531	130,531	125,289	73,781	56,750	43.5%
0805 - SUPPLIES-ALLOCATION OUT	(1,032,929)	(954,440)	(954,440)	(1,341,971)	(906,727)	(47,713)	-5.0%
0806 - SUPPLIES-ALLOCATION IN	900,888	851,938	851,938	1,046,711	825,167	26,771	3.1%
SUBTOTAL	$ 3,966,402	$ 3,755,477	$ 3,755,477	$ 4,184,952	$ 3,288,770	$ 466,707	12.4%
SERVICES							
0810 - LEGAL SERVICES	$ 1,796	$ 59,335	$ 59,335	$ 1,646	$ 150	$ 59,185	99.7%
0811 - HEALTH CARE SERVICES	3,128,668	2,128,859	2,128,859	3,213,651	2,635,233	(506,374)	-23.8%
0812 - OTHER SERVICES	5,670,048	5,685,050	6,441,191	6,400,035	5,517,481	923,710	14.3%
0820 - RENT & OPERATING LEASES	2,211,249	2,306,462	2,306,462	1,936,496	2,080,625	225,837	9.8%
0825 - REPAIRS AND MAINTENANCE	286,949	248,746	248,746	229,483	238,245	10,501	4.2%
0830 - INTERGOVERNMENTAL PAYMENTS	129	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	935,924	3,085,826	3,085,826	2,971,531	2,724,477	361,349	11.7%
0841 - TRAVEL	435,488	596,835	596,835	443,355	526,820	70,015	11.7%
0842 - EDUCATION AND TRAINING	180,857	227,924	227,924	166,081	267,589	(39,665)	-17.4%
0843 - POSTAGE/FREIGHT/SHIPPING	65,119	91,958	91,958	113,413	90,521	1,437	1.6%
0845 - SUPPORT AND CARE OF PERSONS	1,116	-	-	-	-	-	N/A
0850 - UTILITIES	206,498	264,323	264,323	251,516	275,334	(11,011)	-4.2%
0872 - SERVICES-ALLOCATION OUT	(273,758)	(1,467,554)	(1,467,554)	(1,265,886)	(1,173,872)	(293,682)	-20.0%
0873 - SERVICES-ALLOCATION IN	323,374	1,588,897	1,588,897	1,344,676	1,281,273	307,624	19.4%
SUBTOTAL	$ 13,173,457	$ 14,816,661	$ 15,572,802	$ 15,805,997	$ 14,463,876	$ 1,108,926	7.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 71,379	$ 100,000	$ 100,000	$ 122,609	$ 100,000	$ -	0.0%
0920 - CAPITAL EQUIPMENT	279,173	-	-	206,757	7,000	$ (7,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	23,615	-	-	216,783	-	-	N/A
0950 - DEBT SERVICE	188,943	1,274	1,274	1,251	-	1,274	100.0%
0955 - CAPITAL-ALLOCATION OUT	(34,011)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	34,102	-	-	-	-	-	N/A
SUBTOTAL	$ 563,201	$ 101,274	$ 101,274	$ 547,400	$ 107,000	$ (5,726)	-5.7%
ALL EXPENDITURES	$ 50,321,957	$ 58,137,304	$ 58,090,305	$ 55,223,549	$ 55,773,560	$ 2,316,745	4.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,535,500	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING USES	$ 1,535,500	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL USES	$ 51,857,457	$ 58,167,304	$ 58,120,305	$ 55,253,549	$ 55,803,560	$ 2,316,745	4.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 953	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 953	$ -	$ -	$ -	$ -	$ -	N/A
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 35,733,333	$ 42,524,645	$ 42,524,645	$ 40,682,667	$ 40,041,018	$ (2,483,627)	-5.8%
FUND TOTAL SOURCES	$ 35,733,333	$ 42,524,645	$ 42,524,645	$ 40,682,667	$ 40,041,018	$ (2,483,627)	-5.8%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,640,059	$ 4,403,833	$ 4,403,833	$ 4,588,729	$ 4,859,263	$ 455,430	10.3%
FUND TOTAL SOURCES	$ 4,640,059	$ 4,403,833	$ 4,403,833	$ 4,588,729	$ 4,859,263	$ 455,430	10.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 40,374,345	$ 46,928,478	$ 46,928,478	$ 45,271,396	$ 44,900,281	$ (2,028,197)	-4.3%
DEPARTMENT TOTAL SOURCES	$ 40,374,345	$ 46,928,478	$ 46,928,478	$ 45,271,396	$ 44,900,281	$ (2,028,197)	-4.3%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 10,050,638	$ 11,064,496	$ 11,017,497	$ 10,260,959	$ 10,903,279	$ 114,218	1.0%
FUND TOTAL USES	$ 10,050,638	$ 11,064,496	$ 11,017,497	$ 10,260,959	$ 10,903,279	$ 114,218	1.0%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 37,704,218	$ 42,524,645	$ 42,524,645	$ 40,682,667	$ 40,041,018	$ 2,483,627	5.8%
NON-RECURRING	21,583	-	-	-	-	-	N/A
FUND TOTAL USES	$ 37,725,801	$ 42,524,645	$ 42,524,645	$ 40,682,667	$ 40,041,018	$ 2,483,627	5.8%
265 PUBLIC HEALTH FEES							
OPERATING	$ 3,883,558	$ 4,403,833	$ 4,403,833	$ 4,135,593	$ 4,859,263	$ (455,430)	-10.3%
NON-RECURRING	197,460	174,330	174,330	174,330	-	174,330	100.0%
FUND TOTAL USES	$ 4,081,018	$ 4,578,163	$ 4,578,163	$ 4,309,923	$ 4,859,263	$ (281,100)	-6.1%
DEPARTMENT OPERATING TOTAL USES	$ 51,638,414	$ 57,992,974	$ 57,945,975	$ 55,079,219	$ 55,803,560	$ 2,142,415	3.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 219,043	$ 174,330	$ 174,330	$ 174,330	$ -	$ 174,330	100.0%
DEPARTMENT TOTAL USES	$ 51,857,457	$ 58,167,304	$ 58,120,305	$ 55,253,549	$ 55,803,560	$ 2,316,745	4.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.90	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	9.50	11.50	12.50	12.50	12.00	(.50)	(4.0%)
FINANCIAL SERVICES	5.10	5.10	5.10	5.10	5.10	-	0.0%
HUMAN RESOURCES	7.00	7.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	7.00	7.00	7.00	7.00	6.00	(1.00)	(14.3%)
PROGRAM TOTAL	29.50	31.50	31.50	31.50	30.00	(1.50)	(4.8%)
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	6.00	6.00	5.00	5.00	5.00	-	0.0%
PUBLIC HEALTH PHARMACY	3.25	3.25	3.50	3.90	3.90	.40	11.4%
PROGRAM TOTAL	9.25	9.25	8.50	8.90	8.90	.40	4.7%
EPI AND GEN DISEASE SURVEILL							
EPIDEMIOLOGICAL REPORTING	6.50	6.50	8.50	8.00	7.50	(1.00)	(11.8%)
SINGLE CASE INV INTERVENTIONS	8.50	9.50	11.00	10.50	10.50	(.50)	(4.5%)
PROGRAM TOTAL	15.00	16.00	19.50	18.50	18.00	(1.50)	(7.7%)
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	29.00	29.50	29.50	21.00	29.00	(.50)	(1.7%)
DENTAL SEALANTS	2.35	2.35	7.50	7.50	7.50	-	0.0%
FAMILY HEALTH PARTNERSHIPS	11.00	11.00	11.00	11.00	8.00	(3.00)	(27.3%)
HEALTHY START	14.50	15.50	16.50	16.50	16.50	-	0.0%
LEAD HAZARD REDUCTION	1.60	2.00	2.00	2.00	2.00	-	0.0%
NEWBORN INTENSIVE CARE	4.20	4.40	4.80	4.40	4.40	(.40)	(8.3%)
NURSE-FAMILY PARTNERSHIPS	4.90	6.40	6.00	6.00	6.00	-	0.0%
PARENT SUPPORT	2.00	-	.00	-	-	-	N/A
TEEN PREGNANCY PREVENTION	2.50	8.60	8.60	9.35	9.35	.75	8.7%
WELL WOMAN HEALTHCHECK	4.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	76.05	84.75	90.90	82.75	87.75	(3.15)	(3.5%)
HEALTHCARE FOR HOMELESS INDVDL							
HEALTHCARE FOR THE HOMELESS	34.60	33.60	33.10	32.10	32.10	(1.00)	(3.0%)
PROGRAM TOTAL	34.60	33.60	33.10	32.10	32.10	(1.00)	(3.0%)
HIV HCV SERVICES							
HIV COUNSELING AND TESTING	8.60	4.00	9.50	9.50	5.75	(3.75)	(39.5%)
HIV SURVEILLANCE AMD INV	3.40	7.50	3.50	3.50	7.25	3.75	107.1%
PROGRAM TOTAL	12.00	11.50	13.00	13.00	13.00	-	0.0%
IMMUNIZATION SERVICES							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	2.00	-	0.0%
CHILDHOOD IMMUNIZATIONS	25.00	26.00	29.00	29.00	29.00	-	0.0%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	28.00	29.00	32.00	32.00	32.00	-	0.0%
INFECTIOUS DISEASE CONTROL							
PHYS HEALTH SCREENING REFUGEES	11.25	12.75	13.50	12.50	12.50	(1.00)	(7.4%)
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
STD CASE SURV INVESTIGATION	19.00	19.00	20.00	20.00	20.00	-	0.0%
STD EXAMINATIONS AMD TREATMENT	13.75	13.75	14.00	14.00	14.00	-	0.0%
TB SURVEILLANCE AMD INVEST	4.50	4.50	5.50	5.50	5.50	-	0.0%
TB TESTING AMD TREATMENT	20.75	23.75	23.00	23.00	23.00	-	0.0%
PROGRAM TOTAL	76.50	81.00	83.25	82.25	82.25	(1.00)	(1.2%)
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	14.50	15.00	15.00	15.00	14.00	(1.00)	(6.7%)
PROMTNG LIFETIME ACT FOR YOUTH	1.50	-	.00	-	-	-	N/A
PUBLIC HEALTH POLICY DEVELOP	-	6.00	7.00	7.00	10.00	3.00	42.9%
SUPP NUTRITION ASST ED INTERV	9.50	9.30	9.50	9.50	8.50	(1.00)	(10.5%)
WOMEN INFANTS AND CHILDREN	187.70	186.90	167.60	164.10	163.85	(3.75)	(2.2%)

Staffing by Program and Activity (continued)

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
WOMEN TOGETHER FOR HEALTH	4.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	217.20	217.20	199.10	195.60	196.35	(2.75)	(1.4%)
PUBLIC HEALTH EMERGENCY MGMT							
PUB HLTH PREPAREDNESS RESPONSE	11.00	30.95	29.95	29.05	25.30	(4.65)	(15.5%)
PROGRAM TOTAL	11.00	30.95	29.95	29.05	25.30	(4.65)	(15.5%)
RYAN WHITE TITLE I SERV							
RYAN WHITE DENTAL INSURANCE	1.00	1.60	2.00	2.00	2.00	-	0.0%
RYAN WHITE PLNG COUNCIL SUPP	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	2.00	2.60	3.00	3.00	3.00	-	0.0%
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	3.00	3.00	2.55	2.55	2.55	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.65	.65	.50	.50	.50	-	0.0%
TOBACCO USE PREVENTION	19.00	19.00	19.45	19.45	19.45	-	0.0%
PROGRAM TOTAL	22.65	22.65	22.50	22.50	22.50	-	0.0%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	43.00	44.00	46.00	46.00	51.00	5.00	10.9%
PROGRAM TOTAL	43.00	44.00	46.00	46.00	51.00	5.00	10.9%
DEPARTMENT TOTAL	576.75	614.00	612.30	597.15	602.15	(10.15)	(1.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	5.00	8.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	5.00	5.50	5.50	6.00	5.00	(.50)	(9.1%)
Admin/Operations Specialist	14.00	14.60	17.00	16.00	20.00	3.00	17.6%
Administrative Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	13.00	16.00	15.00	15.00	15.00	-	0.0%
Administrative Supervisor	21.00	18.00	18.00	18.00	18.00	-	0.0%
Administrator	4.00	-	-	-	-	-	N/A
Communicatn Ofcr/Govt Liaison	2.00	3.00	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	-	-	1.00	1.00	-	(1.00)	(100.0%)
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Public Health	-	-	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	16.70	18.20	21.10	19.60	19.35	(1.75)	(8.3%)
Dietitian/Nutritionist Supv	3.00	4.00	3.00	3.00	3.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist	10.00	12.40	14.90	15.00	14.50	(.40)	(2.7%)
Epidemiology Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
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	27.50	28.10	31.10	31.35	30.35	(.75)	(2.4%)
Health Educator Supervisor	-	9.00	9.00	9.00	9.00	-	0.0%
Health Services Aide	113.60	115.10	107.10	107.10	107.10	-	0.0%
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 Manager – Large	-	-	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	-	-	-	-	N/A
Infection Control Specialist	31.00	31.00	32.00	32.00	32.00	-	0.0%
IS Project Manager	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Licensed Practical Nurse	7.00	8.00	7.00	7.00	7.00	-	0.0%
Management Analyst	2.00	4.00	5.00	5.00	5.00	-	0.0%
Materials Handling Worker	1.00	-	-	-	-	-	N/A
Materials Inventory Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Medical Assistant	8.00	8.00	10.00	10.00	10.00	-	0.0%
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Records Manager	-	-	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	58.70	63.10	64.60	56.10	63.10	(1.50)	(2.3%)
Nurse Pract/Phys Asst	9.00	9.00	9.00	9.00	9.00	-	0.0%
Nursing Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	8.00	9.00	9.00	9.00	9.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Office Assistant	49.00	47.00	42.50	41.10	41.10	(1.40)	(3.3%)
Office Assistant Specialized	72.00	77.00	71.00	69.00	69.00	(2.00)	(2.8%)
Operations/Program Manager	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Operations/Program Supervisor	17.00	17.00	17.00	17.00	17.00	-	0.0%
Pharmacist	2.00	2.00	2.00	2.40	2.40	.40	20.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	2.00	1.75	1.75	1.75	1.00	(.75)	(42.9%)
Planner - Emergency Services	-	3.00	2.00	2.00	2.00	-	0.0%
Procurement Officer - County	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Procurement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	9.00	8.00	10.00	10.00	11.00	1.00	10.0%
Programmer/Analyst	2.00	2.00	1.00	-	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Psychiatrist	.50	.50	-	-	-	-	N/A
Public Health OPR Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Public Health Program Admin	-	2.00	3.00	3.00	3.00	-	0.0%
Radiologic Technologist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Risk Mgmt Supervisor	.50	.50	.50	.50	-	(.50)	(100.0%)
Social Worker	13.00	12.00	13.00	13.00	13.00	-	0.0%
Social Worker Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	-	1.00	1.00	-	-	(1.00)	(100.0%)
Special Projects Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**576.75**	**614.00**	**612.30**	**597.15**	**602.15**	**(10.15)**	**(1.7%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	127.25	131.25	132.25	132.65	131.15	(1.10)	(0.8%)
265	PUBLIC HEALTH FEES	51.00	53.00	57.00	58.00	63.00	6.00	10.5%
532	PUBLIC HEALTH GRANTS	398.50	429.75	423.05	405.50	408.00	(15.05)	(3.6%)
Department Total		**576.75**	**614.00**	**612.30**	**596.15**	**602.15**	**(10.15)**	**(1.7%)**

Significant Variance Analysis

The department inactivated 1.0 FTE Procurement Officer. The position was transferred to Procurement Services in an effort to centralize Title III activities. Overall, the department eliminated 9.15 FTE's based on available grant funds which is the net of eliminating 12.55 FTE's and creating 4.4 FTE's to meet the demands for services.

General Adjustments:

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $31,471 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- Decrease budget by $82,747 for reallocation of Procurement Officer from Public Health to Procurement Services.

Public Health Fee Fund (265)

- Decrease expenditure budget by $9,074 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Public Health Grant Fund (532)

- Decrease expenditure budget by $78,348 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $47,144 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Other Services by $47,144 to offset the benefit rate increase.

Public Health Fee Fund (265)

- Increase Regular Benefits by $20,985 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Other Services by $20,985 to offset the benefit rate increase.

Public Health Grant Fund (532)

- Increase Regular Benefits by $159,010 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease General Supplies by $98,010 to offset the benefit rate increase.
- Decrease Health Care Services by $36,000 to offset the benefit rate increase.
- Decrease Other Services by $25,000 to offset the benefit rate increase.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Percent registrations provided with a wait time of 15 minutes or less	91.5%	88.5%	91.0%	90.9%	2.4%	2.8%
Percent savings over wholesale price: Rifampin 300 mg	77.7%	77.3%	77.5%	76.1%	(1.1%)	-1.5%
Percent savings over wholesale price: PZA 500 mg	57.9%	58.3%	58.1%	61.4%	3.0%	5.2%
Percent savings over wholesale price: Myambutol 400 mg	76.2%	74.6%	81.5%	87.1%	12.5%	16.8%
Percent savings over wholesale price: Isoniazid 300 mg	77.3%	81.0%	78.9%	74.6%	(6.5%)	-8.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent registrations provided with a wait time of 15 minutes or less	91.5%	88.5%	91.0%	90.9%	2.4%	2.8%
Output	Number registrations provided	26,109	26,000	23,371	27,500	1,500	5.8%
Demand	Anticipated number registrations requested	26,109	26,000	23,371	27,500	1,500	5.8%
Efficiency	Cost per registration	$ 11.94	$ 12.11	$ 11.96	$ 9.42	$ 2.68	22.2%
Expenditure							
	100 - GENERAL	$ 311,678	$ 314,745	$ 279,594	$ 259,107	$ 55,638	17.7%
	TOTAL USES	$ 311,678	$ 314,745	$ 279,594	$ 259,107	$ 55,638	17.7%

Activity Narrative: The recent automation of medical records will reduce operating expenses as well as increase the output and demand. This will improve the efficiency, as the department will be able to provide registrations at a lower cost.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent savings over wholesale price: Rifampin 300 mg	77.7%	77.3%	77.5%	76.1%	(1.1%)	-1.5%
Result	Percent savings over wholesale price: PZA 500 mg	57.9%	58.3%	58.1%	61.4%	3.0%	5.2%
Result	Percent savings over wholesale price: Myambutol 400 mg	76.2%	74.6%	81.5%	87.1%	12.5%	16.8%
Result	Percent savings over wholesale price: Isoniazid 300 mg	77.3%	81.0%	78.9%	74.6%	(6.5%)	-8.0%
Output	Number of prescriptions filled	15,928	17,000	16,254	17,000	-	0.0%
Demand	Number of prescriptions requested	15,929	17,000	16,254	17,000	-	0.0%
Efficiency	Cost per presciption filled	$ 14.76	$ 19.20	$ 18.13	$ 21.09	$ (1.88)	-9.8%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 13,166	$ 13,000	$ 11,652	$ 13,000	$ -	0.0%
	TOTAL SOURCES	$ 13,166	$ 13,000	$ 11,652	$ 13,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 201,087	$ 313,434	$ 305,416	$ 345,461	$ (32,027)	-10.2%
	265 - PUBLIC HEALTH FEES	34,085	13,000	(10,696)	13,000	-	0.0%
	TOTAL USES	$ 235,172	$ 326,434	$ 294,720	$ 358,461	$ (32,027)	-9.8%

Activity Narrative: A Pharmacist position was increased from 0.5 FTE to 1.0 FTE due to the difficulty in recruiting for a part-time position, thereby increasing expenditures in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of disease reports completed within the appropriate time frame	92.4%	92.1%	93.3%	92.1%	0.0%	0.0%
Percent of required reports provided	97.2%	95.0%	96.3%	95.0%	0.0%	0.0%
Percent of communicable disease reports investigated according to guidelines	12.9%	13.9%	12.6%	13.9%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of disease reports completed within the appropriate time frame	92.4%	92.1%	93.3%	92.1%	0.0%	0.0%
Result	Percent of required reports provided	97.2%	95.0%	96.3%	95.0%	0.0%	0.0%
Output	Number of reports provided	1,017	950	836	950	-	0.0%
Demand	Anticipated number reports requested	1,046	1,000	868	1,000	-	0.0%
Efficiency	Cost per report provided	$ 673.77	$ 949.28	$ 928.24	$ 1,016.20	$ (66.92)	-7.0%
Revenue							
	100 - GENERAL	$ 953	$ -	$ -	$ -	$ -	N/A
	532 - PUBLIC HEALTH GRANTS	-	-	40,706	-	-	N/A
	TOTAL SOURCES	$ 953	$ -	$ 40,706	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 650,412	$ 875,930	$ 735,302	$ 965,391	$ (89,461)	-10.2%
	532 - PUBLIC HEALTH GRANTS	-	25,889	40,706	-	25,889	100.0%
	265 - PUBLIC HEALTH FEES	34,808	-	-	-	-	N/A
	TOTAL USES	$ 685,220	$ 901,819	$ 776,008	$ 965,391	$ (63,572)	-7.0%

Activity Narrative: When compared to FY 2012 Forecast, expenditures for this activity are increasing due to the anticipated increase in demand and output in FY 2013, as more reporting on communicable diseases will be required for accreditation.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of communicable disease reports investigated according to guidelines	12.9%	13.9%	12.6%	13.9%	0.0%	0.0%
Output	Number of reports investigated according to guidelines	10,853	10,000	8,943	10,000	-	0.0%
Demand	Anticipated number disease reports received for investigation	84,025	72,000	70,878	72,000	-	0.0%
Efficiency	Cost per report investigated according to guidelines	$ 82.70	$ 113.75	$ 113.10	$ 104.65	$ 9.10	8.0%
Expenditure							
	100 - GENERAL	$ 861,105	$ 1,080,699	$ 1,011,421	$ 1,046,480	$ 34,219	3.2%
	532 - PUBLIC HEALTH GRANTS	-	56,784	-	-	56,784	100.0%
	265 - PUBLIC HEALTH FEES	36,385	-	-	-	-	N/A
	TOTAL USES	$ 897,490	$ 1,137,483	$ 1,011,421	$ 1,046,480	$ 91,003	8.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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.	80.0%	71.4%	71.4%	80.0%	8.6%	12.0%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	81.3%	85.0%	83.1%	92.0%	7.0%	8.2%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	89.7%	80.0%	74.0%	87.5%	7.5%	9.4%
Percent of eligible community members receiving educational services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of children needing sealants who receive them	57.4%	71.4%	57.7%	50.0%	(21.4%)	-30.0%
Percent of families who have increased knowledge of lead hazards	65.8%	60.0%	71.6%	70.0%	10.0%	16.7%
Percent families who take at least one new lead hazard reduction action	100.0%	68.8%	95.6%	100.0%	31.3%	45.5%
Percent families contacted within 7 days of referral being received	89.7%	85.3%	84.8%	85.0%	(0.3%)	-0.3%
Percent of families contacted who are visited within 14 days of referral being received	56.4%	55.2%	56.5%	58.8%	3.7%	6.6%
Percent of children with suspicious developmental screenings that are referred to early intervention services	88.4%	77.0%	80.0%	77.1%	0.1%	0.2%
Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	44.4%	65.0%	65.0%	83.3%	18.3%	28.2%
Percent of child care providers in case management who make progress toward pathway goals	N/A	80.0%	82.7%	80.0%	0.0%	0.0%
Percent of families achieving case compliance as evidenced by number of pregnant mothers receiving regular prenatal care of infants receiving well care	87.0%	86.7%	81.8%	80.0%	(6.7%)	-7.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of child care providers in case management who make progress toward pathway goals	N/A	80.0%	82.7%	80.0%	0.0%	0.0%
Output	Number of nurse consultation service contacts provided	3,540	3,800	3,761	3,800	-	0.0%
Output	Number of child care providers in case management with pathway goals	N/A	25	19	25	-	0.0%
Demand	Anticipated number of nurse consultation service contacts requested	3,540	3,800	3,761	3,800	-	0.0%
Efficiency	Expenditure per nurse consultation service contact provided	$ 537.22	$ 662.23	$ 508.46	$ 674.47	$ (12.24)	-1.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,431,702	$ 2,696,596	$ 1,912,311	$ 2,544,538	$ (152,058)	-5.6%
	TOTAL SOURCES	$ 1,431,702	$ 2,696,596	$ 1,912,311	$ 2,544,538	$ (152,058)	-5.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,901,750	$ 2,516,481	$ 1,912,311	$ 2,562,976	$ (46,495)	-1.8%
	TOTAL USES	$ 1,901,750	$ 2,516,481	$ 1,912,311	$ 2,562,976	$ (46,495)	-1.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	2,650	2,600	3,951	3,000	400	15.4%
Demand	Anticipated number client visits	2,650	2,600	3,951	3,000	400	15.4%
Efficiency	Cost per client visit	$ 240.43	$ 262.38	$ 232.59	$ 227.84	$ 34.54	13.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 524,577	$ 682,000	$ 918,950	$ 682,000	$ -	0.0%
	TOTAL SOURCES	$ 524,577	$ 682,000	$ 918,950	$ 682,000	$ -	0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 637,137	$ 682,197	$ 918,950	$ 683,527	$ (1,330)	-0.2%
	TOTAL USES	$ 637,137	$ 682,197	$ 918,950	$ 683,527	$ (1,330)	-0.2%

Activity Narrative: In FY 2012, the department received additional grant funds to serve more clients. The State of Arizona is requiring that certain exams/screenings be completed in tandem. This will decrease the output and demand, as the mobile clinics are not equipped to provide all women's wellness procedures.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of children needing sealants who receive them	57.4%	71.4%	57.7%	50.0%	(21.4%)	-30.0%
Output	Number eligible children receiving sealants	3,310	5,000	4,116	4,800	(200)	-4.0%
Demand	Anticipated number children eligible to receive sealants	5,765	7,000	7,134	9,600	2,600	37.1%
Efficiency	Cost per eligible child receiving sealants	$ 121.63	$ 257.84	$ 287.35	$ 315.41	$ (57.57)	-22.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 297,450	$ 1,059,683	$ 1,093,760	$ 1,467,499	$ 407,816	38.5%
	TOTAL SOURCES	$ 297,450	$ 1,059,683	$ 1,093,760	$ 1,467,499	$ 407,816	38.5%
Expenditure							
	100 - GENERAL	$ 80,620	$ 112,165	$ 88,966	$ 98,513	$ 13,652	12.2%
	532 - PUBLIC HEALTH GRANTS	321,990	1,177,046	1,093,760	1,415,459	(238,413)	-20.3%
	TOTAL USES	$ 402,610	$ 1,289,211	$ 1,182,726	$ 1,513,972	$ (224,761)	-17.4%

Activity Narrative: Due to an increase in the grant award, the number of children eligible to receive sealants as well as those receiving sealants is expected to increase in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of coalition members who report that there is progress towards implementation of plan goals.	80.0%	71.4%	71.4%	80.0%	8.6%	12.0%
Output	Number of partnerships developed or retained	29	12	19	10	(2)	-16.7%
Demand	Anticipated number of partnerships to be developed or retained	29	12	19	10	(2)	-16.7%
Efficiency	Cost per partnership developed	$ 33,140.24	$ 96,348.67	$ 57,951.79	$ 100,298.00	$ (3,949.33)	-4.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 53,299	$ 259,317	$ 289,713	$ 363,636	$ 104,319	40.2%
	TOTAL SOURCES	$ 53,299	$ 259,317	$ 289,713	$ 363,636	$ 104,319	40.2%
Expenditure							
	100 - GENERAL	$ 718,656	$ 888,363	$ 811,371	$ 663,473	$ 224,890	25.3%
	532 - PUBLIC HEALTH GRANTS	242,411	267,821	289,713	339,507	(71,686)	-26.8%
	TOTAL USES	$ 961,067	$ 1,156,184	$ 1,101,084	$ 1,002,980	$ 153,204	13.3%

Activity Narrative: The department expects community resources funding to decline which will result in fewer community agencies participating as partners with MCHDP lowering the demand and output in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of families who have increased knowledge of lead hazards	65.8%	60.0%	71.6%	70.0%	10.0%	16.7%
Result	Percent families who take at least one new lead hazard reduction action	100.0%	68.8%	95.6%	100.0%	31.3%	45.5%
Output	Number of educational home visits	81	50	55	52	2	4.0%
Demand	anticipated number of educational home visits	82	50	55	52	2	4.0%
Efficiency	cost per educational home visit	$ 1,602.91	$ 4,982.60	$ 1,452.79	$ 1,905.13	$ 3,077.47	61.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 119,893	$ 249,358	$ 97,337	$ 98,127	$ (151,231)	-60.6%
	TOTAL SOURCES	$ 119,893	$ 249,358	$ 97,337	$ 98,127	$ (151,231)	-60.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 129,836	$ 249,130	$ 97,337	$ 99,067	$ 150,063	60.2%
	TOTAL USES	$ 129,836	$ 249,130	$ 97,337	$ 99,067	$ 150,063	60.2%

Activity Narrative: The department renewed a contract with the City of Phoenix in FY 2012. This will allow the department to continue to service families and maintain the output and results at levels similar to that of FY 2012 Forecast in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent families contacted within 7 days of referral being received	89.7%	85.3%	84.8%	85.0%	(0.3%)	-0.3%
Result	Percent of families contacted who are visited within 14 days of referral being received	56.4%	55.2%	56.5%	58.8%	3.7%	6.6%
Result	Percent of children with suspicious developmental screenings that are referred to early intervention services	88.4%	77.0%	80.0%	77.1%	0.1%	0.2%
Output	Number of home visits provided	1,928	1,600	1,720	2,000	400	25.0%
Demand	Number of home visits anticipated	1,928	1,600	1,720	2,000	400	25.0%
Efficiency	Cost per home visit	$ 204.07	$ 258.61	$ 248.67	$ 200.58	$ 58.03	22.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 312,985	$ 391,777	$ 427,712	$ 398,716	$ 6,939	1.8%
	TOTAL SOURCES	$ 312,985	$ 391,777	$ 427,712	$ 398,716	$ 6,939	1.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 393,440	$ 413,778	$ 427,712	$ 401,159	$ 12,619	3.0%
	TOTAL USES	$ 393,440	$ 413,778	$ 427,712	$ 401,159	$ 12,619	3.0%

Activity Narrative: In FY 2012, the department experienced an increase in demand, which they were able to meet. It is expected for this trend to continue in FY 2013 as more infants are identified as being at-risk at birth.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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%	86.7%	81.8%	80.0%	(6.7%)	-7.7%
Output	Number of home visits received	2,877	2,000	2,356	2,400	400	20.0%
Demand	Anticipated number of home visits requested	2,877	2,000	2,356	2,400	400	20.0%
Efficiency	Expenditure per home visit received	$ 326.01	$ 551.29	$ 453.71	$ 462.93	$ 88.36	16.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 948,848	$ 1,110,023	$ 1,068,947	$ 1,108,005	$ (2,018)	-0.2%
	TOTAL SOURCES	$ 948,848	$ 1,110,023	$ 1,068,947	$ 1,108,005	$ (2,018)	-0.2%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 937,939	$ 1,102,581	$ 1,068,947	$ 1,111,010	$ (8,429)	-0.8%
	TOTAL USES	$ 937,939	$ 1,102,581	$ 1,068,947	$ 1,111,010	$ (8,429)	-0.8%

Activity Narrative: The department anticipates receiving additional grant funds in FY 2013 which will provide the necessary resources to deliver health care services to low income expectant mothers in the South Phoenix area.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	81.3%	85.0%	83.1%	92.0%	7.0%	8.2%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	89.7%	80.0%	74.0%	87.5%	7.5%	9.4%
Result	Percent of eligible community members receiving educational services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of case management services received	275	400	393	400	-	0.0%
Output	Number of maternal/child health educational sessions received	99	180	109	110	(70)	-38.9%
Demand	Anticipated number case management services requested	275	400	393	400	-	0.0%
Demand	anticipated number community based maternal/child health educational sessions requested	99	180	109	110	(70)	-38.9%
Efficiency	Cost per case management service received	$ 3,071.20	$ 2,473.25	$ 2,378.19	$ 2,483.73	$ (10.48)	-0.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 822,088	$ 964,924	$ 934,630	$ 988,684	$ 23,760	2.5%
	TOTAL SOURCES	$ 822,088	$ 964,924	$ 934,630	$ 988,684	$ 23,760	2.5%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 844,580	$ 989,299	$ 934,630	$ 993,491	$ (4,192)	-0.4%
	TOTAL USES	$ 844,580	$ 989,299	$ 934,630	$ 993,491	$ (4,192)	-0.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	44.4%	65.0%	65.0%	83.3%	18.3%	28.2%
Output	Number of youth educated	117	200	183	200	-	0.0%
Demand	Anticipated number of youth to be educated	117	200	183	200	-	0.0%
Efficiency	Cost per youth educated	$ 3,046.07	$ 4,522.03	$ 5,076.76	$ 4,684.05	$ (162.02)	-3.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 304,993	$ 931,160	$ 929,047	$ 933,553	$ 2,393	0.3%
	TOTAL SOURCES	$ 304,993	$ 931,160	$ 929,047	$ 933,553	$ 2,393	0.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 356,390	$ 904,406	$ 929,047	$ 936,809	$ (32,403)	-3.6%
	TOTAL USES	$ 356,390	$ 904,406	$ 929,047	$ 936,809	$ (32,403)	-3.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of visits made in the clinic	67.9%	58.0%	64.9%	58.0%	0.0%	0.0%

Activities that comprise this program include:

- Healthcare for the Homeless

Healthcare for the Homeless Activity

The purpose of the Healthcare for the Homeless Activity is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of visits made in the clinic	67.9%	58.0%	64.9%	58.0%	0.0%	0.0%
Output	Number of client contacts	30,599	28,160	15,981	28,160	-	0.0%
Demand	Anticipated number of client contacts	32,801	28,927	16,321	28,927	-	0.0%
Efficiency	Cost per client contact	$ 102.24	$ 89.19	$ 183.76	$ 98.91	$ (9.72)	-10.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 3,099,313	$ 2,617,155	$ 2,936,613	$ 2,810,297	$ 193,142	7.4%
	TOTAL SOURCES	$ 3,099,313	$ 2,617,155	$ 2,936,613	$ 2,810,297	$ 193,142	7.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 3,128,477	$ 2,511,670	$ 2,936,613	$ 2,785,327	$ (273,657)	-10.9%
	TOTAL USES	$ 3,128,477	$ 2,511,670	$ 2,936,613	$ 2,785,327	$ (273,657)	-10.9%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of clients who are positive who are referred for care within 30 working days	85.2%	90.0%	81.2%	90.4%	0.4%	0.5%
Percent of cases closed within 30 business days	85.0%	89.3%	78.7%	96.0%	6.7%	7.5%
Percent of cases where at least one contact was notified of exposure	36.3%	50.0%	40.2%	46.0%	(4.0%)	-8.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of clients who are positive who are referred for care within 30 working days	85.2%	90.0%	81.2%	90.4%	0.4%	0.5%
Output	Number client visits	2,851	2,500	2,360	2,600	100	4.0%
Demand	Anticipated number client visits	2,851	2,500	2,360	2,600	100	4.0%
Efficiency	Cost per client visit	$ 146.52	$ 187.66	$ 160.75	$ 184.40	$ 3.26	1.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 453,000	$ 443,816	$ 379,369	$ 477,737	$ 33,921	7.6%
	TOTAL SOURCES	$ 453,000	$ 443,816	$ 379,369	$ 477,737	$ 33,921	7.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 417,737	$ 469,155	$ 379,369	$ 479,445	$ (10,290)	-2.2%
	TOTAL USES	$ 417,737	$ 469,155	$ 379,369	$ 479,445	$ (10,290)	-2.2%

Activity Narrative: Revenue and expenditures are increasing in FY 2013 due to a shift in funding from the HIV Surveillance & Investigation Activity. The department is focusing on providing better service and referrals to individuals living with the disease to improve their health.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of cases closed within 30 business days	85.0%	89.3%	78.7%	96.0%	6.7%	7.5%
Result	Percent of cases where at least one contact was notified of exposure	36.3%	50.0%	40.2%	46.0%	(4.0%)	-8.0%
Output	Number of positive HIV cases investigated	521	560	483	500	(60)	-10.7%
Demand	Number of positive HIV case reports received	864	800	842	1,000	200	25.0%
Efficiency	Cost per positive HIV case investigated	$ 387.45	$ 765.87	$ 680.05	$ 751.40	$ 14.47	1.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 124,979	$ 461,467	$ 328,464	$ 373,270	$ (88,197)	-19.1%
	TOTAL SOURCES	$ 124,979	$ 461,467	$ 328,464	$ 373,270	$ (88,197)	-19.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 201,861	$ 428,889	$ 328,464	$ 375,700	$ 53,189	12.4%
	TOTAL USES	$ 201,861	$ 428,889	$ 328,464	$ 375,700	$ 53,189	12.4%

Activity Narrative: Revenue and expenditures are decreasing in FY 2013 due to a shift in funding from this activity to the HIV Counseling & Testing Activity. The department is focusing on providing better service and referrals to improve the health of individuals affected by the disease.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of clients choosing to receive all recommended vaccines for travel	90.5%	90.7%	88.7%	87.3%	(3.3%)	-3.7%
Percent of children 0-2 years old receiving full complement of immunizations	44.1%	49.0%	49.0%	49.0%	0.0%	0.0%
Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	93.1%	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	95.9%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of clients choosing to receive all recommended vaccines for travel	90.5%	90.7%	88.7%	87.3%	(3.3%)	-3.7%
Output	Number of immunizations provided	2,905	2,837	2,546	2,762	(75)	-2.6%
Demand	Number of immunizations anticipated	2,905	2,837	2,546	2,762	(75)	-2.6%
Efficiency	Cost per immunization provided	$ 97.14	$ 81.54	$ 96.64	$ 90.86	$ (9.32)	-11.4%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 278,207	$ 232,000	$ 259,918	$ 250,000	$ 18,000	7.8%
	TOTAL SOURCES	$ 278,207	$ 232,000	$ 259,918	$ 250,000	$ 18,000	7.8%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 282,194	$ 231,332	$ 246,056	$ 250,953	$ (19,621)	-8.5%
	TOTAL USES	$ 282,194	$ 231,332	$ 246,056	$ 250,953	$ (19,621)	-8.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of children 0-2 years old receiving full complement of immunizations	44.1%	49.0%	49.0%	49.0%	0.0%	0.0%
Output	Number of immunizations provided	157,894	200,000	148,961	175,000	(25,000)	-12.5%
Demand	Number of immunizations anticipated	157,894	200,000	148,961	175,000	(25,000)	-12.5%
Efficiency	Cost per immunization	$ 16.93	$ 21.50	$ 25.84	$ 19.51	$ 1.98	9.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,368,675	$ 2,395,458	$ 2,793,004	$ 2,122,493	$ (272,965)	-11.4%
	265 - PUBLIC HEALTH FEES	353,509	361,000	287,458	360,000	(1,000)	-0.3%
	TOTAL SOURCES	$ 1,722,184	$ 2,756,458	$ 3,080,462	$ 2,482,493	$ (273,965)	-9.9%
Expenditure							
	100 - GENERAL	$ 821,679	$ 906,539	$ 820,402	$ 924,217	$ (17,678)	-2.0%
	532 - PUBLIC HEALTH GRANTS	1,626,315	2,993,475	2,793,004	2,129,325	864,150	28.9%
	265 - PUBLIC HEALTH FEES	224,876	399,159	235,273	361,429	37,730	9.5%
	TOTAL USES	$ 2,672,870	$ 4,299,173	$ 3,848,679	$ 3,414,971	$ 884,202	20.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	93.1%	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	95.9%	94.4%	94.4%	94.4%	0.0%	0.0%
Output	Number individuals educated	1,411	2,000	1,667	2,000	-	0.0%
Demand	Anticipated number individuals to be educated	1,411	2,000	1,667	2,000	-	0.0%
Efficiency	Cost per individual educated	$ 69.66	$ 48.58	$ 57.63	$ 51.09	$ (2.50)	-5.1%
Expenditure							
	100 - GENERAL	$ 98,289	$ 97,168	$ 96,061	$ 102,170	$ (5,002)	-5.1%
	TOTAL USES	$ 98,289	$ 97,168	$ 96,061	$ 102,170	$ (5,002)	-5.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	100.0%	90.0%	95.2%	100.0%	10.0%	11.1%
Percent of clients who test positive for a STD	22.0%	21.4%	22.3%	21.7%	0.3%	1.5%
Percent of clients testing positive who received treatment	97.6%	94.7%	96.3%	96.0%	1.3%	1.4%
Percent of cases and contacts referred within 24 hours	51.1%	50.0%	51.2%	50.0%	0.0%	0.0%
Percent case investigations closed within 7 business days	73.9%	70.0%	73.7%	70.0%	0.0%	0.0%
Percent of case investigations started within 7 business days	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%
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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	152,576	156,000	142,362	155,000	(1,000)	-0.6%
Demand	Number of lab tests requested	152,576	156,000	142,362	155,000	(1,000)	-0.6%
Efficiency	Cost per lab test	$ 4.11	$ 3.44	$ 3.57	$ 3.80	$ (0.36)	-10.4%
Expenditure							
	100 - GENERAL	$ 626,685	$ 537,009	$ 508,806	$ 589,205	$ (52,196)	-9.7%
	TOTAL USES	$ 626,685	$ 537,009	$ 508,806	$ 589,205	$ (52,196)	-9.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Percent of people receiving treatment	69	73	56	63	(10)	-13.7%
Demand	Percent of people requesting treatment	70	73	56	63	(10)	-13.7%
Efficiency	Cost per person treated	$ 532.99	$ 450.86	$ 623.82	$ 523.78	$ (72.91)	-16.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 30,132	$ 32,913	$ 34,934	$ 32,998	$ 85	0.3%
	TOTAL SOURCES	$ 30,132	$ 32,913	$ 34,934	$ 32,998	$ 85	0.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 36,776	$ 32,913	$ 34,934	$ 32,998	$ (85)	-0.3%
	TOTAL USES	$ 36,776	$ 32,913	$ 34,934	$ 32,998	$ (85)	-0.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of refugees screened within 30 days of arrival in the country	100.0%	90.0%	95.2%	100.0%	10.0%	11.1%
Output	Number of refugees screened	2,030	3,000	2,068	1,739	(1,261)	-42.0%
Demand	Number of refugees presenting for screening	2,045	3,000	2,074	1,750	(1,250)	-41.7%
Efficiency	Cost per refugee screened	$ 807.63	$ 659.30	$ 787.58	$ 889.95	$ (230.65)	-35.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,873,107	$ 1,852,429	$ 1,523,639	$ 1,428,742	$ (423,687)	-22.9%
	265 - PUBLIC HEALTH FEES	2,455	2,500	2,241	5,000	2,500	100.0%
	TOTAL SOURCES	$ 1,875,562	$ 1,854,929	$ 1,525,880	$ 1,433,742	$ (421,187)	-22.7%
Expenditure							
	100 - GENERAL	$ 87,014	$ 91,115	$ 103,984	$ 108,843	$ (17,728)	-19.5%
	532 - PUBLIC HEALTH GRANTS	1,552,475	1,884,299	1,523,639	1,433,787	450,512	23.9%
	265 - PUBLIC HEALTH FEES	-	2,500	1,085	5,000	(2,500)	-100.0%
	TOTAL USES	$ 1,639,489	$ 1,977,914	$ 1,628,708	$ 1,547,630	$ 430,284	21.8%

Activity Narrative: Security restrictions set forth by the Federal government as well as the expected continuance of a sluggish economy and poor job market will reduce the number of refugees presenting

for screening in Maricopa County, as fewer immigrants are expected to migrate to the Phoenix area in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of clients who test positive for a STD	22.0%	21.4%	22.3%	21.7%	0.3%	1.5%
Result	Percent of clients testing positive who received treatment	97.6%	94.7%	96.3%	96.0%	1.3%	1.4%
Output	Number of STD client visits	18,937	17,500	17,486	18,500	1,000	5.7%
Demand	Anticipated number of STD client visits	19,024	18,000	18,174	19,000	1,000	5.6%
Efficiency	Cost per client visit	$ 68.13	$ 78.74	$ 79.81	$ 77.08	$ 1.66	2.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,335	$ 40,564	$ 42,273	$ 40,668	$ 104	0.3%
	265 - PUBLIC HEALTH FEES	287,014	270,000	288,886	290,000	20,000	7.4%
	TOTAL SOURCES	$ 288,349	$ 310,564	$ 331,159	$ 330,668	$ 20,104	6.5%
Expenditure							
	100 - GENERAL	$ 1,025,505	$ 1,067,390	$ 1,067,359	$ 1,094,155	$ (26,765)	-2.5%
	532 - PUBLIC HEALTH GRANTS	(5,712)	40,564	42,273	40,668	(104)	-0.3%
	265 - PUBLIC HEALTH FEES	270,406	270,037	285,979	291,195	(21,158)	-7.8%
	TOTAL USES	$ 1,290,199	$ 1,377,991	$ 1,395,611	$ 1,426,018	$ (48,027)	-3.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of cases and contacts referred within 24 hours	51.1%	50.0%	51.2%	50.0%	0.0%	0.0%
Result	Percent case investigations closed within 7 business days	73.9%	70.0%	73.7%	70.0%	0.0%	0.0%
Output	Number cases that were investigated	5,394	5,000	4,844	5,250	250	5.0%
Demand	Number of positive STD case reports received	24,192	21,000	22,736	23,000	2,000	9.5%
Efficiency	Cost per positive STD report investigated	$ 182.28	$ 210.70	$ 225.36	$ 209.82	$ 0.89	0.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 276,999	$ 306,766	$ 405,722	$ 368,940	$ 62,174	20.3%
	TOTAL SOURCES	$ 276,999	$ 306,766	$ 405,722	$ 368,940	$ 62,174	20.3%
Expenditure							
	100 - GENERAL	$ 698,438	$ 714,242	$ 620,934	$ 729,988	$ (15,746)	-2.2%
	532 - PUBLIC HEALTH GRANTS	284,803	339,280	405,722	371,543	(32,263)	-9.5%
	265 - PUBLIC HEALTH FEES	-	-	65,000	-	-	N/A
	TOTAL USES	$ 983,241	$ 1,053,522	$ 1,091,656	$ 1,101,531	$ (48,009)	-4.6%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of case investigations started within 7 business days	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%
Output	Number of positive cases investigated	95	110	74	61	(49)	-44.5%
Demand	Number of positive cases reported	621	720	503	402	(318)	-44.2%
Efficiency	Cost per case investigation	$ 2,611.95	$ 2,780.75	$ 4,341.77	$ 8,754.82	$ (5,974.07)	-214.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ 25,107	$ 216,094	$ 216,094	N/A
	TOTAL SOURCES	$ -	$ -	$ 25,107	$ 216,094	$ 216,094	N/A
Expenditure							
	100 - GENERAL	$ 248,135	$ 305,882	$ 296,184	$ 317,375	$ (11,493)	-3.8%
	532 - PUBLIC HEALTH GRANTS	-	-	25,107	216,669	(216,669)	N/A
	TOTAL USES	$ 248,135	$ 305,882	$ 321,291	$ 534,044	$ (228,162)	-74.6%

Activity Narrative: The department is anticipating a grant for Tuberculosis research in FY 2013. While there is no way predict or determine the number of TB patients in a given year, the department is confident that with increased public awareness on ways to prevent the spread of TB, the demand will decline in FY 2013 when compared to FY 2012 Forecast.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	8,781	10,500	8,198	7,818	(2,682)	-25.5%
Demand	Anticipated number clinic visits	8,781	10,500	8,198	7,818	(2,682)	-25.5%
Efficiency	Cost per clinic visit	$ 251.41	$ 196.48	$ 254.72	$ 261.38	$ (64.90)	-33.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 527,058	$ 531,176	$ 495,573	$ 517,399	$ (13,777)	-2.6%
	265 - PUBLIC HEALTH FEES	76,525	75,000	61,540	75,000	-	0.0%
	TOTAL SOURCES	$ 603,583	$ 606,176	$ 557,113	$ 592,399	$ (13,777)	-2.3%
Expenditure							
	100 - GENERAL	$ 1,460,470	$ 1,462,146	$ 1,533,951	$ 1,448,352	$ 13,794	0.9%
	532 - PUBLIC HEALTH GRANTS	649,795	531,948	495,573	519,727	12,221	2.3%
	265 - PUBLIC HEALTH FEES	97,357	68,989	58,701	75,396	(6,407)	-9.3%
	TOTAL USES	$ 2,207,622	$ 2,063,083	$ 2,088,225	$ 2,043,475	$ 19,608	1.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent change in vegetable consumption	N/A	N/A	N/A	77.8%	N/A	N/A
Percent change in daily consumption of calcium-containing dairy foods	N/A	26.0%	26.0%	26.0%	0.0%	0.0%
Percent change in identification of correct daily value for calcium	N/A	60.0%	60.0%	60.0%	0.0%	0.0%
Percent change in identification of foods containing calcium	N/A	20.0%	20.0%	20.0%	0.0%	0.0%
Percent change in physical activity	N/A	16.0%	16.0%	16.0%	0.0%	0.0%
Percent of food drafts redeemed	84.8%	90.4%	84.0%	84.0%	(6.4%)	-7.1%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.0%	94.0%	94.0%	94.0%	0.0%	0.0%
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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent change in vegetable consumption	N/A	N/A	N/A	77.8%	N/A	N/A
Result	Percent change in daily consumption of calcium-containing dairy foods	N/A	26.0%	26.0%	26.0%	0.0%	0.0%
Result	Percent change in identification of correct daily value for calcium	N/A	60.0%	60.0%	60.0%	0.0%	0.0%
Result	Percent change in identification of foods containing calcium	N/A	20.0%	20.0%	20.0%	0.0%	0.0%
Result	Percent change in physical activity	N/A	16.0%	16.0%	16.0%	0.0%	0.0%
Output	Number of adults and children educated	8,400	7,000	9,134	9,500	2,500	35.7%
Output	Number of children receiving nutrition education from their teachers	7,752	5,000	5,000	6,000	1,000	20.0%
Demand	Anticipated number of adults and children educated	8,400	7,000	9,134	9,500	2,500	35.7%
Demand	Anticipated number of children receiving nutrition education from their teachers	7,752	5,000	5,000	6,000	1,000	20.0%
Efficiency	Expenditure per adult/child educated	$ 79.00	$ 100.86	$ 79.00	$ 72.08	$ 28.77	28.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 236,402	$ 331,380	$ 378,874	$ 358,361	$ 26,981	8.1%
	265 - PUBLIC HEALTH FEES	17,700	17,180	17,492	17,492	312	1.8%
	TOTAL SOURCES	$ 254,102	$ 348,560	$ 396,366	$ 375,853	$ 27,293	7.8%
Expenditure							
	100 - GENERAL	$ 321,599	$ 348,117	$ 330,880	$ 307,050	$ 41,067	11.8%
	532 - PUBLIC HEALTH GRANTS	327,385	340,697	378,874	360,260	(19,563)	-5.7%
	265 - PUBLIC HEALTH FEES	14,624	17,180	11,808	17,492	(312)	-1.8%
	TOTAL USES	$ 663,608	$ 705,994	$ 721,562	$ 684,802	$ 21,192	3.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of food drafts redeemed	84.8%	90.4%	84.0%	84.0%	(6.4%)	-7.1%
Output	Number of client encounters	922,535	900,000	825,135	912,000	12,000	1.3%
Demand	Anticipated number of client encounters	922,535	900,000	825,135	912,000	12,000	1.3%
Efficiency	Cost per client encounter	$ 10.69	$ 11.65	$ 11.52	$ 10.60	$ 1.05	9.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 10,840,562	$ 11,075,725	$ 9,506,344	$ 9,613,444	$ (1,462,281)	-13.2%
	TOTAL SOURCES	$ 10,840,562	$ 11,075,725	$ 9,506,344	$ 9,613,444	$ (1,462,281)	-13.2%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 9,864,936	$ 10,482,316	$ 9,506,344	$ 9,664,039	$ 818,277	7.8%
	TOTAL USES	$ 9,864,936	$ 10,482,316	$ 9,506,344	$ 9,664,039	$ 818,277	7.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	24	N/A	N/A
Output	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of new policies anticipated	N/A	N/A	N/A	24	N/A	N/A
Efficiency	Total activity expenditure per policy developed	N/A	N/A	N/A	$ 62,703.88	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 71,034	$ 370,501	$ 595,477	$ 667,085	$ 296,584	80.0%
	TOTAL SOURCES	$ 71,034	$ 370,501	$ 595,477	$ 667,085	$ 296,584	80.0%
Expenditure							
	100 - GENERAL	$ -	$ 518,840	$ 516,621	$ 836,040	$ (317,200)	-61.1%
	532 - PUBLIC HEALTH GRANTS	142,266	362,464	595,477	668,853	(306,389)	-84.5%
	TOTAL USES	$ 142,266	$ 881,304	$ 1,112,098	$ 1,504,893	$ (623,589)	-70.8%

Activity Narrative: The expenditures are increasing in FY 2013 due to the department becoming fully staffed in this activity; thus allowing the department to improve community health outcomes for citizens and the community by working to inform and educate the public on a variety of health issues.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.0%	94.0%	94.0%	94.0%	0.0%	0.0%
Output	Number people educated	3,747	1,500	4,782	5,000	3,500	233.3%
Demand	Anticipated number of people to be educated	3,747	1,500	4,782	5,000	3,500	233.3%
Efficiency	Cost per person educated	$ 291.93	$ 787.58	$ 237.44	$ 219.15	$ 568.43	72.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 996,342	$ 960,192	$ 944,401	$ 948,829	$ (11,363)	-1.2%
	TOTAL SOURCES	$ 996,342	$ 960,192	$ 944,401	$ 948,829	$ (11,363)	-1.2%
Expenditure							
	100 - GENERAL	$ 172,211	$ 205,359	$ 191,054	$ 141,856	$ 63,503	30.9%
	532 - PUBLIC HEALTH GRANTS	921,672	976,005	944,401	953,872	22,133	2.3%
	TOTAL USES	$ 1,093,883	$ 1,181,364	$ 1,135,455	$ 1,095,728	$ 85,636	7.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of those trained who indicate understanding of their roles and	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	100.0%	95.0%	95.3%	95.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	100.0%	95.0%	95.3%	95.0%	0.0%	0.0%
Output	Number of people trained	2,981	1,500	2,736	2,000	500	33.3%
Demand	Number of people requiring training	2,981	1,500	2,736	2,000	500	33.3%
Efficiency	Cost per person trained	$ 1,665.93	$ 2,488.05	$ 1,489.22	$ 1,409.52	$ 1,078.53	43.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 5,760,943	$ 3,836,357	$ 4,074,505	$ 2,822,131	$ (1,014,226)	-26.4%
	TOTAL SOURCES	$ 5,760,943	$ 3,836,357	$ 4,074,505	$ 2,822,131	$ (1,014,226)	-26.4%
Expenditure							
	100 - GENERAL	$ -	$ 51,080	$ -	$ -	$ 51,080	100.0%
	532 - PUBLIC HEALTH GRANTS	4,966,136	3,680,989	4,074,505	2,819,039	861,950	23.4%
	TOTAL USES	$ 4,966,136	$ 3,732,069	$ 4,074,505	$ 2,819,039	$ 913,030	24.5%

Activity Narrative: The significant decrease in revenue and expenditure, when compared to FY 2012 Forecast, is the result of the expected reduction in available grant funds for this activity in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	N/A	55.0%	55.0%	55.9%	0.9%	1.6%
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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	N/A	55.0%	55.0%	55.9%	0.9%	1.6%
Output	Number of Ryan White clients receiving dental insurance	652	600	684	900	300	50.0%
Demand	Anticipated number of applicants for Ryan White Dental Insurance	753	600	684	900	300	50.0%
Efficiency	Expenditure per client receiving dental insurance	$ 1,914.67	$ 2,238.36	$ 2,008.66	$ 1,527.23	$ 711.13	31.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,096,917	$ 1,345,538	$ 1,373,921	$ 1,373,850	$ 28,312	2.1%
	TOTAL SOURCES	$ 1,096,917	$ 1,345,538	$ 1,373,921	$ 1,373,850	$ 28,312	2.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,248,366	$ 1,343,016	$ 1,373,921	$ 1,374,511	$ (31,495)	-2.3%
	TOTAL USES	$ 1,248,366	$ 1,343,016	$ 1,373,921	$ 1,374,511	$ (31,495)	-2.3%

Activity Narrative: The enrollment cap is being increased by the grantor in FY 2013 allowing more clients to be served while maintaining the same level of staffing. This will result in an increase in efficiency.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	64	55	48	60	5	9.1%
Demand	Number of meetings scheduled	94	65	66	95	30	46.2%
Efficiency	Cost per meeting held	$ 1,265.03	$ 3,632.84	$ 2,636.92	$ 3,014.00	$ 618.84	17.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 84,840	$ 200,182	$ 126,572	$ 180,296	$ (19,886)	-9.9%
	TOTAL SOURCES	$ 84,840	$ 200,182	$ 126,572	$ 180,296	$ (19,886)	-9.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 80,962	$ 199,806	$ 126,572	$ 180,840	$ 18,966	9.5%
	TOTAL USES	$ 80,962	$ 199,806	$ 126,572	$ 180,840	$ 18,966	9.5%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Rate of tobacco use among adults in Maricopa County	N/A	N/A	N/A	16.0%	N/A	N/A
Percent of trained dental practices referring tobacco-using patients to community services	N/A	N/A	N/A	84.4%	N/A	N/A
Percent of inspected facilities in compliance	52.5%	50.0%	71.8%	59.5%	9.5%	19.0%

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 tobacco use prevention education to college-aged students so they can avoid tobacco use.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Rate of tobacco use among adults in Maricopa County	N/A	N/A	N/A	16.0%	N/A	N/A
Output	Number of college students educated	24,883	20,000	16,518	20,000	-	0.0%
Demand	Anticipated number of college students to be educated	24,883	20,000	16,518	20,000	-	0.0%
Efficiency	Cost per college student educated	$ 65.66	$ 90.27	$ 207.93	$ 93.43	$ (3.16)	-3.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,794,329	$ 1,814,790	$ 1,821,704	$ 1,883,867	$ 69,077	3.8%
	TOTAL SOURCES	$ 1,794,329	$ 1,814,790	$ 1,821,704	$ 1,883,867	$ 69,077	3.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,633,730	$ 1,805,440	$ 1,821,704	$ 1,868,607	$ (63,167)	-3.5%
	TOTAL USES	$ 1,633,730	$ 1,805,440	$ 1,821,704	$ 1,868,607	$ (63,167)	-3.5%

Tobacco Use Prevention Training for Dental Professionals Activity

The purpose of the Tobacco Use Prevention Training for Dental Practices Activity is to provide training services to dental practices so they can properly refer tobacco-using patients to community services.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of trained dental practices referring tobacco-using patients to community services	N/A	N/A	N/A	84.4%	N/A	N/A
Output	Number dental practices trained	307	320	260	45	(275)	-85.9%
Demand	Number dental practices requesting training	307	320	260	45	(275)	-85.9%
Efficiency	Cost per dental practice trained	$ 144.75	$ 137.76	$ 146.72	$ 864.78	$ (727.02)	-527.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ (6,390)	$ 50,279	$ 38,147	$ 38,679	$ (11,600)	-23.1%
	TOTAL SOURCES	$ (6,390)	$ 50,279	$ 38,147	$ 38,679	$ (11,600)	-23.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 44,438	$ 44,082	$ 38,147	$ 38,915	$ 5,167	11.7%
	TOTAL USES	$ 44,438	$ 44,082	$ 38,147	$ 38,915	$ 5,167	11.7%

Activity Narrative: The decrease in the number of dental practices requesting training and those receiving training in FY 2013 is the result of electronic enhancements which will allow the training to occur through the internet as a webcast.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inspected facilities in compliance	52.5%	50.0%	71.8%	59.5%	9.5%	19.0%
Output	Number inspections completed	564	250	465	630	380	152.0%
Demand	Number inspections needed	564	250	465	630	380	152.0%
Efficiency	Cost per inspection	$ 337.29	$ 661.99	$ 397.92	$ 295.93	$ 366.05	55.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 197,048	$ 184,712	$ 185,031	$ 185,187	$ 475	0.3%
	TOTAL SOURCES	$ 197,048	$ 184,712	$ 185,031	$ 185,187	$ 475	0.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 190,233	$ 165,497	$ 185,031	$ 186,439	$ (20,942)	-12.7%
	TOTAL USES	$ 190,233	$ 165,497	$ 185,031	$ 186,439	$ (20,942)	-12.7%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of birth and death certificate copies provided within two working days	61.4%	60.0%	60.7%	66.1%	6.1%	10.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of birth and death certificate copies provided within two working days	61.4%	60.0%	60.7%	66.1%	6.1%	10.1%
Output	Number of certified copies of birth and death certificates provided	292,162	275,000	261,525	280,000	5,000	1.8%
Demand	Number of certified copies of birth and death certificates requested	292,162	275,000	261,525	280,000	5,000	1.8%
Efficiency	Cost per birth and/or death certificate provided	$ 10.79	$ 12.94	$ 12.98	$ 13.60	$ (0.66)	-5.1%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 3,569,332	$ 3,428,422	$ 3,621,072	$ 3,798,771	$ 370,349	10.8%
	TOTAL SOURCES	$ 3,569,332	$ 3,428,422	$ 3,621,072	$ 3,798,771	$ 370,349	10.8%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 3,152,135	$ 3,558,362	$ 3,393,480	$ 3,808,539	$ (250,177)	-7.0%
	TOTAL USES	$ 3,152,135	$ 3,558,362	$ 3,393,480	$ 3,808,539	$ (250,177)	-7.0%

Activity Narrative: The number of certified copies of birth and death certificates requested and provided is expected to increase in FY 2013 with the addition of the satellite office in the East Valley. The new office will allow the department to serve more clients while increasing revenue in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 11,064,496**	**$ -**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (46,999)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(46,999)*	-
FY 2012 Revised Budget			**$ 11,017,497**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ (31,471)**	**$ -**
Adjust Hours Per FTE			*(31,471)*	-
Reallocations			**$ (82,747)**	**$ -**
Reallocation Between Depts			*(82,747)*	-
1.0 FTE Procurement Officer move from Public Health to Procurement Services for the transfer of Article 3 services		*$ (82,747)*		
FY 2013 Budget Target			**$ 10,903,279**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 47,144**	**$ -**
Retirement Contributions			*47,144*	-
Base Adjustments			**$ (47,144)**	**$ -**
Other Base Adjustments			*(47,144)*	-
Decrease Other Services to offset benefit rate increase in FY 2013		*$ (47,144)*		
FY 2013 Recommended Budget			**$ 10,903,279**	**$ -**
Percent Change from Target Amount			*0.0%*	

Public Health Fee Fund (265)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 4,403,833**	**$ 4,403,833**
FY 2012 Revised Budget			**$ 4,403,833**	**$ 4,403,833**
Adjustments:				
Employee Salary Adjustments			***(9,074)***	-
Employee Salary Adjustments			**$ (9,074)**	**$ -**
Adjust Hours Per FTE			*(9,074)*	-
FY 2013 Budget Target			**$ 4,394,759**	**$ 4,403,833**
Employee Retirement and Benefits			**$ 20,985**	**$ -**
Retirement Contributions			*20,985*	-
Base Adjustments			**$ 443,519**	**$ -**
Other Base Adjustments			*444,793*	-
Debt Service			*(1,274)*	-
Fees and Other Revenues			**$ -**	**$ 455,430**
ProgRevenue Volume Inc/Dec			*-*	*455,430*
Decrease Other Services to offset benefit rate increase in FY 2013		*$ (20,985)*		
FY 2013 Recommended Budget			**$ 4,859,263**	**$ 4,859,263**
Percent Change from Target Amount			*10.6%*	*10.3%*

Public Health Fee Fund (265) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 4,689,129	$ 5,098,857	$ 5,098,857	$ 5,248,170	$ 5,526,976
Sources:					
Operating	$ 4,640,059	$ 4,403,833	$ 4,403,833	$ 4,588,729	$ 4,859,263
Total Sources:	$ 4,640,059	$ 4,403,833	$ 4,403,833	$ 4,588,729	$ 4,859,263
Uses:					
Operating	$ 3,883,558	$ 4,403,833	$ 4,403,833	$ 4,135,593	$ 4,859,263
Non-Recurring	197,460	174,330	174,330	174,330	-
Total Uses:	$ 4,081,018	$ 4,578,163	$ 4,578,163	$ 4,309,923	$ 4,859,263
Structural Balance	$ 756,501	$ -	$ -	$ 453,136	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,248,170	$ 4,924,527	$ 4,924,527	$ 5,526,976	$ 5,526,976
Total Ending Spendable Fund Balance	$ 5,248,170	$ 4,924,527	$ 4,924,527	$ 5,526,976	$ 5,526,976

Public Health Grant Fund (532)

MARICOPA COUNTY BUDGETING FOR RESULTS 860 - PUBLIC HEALTH 532 - PUBLIC HEALTH GRANTS OPERATING			
		Expenditures	**Revenue**
OPERATING			
FY 2012 Adopted Budget		**$ 42,524,645**	**$ 42,524,645**
FY 2012 Revised Budget		**$ 42,524,645**	**$ 42,524,645**
Adjustments:			
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (78,348)**	**$ -**
Base Adjustments		**$ -**	**$ -**
FY 2013 Budget Target		**$ 42,446,297**	**$ 42,524,645**
Adjustments:			
Employee Compensation and Benefits			
Retirement Contributions		*159,010*	-
Base Adjustments		**$ (159,010)**	**$ -**
Adjust Hours Per FTE		-	-
Decrease in General Supplies to offset benefit rate increase in FY 2013	*(98,010)*		
Decrease in Health Care Services to offset benefit rate increase in FY 2013	*(36,000)*		
Decrease in Other Services to offset benefit rate increase in FY 2013	*(25,000)*		
FY 2013 Recommended Budget		**$ 40,041,018**	**$ 40,041,018**
Percent Change from Target Amount		*-5.7%*	*-5.8%*

Public Works – Flood Control

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The mission of Flood Control District (FCD) is to provide regional flood hazard identification, regulation, remediation an education to Maricopa County residents so they can reduce the risk of injury, death, and property damage from flooding, while still enjoying the natural and beneficial values served by floodplains.

Vision

The Flood Control District vision is for the residents of Maricopa County and future generations to have the maximum level of protection from the effects of flooding through fiscally responsible flood control actions and multi-use facilities that complement and enhance the beauty of our desert environment.

Strategic Goals

Department Specific

By June 30, 2014, Maricopa County Flood Control District will meet the increasing demands for public works services by constructing 85% of County flood control structure projects planned to be completed on time.

Status: FCD is on track to exceed the 85% on-time delivery goal of FY 2008 Capital Improvement Program projects by 2014. Average implementation percentage across the four fiscal years between FY 2008 and FY 2011 has been 87%. For FY 2012, FCD anticipates exceeding 90% execution of its Capital Improvement Program. Of the 19 construction projects completed (or anticipated to be completed) between FY 2009 and FY 2012, 19 (100%) have been (or are anticipated to be) completed on time.

Safe Communities

By June 30, 2013, Maricopa County Flood Control District 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 flood control infrastructure to Federal, State, and local safety and operational standards.

Status: FCD is exceeding performance expectations for this goal. FY 2011 critical maintenance tasks were completed within an average of 6.32 days, and FY 2012 Forecasted critical maintenance tasks are expected to be completed within an average of 3.33 days.

Safe Communities

Maricopa County Flood Control District will enhance public safety for Maricopa County residents and visitors by June 30, 2013, 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 FY 2012, FCD structures and floodplain delineations will have reduced the risk of loss of life or property due to storm water flooding for 2,330,528 or 61% of Maricopa County residents. *Note that this status update incorporates 2010 census data; previous updates utilized 2000 census data. This accounts for the small variation in the percentage of residents protected between this update and FCD's January 2011 update. The County population has increased and the distribution of population within the benefited area boundaries has changed.*

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ODIR - EXECUTIVE MANAGEMENT	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
99AS - ADMINISTRATIVE SERVICES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
TOTAL PROGRAMS	**$ 33,454,782**	**$ 35,933,801**	**$ 35,933,801**	**$ 34,367,481**	**$ 33,972,781**	**$ (1,961,020)**	**-5.5%**
USES							
FCMP - FLOODPLAIN REGULATION COMPLNCE	$ 626,391	$ 656,151	$ 589,734	$ 618,496	$ 569,502	$ 20,232	3.4%
FREV - FLOODPLAIN PERMITTING	2,466,600	1,754,370	1,803,366	1,796,798	1,797,208	6,158	0.3%
69FH - FLOOD HAZARD REGULATION	$ 3,092,991	$ 2,410,521	$ 2,393,100	$ 2,415,294	$ 2,366,710	$ 26,390	1.1%
EDAY - FLOOD CNTRL PUBLIC INFORMATION	$ 204,567	$ 248,750	$ 249,855	$ 235,833	$ 249,855	$ -	0.0%
FCSR - FLOOD CUSTOMER SERVICE	324,203	358,327	354,482	363,977	353,317	1,165	0.3%
FWRN - FLOOD WARNING	1,074,382	1,226,855	1,207,656	1,353,793	1,232,205	(24,549)	-2.0%
MASM - FLOOD SAFETY EDUCATION	860,402	787,682	792,614	762,000	856,433	(63,819)	-8.1%
69HE - FLOOD HAZARD OUTREACH	$ 2,463,554	$ 2,621,614	$ 2,604,607	$ 2,715,603	$ 2,691,810	$ (87,203)	-3.3%
FLDP - FLOODPLAIN DELINEATION	$ 2,034,079	$ 2,210,367	$ 2,205,252	$ 2,214,160	$ 2,208,619	$ (3,367)	-0.2%
PLNG - FLOOD HAZARD PLANNING	6,663,211	7,204,991	7,192,484	6,896,459	6,381,192	811,292	11.3%
69HI - FLOOD HAZARD IDENTIFICATION	$ 8,697,290	$ 9,415,358	$ 9,397,736	$ 9,110,619	$ 8,589,811	$ 807,925	8.6%
DAMS - DAM SAFETY	$ 1,228,625	$ 2,276,073	$ 2,271,012	$ 1,647,709	$ 1,962,154	$ 308,858	13.6%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	1,497,488	1,892,359	1,908,999	1,821,822	2,186,441	(277,442)	-14.5%
MAIN - FLOOD CTRL STRUCTURE MAINT	6,291,264	7,068,112	7,048,538	7,059,058	7,407,608	(359,070)	-5.1%
69HR - FLOOD HAZARD REMEDIATION	$ 9,017,377	$ 11,236,544	$ 11,228,549	$ 10,528,589	$ 11,556,203	$ (327,654)	-2.9%
BDGT - BUDGETING	$ 51,799	$ 107,062	$ 73,100	$ 50,712	$ 53,744	$ 19,356	26.5%
FACI - FACILITIES MGMT PROF SUPP SVCS	1,715,373	1,168,219	1,168,219	1,118,716	640,563	527,656	45.2%
FSAC - FINANCIAL SERVICES	300,417	327,225	353,380	338,271	363,372	(9,992)	-2.8%
HRAC - HUMAN RESOURCES	212,659	237,652	237,477	228,736	189,318	48,159	20.3%
ODIR - EXECUTIVE MANAGEMENT	834,268	2,481,576	2,481,279	1,574,730	1,582,566	898,713	36.2%
PROC - PROCUREMENT	364,511	313,374	312,579	290,881	317,837	(5,258)	-1.7%
RECO - RECORDS MANAGEMENT	68,829	39,048	38,878	32,119	38,510	368	0.9%
RWAY - REAL ESTATE SERVICES	695,514	971,341	971,341	917,231	878,180	93,161	9.6%
99AS - ADMINISTRATIVE SERVICES	$ 4,243,370	$ 5,645,497	$ 5,636,253	$ 4,551,396	$ 4,064,090	$ 1,572,163	27.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,419,286	$ 1,274,433	$ 1,274,433	$ 1,274,433	$ 1,524,626	$ (250,193)	-19.6%
GGOV - GENERAL GOVERNMENT	-	-	69,531	-	-	69,531	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	1,414,429	200,501	200,501	202,765	200,501	-	0.0%
99GV - GENERAL GOVERNMENT	$ 2,833,715	$ 1,474,934	$ 1,544,465	$ 1,477,198	$ 1,725,127	$ (180,662)	-11.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 503,188	$ 656,269	$ 656,269	$ 624,174	$ 619,875	$ 36,394	5.5%
DACR - DATA CENTER	351,584	388,370	388,370	388,307	307,157	81,213	20.9%
DESK - DESKTOP SUPPORT	416,331	308,872	308,872	303,644	242,093	66,779	21.6%
GISA - GIS APPLICATION DEV AND SUPP	1,798,485	1,727,138	1,726,896	2,203,700	1,754,232	(27,336)	-1.6%
HDSP - HELP DESK SUPPORT	36,926	48,684	48,684	48,957	55,673	(6,989)	-14.4%
99IT - INFORMATION TECHNOLOGY	$ 3,106,514	$ 3,129,333	$ 3,129,091	$ 3,568,782	$ 2,979,030	$ 150,061	4.8%
TOTAL PROGRAMS	**$ 33,454,811**	**$ 35,933,801**	**$ 35,933,801**	**$ 34,367,481**	**$ 33,972,781**	**$ 1,961,020**	**5.5%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
SUBTOTAL	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
ALL REVENUES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
TOTAL SOURCES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,386,460	$ 8,126,071	$ 8,126,068	$ 9,141,260	$ 10,448,758	$ (2,322,690)	-28.6%
0705 - TEMPORARY PAY	51,505	112,625	112,625	30,599	64,552	48,073	42.7%
0710 - OVERTIME	8,620	42,100	42,100	38,165	46,020	(3,920)	-9.3%
0750 - FRINGE BENEFITS	2,861,302	3,220,472	3,220,475	3,294,540	3,698,766	(478,291)	-14.9%
0790 - OTHER PERSONNEL SERVICES	79,262	32,000	32,000	40,043	32,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(96,391)	-	-	(1,157,571)	(2,104,045)	2,104,045	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	2,721,300	3,275,497	3,275,497	3,134,855	3,243,111	32,386	1.0%
SUBTOTAL	$ 14,012,058	$ 14,808,765	$ 14,808,765	$ 14,521,891	$ 15,429,162	$ (620,397)	-4.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 876,336	$ 1,240,965	$ 1,240,965	$ 1,097,632	$ 1,181,410	$ 59,555	4.8%
0803 - FUEL	373,065	358,100	358,100	407,106	446,171	(88,071)	-24.6%
0804 - NON-CAPITAL EQUIPMENT	103,766	155,340	155,340	216,132	125,850	29,490	19.0%
0806 - SUPPLIES-ALLOCATION IN	118,658	142,402	142,402	204,665	153,855	(11,453)	-8.0%
SUBTOTAL	$ 1,471,825	$ 1,896,807	$ 1,896,807	$ 1,923,743	$ 1,907,286	$ (10,479)	-0.6%
SERVICES							
0810 - LEGAL SERVICES	$ 285,085	$ 451,809	$ 451,809	$ 448,923	$ 451,250	$ 559	0.1%
0812 - OTHER SERVICES	11,046,213	12,023,242	12,023,242	11,414,908	11,261,329	761,913	6.3%
0820 - RENT & OPERATING LEASES	633,560	405,716	405,716	488,004	415,340	(9,624)	-2.4%
0825 - REPAIRS AND MAINTENANCE	1,487,431	820,915	820,915	948,333	380,715	440,200	53.6%
0830 - INTERGOVERNMENTAL PAYMENTS	1,066,622	92,800	92,800	90,800	92,800	-	0.0%
0839 - INTERNAL SERVICE CHARGES	(1)	2,347,813	2,347,813	2,347,031	2,655,428	(307,615)	-13.1%
0841 - TRAVEL	89,071	138,890	138,890	136,663	136,200	2,690	1.9%
0842 - EDUCATION AND TRAINING	57,909	133,044	133,044	116,515	131,156	1,888	1.4%
0843 - POSTAGE/FREIGHT/SHIPPING	18,476	23,900	23,900	28,151	24,150	(250)	-1.0%
0850 - UTILITIES	288,287	355,200	355,200	346,911	355,200	-	0.0%
0873 - SERVICES-ALLOCATION IN	59,408	188,219	188,219	155,263	69,453	118,766	63.1%
SUBTOTAL	$ 15,032,061	$ 16,981,548	$ 16,981,548	$ 16,520,041	$ 15,973,021	$ 1,008,527	5.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 58,448	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	186,423	393,744	376,778	420,262	72,200	304,578	80.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,101,598	1,832,047	1,832,047	961,032	582,000	1,250,047	68.2%
0950 - DEBT SERVICE	173,112	20,890	20,890	20,512	-	20,890	100.0%
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	9,112	(9,112)	N/A
SUBTOTAL	$ 1,519,581	$ 2,246,681	$ 2,229,715	$ 1,401,806	$ 663,312	$ 1,566,403	70.3%
ALL EXPENDITURES	$ 32,035,525	$ 35,933,801	$ 35,916,835	$ 34,367,481	$ 33,972,781	$ 1,944,054	5.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,419,286	$ -	$ 16,966	$ -	$ -	$ 16,966	100.0%
ALL OTHER FINANCING USES	$ 1,419,286	$ -	$ 16,966	$ -	$ -	$ 16,966	100.0%
TOTAL USES	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ 1,961,020	5.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
FUND TOTAL SOURCES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
DEPARTMENT TOTAL SOURCES	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ (1,961,020)	-5.5%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ 1,961,020	5.5%
FUND TOTAL USES	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ 1,961,020	5.5%
DEPARTMENT OPERATING TOTAL USES	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ 1,961,020	5.5%
DEPARTMENT TOTAL USES	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781	$ 1,961,020	5.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.60	1.60	.80	.80	.80	-	0.0%
EXECUTIVE MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
FINANCIAL SERVICES	5.70	5.70	6.50	6.50	6.50	-	0.0%
HUMAN RESOURCES	.70	.70	.70	.70	.70	-	0.0%
PROCUREMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
RECORDS MANAGEMENT	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
PROGRAM TOTAL	13.00	13.00	13.00	12.00	12.00	(1.00)	(7.7%)
FLOOD HAZARD IDENTIFICATION							
FLOOD HAZARD PLANNING	16.22	16.62	17.02	16.62	16.62	(.40)	(2.4%)
FLOODPLAIN DELINEATION	10.60	11.10	11.60	11.10	11.10	(.50)	(4.3%)
PROGRAM TOTAL	26.82	27.72	28.62	27.72	27.72	(.90)	(3.1%)
FLOOD HAZARD OUTREACH							
FLOOD CNTRL PUBLIC INFORMATION	2.55	2.55	2.55	2.55	2.55	-	0.0%
FLOOD CUSTOMER SERVICE	5.58	5.58	5.58	5.58	5.58	-	0.0%
FLOOD SAFETY EDUCATION	4.05	4.05	4.05	4.05	4.05	-	0.0%
FLOOD WARNING	10.18	10.18	10.18	10.18	10.18	-	0.0%
PROGRAM TOTAL	22.36	22.36	22.36	22.36	22.36	-	0.0%
FLOOD HAZARD REGULATION							
FLOODPLAIN PERMITTING	15.20	15.20	16.00	16.00	16.00	-	0.0%
FLOODPLAIN REGULATION COMPLNCE	8.65	8.65	7.85	7.85	7.85	-	0.0%
PROGRAM TOTAL	23.85	23.85	23.85	23.85	23.85	-	0.0%
FLOOD HAZARD REMEDIATION							
DAM SAFETY	11.22	10.57	10.67	10.57	10.57	(.10)	(0.9%)
FLOOD CONTROL CAPITAL PROJECTS	32.90	33.90	33.90	33.90	33.90	-	0.0%
FLOOD CTRL STRUCTURE MAINT	59.10	60.10	60.10	60.10	60.10	-	0.0%
PROGRAM TOTAL	103.22	104.57	104.67	104.57	104.57	(.10)	(0.1%)
INFORMATION TECHNOLOGY							
GIS APPLICATION DEV AND SUPP	.50	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	.50	.50	.50	.50	.50	-	0.0%
DEPARTMENT TOTAL	189.75	192.00	193.00	191.00	191.00	(2.00)	(1.0%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accountant	3.00	3.00	2.00	2.00	2.00	-	0.0%
Accounting Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Atmospheric Science Pro	-	1.00	1.00	1.00	1.00	-	0.0%
Chemical Applicatns Tech	5.00	5.00	5.00	5.00	5.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	2.00	2.00	2.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Construction Maintenance Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Crew Leader	5.00	5.00	5.00	5.00	5.00	-	0.0%
Development Svcs Specialist	6.00	6.00	6.00	6.00	6.00	-	0.0%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	33.75	34.00	35.00	34.00	34.00	(1.00)	(2.9%)
Engineering Associate	20.00	19.00	19.00	19.00	19.00	-	0.0%
Engineering Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Engineering Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Equipment Operator	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%
Field Operations Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Finance Support Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	10.00	10.00	10.00	10.00	10.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	10.00	11.00	11.00	11.00	11.00	-	0.0%
Inspection Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Inspector	15.00	16.00	16.00	16.00	16.00	-	0.0%
Instrumentation Tech-Water	4.00	4.00	4.00	4.00	4.00	-	0.0%
Management Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mechanic - Automotive	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	2.00	2.00	1.00	1.00	1.00	-	0.0%
Office Assistant	2.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Operations Supervisor - PW	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	-	-	1.00	1.00	N/A
Planner	1.00	-	-	-	-	-	N/A
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Program Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Water Instrument Tech Supv	-	-	1.00	1.00	-	(1.00)	(100.0%)
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**189.75**	**192.00**	**193.00**	**191.00**	**191.00**	**(2.00)**	**(1.0%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
988 PUBLIC WORKS FLOOD CONTROL	189.75	192.00	193.00	191.00	191.00	(2.00)	(1.0%)
Department Total	**189.75**	**192.00**	**193.00**	**191.00**	**191.00**	**(2.00)**	**(1.0%)**

General Adjustments

Personnel:

- Increase in regular benefits by $96,725 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $47,940 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Programs and Activities

Flood Hazard Regulation Program

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of floodplain permits and clearances completed within 90 days of submittal to the Flood Control District	87.2%	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	68.2%	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	94.3%	90.0%	90.0%	100.0%	10.0%	11.1%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of floodplain permits and clearances completed within 90 days of submittal to the Flood Control District	87.2%	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	68.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of floodplain clearance and permit applications reviewed	375	400	350	350	(50)	-12.5%
Output	Number of map change reviews completed	22	8	8	8	-	0.0%
Demand	Number of floodplain clearance and permit applications submitted	375	400	350	350	(50)	-12.5%
Demand	Number of map change reviews requested	22	8	8	8	-	0.0%
Efficiency	Total expenditure per map change review	$ 112,118.18	$ 225,420.75	$ 224,599.75	$ 224,651.00	$ 769.75	0.3%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 2,466,600	$ 1,803,366	$ 1,796,798	$ 1,797,208	$ 6,158	0.3%
	TOTAL USES	$ 2,466,600	$ 1,803,366	$ 1,796,798	$ 1,797,208	$ 6,158	0.3%

Activity Narrative: The FY 2013 performance measures are in line with the Forecast for FY 2012. Activity demand is generally driven by development in unincorporated Maricopa County, and the cities and towns for which the District provides floodplain management. Demand has continued to be at low levels due to the economic recession.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	94.3%	90.0%	90.0%	100.0%	10.0%	11.1%
Output	Number of floodplain complaints investigated	73	200	100	100	(100)	-50.0%
Output	Number of floodplain use permit inspections completed	526	1,000	550	550	(450)	-45.0%
Demand	Number of floodplain complaints	73	200	100	100	(100)	-50.0%
Demand	Number of floodplain use permits requiring inspection	526	1,000	550	550	(450)	-45.0%
Efficiency	Total expenditure per floodplain use permit inspection completed	$ 1,190.86	$ 589.73	$ 1,124.54	$ 1,035.46	$ (445.72)	-75.6%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 626,391	$ 589,734	$ 618,496	$ 569,502	$ 20,232	3.4%
	TOTAL USES	$ 626,391	$ 589,734	$ 618,496	$ 569,502	$ 20,232	3.4%

Activity Narrative: Activity demand is driven by development in unincorporated Maricopa County, and in the cities and towns for which the District provides floodplain management. Demand has continued to be at low levels for FY 2013 resulting in decreased expenditures.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	95.2%	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	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of days that reliable weather, water level and stream flow information was available	99.3%	98.0%	98.2%	99.0%	1.0%	1.0%
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 the 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	5,284	3,000	3,000	3,000	-	0.0%
Demand	Number of customer information requests received	5,284	3,000	3,000	3,000	-	0.0%
Efficiency	Total activity expenditure per citizen information request response provided	$ 61.36	$ 118.16	$ 121.33	$ 117.77	$ 0.39	0.3%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 324,203	$ 354,482	$ 363,977	$ 353,317	$ 1,165	0.3%
	TOTAL USES	$ 324,203	$ 354,482	$ 363,977	$ 353,317	$ 1,165	0.3%

Activity Narrative: Citizen demand has continued to be at low levels due to the economic recession. However, 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	95.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public meetings held	17	23	23	23	-	0.0%
Output	Number of printed materials produced	61	40	40	40	-	0.0%
Output	Number of website hits received	8,811,674	5,400,000	5,400,000	5,400,000	-	0.0%
Demand	Number of public meetings required	17	23	23	23	-	0.0%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed	61	40	40	40	-	0.0%
Efficiency	Total activity expenditure per affected resident that utilized the District website	$ 0.02	$ 0.05	$ 0.04	$ 0.05	-	0.0%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 204,567	$ 249,855	$ 235,833	$ 249,855	$ -	0.0%
	TOTAL USES	$ 204,567	$ 249,855	$ 235,833	$ 249,855	$ -	0.0%

Activity Narrative: This demand is decreasing from FY 2011 as the District continues to implement its Comprehensive Floodplain Management Plan. Demands in this activity are remaining constant and are keeping expenditures at FY 2012 Revised levels.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of school and civic presentations	6	9	9	9	-	0.0%
Demand	Number of school and civic presentations requested	6	9	9	9	-	0.0%
Efficiency	Total expenditure per school and civic presentation	$ 143,400.33	$ 88,068.22	$ 84,666.67	$ 95,159.22	$ (7,091.00)	-8.1%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 860,402	$ 792,614	$ 762,000	$ 856,433	$ (63,819)	-8.1%
	TOTAL USES	$ 860,402	$ 792,614	$ 762,000	$ 856,433	$ (63,819)	-8.1%

Activity Narrative: Expenditures under this activity are anticipated to increase as the District implements a pilot program to convey educational messages through billboard advertising. Additional expenditure increases result from the filling of a formerly-vacant position.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of days that reliable weather, water level and stream flow information was available	99.3%	98.0%	98.2%	99.0%	1.0%	1.0%
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 (number of sensors x number of days)	232,831	234,202	237,364	238,578	4,376	1.9%
Output	Number of flood response plans completed	1	1	1	1	-	0.0%
Demand	Number of days the sensors are needed (number of sensors x number of days)	237,505	234,202	239,025	240,988	6,786	2.9%
Demand	Number of flood response plans requested	1	1	1	1	-	0.0%
Efficiency	Total activity expenditure per flood response plan provided	$ 1,074,382.00	$ 1,207,656.00	$ 1,353,793.00	$ 1,232,205.00	$(24,549.00)	-2.0%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,074,382	$ 1,207,656	$ 1,353,793	$ 1,232,205	$ (24,549)	-2.0%
	TOTAL USES	$ 1,074,382	$ 1,207,656	$ 1,353,793	$ 1,232,205	$ (24,549)	-2.0%

Activity Narrative: Activity demand follows the 659 sensors in place for FY 2012. An additional three sensors will be installed for FY 2013 as Flood Control continues to expand the effectiveness of its flood warning network. Slight growth on a year-over-year basis is anticipated.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of floodplains delineated (in linear miles)	68.8%	69.4%	69.2%	75.0%	5.6%	8.1%
Percent of watershed square miles studied that provide residents with the information necessary to mitigate flood and erosion hazards	40.4%	55.3%	55.3%	54.0%	(1.3%)	-2.3%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of watershed square miles studied that provide residents with the information necessary to mitigate flood and erosion hazards	40.4%	55.3%	55.3%	54.0%	(1.3%)	-2.3%
Output	Cumulative square miles of Area Drainage Master Studies or Plans completed through the end of this fiscal year	2,430	3,331	3,331	3,254	(77)	-2.3%
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year	-	27	27	27	-	0.0%
Output	Number of population in areas where Area Drainage Master Studies or Plans were completed this fiscal year	979,943	235,215	235,215	504,318	269,103	114.4%
Output	Number of square miles of new Area Drainage Master Studies or Plans completed this fiscal year	N/A	500	500	318	(182)	-36.4%
Output	Number of square miles of updated Area Drainage Master Studies or Plans completed this fiscal year	N/A	3	3	138	135	4500.0%
Demand	Total number of square miles identified for Area Drainage Master Studies or Plans	6,022	6,022	6,022	6,022	-	0.0%
Demand	Number of linear miles of watercourse identified for Watercourse Master Plans	191	191	191	191	-	0.0%
Demand	Number of population in areas identified for Area Drainage Master Studies or Plans	2,908,493	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	$ 6.80	$ 30.58	$ 29.32	$ 12.65	$ 17.93	58.6%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 6,663,211	$ 7,192,484	$ 6,896,459	$ 6,381,192	$ 811,292	11.3%
	TOTAL USES	$ 6,663,211	$ 7,192,484	$ 6,896,459	$ 6,381,192	$ 811,292	11.3%

Activity Narrative: Activity demand is driven by changes in population. Although the County has not seen a marked population decrease, the District anticipates reducing its output and expenditures in this activity to counteract reductions in revenues. Results are anticipated to grow at a reduced rate, although Flood Control will continue to seek efficiencies to mitigate the impact of resource restrictions.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of floodplains delineated (in linear miles)	68.8%	69.4%	72.3%	75.0%	5.6%	8.1%
Output	Number of cumulative linear miles of floodplains delineated through the end of the fiscal year	4,119	4,151	4,328	4,487	336	8.1%
Output	Linear miles of floodplains currently under delineation study	N/A	220	309	159	(61)	-27.7%
Output	Linear miles of floodplain delineated this fiscal year	N/A	30	209	159	129	430.0%
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	$ 91,625.18	$ 73,508.40	$ 10,594.07	$ 13,890.69	$ 59,617.71	81.1%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 2,034,079	$ 2,205,252	$ 2,214,160	$ 2,208,619	$ (3,367)	-0.2%
	TOTAL USES	$ 2,034,079	$ 2,205,252	$ 2,214,160	$ 2,208,619	$ (3,367)	-0.2%

Activity Narrative: Activity demand is generally constant, as floodplain delineation data requires update on an ongoing basis. Specific regions requiring new large-scale delineations may cause short-term aberrations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	4.2%	9.2%	2.6%	N/A	N/A	N/A
Percent of Capital Improvement Program budget expended this fiscal year	90.9%	100.0%	100.0%	0.0%	(100.0%)	-100.0%
Percent of capital projects implemented with multi-purpose features this fiscal year	80.0%	60.0%	80.0%	N/A	N/A	N/A
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	95.0%	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	89.1%	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%	72.7%	72.7%	68.2%	(4.5%)	-6.3%
Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	98.6%	100.0%	100.0%	N/A	N/A	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies	72.7%	72.7%	72.7%	68.2%	(4.5%)	-6.3%
Result	Percent of the dam safety operating and capital budget expended this fiscal year to keep dams operating safely and functioning properly	98.6%	100.0%	100.0%	N/A	N/A	N/A
Output	Number of dam repair and rehabilitation project milestones completed this fiscal year	2	4	3	3	(1)	-25.0%
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	3	(1)	-25.0%
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	$ 614,312.50	$ 567,753.00	$ 549,236.33	$ 654,051.33	$ (86,298.33)	-15.2%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,228,625	$ 2,271,012	$ 1,647,709	$ 1,962,154	$ 308,858	13.6%
	TOTAL USES	$ 1,228,625	$ 2,271,012	$ 1,647,709	$ 1,962,154	$ 308,858	13.6%

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. Activity demand correlates primarily to the age of the structures and to regulatory judgments. Rehabilitation and improvement projects attempt to combat aging infrastructure concerns. Demand will continue to be at high levels due to rehabilitation programs in progress. Reduced revenues may cause delays in the delivering projects under this activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	4.2%	9.2%	2.6%	10.2%	1.0%	11.1%
Result	Percent of Capital Improvement Program budget expended this fiscal year	90.9%	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%	60.0%	80.0%	50.0%	(10.0%)	-16.7%
Output	Number of capital projects completed in this fiscal year	5	5	5	4	(1)	-20.0%
Demand	Number of square miles of area to be benefited by projects scheduled in five-year Capital Improvement Program beginning this fiscal year	721	695	690	686	(9)	-1.3%
Efficiency	Total expenditure per square mile of area benefited by projects completed this fiscal year	$ 48,937.52	$ 2,747.55	$ 2,639.56	3,187.23	$ (439.68)	-16.0%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 1,497,488	$ 1,908,999	$ 1,821,822	$ 2,186,441	$ (277,442)	-14.5%
	TOTAL USES	$ 1,497,488	$ 1,908,999	$ 1,821,822	$ 2,186,441	$ (277,442)	-14.5%

Activity Narrative: Demand is a function of the nature of projects in the Flood Control District's five-year Capital Improvement Program, and the available funding for the program. Project benefited area can fluctuate significantly from year to year depending on the number, size, type and location of the projects. Dam rehabilitation projects dramatically impact demand, as individual dam rehabilitation projects have very large corresponding benefited areas. As the dams age, required rehabilitation projects cause large demand increases. Demand and expenditures do not directly correlate, as urban-area projects may have high costs but comparatively less benefited area. Reduced revenues are anticipated to cause delays in delivering projects under this activity.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	95.0%	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	89.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of critical maintenance Priority 1 (P1) Work Orders completed	20	30	22	30	-	0.0%
Output	Number of Work Orders completed	613	850	744	765	(85)	-10.0%
Output	Number of Priority 1 (P1A) Work Orders completed	46	60	49	60	-	0.0%
Demand	Number of Work Order requests submitted	788	850	786	850	-	0.0%
Efficiency	Total activity expenditure per Work Order completed	$ 10,263.07	$ 8,292.40	$ 9,487.98	$ 9,683.15	$ (1,390.75)	-16.8%
Expenditure							
	988 - PUBLIC WORKS FLOOD CONTROL	$ 6,291,264	$ 7,048,538	$ 7,059,058	$ 7,407,608	$ (359,070)	-5.1%
	TOTAL USES	$ 6,291,264	$ 7,048,538	$ 7,059,058	$ 7,407,608	$ (359,070)	-5.1%

Activity Narrative: Activity demand correlates primarily to the age of District structures and to the prevalence of trespassing and vandalism. Rehabilitation and improvement projects attempt to combat aging infrastructure concerns, and the District has increased collaborative efforts with law enforcement to reduce trespassing and vandalism. However, as the District's most significant structures begin to approach their design life, maintenance demand will continue to increase; expenditure trends will correspondingly increase on a long-term basis. The District's FY 2013 expenditure increase in this activity is due to reallocation of fuel cost from Administrative Services.

Appropriated Budget Reconciliations

Public Works Flood Control Fund (988)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 35,933,801**	**$ 35,933,801**
FY 2012 Revised Budget	**$ 35,933,801**	**$ 35,933,801**
Adjustments:		
Employee Salary Adjustments	**$ (47,940)**	**$ -**
Adjust Hours Per FTE	*(47,940)*	*-*
Structural Balance	**$ -**	**$ (47,940)**
Structural Balance	*-*	*(47,940)*
FY 2013 Budget Target	**$ 35,885,861**	**$ 35,885,861**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 96,725**	**$ -**
Retirement Contributions	*96,725*	*-*
Fees and Other Revenues	**$ (2,009,805)**	**$ (1,913,080)**
ProgRevenue Volume Inc/Dec	*(2,009,805)*	*(1,913,080)*
FY 2013 Recommended Budget	**$ 33,972,781**	**$ 33,972,781**
Percent Change from Target Amount	*-5.3%*	*-5.3%*

Public Works Flood Control Fund (988) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ -
Sources:					
Operating	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781
Non-Recurring	-	-	-	-	-
Total Sources:	$ 33,454,782	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781
Uses:					
Operating	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781
Non-Recurring	-	-	-	-	-
Total Uses:	$ 33,454,811	$ 35,933,801	$ 35,933,801	$ 34,367,481	$ 33,972,781
Structural Balance	$ (29)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 29	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ -	$ -

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: By June 2017, increase the number of operating Recorder Kiosks in various outlying Maricopa County sites to 15 locations. The Recorder's Office currently has three operating Kiosks – Surprise NW Regional Library, Fountain Hills Library, and Anthem North Valley Regional Library.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
DCOP - DOCUMENT OPERATIONS	$ 7,433,802	$ 6,793,997	$ 6,793,997	$ 6,939,226	$ 6,809,997	$ 16,000	0.2%
MCRO - MICROGRAPHICS	49,594	50,000	50,000	48,996	50,000	-	0.0%
MOUT - MAILOUT	161,597	156,000	156,000	150,161	140,000	(16,000)	-10.3%
36RP - RECORDER	$ 7,644,993	$ 6,999,997	$ 6,999,997	$ 7,138,383	$ 6,999,997	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 41,278	$ -	$ -	$ 10,018	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 41,278	$ -	$ -	$ 10,018	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 4,368,608	$ 4,590,000	$ 4,590,000	$ 4,579,982	$ 4,167,000	$ (423,000)	-9.2%
99IT - INFORMATION TECHNOLOGY	$ 4,368,608	$ 4,590,000	$ 4,590,000	$ 4,579,982	$ 4,167,000	$ (423,000)	-9.2%
TOTAL PROGRAMS	**$ 12,054,879**	**$ 11,590,000**	**$ 11,590,000**	**$ 11,728,383**	**$ 11,167,000**	**$ (423,000)**	**-3.6%**
USES							
DCOP - DOCUMENT OPERATIONS	$ 734,294	$ 1,088,326	$ 1,078,906	$ 890,113	$ 897,932	$ 180,974	16.8%
MCRO - MICROGRAPHICS	290,554	345,742	345,555	343,881	197,080	148,475	43.0%
MOUT - MAILOUT	248,379	297,419	296,449	276,811	306,393	(9,944)	-3.4%
36RP - RECORDER	$ 1,273,227	$ 1,731,487	$ 1,720,910	$ 1,510,805	$ 1,401,405	$ 319,505	18.6%
FSAC - FINANCIAL SERVICES	$ 122,118	$ 123,220	$ 123,099	$ 118,708	$ 117,100	$ 5,999	4.9%
HRAC - HUMAN RESOURCES	66,186	76,929	76,606	71,531	68,036	8,570	11.2%
ODIR - EXECUTIVE MANAGEMENT	426,900	613,527	392,343	578,620	734,983	(342,640)	-87.3%
PROC - PROCUREMENT	63,267	69,117	70,709	68,907	68,535	2,174	3.1%
99AS - ADMINISTRATIVE SERVICES	$ 678,471	$ 882,793	$ 662,757	$ 837,766	$ 988,654	$ (325,897)	-49.2%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 11,193	$ -	$ -	$ 11,193	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	10,896	6,100	230,453	188,299	19,728	210,725	91.4%
99GV - GENERAL GOVERNMENT	$ 10,896	$ 6,100	$ 241,646	$ 188,299	$ 19,728	$ 221,918	91.8%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,128,429	$ 6,004,352	$ 5,994,670	$ 5,923,097	$ 4,145,800	$ 1,848,870	30.8%
HDSP - HELP DESK SUPPORT	472,574	571,269	568,166	487,768	657,403	(89,237)	-15.7%
99IT - INFORMATION TECHNOLOGY	$ 3,601,003	$ 6,575,621	$ 6,562,836	$ 6,410,865	$ 4,803,203	$ 1,759,633	26.8%
TOTAL PROGRAMS	**$ 5,563,597**	**$ 9,196,001**	**$ 9,188,149**	**$ 8,947,735**	**$ 7,212,990**	**$ 1,975,159**	**21.5%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,611,601	$ 11,185,802	$ 11,185,802	$ 11,325,800	$ 10,781,803	$ (403,999)	-3.6%
SUBTOTAL	$ 11,611,601	$ 11,185,802	$ 11,185,802	$ 11,325,800	$ 10,781,803	$ (403,999)	-3.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 41,278	$ 30,000	$ 30,000	$ 30,000	$ 15,000	$ (15,000)	-50.0%
0650 - MISCELLANEOUS REVENUE	402,000	374,198	374,198	372,583	370,197	(4,001)	-1.1%
SUBTOTAL	$ 443,278	$ 404,198	$ 404,198	$ 402,583	$ 385,197	$ (19,001)	-4.7%
ALL REVENUES	$ 12,054,879	$ 11,590,000	$ 11,590,000	$ 11,728,383	$ 11,167,000	$ (423,000)	-3.6%
TOTAL SOURCES	$ 12,054,879	$ 11,590,000	$ 11,590,000	$ 11,728,383	$ 11,167,000	$ (423,000)	-3.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,638,929	$ 2,977,050	$ 2,977,050	$ 2,667,801	$ 2,757,961	$ 219,089	7.4%
0710 - OVERTIME	28,751	21,500	21,500	23,633	53,022	(31,522)	-146.6%
0750 - FRINGE BENEFITS	938,905	1,128,015	1,119,743	977,324	1,039,829	79,914	7.1%
0790 - OTHER PERSONNEL SERVICES	7,442	1,500	1,500	5,839	4,140	(2,640)	-176.0%
SUBTOTAL	$ 3,614,027	$ 4,128,065	$ 4,119,793	$ 3,674,597	$ 3,854,952	$ 264,841	6.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 820,386	$ 581,125	$ 581,125	$ 528,183	$ 651,712	$ (70,587)	-12.1%
0804 - NON-CAPITAL EQUIPMENT	322,869	895,000	895,000	905,197	400,000	495,000	55.3%
0806 - SUPPLIES-ALLOCATION IN	-	27,840	27,840	30,356	30,624	(2,784)	-10.0%
SUBTOTAL	$ 1,143,255	$ 1,503,965	$ 1,503,965	$ 1,463,736	$ 1,082,336	$ 421,629	28.0%
SERVICES							
0812 - OTHER SERVICES	$ 286,418	$ 384,900	$ 385,320	$ 544,177	$ 783,726	$ (398,406)	-103.4%
0820 - RENT & OPERATING LEASES	27,028	48,800	48,800	37,576	46,085	2,715	5.6%
0825 - REPAIRS AND MAINTENANCE	136,614	114,500	114,500	93,913	140,500	(26,000)	-22.7%
0839 - INTERNAL SERVICE CHARGES	54,182	276,453	276,453	393,269	368,516	(92,063)	-33.3%
0841 - TRAVEL	24,431	30,550	30,550	37,721	37,800	(7,250)	-23.7%
0842 - EDUCATION AND TRAINING	16,814	66,000	66,000	59,073	74,475	(8,475)	-12.8%
0843 - POSTAGE/FREIGHT/SHIPPING	37,190	84,168	84,168	63,834	86,000	(1,832)	-2.2%
0850 - UTILITIES	2,532	3,600	3,600	2,671	3,600	-	0.0%
SUBTOTAL	$ 585,209	$ 1,008,971	$ 1,009,391	$ 1,232,234	$ 1,540,702	$ (531,311)	-52.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 150,000	$ (150,000)	N/A
0920 - CAPITAL EQUIPMENT	221,106	2,555,000	2,555,000	2,577,168	585,000	$ 1,970,000	77.1%
SUBTOTAL	$ 221,106	$ 2,555,000	$ 2,555,000	$ 2,577,168	$ 735,000	$ 1,820,000	71.2%
ALL EXPENDITURES	$ 5,563,597	$ 9,196,001	$ 9,188,149	$ 8,947,735	$ 7,212,990	$ 1,975,159	21.5%
TOTAL USES	$ 5,563,597	$ 9,196,001	$ 9,188,149	$ 8,947,735	$ 7,212,990	$ 1,975,159	21.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 7,644,993	$ 7,000,000	$ 7,000,000	$ 7,138,383	$ 7,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 7,644,993	$ 7,000,000	$ 7,000,000	$ 7,138,383	$ 7,000,000	$ -	0.0%
236 RECORDERS SURCHARGE							
OPERATING	$ 4,409,886	$ 4,590,000	$ 4,590,000	$ 4,590,000	$ 4,167,000	$ (423,000)	-9.2%
FUND TOTAL SOURCES	$ 4,409,886	$ 4,590,000	$ 4,590,000	$ 4,590,000	$ 4,167,000	$ (423,000)	-9.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 12,054,879	$ 11,590,000	$ 11,590,000	$ 11,728,383	$ 11,167,000	$ (423,000)	-3.6%
DEPARTMENT TOTAL SOURCES	$ 12,054,879	$ 11,590,000	$ 11,590,000	$ 11,728,383	$ 11,167,000	$ (423,000)	-3.6%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 1,646,372	$ 2,251,263	$ 2,243,411	$ 2,167,963	$ 2,191,252	$ 52,159	2.3%
FUND TOTAL USES	$ 1,646,372	$ 2,251,263	$ 2,243,411	$ 2,167,963	$ 2,191,252	$ 52,159	2.3%
236 RECORDERS SURCHARGE							
OPERATING	$ 3,444,776	$ 3,494,738	$ 3,494,738	$ 3,329,772	$ 3,486,738	$ 8,000	0.2%
NON-RECURRING	472,449	3,450,000	3,450,000	3,450,000	1,535,000	1,915,000	55.5%
FUND TOTAL USES	$ 3,917,225	$ 6,944,738	$ 6,944,738	$ 6,779,772	$ 5,021,738	$ 1,923,000	27.7%
DEPARTMENT OPERATING TOTAL USES	$ 5,091,148	$ 5,746,001	$ 5,738,149	$ 5,497,735	$ 5,677,990	$ 60,159	1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 472,449	$ 3,450,000	$ 3,450,000	$ 3,450,000	$ 1,535,000	$ 1,915,000	55.5%
DEPARTMENT TOTAL USES	$ 5,563,597	$ 9,196,001	$ 9,188,149	$ 8,947,735	$ 7,212,990	$ 1,975,159	21.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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	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	8.00	7.00	7.00	7.00	7.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	22.00	22.00	21.00	21.00	21.00	-	0.0%
HELP DESK SUPPORT	4.00	4.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	26.00	26.00	26.00	26.00	26.00	-	0.0%
RECORDER							
DOCUMENT OPERATIONS	24.00	25.00	25.00	25.00	24.00	(1.00)	(4.0%)
MAILOUT	4.00	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	30.00	30.00	30.00	29.00	(1.00)	(3.3%)
DEPARTMENT TOTAL	63.00	63.00	63.00	63.00	62.00	(1.00)	(1.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM 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	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	-	(1.00)	(100.0%)
Help Desk Coordinator	1.00	1.00	-	-	-	-	N/A
Help Desk Coordinator - Sr/Ld	2.00	2.00	4.00	4.00	4.00	-	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	20.00	(1.00)	(4.8%)
PC/LAN Tech Support	3.00	3.00	2.00	2.00	2.00	-	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**	**62.00**	**(1.00)**	**(1.6%)**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100 GENERAL	36.00	36.00	36.00	36.00	35.00	(1.00)	(2.8%)
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**	**62.00**	**(1.00)**	**(1.6%)**

General Adjustments

General Fund (100)

Personnel:

- Increase Regular Benefits by $14,136 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $5,749 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- The FY 2013 Operating budget includes a $14,136 base adjustment for salary savings to absorb the increase in retirement contributions.
- The FY 2013 Operating budget includes a $46,410 base adjustment for an eliminated vacant position.

Recorder's Surcharge Fund (236)

Personnel:

- Increase Regular Benefits by $15,946 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $7,754 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.
- The FY2013 Operating budget includes a $15,946 base budget adjustment for salary savings to absorb the increase in retirement contributions.

Other Base Adjustments:

- Operating revenues are reduced by $423,000 as the Department is projecting that recordings have stabilized at 86,500 per month from approximately 95,000 in FY 2012.
- The FY 2013 Non Recurring Non Project budget includes $1,535,000 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. $600,000 of the technology expenditures are carry-forward from FY 2012.

Programs and Activities

Recorder's Program

The purpose of the Recorder's 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percentage of customers satisfied with the timeliness in returning documents presented	N/A	89.0%	90.0%	90.0%	1.0%	1.1%
Percentage of documents recorded digitally successfully recorded without error	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents made available to the public on Recorder website within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents prepared for delivery within timeliness standards	100.0%	97.0%	97.0%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	N/A	89.0%	91.4%	90.0%	1.0%	1.1%
Result	Percentage of documents recorded digitally successfully recorded without error	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents recorded.	1,129,172	1,150,000	1,101,736	850,000	(300,000)	-26.1%
Output	Number of documents recorded digitally	851,944	805,000	813,990	595,000	(210,000)	-26.1%
Demand	Number of documents presented for recording	1,129,172	1,150,000	1,101,736	850,000	(300,000)	-26.1%
Demand	Number of documents presented for digital recording	851,944	805,000	813,990	595,000	(210,000)	-26.1%
Efficiency	Expenditure per document recorded	$ 0.65	$ 0.94	$ 0.79	$ 1.06	$ (0.12)	-12.6%
Revenue							
	100 - GENERAL	$ 7,433,802	$ 6,793,997	$ 6,939,226	$ 6,809,997	$ 16,000	0.2%
	TOTAL SOURCES	$ 7,433,802	$ 6,793,997	$ 6,939,226	$ 6,809,997	$ 16,000	0.2%
Expenditure							
	100 - GENERAL	$ 734,294	$ 1,078,906	$ 890,113	$ 897,932	$ 180,974	16.8%
	TOTAL USES	$ 734,294	$ 1,078,906	$ 890,113	$ 897,932	$ 180,974	16.8%

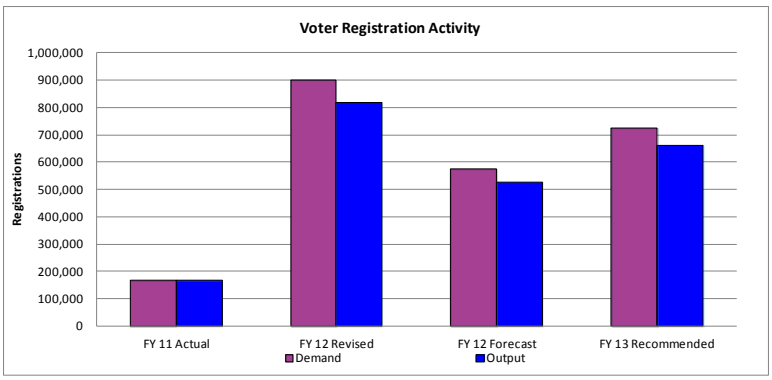
Activity Narrative: The FY 2013 revenues for the Document Operations Activity are projected to increase from FY 2012 due to more complex recordings, such as bankruptcy and foreclosure documents. The current resources can accommodate the number of recordings. The decrease in FY 2013 expenditure is due to efficiencies from a departmental restructuring within this activity in FY 2012 and the elimination of a vacant position in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of documents prepared for delivery within timeliness standards	100.0%	97.0%	97.1%	97.0%	0.0%	0.0%
Output	Number of documents prepared for delivery	169,624	820,000	525,476	660,000	(160,000)	-19.5%
Demand	Number of documents recorded for delivery	169,624	900,000	575,476	725,000	(175,000)	-19.4%
Efficiency	Expenditure per document prepared for delivery	$ 1.46	$ 0.36	$ 0.52	$ 0.46	$ (0.10)	-28.4%
Revenue							
	100 - GENERAL	$ 161,597	$ 156,000	$ 150,161	$ 140,000	$ (16,000)	-10.3%
	TOTAL SOURCES	$ 161,597	$ 156,000	$ 150,161	$ 140,000	$ (16,000)	-10.3%
Expenditure							
	100 - GENERAL	$ 248,379	$ 296,449	$ 276,811	$ 306,393	$ (9,944)	-3.4%
	TOTAL USES	$ 248,379	$ 296,449	$ 276,811	$ 306,393	$ (9,944)	-3.4%



Activity Narrative: The FY 2012 expenditures did not include costs associated with the mail out program. The FY 2013 budget includes the mail out program which is increasing the expenditures in this activity. The decrease in revenues is due to an increase in electronic filings which can be done by citizens at a reduced rate. Not all documents recorded for delivery are fully complete and correct which creates a gap between the demand and output. The current resources support the Department in meeting 97% of the documents 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of documents made available to the public on Recorder website within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents scanned	191,683	77,500	95,072	77,500	-	0.0%
Demand	Number of documents presented for scanning	191,683	77,500	95,072	77,500	-	0.0%
Efficiency	Expenditure per document scanned	$ 1.52	$ 4.46	$ 3.49	$ 2.54	$ 1.92	43.0%
Revenue							
	100 - GENERAL	$ 49,594	$ 50,000	$ 48,996	$ 50,000	$ -	0.0%
	TOTAL SOURCES	$ 49,594	$ 50,000	$ 48,996	$ 50,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 42,267	$ 45,555	$ 43,881	$ 47,080	$ (1,525)	-3.3%
	236 - RECORDERS SURCHARGE	248,287	300,000	300,000	150,000	150,000	50.0%
	TOTAL USES	$ 290,554	$ 345,555	$ 343,881	$ 197,080	$ 148,475	43.0%

Activity Narrative: The FY 2013 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 2012 due to a flat number of requests for microfiche information by real estate companies based on the number of home sales. The decrease in expenditures for this activity is due to the book preservation project completion.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 2,251,263**	**$ 7,000,000**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (8,272)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*	*(8,272)*	-
Reallocations		**$ 420**	**$ -**
Armored Car Charges	*C-49-12-018-2-00*	*420*	-
FY 2012 Revised Budget		**$ 2,243,411**	**$ 7,000,000**
Adjustments:			
Employee Salary Adjustments		**$ (5,749)**	**$ -**
Adjust Hours Per FTE		*(5,749)*	-
FY 2013 Budget Target		**$ 2,237,662**	**$ 7,000,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 14,136**	**$ -**
Retirement Contributions		*14,136*	-
Base Adjustments		**$ (60,546)**	**$ -**
Personnel Savings		*(14,136)*	-
Vacant Position Elimination		*(46,410)*	-
FY 2013 Recommended Budget		**$ 2,191,252**	**$ 7,000,000**
Percent Change from Target Amount		*-2.1%*	*0.0%*

Recorder's Surcharge Fund (236)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 3,494,738**	**$ 4,590,000**
FY 2012 Revised Budget		**$ 3,494,738**	**$ 4,590,000**
Adjustments:			
Employee Salary Adjustments		**$ (7,754)**	**$ -**
Adjust Hours Per FTE		*(7,754)*	*-*
FY 2013 Budget Target		**$ 3,486,984**	**$ 4,590,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 15,946**	**$ -**
Retirement Contributions		*15,946*	*-*
Base Adjustments		**$ (15,946)**	**$ -**
Other Base Adjustments		*(15,946)*	*-*
Fees and Other Revenues		**$ -**	**$ (423,000)**
ProgRevenue Volume Inc/Dec		*-*	*(423,000)*
FY 2013 Recommended Budget		**$ 3,486,738**	**$ 4,167,000**
Percent Change from Target Amount		*0.0%*	*-9.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 3,450,000**	**$ -**
FY 2012 Revised Budget		**$ 3,450,000**	**$ -**
Adjustments:			
Non Recurring		**$ (3,450,000)**	**$ -**
Other Non-Recurring		*(3,450,000)*	*-*
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 935,000**	**$ -**
Other IT Non-Recurring		*935,000*	*-*
Cable Management I/O Room & Computer Room	*$ 25,000*		
Dell Servers (16)	*460,000*		
Document Scanner Refresh	*50,000*		
I/O Room Expansion	*150,000*		
Microfilm Conversion (Silver Nitrate to Polyester)	*250,000*		
Non Recurring		**$ 600,000**	**$ -**
Non Recurring Carry Forward		*600,000*	*-*
Laptop Refresh	*$ 25,000*		
Migration to Stand-Alone Network	*125,000*		
Miscellaneous Hardware	*200,000*		
RFID Tags & Interegators	*100,000*		
Networking Eqiupment & KIOSK Hardware	*150,000*		
FY 2013 Recommended Budget		**$ 1,535,000**	**$ -**

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 4,942,886	$ 5,577,189	$ 5,577,189	$ 5,435,543	$ 3,245,771
Sources:					
Operating	$ 4,409,886	$ 4,590,000	$ 4,590,000	$ 4,590,000	$ 4,167,000
Total Sources:	$ 4,409,886	$ 4,590,000	$ 4,590,000	$ 4,590,000	$ 4,167,000
Uses:					
Operating	$ 3,444,776	$ 3,494,738	$ 3,494,738	$ 3,329,772	$ 3,486,738
Non-Recurring	472,449	3,450,000	3,450,000	3,450,000	1,535,000
Total Uses:	$ 3,917,225	$ 6,944,738	$ 6,944,738	$ 6,779,772	$ 5,021,738
Structural Balance	$ 965,110	$ 1,095,262	$ 1,095,262	$ 1,260,228	$ 680,262
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,435,543	$ 3,222,451	$ 3,222,451	$ 3,245,771	$ 2,391,033
Total Ending Spendable Fund Balance	$ 5,435,543	$ 3,222,451	$ 3,222,451	$ 3,245,771	$ 2,391,033

Research and Reporting

Analysis by Zach Wolfe, 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: Data from FY 2011 indicate that 96% of individuals surveyed are satisfied (53%) or very satisfied (43%) with the Customer Satisfaction Survey. Recommendations put forth by the Public Trust Strategic group and County Departments are being incorporated into the 2012 survey in order to increase measurement validity, reliability and data utilization. The survey will be administered in the spring of FY 2012. Results will be available in mid-FY 2013.

Quality Workforce

By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey (ESS).

Status: Data from FY 2011 indicate that 95% of individuals surveyed are satisfied (52%) or very satisfied (43%) with the Employee Satisfaction Survey. The Department has continued to work with County Departments to integrate ESS results into Performance Plans. Moreover, these data have led to departmental action plans which address employee engagement, retention and review of Managing For Results measures. The Department continues to work with the Office of Enterprise Technology to determine if the ESS can be administered on-line while maintaining the controls and confidentiality needed for the results to be valid and useful. The survey will be administered in the spring of FY 2012. Results will be available in mid-FY 2013.

Quality Workforce

By 2016, 90% of respondents will report satisfaction with the Exit Interview Survey.

Status: Data from FY 2011 indicate that 84% of individuals surveyed are satisfied (68%) or very satisfied (16%) with the Exit Interview Survey. However, 8% of respondents indicated they were unfamiliar with data from the survey. If these respondents are removed from the calculation, over 90% of respondents indicate satisfaction with the survey. These findings prompted the Department to modify the survey while working in conjunction with County Departments. Two significant changes include expanding data collection to include interdepartmental transfers and annual department-level reports. The FY 2012 survey revision is expected to increase both knowledge and utilization of survey data.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
SOURCES							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
46RR - RESEARCH AND REPORTING	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
TOTAL PROGRAMS	**$ -**	**$ 72,000**	**$ 72,000**	**$ 72,000**	**$ 72,000**	**$ -**	**0.0%**
USES							
CDCS - COUNTY DEPT CONTRACTED SURVEYS	$ (37,900)	$ -	$ -	$ -	$ -	$ -	N/A
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	72,000	72,000	72,000	72,000	-	0.0%
SURV - COUNTY SPONSORED SURVEYS	206,464	166,949	188,223	127,773	196,200	(7,977)	-4.2%
46RR - RESEARCH AND REPORTING	$ 168,564	$ 238,949	$ 260,223	$ 199,773	$ 268,200	$ (7,977)	-3.1%
FSAC - FINANCIAL SERVICES	$ 8,481	$ 9,618	$ 9,575	$ 9,390	$ 8,904	$ 671	7.0%
HRAC - HUMAN RESOURCES	8,125	9,618	9,575	9,390	8,904	671	7.0%
ODIR - EXECUTIVE MANAGEMENT	65,431	102,455	79,667	63,676	71,921	7,746	9.7%
99AS - ADMINISTRATIVE SERVICES	$ 82,037	$ 121,691	$ 98,817	$ 82,456	$ 89,729	$ 9,088	9.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,372	$ 2,099	$ 2,099	$ 3,117	$ 2,099	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 3,372	$ 2,099	$ 2,099	$ 3,117	$ 2,099	$ -	0.0%
TOTAL PROGRAMS	**$ 253,973**	**$ 362,739**	**$ 361,139**	**$ 285,346**	**$ 360,028**	**$ 1,111**	**0.3%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
SUBTOTAL	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
ALL REVENUES	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
TOTAL SOURCES	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
CATEGORY	**FY 2011 ACTUAL**	**FY 2012 ADOPTED**	**FY 2012 REVISED**	**FY 2012 FORECAST**	**FY 2013 RECOMM**	**REVISED VS RECOMM VAR**	**REVISED VS RECOMM %**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 193,075	$ 230,284	$ 230,283	$ 219,264	$ 225,985	$ 4,298	1.9%
0705 - TEMPORARY PAY	29,301	26,414	26,414	13,207	46,062	(19,648)	-74.4%
0710 - OVERTIME	-	-	-	13	-	-	N/A
0750 - FRINGE BENEFITS	60,132	106,033	104,434	62,964	82,986	21,448	20.5%
0790 - OTHER PERSONNEL SERVICES	2,166	5,000	5,000	553	4,000	1,000	20.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(37,900)	(118,000)	(118,000)	(118,000)	(118,000)	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	95,000	95,000	95,000	95,000	-	0.0%
SUBTOTAL	$ 246,774	$ 344,731	$ 343,131	$ 273,001	$ 336,033	$ 7,098	2.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,843	$ 5,939	$ 5,939	$ 796	$ 5,939	$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	9,720	(9,720)	N/A
SUBTOTAL	$ 5,843	$ 5,939	$ 5,939	$ 796	$ 15,659	$ (9,720)	-163.7%
SERVICES							
0820 - RENT & OPERATING LEASES	$ 501	$ 3,000	$ 3,000	$ 2,750	$ 3,000	$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,010	1,010	415	750	260	25.7%
0839 - INTERNAL SERVICE CHARGES	39	7,203	7,203	7,203	3,286	3,917	54.4%
0841 - TRAVEL	806	556	556	881	1,000	(444)	-79.9%
0842 - EDUCATION AND TRAINING	10	300	300	300	300	-	0.0%
SUBTOTAL	$ 1,356	$ 12,069	$ 12,069	$ 11,549	$ 8,336	$ 3,733	30.9%
ALL EXPENDITURES	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%
TOTAL USES	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ -	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%
FUND TOTAL USES	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%
DEPARTMENT OPERATING TOTAL USES	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%
DEPARTMENT TOTAL USES	$ 253,973	$ 362,739	$ 361,139	$ 285,346	$ 360,028	$ 1,111	0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	.50	.80	.50	.50	.50	-	0.0%
FINANCIAL SERVICES	.20	.20	.20	.20	.20	-	0.0%
HUMAN RESOURCES	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.90	1.20	.90	.90	.90	-	0.0%
RESEARCH AND REPORTING							
COUNTY SPONSORED SURVEYS	4.85	4.55	4.85	4.85	4.85	-	0.0%
PROGRAM TOTAL	4.85	4.55	4.85	4.85	4.85	-	0.0%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	5.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Director - Research & Report	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.25	1.25	1.25	1.25	1.25	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	.50	.50	.50	.50	.50	-	0.0%
Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**0.0%**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100 GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $2,261 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditures by $1,445 in Non-Capital Equipment to offset benefit increase.
- Decrease expenditures by $1,000 in Other Personal Services to offset benefit increase.
- Decrease expenditures by $260 in Repairs and Maintenance to offset benefit increase.
- Increase expenditures by $444 to right size Travel.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of eligible respondents who are interviewed for a county-department-contracted	N/A	91.8%	91.8%	91.8%	0.0%	0.0%
Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	N/A	89.1%	89.1%	89.1%	0.0%	0.0%
Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	N/A	99.2%	95.2%	99.2%	0.0%	0.0%

Activities that comprise this program include:

- County Department Contracted Surveys
- County Sponsored Surveys
- Outside Agency Contracted Surveys

County Department Contracted Surveys Activity

The purpose of the County Department Contracted Surveys Activity is to provide survey data to county agencies and departments so they have statistically valid data upon which to base informed decisions.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate)	N/A	91.8%	91.8%	91.8%	0.0%	0.0%
Output	Number of county-department-contracted survey projects completed	N/A	9	17	17	8	88.9%
Demand	Number of county-department-contracted-survey projects requested	N/A	9	17	17	8	88.9%
Efficiency	Expenditure per county-department-contracted survey project completed	N/A	$ -	$ -	$ -	-	N/A
Expenditure							
	100 - GENERAL	$ (37,900)	$ -	$ -	$ -	$ -	N/A
	TOTAL USES	$ (37,900)	$ -	$ -	$ -	$ -	N/A

Activity Narrative: Expenditures for this activity are reimbursed by various departments within the County which contract for research and reporting services. Therefore, there is a net impact of zero for expenditures. The Department anticipates a greater than 90% response rate for survey participation while increasing the number surveys provided in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	N/A	89.1%	89.1%	89.1%	0.0%	0.0%
Output	Number of county-sponsored survey projects completed	N/A	55	60	60	5	9.1%
Demand	Number of county-sponsored survey projects requested	N/A	55	60	60	5	9.1%
Efficiency	Expenditure per county-sponsored survey project completed	N/A	$ 3,422.24	$ 2,184.25	$ 3,270.00	$ 152.24	4.4%
Expenditure							
	100 - GENERAL	$ 206,464	$ 188,223	$ 127,773	$ 196,200	$ (7,977)	-4.2%
	TOTAL USES	$ 206,464	$ 188,223	$ 127,773	$ 196,200	$ (7,977)	-4.2%

Activity Narrative: The Department expects to achieve an 89% participation rate from eligible county citizens and employees by the end of FY 2012. The data from these surveys will be used by County Departments to identify opportunities for strategic service improvements for citizens while maintaining highly engaged, competent employees. Notably, two elected departments will be participating in the Employee Satisfaction Survey for the first time in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	N/A	99.2%	95.2%	99.2%	0.0%	0.0%
Output	Number of outside-agency survey projects completed	N/A	1	1	1	-	0.0%
Demand	Number of outside-agency survey projects requested	N/A	1	1	1	-	0.0%
Efficiency	Expenditure per outside-agency survey project completed	N/A	$ 72,000.00	$ 72,000.00	$ 72,000.00	-	0.0%
Revenue							
	100 - GENERAL	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
	TOTAL SOURCES	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
	TOTAL USES	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%

Activity Narrative: In FY 2012, the Department conducted one survey for the State of Arizona for $72,000. FY 2012 forecast data indicate a 95% response rate for this survey. This is a three-year-contract and FY 2013 response rates are expected to increase by 4%.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures		Revenue
OPERATING					
FY 2012 Adopted Budget			**$ 362,739**	**$**	**72,000**
Adjustments:	Agenda Item:				
Employee Compensation and Benefits					
Employee Retirement and Benefits			**$ (1,600)**	**$**	**-**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(1,600)*		-
FY 2012 Revised Budget			**$ 361,139**	**$**	**72,000**
Adjustments:					
Employee Salary Adjustments			**$ (1,111)**	**$**	**-**
Adjust Hours Per FTE			*(1,111)*		-
FY 2013 Budget Target			**$ 360,028**	**$**	**72,000**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits			**$ 2,261**	**$**	**-**
Retirement Contributions			*2,261*		-
Base Adjustments			**$ (2,261)**	**$**	**-**
Other Base Adjustments			*(2,261)*		-
Decrease in Personal Services		*(1,000)*	-		-
Decrease in Non-Capital Equipment		*(1,445)*	-		-
Decrease in Repairs & Maintenance		*(260)*	-		-
Increase in Travel		*444*	-		-
FY 2013 Recommended Budget			**$ 360,028**	**$**	**72,000**
Percent Change from Target Amount			*0.0%*		*0.0%*

Risk Management

Analysis by Dreamlyn W. Johnson, 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 0.91%. Risk Management projects the cost of risk to be 1% or less at the end of FY 2012 and through FY 2013.

By 2016, 90% of departments' cost of risk will be no more than 1% of department expenditures.

Status: This is a new goal for FY 2013. An update will be provided in FY 2014.

By 2016, 90% of individual departments will track and measure their cost of risk.

Status: This is a new goal for FY 2013. An update will be provided in FY 2014.

By 2016, the County loss trend will be no more than one half of the average of comparable Counties or County insurance pools.

Status: This is a new goal for FY 2013. An update will be provided in FY 2014.

Quality Workforce

By 2013, 100% of departments will appoint Risk Management Coordinators.

Status: This is a new goal for FY 2013. An update will be provided in FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
SOURCES							
ALCI - AUTO LIABILITY	$ 941,183	$ 491,703	$ 491,703	$ 491,704	$ 849,607	$ 357,904	72.8%
APDA - AUTO PROPERTY DAMAGE	623,256	320,025	320,025	320,026	528,509	208,484	65.1%
GLCI - GENERAL LIABILITY	9,623,951	7,414,735	7,414,735	7,518,733	7,021,940	(392,795)	-5.3%
MMCI - MEDICAL MALPRACTICE	5,732,025	3,403,379	3,403,379	3,403,378	4,755,226	1,351,847	39.7%
PDCI - PROPERTY DAMAGE	1,034,939	668,000	668,000	668,002	253,323	(414,677)	-62.1%
PROL - PROFESSIONAL LIABILITY	-	-	-	-	140,343	140,343	N/A
UCIP - UNEMPLOYMENT	257,160	684,975	684,975	684,975	1,054,068	369,093	53.9%
WADM - WORKERS COMPENSATION	6,691,799	2,773,373	2,773,373	2,792,225	6,198,341	3,424,968	123.5%
75CR - CLAIMS	$ 24,904,313	$ 15,756,190	$ 15,756,190	$ 15,879,043	$ 20,801,357	$ 5,045,167	32.0%
ENLI - ENVIRONMENTAL LIABILITY	$ -	$ -	$ -	$ -	$ 611,575	$ 611,575	N/A
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	-	-	-	-	587,068	587,068	N/A
75LC - LOSS CONTROL	$ -	$ -	$ -	$ -	$ 1,198,643	$ 1,198,643	N/A
ODIR - EXECUTIVE MANAGEMENT	$ 7,714	$ 475,000	$ 475,000	$ 312,006	$ 500,000	$ 25,000	5.3%
RMGT - RISK MANAGEMENT	-	-	-	-	9,620,415	9,620,415	N/A
99AS - ADMINISTRATIVE SERVICES	$ 7,714	$ 475,000	$ 475,000	$ 312,006	$ 10,120,415	$ 9,645,415	2030.6%
GGOV - GENERAL GOVERNMENT	$ 501,841	$ -	$ -	$ 162,994	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 501,841	$ -	$ -	$ 162,994	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 25,413,868**	**$ 16,231,190**	**$ 16,231,190**	**$ 16,354,043**	**$ 32,120,415**	**$ 15,889,225**	**97.9%**
USES							
RMPT - RECORDS MANAGEMENT	$ 63	$ -	$ -	$ -	$ -	$ -	N/A
73RM - RECORDS MANAGEMENT	$ 63	$ -	$ -	$ -	$ -	$ -	N/A
ALCI - AUTO LIABILITY	$ 1,537,778	$ 1,159,622	$ 1,154,811	$ 1,778,164	$ 1,550,185	$ (395,374)	-34.2%
APDA - AUTO PROPERTY DAMAGE	1,140,658	814,077	810,571	685,173	828,639	(18,068)	-2.2%
GLCI - GENERAL LIABILITY	33,952,472	18,340,634	18,273,654	9,591,009	9,421,298	8,852,356	48.4%
MMCI - MEDICAL MALPRACTICE	6,147,187	8,702,545	8,723,778	7,195,558	5,361,523	3,362,255	38.5%
PDCI - PROPERTY DAMAGE	1,842,315	1,833,546	1,830,279	1,700,744	606,490	1,223,789	66.9%
PROL - PROFESSIONAL LIABILITY	-	-	-	-	205,642	(205,642)	N/A
UCIP - UNEMPLOYMENT	1,345,030	1,834,387	1,834,284	1,530,558	1,533,517	300,767	16.4%
WADM - WORKERS COMPENSATION	8,716,433	7,333,323	7,353,628	7,893,799	5,328,533	2,025,095	27.5%
75CR - CLAIMS	$ 54,681,873	$ 40,018,134	$ 39,981,005	$ 30,375,005	$ 24,835,827	$ 15,145,178	37.9%
INSC - INSURANCE AND COVERAGE	$ -	$ -	$ -	$ -	$ 3,296,840	$ (3,296,840)	N/A
75IN - INSURANCE AND COVERAGE	$ -	$ -	$ -	$ -	$ 3,296,840	$ (3,296,840)	N/A
ENLI - ENVIRONMENTAL LIABILITY	$ -	$ -	$ -	$ -	$ 841,970	$ (841,970)	N/A
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	-	-	-	-	575,856	(575,856)	N/A
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	10,273,147	462,859	485,709	453,906	514,415	(28,706)	-5.9%
LOSS - LOSS CONTROL	-	-	-	-	22,350	(22,350)	N/A
SAMA - SAFETY MANAGEMENT SERVICES	717,858	739,468	719,077	721,475	708,079	10,998	1.5%
75LC - LOSS CONTROL	$ 10,991,005	$ 1,202,327	$ 1,204,786	$ 1,175,381	$ 2,662,670	$ (1,457,884)	-121.0%
BDGT - BUDGETING	$ 79,788	$ 63,847	$ 63,384	$ 61,546	$ 74,064	$ (10,680)	-16.8%
FSAC - FINANCIAL SERVICES	67,649	108,999	108,728	109,606	111,153	(2,425)	-2.2%
HRAC - HUMAN RESOURCES	61,480	56,683	58,739	53,509	57,227	1,512	2.6%
ODIR - EXECUTIVE MANAGEMENT	341,164	302,996	327,507	1,362,792	455,475	(127,968)	-39.1%
PROC - PROCUREMENT	6,401	35,785	35,453	32,115	44,760	(9,307)	-26.3%
RMGT - RISK MANAGEMENT	-	-	-	-	9,620,415	(9,620,415)	N/A
99AS - ADMINISTRATIVE SERVICES	$ 556,482	$ 568,310	$ 593,811	$ 1,619,568	$ 10,363,094	$ (9,769,283)	-1645.2%
CSCA - CENTRAL SERVICE COST ALLOC	$ 207,485	$ 2,123,925	$ 2,123,925	$ 2,142,761	$ 1,893,954	$ 229,971	10.8%
GGOV - GENERAL GOVERNMENT	765	-	9,169	755,526	-	9,169	100.0%
99GV - GENERAL GOVERNMENT	$ 208,250	$ 2,123,925	$ 2,133,094	$ 2,898,287	$ 1,893,954	$ 239,140	11.2%
TOTAL PROGRAMS	**$ 66,437,673**	**$ 43,912,696**	**$ 43,912,696**	**$ 36,068,241**	**$ 43,052,385**	**$ 860,311**	**2.0%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 162,588	$ 42,373	$ 42,373	$ 42,374	$ 66,134	$ 23,761	56.1%
0635 - OTHER CHARGES FOR SERVICES	5,496,765	3,468,260	3,468,260	3,468,260	6,139,131	2,670,871	77.0%
0636 - INTERNAL SERVICE CHARGES	18,672,683	12,245,557	12,245,557	12,245,556	15,794,735	3,549,178	29.0%
SUBTOTAL	$ 24,332,036	$ 15,756,190	$ 15,756,190	$ 15,756,190	$ 22,000,000	$ 6,243,810	39.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 501,841	$ 475,000	$ 475,000	$ 475,000	$ 500,000	$ 25,000	5.3%
0650 - MISCELLANEOUS REVENUE	579,991	-	-	122,853	-	-	N/A
SUBTOTAL	$ 1,081,832	$ 475,000	$ 475,000	$ 597,853	$ 500,000	$ 25,000	5.3%
ALL REVENUES	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ 6,268,810	38.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ -	$ -	$ 9,620,415	$ 9,620,415	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ -	$ 9,620,415	$ 9,620,415	N/A
TOTAL SOURCES	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 32,120,415	$ 15,889,225	97.9%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,364,148	$ 1,401,570	$ 1,458,044	$ 1,522,948	$ 1,576,035	$ (117,991)	-8.1%
0705 - TEMPORARY PAY	53,836	58,859	58,859	26,414	74,053	(15,194)	-25.8%
0710 - OVERTIME	1,012	-	-	1,774	4,500	(4,500)	N/A
0750 - FRINGE BENEFITS	434,772	465,293	485,817	485,607	533,268	(47,451)	-9.8%
0790 - OTHER PERSONNEL SERVICES	3,240	2,500	2,500	1,015	-	2,500	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(39,989)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	73,638	41,897	41,897	41,914	-	41,897	100.0%
SUBTOTAL	$ 1,930,646	$ 1,970,119	$ 2,047,117	$ 2,039,683	$ 2,187,856	$ (140,739)	-6.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 70,870	$ 50,000	$ 50,000	$ 83,400	$ 122,500	$ (72,500)	-145.0%
0803 - FUEL	3,889	5,500	5,500	5,500	6,000	(500)	-9.1%
0804 - NON-CAPITAL EQUIPMENT	28,193	27,000	27,000	22,250	25,000	2,000	7.4%
SUBTOTAL	$ 102,952	$ 82,500	$ 82,500	$ 111,150	$ 153,500	$ (71,000)	-86.1%
SERVICES							
0810 - LEGAL SERVICES	$ 4,193,941	$ 7,343,338	$ 7,266,340	$ 5,268,374	$ 12,124,930	$ (4,858,590)	-66.9%
0812 - OTHER SERVICES	59,429,904	31,669,944	31,669,944	25,770,652	25,949,646	5,720,298	18.1%
0820 - RENT & OPERATING LEASES	17,705	29,000	29,000	35,500	36,000	(7,000)	-24.1%
0825 - REPAIRS AND MAINTENANCE	1,117	2,500	2,500	2,500	2,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	518,608	650,000	650,000	650,000	650,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	26,024	2,152,945	2,152,945	2,171,781	1,934,453	218,492	10.1%
0841 - TRAVEL	3,529	4,250	4,250	5,750	6,000	(1,750)	-41.2%
0842 - EDUCATION AND TRAINING	3,740	6,800	6,800	6,800	5,500	1,300	19.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,018	1,300	1,300	1,300	2,000	(700)	-53.8%
0873 - SERVICES-ALLOCATION IN	1,000	-	-	-	-	-	N/A
SUBTOTAL	$ 64,196,586	$ 41,860,077	$ 41,783,079	$ 33,912,657	$ 40,711,029	$ 1,072,050	2.6%
CAPITAL							
0950 - DEBT SERVICE	$ 4	$ -	$ -	$ 4,751	$ -	$ -	N/A
SUBTOTAL	$ 4	$ -	$ -	$ 4,751	$ -	$ -	N/A
ALL EXPENDITURES	$ 66,230,188	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 43,052,385	$ 860,311	2.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 207,485	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 207,485	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 43,052,385	$ 860,311	2.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
675 RISK MANAGEMENT							
OPERATING	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ 6,268,810	38.6%
FUND TOTAL SOURCES	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ 6,268,810	38.6%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 9,620,415	$ 9,620,415	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 9,620,415	$ 9,620,415	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ 6,268,810	38.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 9,620,415	$ 9,620,415	N/A
DEPARTMENT TOTAL SOURCES	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 32,120,415	$ 15,889,225	97.9%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
675 RISK MANAGEMENT							
OPERATING	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 33,431,970	$ 10,480,726	23.9%
FUND TOTAL USES	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 33,431,970	$ 10,480,726	23.9%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 9,620,415	$ (9,620,415)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 9,620,415	$ (9,620,415)	N/A
DEPARTMENT OPERATING TOTAL USES	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 33,431,970	$ 10,480,726	23.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 9,620,415	$ (9,620,415)	N/A
DEPARTMENT TOTAL USES	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 43,052,385	$ 860,311	2.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.10	.53	1.12	.52	.52	(.60)	(53.6%)
EXECUTIVE MANAGEMENT	1.45	1.55	2.30	2.10	2.60	.30	13.0%
FINANCIAL SERVICES	.90	1.03	1.23	1.03	1.03	(.20)	(16.3%)
HUMAN RESOURCES	.48	.68	.73	.73	.73	-	0.0%
PROCUREMENT	.32	.57	.57	.57	.77	.20	35.1%
PROGRAM TOTAL	4.25	4.35	5.95	4.95	5.65	(.30)	(5.0%)
CLAIMS							
AUTO LIABILITY	.70	.63	.53	.53	.53	-	0.0%
AUTO PROPERTY DAMAGE	.75	.68	.62	.62	.62	-	0.0%
GENERAL LIABILITY	3.45	3.75	4.25	4.25	4.40	.15	3.5%
MEDICAL MALPRACTICE	1.60	1.60	2.20	2.20	2.35	.15	6.8%
PROPERTY DAMAGE	.80	.75	.70	.70	.70	-	0.0%
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
WORKERS COMPENSATION	1.55	1.20	1.70	1.70	1.70	-	0.0%
PROGRAM TOTAL	9.15	8.90	10.30	10.30	10.60	.30	2.9%
LOSS CONTROL							
ENVIRONMENTAL MANAGEMENT SVCS	1.70	1.95	2.40	2.40	2.40	-	0.0%
SAFETY MANAGEMENT SERVICES	7.90	7.80	7.35	7.35	7.35	-	0.0%
PROGRAM TOTAL	9.60	9.75	9.75	9.75	9.75	-	0.0%
DEPARTMENT TOTAL	23.00	23.00	26.00	25.00	26.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accountant	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Admin/Operations Specialist	5.00	4.00	4.00	4.00	4.00	-	0.0%
Claims Adjuster	4.00	4.00	4.00	4.00	4.00	-	0.0%
Claims Adjuster Lead	-	-	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	-	1.00	-	-	-	-	N/A
Deputy Director - Risk Mgmt	-	-	1.00	1.00	1.00	-	0.0%
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%
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
Management Analyst	-	-	-	-	1.00	1.00	N/A
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Risk Mgmt Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	6.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**23.00**	**23.00**	**26.00**	**25.00**	**26.00**	**-**	**0.0%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
675 RISK MANAGEMENT	23.00	23.00	26.00	25.00	26.00	-	0.0%
Department Total	**23.00**	**23.00**	**26.00**	**25.00**	**26.00**	**-**	**0.0%**

Significant Variances

The department added 1.0 FTE Management Analyst position and deleted 1.0 FTE Accountant in FY 2013.

General Adjustments

Target Adjustments:

Risk Management Fund (675)

- Decrease expenditure budget by $6,825 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013

Base Adjustments:

Risk Management Fund (675)

- Increase Intergovernmental Charges for Service revenue by $23,761 to cover the baseline risk management expenses for the Library, Stadium and Flood Control Districts.
- Increase Other Charges for Service revenue by $2,670,871 to cover the baseline risk management expenses for the Maricopa Health Integrated Health System.
- Increase Internal Service Charges revenue by $3,549,178 to cover the baseline risk management expenses for County departments.
- Increase Interest Earnings by $25,000 as a result of anticipated increases in interest rates.
- Increase Regular Benefits by $14,905 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Regular Pay and Fringe Benefits by $61,935 due to the addition of 1.0 FTE Management Analyst.
- Increase Regular Pay and Fringe Benefits by $95,427 due to various changes in pay rates and the conversion of a Claims Adjuster from a contract to a regular position.

- Rightsize Temporary Pay ($15,194), Overtime ($4,500) and Other Personal Services (-$2,500) based on current spending trends.
- Eliminate the $41,897 Allocation In associated with a portion of the salary and benefits of a Risk Management consultant. This position provided direct support to the County Manager for the Abuse of Power claims. The incumbent retired in FY 2012 and the position will not be refilled in FY 2013.
- Increase General Supplies by $72,500 for new software purchases associated with the RiskMaster system.
- Reduce expenditures associated with consulting by $200,000 to reflect current spending trends.
- Increase expenditures for claims administration service fees by $43,000 based on a new fee schedule.
- Adjust various supplies and services consistent with current spending trends for a total reduction of $14,953.
- Reduce budgets for legal services ($1,724,325 for outside counsel and $229,972 for County Attorney Civil Division) based on forecasted utilization.

County Manager Risk Management Fund (676) Non Recurring Non Project

- Carryover from FY 2012 of non-recurring funds for potential expenses related to claims against the County in the amount of $9,620,415. Funds will be transferred into the County Manager Risk Management Fund from a reserve in the General Fund on an as-needed basis.

Programs and Activities

Claims Program

The purpose of the Claims Program is to provide claims services to Maricopa County departments, districts, and Risk Trust members so they can reduce or manage the cost of claims and expenses.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of AL claims closed	36.7%	44.3%	44.6%	42.2%	(2.1%)	-4.7%
Percent of APD claims closed	28.6%	50.5%	34.6%	33.3%	(17.2%)	-34.0%
Percent of County expenditures spent on Risk Management (Cost of Risk)	0.0%	0.9%	0.9%	1.1%	0.1%	13.4%
Percent of GL claims closed	30.1%	34.1%	31.0%	29.3%	(4.8%)	-14.1%
Percent of MM claims closed	20.0%	32.8%	26.0%	15.2%	(17.7%)	-53.9%
Percent of PD claims closed	16.7%	30.8%	25.5%	25.0%	(5.8%)	-18.8%
Percent of potential liability saved	35.2%	31.6%	32.4%	34.4%	2.7%	8.7%
Percent of WC claims closed	36.9%	35.9%	37.3%	37.2%	1.3%	3.6%
Percent of PL claims closed	N/A	N/A	N/A	12.5%	N/A	N/A

Activities that comprise this program include:

- General Liability
- Auto Liability
- Medical Malpractice
- Unemployment
- Worker's Compensation
- Auto Property Damage
- Professional Liability
- Property Damage

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	0.0%	0.9%	0.9%	1.1%	0.1%	13.4%
Result	Percent of GL claims closed	30.1%	34.1%	31.0%	29.3%	(4.8%)	-14.1%
Output	Number of GL claims closed	475	628	519	504	(124)	-19.7%
Demand	Number of GL claims opened and pending	395	460	418	430	(30)	-6.5%
Efficiency	Cost per GL claim closed	$ 71,478.89	$ 29,098.18	$ 19,104.05	$ 18,693.05	$ 10,405.12	35.8%
Revenue							
	675 - RISK MANAGEMENT	$ 9,623,951	$ 7,414,735	$ 7,518,733	$ 7,021,940	$ (392,795)	-5.3%
	TOTAL SOURCES	$ 9,623,951	$ 7,414,735	$ 7,518,733	$ 7,021,940	$ (392,795)	-5.3%
Expenditure							
	675 - RISK MANAGEMENT	$ 33,952,472	$ 18,273,654	$ 9,591,009	$ 9,421,298	$ 8,852,356	48.4%
	TOTAL USES	$ 33,952,472	$ 18,273,654	$ 9,591,009	$ 9,421,298	$ 8,852,356	48.4%

Activity Narrative: When comparing FY 2012 Forecast to FY 2013, the number of claims opened and pending and the number of claims closed is expected to remain relatively stable.

Base Adjustments:

Risk Management Fund (675)

- General liability insurance was renewed at a lower rate for FY 2013, saving the department $64,534.
- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with general liability claims are budgeted at $3.5 million in FY 2013, a reduction of $7,655,482 from the FY 2012 revised budget. Historically, annual general liability claims expenditures have ranged from less than $100,000 to $4.1 million. Reserves are included in the non-recurring General and Detention fund budgets (Non Departmental) and may be used in the event that expenditures exceed the budgeted level.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of AL claims closed	36.7%	44.3%	44.6%	42.2%	(2.1%)	-4.7%
Output	Number of AL claims closed	91	108	112	108	-	0.0%
Demand	Number of AL claims opened and pending	62	61	63	64	3	4.9%
Efficiency	Cost per AL claim closed	$ 16,898.66	$ 10,692.69	$ 16,719.14	$ 14,353.56	$ (3,660.87)	-34.2%
Revenue							
	675 - RISK MANAGEMENT	$ 941,183	$ 491,703	$ 491,704	$ 849,607	$ 357,904	72.8%
	TOTAL SOURCES	$ 941,183	$ 491,703	$ 491,704	$ 849,607	$ 357,904	72.8%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,537,778	$ 1,154,811	$ 1,778,164	$ 1,550,185	$ (395,374)	-34.2%
	TOTAL USES	$ 1,537,778	$ 1,154,811	$ 1,778,164	$ 1,550,185	$ (395,374)	-34.2%

Activity Narrative: When comparing FY 2012 Forecast to FY 2013, the number of claims opened and pending and the number of claims closed is expected to remain relatively stable.

Base Adjustments:

Risk Management Fund (675)

- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with auto liability claims are budgeted at $900,000 in FY 2013, a reduction of $135,760 from the FY 2012 revised budget. Historically, annual auto liability claims expenditures have ranged from less than $100,000 to $1.6 million.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of MM claims closed	20.0%	32.8%	26.0%	15.2%	(17.7%)	-53.9%
Output	Number of MM claims closed	47	88	67	40	(48)	-54.5%
Demand	Number of MM claims opened and pending	59	67	65	66	(1)	-1.5%
Efficiency	Cost per MM claim closed	$ 130,791.21	$ 99,133.84	$ 110,526.85	$ 134,038.08	$ (34,904.23)	-35.2%
Revenue							
	675 - RISK MANAGEMENT	$ 5,732,025	$ 3,403,379	$ 3,403,378	$ 4,755,226	$ 1,351,847	39.7%
	TOTAL SOURCES	$ 5,732,025	$ 3,403,379	$ 3,403,378	$ 4,755,226	$ 1,351,847	39.7%
Expenditure							
	675 - RISK MANAGEMENT	$ 6,147,187	$ 8,723,778	$ 7,195,558	$ 5,361,523	$ 3,362,255	38.5%
	TOTAL USES	$ 6,147,187	$ 8,723,778	$ 7,195,558	$ 5,361,523	$ 3,362,255	38.5%

Activity Narrative: When comparing FY 2012 Forecast to FY 2013, the number of claims opened and pending is expected to remain relatively stable, while the number of claims closed is expected to decline. The expected reduction in the number of claims closing is due to more complex claims taking longer to resolve.

Base Adjustments:

Risk Management Fund (675)

- Medical malpractice insurance was renewed at a lower rate for FY 2013, saving the department $172,338.
- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with medical malpractice claims are budgeted at $4.3 million in FY 2013, a reduction of $1,729,634 from the FY 2012 revised budget. Historically, annual medical malpractice claims expenditures have ranged from less than $100,000 to $5.0 million. Reserves are included in the non-recurring General and Detention fund budgets (Non-Departmental) and may be used in the event that expenditures exceed the budgeted level.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of APD claims closed	28.6%	50.5%	34.6%	33.3%	(17.2%)	-34.0%
Output	Number of APD claims closed	520	376	440	330	(46)	-12.2%
Demand	Number of APD claims opened and pending	455	186	398	330	144	77.4%
Efficiency	Cost per APD claim closed	$ 2,193.57	$ 2,155.77	$ 1,557.21	$ 2,511.03	$ (355.25)	-16.5%
Revenue							
	675 - RISK MANAGEMENT	$ 623,256	$ 320,025	$ 320,026	$ 528,509	$ 208,484	65.1%
	TOTAL SOURCES	$ 623,256	$ 320,025	$ 320,026	$ 528,509	$ 208,484	65.1%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,140,658	$ 810,571	$ 685,173	$ 828,639	$ (18,068)	-2.2%
	TOTAL USES	$ 1,140,658	$ 810,571	$ 685,173	$ 828,639	$ (18,068)	-2.2%

Activity Narrative: The number of claims opened and pending is understated in FY 2012 as a result of the department not closing all the hail damage claims from 2011 until the end of FY 2012. The measures in FY 2013 represent normal business with a one-to-one open/closure ratio, as damaged vehicles will be repaired in the same fiscal year a claim is opened.

Base Adjustments:

Risk Management Fund (675)

- Auto physical damage insurance will be purchased in FY 2013 at a cost of $14,500. This is a new expense for Risk Management.
- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with auto physical damage claims are budgeted at $425,000 in FY 2013, a reduction of $349,339 from the FY 2012 revised budget. Historically, annual auto physical damage claims expenditures have ranged from less than $200,000 to $800,000.

Professional Liability Activity

The purpose of the Professional Liability Activity is to provide professional liability claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

Mandates: None

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of PL claims closed	N/A	N/A	N/A	12.5%	N/A	N/A
Output	Number of PL claims closed	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of PL claims opened and pending	N/A	N/A	N/A	8	N/A	N/A
Efficiency	Cost of PL claims closed	N/A	N/A	N/A	$ 51,410.50	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 140,343	$ 140,343	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 140,343	$ 140,343	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 205,642	$ (205,642)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 205,642	$ (205,642)	N/A

Activity Narrative: This new activity reflects a 2011 modification to the Risk Trust to cover expenses associated with defense of employees' professional licenses when challenged by a third party.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of PD claims closed	16.7%	30.8%	25.5%	25.0%	(5.8%)	-18.8%
Output	Number of PD claims closed	80	48	115	80	32	66.7%
Demand	Number of PD claims opened and pending	120	39	113	80	41	105.1%
Efficiency	Cost per PD claim closed	$ 23,028.94	$ 38,130.81	$ 14,664.48	$ 7,581.13	$ 30,549.69	80.1%
Revenue							
	675 - RISK MANAGEMENT	$ 1,034,939	$ 668,000	$ 668,002	$ 253,323	$ (414,677)	-62.1%
	TOTAL SOURCES	$ 1,034,939	$ 668,000	$ 668,002	$ 253,323	$ (414,677)	-62.1%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,842,315	$ 1,830,279	$ 1,700,744	$ 606,490	$ 1,223,789	66.9%
	TOTAL USES	$ 1,842,315	$ 1,830,279	$ 1,700,744	$ 606,490	$ 1,223,789	66.9%

Activity Narrative: The forecasted number of property damage claims closed and opened in FY 2012 is artificially high as a result of claims associated with property damaged in the hail storm of 2011. Claims are expected to normalize in FY 2013.

Base Adjustments:

Risk Management Fund (675)

- Property insurance was renewed at a higher rate for FY 2013, costing the department an additional $313,820.
- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with property claims are budgeted at $250,000 in FY 2013, a reduction of $272,429 from the FY 2012 revised budget. Historically, annual property claims expenditures have averaged $226,000.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of potential liability saved	35.2%	31.6%	32.4%	34.4%	2.7%	8.7%
Output	Number of non-protestable claims	938	1,268	1,054	938	(330)	-26.0%
Demand	Number of unemployment claims	335	431	388	351	(81)	-18.7%
Efficiency	Cost per non-protestable claim	$ 1,433.93	$ 1,446.60	$ 1,374.42	$ 1,634.88	$ (188.28)	-13.0%
Revenue							
	675 - RISK MANAGEMENT	$ 257,160	$ 684,975	$ 684,975	$ 1,054,068	$ 369,093	53.9%
	TOTAL SOURCES	$ 257,160	$ 684,975	$ 684,975	$ 1,054,068	$ 369,093	53.9%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,345,030	$ 1,834,284	$ 1,530,558	$ 1,533,517	$ 300,767	16.4%
	TOTAL USES	$ 1,345,030	$ 1,834,284	$ 1,530,558	$ 1,533,517	$ 300,767	16.4%

Activity Narrative: As the economic outlook in Maricopa County continues to improve in FY 2013, it is expected that the number of unemployment claims as well as the number of non-protestable claims will continue to decline.

Base Adjustments:

Risk Management Fund (675)

- The funding methodology for Risk Management was modified in FY 2013 in an effort to smooth the year-to-year changes in charges assessed against County agencies and other risk pool participants. Expenditures associated with unemployment claims are budgeted at $1.5 million in FY 2013, a reduction of $300,000 from the FY 2012 revised budget. Historically, annual unemployment claims expenditures have ranged from $600,000 to $1.8 million.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of WC claims closed	36.9%	35.9%	37.3%	37.2%	1.3%	3.6%
Output	Number of WC claims closed	1,305	1,300	1,336	1,304	4	0.3%
Demand	Number of claims opened and pending	885	906	895	877	(29)	-3.2%
Efficiency	Cost per WC claim closed	$ 6,679.26	$ 5,656.64	$ 5,731.67	$ 4,086.30	$ 1,570.34	27.8%
Revenue							
	675 - RISK MANAGEMENT	$ 6,691,799	$ 2,773,373	$ 2,792,225	$ 6,198,341	$ 3,424,968	123.5%
	TOTAL SOURCES	$ 6,691,799	$ 2,773,373	$ 2,792,225	$ 6,198,341	$ 3,424,968	123.5%
Expenditure							
	675 - RISK MANAGEMENT	$ 8,716,433	$ 7,353,628	$ 7,893,799	$ 5,328,533	$ 2,025,095	27.5%
	TOTAL USES	$ 8,716,433	$ 7,353,628	$ 7,893,799	$ 5,328,533	$ 2,025,095	27.5%

Activity Narrative: When comparing FY 2012 Forecast to FY 2013, the number of claims opened and pending and the number of claims closed is expected to remain relatively stable.

Base Adjustments:

Risk Management Fund (675)

- Worker's compensation indemnity, insurance, and medical will increase by a total of $596,145 in FY 2013.

Insurance and Coverage Program

The purpose of the Insurance and Coverage Program is to provide insurance and coverage services to Maricopa County departments, districts, and Risk Trust members so they can protect their assets through appropriate risk transfer.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of insurance policies purchased/renewed prior to effective date	N/A	N/A	N/A	833.3%	N/A	N/A
Percent of volunteer program/internships authorized for Risk Trust indemnity	N/A	N/A	N/A	200.0%	N/A	N/A

Activities that comprise this program include:

- Insurance and Coverage

Insurance and Coverage Activity

The purpose of the Insurance and Coverage Activity is to provide insurance and coverage services to Maricopa County departments, districts and Risk Trust members so they can protect their assets through appropriate risk transfer.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of insurance policies purchased/renewed prior to effective date	N/A	N/A	N/A	833.3%	N/A	N/A
Result	Percent of volunteer program/internships authorized for Risk Trust indemnity	N/A	N/A	N/A	200.0%	N/A	N/A
Output	Number of volunteer programs reviewed	N/A	N/A	N/A	50	N/A	N/A
Output	Number of insurance policies purchased/renewed	N/A	N/A	N/A	12	N/A	N/A
Output	Number of contracts reviewed	N/A	N/A	N/A	50	N/A	N/A
Output	Number of insurance certificates issued	N/A	N/A	N/A	240	N/A	N/A
Demand	Number of volunteer programs requiring review	N/A	N/A	N/A	50	N/A	N/A
Demand	Number of insurance policies required/requested	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of contracts to review	N/A	N/A	N/A	50	N/A	N/A
Demand	Number of insurance certificates requested	N/A	N/A	N/A	240	N/A	N/A
Efficiency	Cost of volunteer programs reviewed	N/A	N/A	N/A	$ 65,936.80	N/A	N/A
Efficiency	Cost of insurance policies purchased/renewed	N/A	N/A	N/A	$ 274,736.67	N/A	N/A
Efficiency	Cost of contracts reviewed	N/A	N/A	N/A	$ 65,936.80	N/A	N/A
Efficiency	Cost of insurance certificates issued	N/A	N/A	N/A	$ 13,736.83	N/A	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 3,296,840	$ (3,296,840)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,296,840	$ (3,296,840)	N/A

Activity Narrative: This is a new activity. As a result, no historical data is available.

Loss Control Program

The purpose of the Loss Control Program is to provide loss control services to Maricopa County departments, districts and Risk Trust members so they can control and/or mitigate losses.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of inspections completed	0.0%	(35.8%)	(35.8%)	N/A	N/A	N/A
Percent reduction/increase of County injury incident rate compared to a 3 year average rate	(12.5%)	(19.2%)	(19.2%)	105.7%	124.9%	-649.2%
Percent of County employees not injured	97.1%	99.4%	0.6%	99.4%	(0.0%)	-0.0%
Percent of auto accidents per miles driven	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of EL claims closed	N/A	N/A	N/A	4800.0%	N/A	N/A
Percent of SRM action items implemented	N/A	N/A	N/A	N/A	N/A	N/A
Percent of EPD claims closed	N/A	N/A	N/A	1096.0%	N/A	N/A

Activities that comprise this program include:

- Environmental Management
- Environmental Liability Claims
- Environmental Property Damage
- Loss Control
- Safety Management

Environmental Management Activity

The purpose of the Environmental Management 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inspections completed	0.0%	(35.8%)	(35.8%)	N/A	N/A	N/A
Output	Number of inspections completed	148	104	104	-	(104)	-100.0%
Demand	Number of inspections requested/necessary	153	126	126	-	(126)	-100.0%
Efficiency	Cost per inspection	$ 69,413.16	$ 4,670.28	$ 9,460.27	N/A	N/A	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ 10,273,147	$ 485,709	$ 453,906	$ 514,415	$ (28,706)	-5.9%
	TOTAL USES	$ 10,273,147	$ 485,709	$ 453,906	$ 514,415	$ (28,706)	-5.9%

Activity Narrative: This activity will be updated during the FY 2014 Strategic Business Plan update process.

Environmental Liability Activity

The purpose of the Environmental Liability Claims Activity is to provide loss control services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of EL claims closed	N/A	N/A	N/A	4800.0%	N/A	N/A
Output	Number of EL claims closed	N/A	N/A	N/A	54	N/A	N/A
Demand	Number of EL claims opened and pending	N/A	N/A	N/A	29	N/A	N/A
Efficiency	Cost per EL claim closed	N/A	N/A	N/A	$ 15,592.04	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 611,575	$ 611,575	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 611,575	$ 611,575	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 841,970	$ (841,970)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 841,970	$ (841,970)	N/A

Activity Narrative: This is a new activity and a new line of business for Risk Management's budget. As a result, no historical data is available.

Base Adjustments:

Risk Management Fund (675)

- Environmental liability claims are budgeted at $600,000 in FY 2013. This is a new expense for the Risk Management Department. Prior to FY 2012, environmental liability claims were paid by the affected agencies rather than the Risk Trust. The rate structure for FY 2013 incorporates this new expense. Reserves are included in the non-recurring General and Detention fund budgets (Non-Departmental) and may be used in the event that expenditures exceed the budgeted level.

Environmental Property Damage Claims

The purpose of the Environmental Property Damage Claims Activity is to provide environmental property damage claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of EPD claims closed	N/A	N/A	N/A	1096.0%	N/A	N/A
Output	Number of EPD claims closed	N/A	N/A	N/A	17	N/A	N/A
Demand	Number of EPD claims opened and pending	N/A	N/A	N/A	6	N/A	N/A
Efficiency	Cost per EPD claim closed	N/A	N/A	N/A	$ 33,873.88	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 587,068	$ 587,068	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 587,068	$ 587,068	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 575,856	$ (575,856)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 575,856	$ (575,856)	N/A

Activity Narrative: This is a new activity and a new line of business for Risk Management's budget. As a result, no historical data is available.

Base Adjustments:

Risk Management Fund (675)

- Environmental property damage claims are budgeted at $575,856 in FY 2013. This is a new expense for the Risk Management Department. Prior to FY 2012, environmental property damage claims were paid by the affected agencies rather than the Risk Trust. The rate structure for FY 2013 incorporates this new expense. Reserves are included in the non-recurring General and Detention fund budgets (Non-Departmental) and may be used in the event that expenditures exceed the budgeted level.

Loss Control

The purpose of the Loss Control Activity is to provide loss control services to Maricopa County departments, districts and Risk Trust members so they can control and/or mitigate losses.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of SRM action items implemented	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of SRM plans provided	N/A	N/A	N/A	15	N/A	N/A
Demand	Number of SRM eligible claims	N/A	N/A	N/A	120	N/A	N/A
Efficiency	Cost per SRM plan	N/A	N/A	N/A	$ 1,490.00	N/A	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ -	$ -	$ 22,350	$ (22,350)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 22,350	$ (22,350)	N/A

Activity Narrative: This is a new activity. As a result, no historical data is available.

Safety Management

The purpose of the Safety Management Activity is to provide consultation, technical, and training services to the Maricopa County departments, districts and Risk 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent reduction/increase of County injury incident rate compared to a 3 year average rate	(12.5%)	(19.2%)	(19.2%)	105.7%	124.9%	-649.2%
Result	Percent of County employees not injured	97.1%	99.4%	0.6%	99.4%	(0.0%)	-0.0%
Result	Percent of auto accidents per miles driven	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of County employees not injured	16,601	16,676	16,616	66,101	49,425	296.4%
Demand	Number of County employees	16,705	16,773	16,709	16,623	(151)	-0.9%
Efficiency	Cost per County employee not injured	$ 10.81	$ 10.78	$ 10.78	$ 10.71	$ 0.07	0.6%
Expenditure							
	675 - RISK MANAGEMENT	$ 717,858	$ 719,077	$ 721,475	$ 708,079	$ 10,998	1.5%
	TOTAL USES	$ 717,858	$ 719,077	$ 721,475	$ 708,079	$ 10,998	1.5%

Appropriated Budget Reconciliation

Risk Management Fund (675)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 43,912,696**	**$ 16,231,190**
FY 2012 Revised Budget		**$ 43,912,696**	**$ 16,231,190**
Adjustments:			
Employee Salary Adjustments		**$ (6,825)**	**$ -**
Adjust Hours Per FTE		*(6,825)*	*-*
FY 2013 Budget Target		**$ 43,905,871**	**$ 16,231,190**
Adjustments:			
Employee Retirement and Benefits		**$ 14,905**	**$ -**
Retirement Contributions		*14,905*	*-*
Fees and Other Revenues		**$ (10,488,806)**	**$ 6,268,810**
ProgRevenue Volume Inc/Dec		*(10,488,806)*	*6,268,810*
Increase revenues Intergovernmental Charges for Service for Library, Stadium and Flood Control Districts			*$ 23,761*
Increase revenues for Other Charges for Service for Maricopa Health Integrated Health System			*2,670,871*
Increase revenues for Internal Service Charges for risk management expenses			*3,549,178*
Increase revenues for Interest Earnings as a result of anticipated increase in interest rates			*25,000*
Increase Regular Pay and Benefits due to addition of 1.0 FTE Management Analyst	*61,935*		
Increase Regular Pay and Fringe Benefits due to changes in pay rate and conversion of 1.0 FTE Claims Adjuster from contract to regular position	*95,427*		
Rightsize Temporary Pay, Overtime and Other Personal Services	*17,194*		
Eliminate Allocation in for Risk Management Consultant	*(41,897)*		
Increase General Supplies for new software purchases	*72,500*		
Reduce expenditures for consulting based on current trends	*(200,000)*		
Increase expenditures for claims admin fees based on new fee schedule	*43,000*		
Increase various supplies and services consistent with current spending trends	*(14,953)*		
Reduce Legal Services based on FY 2012 Forecast	*(1,724,325)*		
Reduction in expenditures for the General Liability Activity	*(7,720,016)*		
Reduction in expenditures for the Auto Liability Activity	*(135,760)*		
Reduction in expenditures for the Medical Malpractice Activity	*(1,901,972)*		
Reduction in expenditures for the Auto Property Damage Activity	*(334,839)*		
Increase in expenditures for the Property Damage Activity	*41,391*		
Reduction in expenditures for the Unemployment Activity	*(300,000)*		
Increase in expenditures for the Worker's Compensation Activity	*596,145*		
Baseline expenditures for the new Enviromental Liability Activity	*600,000*		
Baseline expenditures for the new Enviromental Property Damage Claims Activity	*575,856*		
Internal Service Charges	*$ (218,492)*		
Decrease in expenditure for Central Service Charges for Civil County Attorney	*(229,972)*		
Increase in expenditure for base level Internal Services Charges	*11,480*		
FY 2013 Recommended Budget		**$ 33,431,970**	**$ 22,500,000**
Percent Change from Target Amount		*-23.9%*	*38.6%*

Risk Management Fund (675) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	FY 2013 TENTATIVE	FY 2013 ADOPTED
Beginning Spendable Fund Balance	$ 23,530,790	$ 40,536,483	$ 40,536,483	$ 23,796,324	$ 4,082,126	$ 4,082,126	$ 4,082,126
Sources:							
Operating	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ -	$ -
Total Sources:	$ 25,413,868	$ 16,231,190	$ 16,231,190	$ 16,354,043	$ 22,500,000	$ -	$ -
Uses:							
Operating	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 33,431,970	$ -	$ -
Total Uses:	$ 66,437,673	$ 43,912,696	$ 43,912,696	$ 36,068,241	$ 33,431,970	$ -	$ -
Structural Balance	$ (41,023,805)	$ (27,681,506)	$ (27,681,506)	$ (19,714,198)	$ (10,931,970)	$ -	$ -
Accounting Adjustments	$ 41,289,339	$ -	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:							
Restricted	$ 23,796,324	$ 12,854,977	$ 12,854,977	$ 4,082,126	$ -	$ 4,082,126	$ 4,082,126
Unassigned	-	-	-	-	(6,849,844)	-	-
Total Ending Spendable Fund Balance	$ 23,796,324	$ 12,854,977	$ 12,854,977	$ 4,082,126	$ (6,849,844)	$ 4,082,126	$ 4,082,126

Note: Funds will be transferred in as necessary to prevent the Risk Management Fund from going into deficit.

County Manager Risk Management Fund (676)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 9,620,415**	**$ 9,620,415**
Non Recurring Carry Forward	*9,620,415*	*-*
Non Recurring Fund Transfer	*-*	*9,620,415*
FY 2013 Recommended Budget	**$ 9,620,415**	**$ 9,620,415**
Percent Change from Target Amount		

County Manager Risk Management Fund (676) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	FY 2013 TENTATIVE	FY 2013 ADOPTED
Beginning Spendable Fund Balance	$ -	$ (22,839,243)	$ (22,839,243)	$ -	$ -	$ -	$ -
Sources:							
Non-Recurring	-	13,000,000	13,000,000	3,379,585	9,620,415	-	-
Total Sources:	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415	$ -	$ -
Uses:							
Non-Recurring	-	13,000,000	13,000,000	3,379,585	9,620,415	-	-
Total Uses:	$ -	$ 13,000,000	$ 13,000,000	$ 3,379,585	$ 9,620,415	$ -	$ -
Accounting Adjustments	$ -	$ 13,000,000	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:							
Unassigned	-	(9,839,243)	(22,839,243)	-	-	-	-
Total Ending Spendable Fund Balance	$ -	$ (9,839,243)	$ (22,839,243)	$ -	$ -	$ -	$ -

Sheriff

Analysis by Jacqueline M. Edwards, Management and Budget Analyst and Timothy Snyder, Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention, and crime prevention services to the public so they can be safe and secure in our community.

Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

Strategic Goals

Safe Communities

By 2015, 48% or more of the overall Sheriff's Office patrol district response times for emergency/priority 1 calls for service will average 5 minutes or less.

Status: This is a new goal in FY 2013. The County is very large geographically, and the goal is an overall average for all Patrol Districts. As of February 2012, the Sheriff's Office is responding to 49.28% of priority 1 calls within 5 minutes or less.

Safe Communities

By 2015, 93.5% of priority 1 emergency calls for service will be dispatched to field officers within two minutes.

Status: This is a new goal in FY 2013. As of February 2012, the Sheriff's Office is dispatching 95.94% of priority 1 calls to field officers within two minutes.

Safe Communities

By 2015, the Sheriff's Office will consistently maintain safe jail facilities and contain inmate to inmate assaults while in custody to less than 1%.

Status: This is a new goal in FY 2013. As of February 2012, 99.67% of inmates are not assaulted by other inmates while in the custody of the Sheriff's Office. Jail facilities have been reviewed and plans are being developed to shore up or replace aging and deteriorating facilities beginning in FY 2013.

Department Specific

By FY 2014, the Sheriff's Office will begin the first phase of implementation of a multi-year plan for the replacement, refurbishment, updating/upgrading of 100% mission-critical infrastructure items that have been identified.

Status: This is a new goal in FY 2013. The Sheriff's Office has begun work on this critical goal. Information systems and facilities have been analyzed and replacement is in progress.

Safe Communities

By July 1, 2012, the Sheriff's Office will be prepared to accept prisoners from the State of Arizona who are sentenced to jail terms of one year or less than one year and continue to meet 100% of mandated requirements and maintain its inmate processing standards of within 24 hours.

Status: This is a new goal in FY 2013. The status of this item is dependent upon action by the Arizona State Legislature.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CVPR - CIVIL PROCESS	$ 710,610	$ 639,000	$ 639,000	$ 632,995	$ 639,000	$ -	0.0%
50CC - COURT COMPLIANCE AND SECURITY	$ 710,610	$ 639,000	$ 639,000	$ 632,995	$ 639,000	$ -	0.0%
IARP - INMATE SUBST ABUSE RECOVERY	$ 46,690	$ 61,841	$ 61,841	$ 61,741	$ 77,798	$ 15,957	25.8%
IEPA - INMATE EDUCATION	331,640	351,119	485,335	480,333	525,716	40,381	8.3%
IIAR - INMATE INTAKE AND RELEASE	138,600	138,600	160,700	160,700	176,531	15,831	9.9%
INSS - INMATE CANTEEN AND OPTION SVCS	11,147,354	10,799,768	10,799,768	11,608,556	12,322,361	1,522,593	14.1%
ISTP - INMATE SKILLS AND TRAINING	10,970	19,296	19,296	14,414	19,296	-	0.0%
JIAS - JAIL INTELLIGENCE AND SECURITY	-	-	-	-	48,500	48,500	N/A
PRDM - INMATE DETENTION HOUSING	35,024,342	32,316,116	32,316,116	33,632,234	33,476,797	1,160,681	3.6%
50CM - CUSTODY MANAGEMENT	$ 46,699,596	$ 43,686,740	$ 43,843,056	$ 45,957,978	$ 46,646,999	$ 2,803,943	6.4%
MCSI - INFO AND COMM TECHNOLOGY	$ 128,949	$ 182,115	$ 179,623	$ 199,084	$ 132,029	$ (47,594)	-26.5%
PPEV - PROPERTY AND EVIDENCE	19,308	14,000	14,000	18,415	14,000	-	0.0%
TRAG - MANDATED ENF AND DET TRAINING	83,195	3,376	51,410	55,186	74,167	22,757	44.3%
50CO - ENF AND DET OPERATION RESOURCE	$ 231,452	$ 199,491	$ 245,033	$ 272,685	$ 220,196	$ (24,837)	-10.1%
DISP - DISPATCH	$ 275,057	$ 270,587	$ 270,587	$ 260,059	$ 258,664	$ (11,923)	-4.4%
DSTR - DISAST AND COMM THRE DISR RESP	1,780,923	866,523	2,563,109	2,442,664	1,994,121	(568,988)	-22.2%
ENFO - ENFORCEMENT SUPPORT	1,923,971	1,946,436	2,447,936	2,478,125	2,217,409	(230,527)	-9.4%
INVT - INVESTIGATIONS	4,387,007	4,412,674	4,793,633	3,825,779	5,280,593	486,960	10.2%
PATR - PATROL	9,760,677	9,655,414	9,890,224	10,304,378	10,017,023	126,799	1.3%
WRNT - WARR AND RECOR INFO PROCESSING	69,196	113,874	135,804	243,419	75,000	(60,804)	-44.8%
50EN - ENFORCEMENT	$ 18,196,831	$ 17,265,508	$ 20,101,293	$ 19,554,424	$ 19,842,810	$ (258,483)	-1.3%
FSAC - FINANCIAL SERVICES	$ 387,000	$ 425,568	$ 425,568	$ 370,481	$ 438,768	$ 13,200	3.1%
ODIR - EXECUTIVE MANAGEMENT	5,037	-	-	693	-	-	N/A
PROC - PROCUREMENT	-	-	-	192	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 392,037	$ 425,568	$ 425,568	$ 371,366	$ 438,768	$ 13,200	3.1%
GGOV - GENERAL GOVERNMENT	$ 570,519	$ 14,743,225	$ 15,015,259	$ 15,053,337	$ 15,580	$ (14,999,679)	-99.9%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	-	15,728	15,728	N/A
99GV - GENERAL GOVERNMENT	$ 570,519	$ 14,743,225	$ 15,015,259	$ 15,053,337	$ 31,308	$ (14,983,951)	-99.8%
TOTAL PROGRAMS	**$ 66,801,045**	**$ 76,959,532**	**$ 80,269,209**	**$ 81,842,785**	**$ 67,819,081**	**$ (12,450,128)**	**-15.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
CTSC - COURT SECURITY	$ -	$ -	$ -	$ -	$ 3,187,704	$ (3,187,704)	N/A
CVPR - CIVIL PROCESS	4,143,166	4,076,193	4,260,542	4,215,054	4,548,522	(287,980)	-6.8%
EXTR - EXTRADITIONS	1,161,282	1,089,022	1,772,732	1,417,412	1,743,465	29,267	1.7%
INTR - INMATE TRANSPORT	18,189,571	17,631,714	16,416,139	15,180,020	13,262,375	3,153,764	19.2%
50CC - COURT COMPLIANCE AND SECURITY	$ 23,494,019	$ 22,796,929	$ 22,449,413	$ 20,812,486	$ 22,742,066	$ (292,653)	-1.3%
IARP - INMATE SUBST ABUSE RECOVERY	$ 800,159	$ 1,673,565	$ 1,992,467	$ 1,097,633	$ 2,264,756	$ (272,289)	-13.7%
IEPA - INMATE EDUCATION	1,184,153	2,225,506	2,496,525	1,469,918	2,757,880	(261,355)	-10.5%
IIAR - INMATE INTAKE AND RELEASE	19,945,835	19,790,467	19,459,867	18,802,344	19,122,038	337,829	1.7%
INLA - INMATE LABOR	505,557	411,228	418,459	416,854	421,536	(3,077)	-0.7%
INSS - INMATE CANTEEN AND OPTION SVCS	5,003,662	4,632,711	4,571,735	4,653,324	3,729,350	842,385	18.4%
ISTP - INMATE SKILLS AND TRAINING	635,150	2,727,538	2,727,538	535,740	1,755,620	971,918	35.6%
JIAS - JAIL INTELLIGENCE AND SECURITY	2,645,103	2,342,802	2,538,417	2,421,159	2,481,418	56,999	2.2%
MANS - INMATE RELATED MANDATES	6,874,014	7,934,866	7,139,425	6,297,340	10,943,829	(3,804,404)	-53.3%
PRDM - INMATE DETENTION HOUSING	97,711,669	101,047,928	101,093,281	96,030,311	100,140,097	953,184	0.9%
50CM - CUSTODY MANAGEMENT	$ 135,305,302	$ 142,786,611	$ 142,437,714	$ 131,724,623	$ 143,616,524	$ (1,178,810)	-0.8%
AVIA - AVIATION	$ -	$ -	$ -	$ -	$ 2,291,656	$ (2,291,656)	N/A
FMGT - SHERIFFS VEHICLE FLEET	297,034	313,173	346,816	351,302	341,061	5,755	1.7%
MCSI - INFO AND COMM TECHNOLOGY	2,186,936	2,246,049	2,464,363	3,749,758	2,563,459	(99,096)	-4.0%
PPEV - PROPERTY AND EVIDENCE	893,608	965,353	964,096	984,667	1,001,863	(37,767)	-3.9%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,235,008	2,368,976	2,902,456	2,851,851	3,301,741	(399,285)	-13.8%
TRAG - MANDATED ENF AND DET TRAINING	4,695,894	3,726,853	3,670,530	3,895,557	4,623,849	(953,319)	-26.0%
50CO - ENF AND DET OPERATION RESOURCE	$ 10,308,480	$ 9,620,404	$ 10,348,261	$ 11,833,135	$ 14,123,629	$ (3,775,368)	-36.5%
DISP - DISPATCH	$ 2,469,642	$ 3,156,305	$ 3,307,859	$ 2,725,951	$ 3,074,372	$ 233,487	7.1%
DSTR - DISAST AND COMM THRE DISR RESP	3,418,294	2,706,824	3,486,459	3,292,696	3,038,489	447,970	12.8%
ENFO - ENFORCEMENT SUPPORT	10,523,489	11,625,260	12,539,162	10,969,387	5,558,951	6,980,211	55.7%
INVT - INVESTIGATIONS	18,285,204	17,772,352	17,041,310	16,159,360	18,025,589	(984,279)	-5.8%
PATR - PATROL	28,284,468	29,870,138	31,693,148	33,809,179	35,129,608	(3,436,460)	-10.8%
SRCH - SEARCH AND RESCUE	(7,717)	25,313	25,313	11,013	151,470	(126,157)	-498.4%
SWAT - SPEC WEAPONS AND TACTICS	-	-	-	-	3,143,635	(3,143,635)	N/A
WRNT - WARR AND RECOR INFO PROCESSING	1,759,233	1,842,646	1,857,406	1,756,730	1,844,511	12,895	0.7%
50EN - ENFORCEMENT	$ 64,732,613	$ 66,998,838	$ 69,950,657	$ 68,724,316	$ 69,966,625	$ (15,968)	0.0%
BLDR - BUILDINGS AND GROUNDS	$ 2,268,809	$ 2,427,788	$ 2,501,600	$ 2,595,923	$ 2,343,084	$ 158,516	6.3%
70OM - BLDG OPERATIONS AND MAINT	$ 2,268,809	$ 2,427,788	$ 2,501,600	$ 2,595,923	$ 2,343,084	$ 158,516	6.3%
BDGT - BUDGETING	$ 133,007	$ 161,757	$ 161,384	$ 155,387	$ 176,597	$ (15,213)	-9.4%
FSAC - FINANCIAL SERVICES	1,042,011	1,060,022	1,229,591	1,158,777	1,165,499	64,092	5.2%
HRAC - HUMAN RESOURCES	2,418,132	2,284,785	2,648,477	2,664,426	2,547,183	101,294	3.8%
ODIR - EXECUTIVE MANAGEMENT	4,709,285	5,286,216	4,807,011	4,593,419	5,712,027	(905,016)	-18.8%
PROC - PROCUREMENT	595,003	455,952	539,987	503,979	515,030	24,957	4.6%
RMGT - RISK MANAGEMENT	76,546	1,228	476,274	539,159	513,416	(37,142)	-7.8%
99AS - ADMINISTRATIVE SERVICES	$ 8,973,984	$ 9,249,960	$ 9,862,724	$ 9,615,147	$ 10,629,752	$ (767,028)	-7.8%
GGOV - GENERAL GOVERNMENT	$ 9,262	$ 23,000,000	$ 23,290,476	$ 23,272,034	$ -	$ 23,290,476	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	6,643,320	9,392,797	9,392,797	7,664,977	9,304,825	87,972	0.9%
99GV - GENERAL GOVERNMENT	$ 6,652,582	$ 32,392,797	$ 32,683,273	$ 30,937,011	$ 9,304,825	$ 23,378,448	71.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,039,511	$ 2,294,036	$ 2,243,672	$ 2,109,626	$ 2,056,743	$ 186,929	8.3%
DACR - DATA CENTER	2,638,874	2,466,974	2,453,337	2,945,514	948,288	1,505,049	61.3%
DESK - DESKTOP SUPPORT	644,165	610,257	763,648	618,012	760,773	2,875	0.4%
GISA - GIS APPLICATION DEV AND SUPP	470,673	463,042	462,074	477,507	514,154	(52,080)	-11.3%
HDSP - HELP DESK SUPPORT	276,285	343,744	344,885	342,038	354,246	(9,361)	-2.7%
VANS - INFRASTRUCTURE NETWORK SVCS	253,349	236,994	249,219	267,095	392,985	(143,766)	-57.7%
99IT - INFORMATION TECHNOLOGY	$ 7,322,857	$ 6,415,047	$ 6,516,835	$ 6,759,792	$ 5,027,189	$ 1,489,646	22.9%
TOTAL PROGRAMS	**$ 259,058,646**	**$ 292,688,374**	**$ 296,750,477**	**$ 283,002,433**	**$ 277,753,694**	**$ 18,996,783**	**6.4%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 71,500	$ 81,000	$ 81,000	$ 91,750	$ 81,000	$ -	0.0%
SUBTOTAL	$ 71,500	$ 81,000	$ 81,000	$ 91,750	$ 81,000	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,454,602	$ 2,143,382	$ 4,476,418	$ 4,462,534	$ 4,029,168	$ (447,250)	-10.0%
0620 - OTHER INTERGOVERNMENTAL	4,110,146	4,766,462	5,409,830	5,252,515	5,187,325	(222,505)	-4.1%
SUBTOTAL	$ 8,564,748	$ 6,909,844	$ 9,886,248	$ 9,715,049	$ 9,216,493	$ (669,755)	-6.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 42,921,024	$ 40,531,395	$ 40,492,634	$ 42,248,926	$ 41,728,655	$ 1,236,021	3.1%
0635 - OTHER CHARGES FOR SERVICES	11,783,024	11,257,768	11,257,768	12,142,882	12,880,361	1,622,593	14.4%
0638 - PATIENT SERVICES REVENUE	63,379	75,000	75,000	159,145	165,060	90,060	120.1%
SUBTOTAL	$ 54,767,427	$ 51,864,163	$ 51,825,402	$ 54,550,953	$ 54,774,076	$ 2,948,674	5.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,882,584	$ 2,802,500	$ 2,902,500	$ 1,944,807	$ 3,262,500	$ 360,000	12.4%
SUBTOTAL	$ 2,882,584	$ 2,802,500	$ 2,902,500	$ 1,944,807	$ 3,262,500	$ 360,000	12.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 74,705	$ 106,068	$ 106,068	$ 40,372	$ 16,608	$ (89,460)	-84.3%
0650 - MISCELLANEOUS REVENUE	440,081	452,732	452,732	484,595	468,404	15,672	3.5%
SUBTOTAL	$ 514,786	$ 558,800	$ 558,800	$ 524,967	$ 485,012	$ (73,788)	-13.2%
ALL REVENUES	$ 66,801,045	$ 62,216,307	$ 65,253,950	$ 66,827,526	$ 67,819,081	$ 2,565,131	3.9%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 14,743,225	$ 15,015,259	$ 15,015,259	$ -	$ (15,015,259)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ 14,743,225	$ 15,015,259	$ 15,015,259	$ -	$ (15,015,259)	-100.0%
TOTAL SOURCES	$ 66,801,045	$ 76,959,532	$ 80,269,209	$ 81,842,785	$ 67,819,081	$ (12,450,128)	-15.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 151,661,640	$ 152,199,688	$ 154,911,779	$ 150,017,845	$ 154,739,262	$ 172,517	0.1%
0705 - TEMPORARY PAY	159,721	241,510	222,090	21,055	216,805	5,285	2.4%
0710 - OVERTIME	2,279,913	2,458,920	2,669,670	2,248,067	2,422,611	247,059	9.3%
0750 - FRINGE BENEFITS	62,067,778	63,460,187	64,479,888	61,202,698	68,407,625	(3,927,737)	-6.1%
0790 - OTHER PERSONNEL SERVICES	3,959,022	4,345,116	1,266,113	1,364,170	1,893,501	(627,388)	-49.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(18,129,471)	(16,711,084)	(17,836,720)	(17,464,363)	(20,779,068)	2,942,348	16.5%
0796 - PERSONNEL SERVICES ALLOC-IN	16,491,317	15,051,122	16,361,468	15,867,703	19,232,970	(2,871,502)	-17.6%
SUBTOTAL	$ 218,489,920	$ 221,045,459	$ 222,074,288	$ 213,257,175	$ 226,133,706	$ (4,059,418)	-1.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 14,094,622	$ 16,178,527	$ 16,759,797	$ 15,592,601	$ 17,216,294	$ (456,497)	-2.7%
0802 - MEDICAL SUPPLIES	51,757	77,985	77,985	55,418	254,377	(176,392)	-226.2%
0803 - FUEL	3,801,381	3,553,603	3,553,603	4,151,792	4,654,275	(1,100,672)	-31.0%
0804 - NON-CAPITAL EQUIPMENT	386,230	562,500	703,480	465,733	591,476	112,004	15.9%
0805 - SUPPLIES-ALLOCATION OUT	(1,949,080)	(1,368,783)	(1,818,783)	(1,791,217)	(1,916,914)	98,131	5.4%
0806 - SUPPLIES-ALLOCATION IN	1,471,788	806,954	1,256,954	1,195,859	1,475,141	(218,187)	-17.4%
SUBTOTAL	$ 17,856,698	$ 19,810,786	$ 20,533,036	$ 19,670,186	$ 22,274,649	$ (1,741,613)	-8.5%
SERVICES							
0810 - LEGAL SERVICES	$ 368,810	$ 222,199	$ 222,199	$ 287,289	$ 320,971	$ (98,772)	-44.5%
0811 - HEALTH CARE SERVICES	886,453	919,054	919,054	908,959	1,045,695	(126,641)	-13.8%
0812 - OTHER SERVICES	1,147,332	3,796,551	4,015,969	1,018,936	2,937,656	1,078,313	26.9%
0820 - RENT & OPERATING LEASES	3,327,552	3,435,521	3,483,555	2,988,230	3,206,420	277,135	8.0%
0825 - REPAIRS AND MAINTENANCE	5,483,181	5,448,150	5,568,150	4,705,550	5,438,568	129,582	2.3%
0830 - INTERGOVERNMENTAL PAYMENTS	677,345	23,291,441	23,953,475	23,866,827	389,112	23,564,363	98.4%
0839 - INTERNAL SERVICE CHARGES	5,731,735	10,858,612	10,858,612	11,269,297	10,950,406	(91,794)	-0.8%
0841 - TRAVEL	843,978	1,071,928	1,116,928	573,632	1,014,053	102,875	9.2%
0842 - EDUCATION AND TRAINING	114,260	341,324	350,324	172,670	1,225,905	(875,581)	-249.9%
0843 - POSTAGE/FREIGHT/SHIPPING	288,690	315,726	315,726	305,738	329,222	(13,496)	-4.3%
0850 - UTILITIES	434,189	470,623	483,623	522,218	545,807	(62,184)	-12.9%
0855 - INTEREST EXPENSE	-	-	3,345	-	-	3,345	100.0%
0872 - SERVICES-ALLOCATION OUT	(1,844,009)	(1,650,065)	(1,651,564)	(1,653,449)	(1,509,130)	(142,434)	-8.6%
0873 - SERVICES-ALLOCATION IN	1,818,409	1,650,065	1,651,564	1,653,772	1,509,130	142,434	8.6%
SUBTOTAL	$ 19,277,925	$ 50,171,129	$ 51,290,960	$ 46,619,669	$ 27,403,815	$ 23,887,145	46.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 206,287	$ -	$ 66,000	$ 65,576	$ -	$ 66,000	100.0%
0920 - CAPITAL EQUIPMENT	2,126,635	836,000	1,747,554	2,299,631	1,670,000	77,554	4.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	430,734	825,000	1,038,639	1,090,196	271,524	767,115	73.9%
0950 - DEBT SERVICE	26,788	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(1)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	1	-	-	-	-	-	N/A
SUBTOTAL	$ 2,790,444	$ 1,661,000	$ 2,852,193	$ 3,455,403	$ 1,941,524	$ 910,669	31.9%
ALL EXPENDITURES	$ 258,414,987	$ 292,688,374	$ 296,750,477	$ 283,002,433	$ 277,753,694	$ 18,996,783	6.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 643,659	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 643,659	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 259,058,646	$ 292,688,374	$ 296,750,477	$ 283,002,433	$ 277,753,694	$ 18,996,783	6.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 11,072,166	$ 11,364,279	$ 11,198,827	$ 11,473,459	$ 11,423,534	$ 224,707	2.0%
NON-RECURRING	325	-	126,691	224,053	-	(126,691)	-100.0%
FUND TOTAL SOURCES	$ 11,072,491	$ 11,364,279	$ 11,325,518	$ 11,697,512	$ 11,423,534	$ 98,016	0.9%
251 SHERIFF GRANTS							
OPERATING	$ 7,709,325	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509	$ (291,739)	-3.3%
FUND TOTAL SOURCES	$ 7,709,325	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509	$ (291,739)	-3.3%
203 SHERIFF DONATIONS							
OPERATING	$ 34,792	$ 26,300	$ 26,300	$ 17,538	$ 26,300	$ -	0.0%
FUND TOTAL SOURCES	$ 34,792	$ 26,300	$ 26,300	$ 17,538	$ 26,300	$ -	0.0%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ -	$ -	$ -	$ 20,164	$ 60,000	$ 60,000	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ 20,164	$ 60,000	$ 60,000	N/A
212 SHERIFF RICO							
OPERATING	$ 1,740,664	$ 2,000,000	$ 2,000,000	$ 1,027,726	$ 2,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,740,664	$ 2,000,000	$ 2,000,000	$ 1,027,726	$ 2,000,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,610,628	$ 1,560,000	$ 1,560,000	$ 1,452,118	$ 1,482,444	$ (77,556)	-5.0%
FUND TOTAL SOURCES	$ 1,610,628	$ 1,560,000	$ 1,560,000	$ 1,452,118	$ 1,482,444	$ (77,556)	-5.0%
252 INMATE SERVICES							
OPERATING	$ 11,219,272	$ 10,799,768	$ 10,799,768	$ 11,645,814	$ 12,337,361	$ 1,537,593	14.2%
NON-RECURRING	-	14,743,225	15,015,259	15,015,259	-	(15,015,259)	-100.0%
FUND TOTAL SOURCES	$ 11,219,272	$ 25,542,993	$ 25,815,027	$ 26,661,073	$ 12,337,361	$ (13,477,666)	-52.2%
254 INMATE HEALTH SERVICES							
OPERATING	$ 63,538	$ 80,500	$ 80,500	$ 161,729	$ 165,640	$ 85,140	105.8%
FUND TOTAL SOURCES	$ 63,538	$ 80,500	$ 80,500	$ 161,729	$ 165,640	$ 85,140	105.8%
255 DETENTION OPERATIONS							
OPERATING	$ 33,350,335	$ 30,675,616	$ 30,675,616	$ 32,018,588	$ 31,829,293	$ 1,153,677	3.8%
NON-RECURRING	-	-	-	89	-	-	N/A
FUND TOTAL SOURCES	$ 33,350,335	$ 30,675,616	$ 30,675,616	$ 32,018,677	$ 31,829,293	$ 1,153,677	3.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 66,800,720	$ 62,216,307	$ 65,127,259	$ 66,603,384	$ 67,819,081	$ 2,691,822	4.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 325	$ 14,743,225	$ 15,141,950	$ 15,239,401	$ -	$ (15,141,950)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 66,801,045	$ 76,959,532	$ 80,269,209	$ 81,842,785	$ 67,819,081	$ (12,450,128)	-15.5%
100 GENERAL							
OPERATING	$ 60,962,596	$ 74,452,020	$ 77,656,321	$ 75,679,703	$ 75,044,024	$ 2,612,297	3.4%
NON-RECURRING	-	-	311,401	219,638	-	311,401	100.0%
FUND TOTAL USES	$ 60,962,596	$ 74,452,020	$ 77,967,722	$ 75,899,341	$ 75,044,024	$ 2,923,698	3.7%
251 SHERIFF GRANTS							
OPERATING	$ 8,741,278	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509	$ 291,739	3.3%
FUND TOTAL USES	$ 8,741,278	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509	$ 291,739	3.3%
203 SHERIFF DONATIONS							
OPERATING	$ 17,475	$ 26,300	$ 26,300	$ 13,016	$ 26,300	$ -	0.0%
NON-RECURRING	14,832	-	-	-	-	-	N/A
FUND TOTAL USES	$ 32,307	$ 26,300	$ 26,300	$ 13,016	$ 26,300	$ -	0.0%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ -	$ -	$ -	$ -	$ 60,000	$ (60,000)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 60,000	$ (60,000)	N/A
212 SHERIFF RICO							
OPERATING	$ 1,748,039	$ 2,000,000	$ 2,000,000	$ 1,020,328	$ 2,000,000	$ -	0.0%
FUND TOTAL USES	$ 1,748,039	$ 2,000,000	$ 2,000,000	$ 1,020,328	$ 2,000,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 379,439	$ 1,560,000	$ 1,560,000	$ 457,972	$ 1,482,444	$ 77,556	5.0%
NON-RECURRING	-	2,000,000	2,000,000	2,000,000	-	2,000,000	100.0%
FUND TOTAL USES	$ 379,439	$ 3,560,000	$ 3,560,000	$ 2,457,972	$ 1,482,444	$ 2,077,556	58.4%
252 INMATE SERVICES							
OPERATING	$ 10,728,164	$ 10,799,768	$ 10,799,768	$ 7,983,128	$ 12,337,361	$ (1,537,593)	-14.2%
NON-RECURRING	9,262	23,000,000	23,272,034	21,272,034	-	23,272,034	100.0%
FUND TOTAL USES	$ 10,737,426	$ 33,799,768	$ 34,071,802	$ 29,255,162	$ 12,337,361	$ 21,734,441	63.8%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 80,500	$ 80,500	$ 33,540	$ 165,640	$ (85,140)	-105.8%
NON-RECURRING	600,000	-	-	-	-	-	N/A
FUND TOTAL USES	$ 600,000	$ 80,500	$ 80,500	$ 33,540	$ 165,640	$ (85,140)	-105.8%
255 DETENTION OPERATIONS							
OPERATING	$ 175,772,030	$ 173,059,942	$ 170,257,905	$ 165,536,826	$ 178,143,416	$ (7,885,511)	-4.6%
NON-RECURRING	85,531	-	-	-	-	-	N/A
FUND TOTAL USES	$ 175,857,561	$ 173,059,942	$ 170,257,905	$ 165,536,826	$ 178,143,416	$ (7,885,511)	-4.6%
DEPARTMENT OPERATING TOTAL USES	$ 258,349,021	$ 267,688,374	$ 271,167,042	$ 259,510,761	$ 277,753,694	$ (6,586,652)	-2.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 709,625	$ 25,000,000	$ 25,583,435	$ 23,491,672	$ -	$ 25,583,435	100.0%
DEPARTMENT TOTAL USES	$ 259,058,646	$ 292,688,374	$ 296,750,477	$ 283,002,433	$ 277,753,694	$ 18,996,783	6.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	2.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	32.00	46.00	42.00	43.00	44.00	2.00	4.8%
FINANCIAL SERVICES	20.00	17.00	20.00	20.00	19.00	(1.00)	(5.0%)
HUMAN RESOURCES	32.00	33.00	42.00	42.00	37.00	(5.00)	(11.9%)
PROCUREMENT	12.00	8.00	10.00	10.00	9.00	(1.00)	(10.0%)
RISK MANAGEMENT	1.00	-	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	98.00	106.00	123.00	124.00	118.00	(5.00)	(4.1%)
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	34.00	39.00	43.00	42.00	42.00	(1.00)	(2.3%)
PROGRAM TOTAL	34.00	39.00	43.00	42.00	42.00	(1.00)	(2.3%)
COURT COMPLIANCE AND SECURITY							
CIVIL PROCESS	53.00	52.00	55.00	55.00	55.00	-	0.0%
COURT SECURITY	-	-	.00	-	36.00	36.00	N/A
EXTRADITIONS	4.00	3.00	14.00	14.00	14.00	-	0.0%
INMATE TRANSPORT	263.00	267.00	260.00	261.00	228.00	(32.00)	(12.3%)
PROGRAM TOTAL	320.00	322.00	329.00	330.00	333.00	4.00	1.2%
CUSTODY MANAGEMENT							
INMATE CANTEEN AND OPTION SVCS	28.00	29.00	23.00	23.00	20.00	(3.00)	(13.0%)
INMATE DETENTION HOUSING	1,648.00	1,621.00	1,610.48	1,610.48	1,522.00	(88.48)	(5.5%)
INMATE EDUCATION	35.00	34.00	36.00	36.00	36.00	-	0.0%
INMATE INTAKE AND RELEASE	385.00	362.00	351.00	351.00	352.00	1.00	0.3%
INMATE LABOR	9.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE RELATED MANDATES	141.00	122.00	109.00	108.00	190.00	81.00	74.3%
INMATE SKILLS AND TRAINING	-	-	.00	-	12.00	12.00	N/A
INMATE SUBST ABUSE RECOVERY	7.00	7.00	14.00	14.00	11.00	(3.00)	(21.4%)
JAIL INTELLIGENCE AND SECURITY	33.00	33.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	2,286.00	2,215.00	2,186.48	2,185.48	2,186.00	(.48)	0.0%
ENF AND DET OPERATION RESOURCE							
AVIATION	-	-	.00	-	20.00	20.00	N/A
EMPLOYEE PROFESSIONAL STANDARD	32.00	31.00	44.00	44.00	46.00	2.00	4.5%
INFO AND COMM TECHNOLOGY	6.60	8.00	12.00	12.00	10.00	(2.00)	(16.7%)
MANDATED ENF AND DET TRAINING	77.00	49.00	49.00	49.00	48.00	(1.00)	(2.0%)
PROPERTY AND EVIDENCE	10.00	14.00	14.00	14.00	14.00	-	0.0%
SHERIFFS VEHICLE FLEET	2.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	127.60	106.00	123.00	123.00	142.00	19.00	15.4%
ENFORCEMENT							
DISAST AND COMM THRE DISR RESP	1.00	22.00	12.00	12.00	12.00	-	0.0%
DISPATCH	42.00	44.00	49.00	49.00	47.00	(2.00)	(4.1%)
ENFORCEMENT SUPPORT	117.00	104.00	107.00	106.00	54.00	(53.00)	(49.5%)
INVESTIGATIONS	151.00	162.00	149.00	149.00	148.00	(1.00)	(0.7%)
PATROL	304.00	345.00	356.48	357.00	357.00	.53	0.1%
SEARCH AND RESCUE	-	-	.00	-	1.00	1.00	N/A
SPEC WEAPONS AND TACTICS	-	-	.00	-	33.00	33.00	N/A
WARR AND RECOR INFO PROCESSING	37.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	652.00	713.00	709.48	709.00	688.00	(21.48)	(3.0%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	19.40	19.00	19.00	19.00	19.00	-	0.0%
DATA CENTER	13.00	13.00	13.00	13.00	13.00	-	0.0%
DESKTOP SUPPORT	10.50	9.00	8.00	8.00	9.00	1.00	12.5%
GIS APPLICATION DEV AND SUPP	6.00	6.00	6.00	6.00	6.00	-	0.0%
HELP DESK SUPPORT	4.25	5.00	5.00	5.00	5.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	4.25	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	57.40	56.00	55.00	55.00	56.00	1.00	1.8%
DEPARTMENT TOTAL	3,575.00	3,557.00	3,568.95	3,568.48	3,565.00	(3.95)	(0.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Accounting Specialist	12.00	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	19.00	19.00	19.00	20.00	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	6.00	5.00	6.00	6.00	6.00	-	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	3.00	3.00	3.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chaplain	4.00	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	-	-	-	-	N/A
Communicatns Mgr-Crim Justice	-	-	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	4.00	4.00	4.00	4.00	4.00	-	0.0%
Crime Scene Specialist-Sheriff	8.00	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	-	-	-	-	N/A
Detention Officer	1,743.00	1,848.00	1,885.48	1,885.48	1,887.00	1.53	0.1%
Detention Officer Captain	11.00	11.00	11.00	11.00	11.00	-	0.0%
Detention Officer Lieutenant	64.00	65.00	65.00	65.00	65.00	-	0.0%
Detention Officer Sergeant	201.00	201.00	202.00	202.00	202.00	-	0.0%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director	2.00	2.00	1.00	1.00	-	(1.00)	(100.0%)
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	2.00	2.00	1.00	(1.00)	(50.0%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	6.00	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	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Executive Assistant	1.00	1.00	-	-	1.00	1.00	N/A
Executive Assistant - Elected Official	-	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager	-	-	4.00	4.00	4.00	-	0.0%
Finance Manager - Sheriff	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	4.00	4.00	-	-	-	-	N/A
Fingerprint Analyst	15.00	15.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	15.00	15.00	14.00	14.00	14.00	-	0.0%
Food Service Worker	77.00	10.00	10.00	10.00	10.00	-	0.0%
Food Services Assistant Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	17.00	12.00	12.00	12.00	12.00	-	0.0%
Food Services Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	58.00	34.00	37.00	37.00	37.00	-	0.0%
General Laborer Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

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 Manager	-	-	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	2.00	2.00	-	-	-	-	N/A
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	2.00	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	63.00	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	17.00	17.00	22.00	21.00	22.00	-	0.0%
Law Enforcement Lieutenant	32.00	30.00	30.00	30.00	30.00	-	0.0%
Law Enforcement Officer	621.00	595.00	568.00	569.00	567.00	(1.00)	(0.2%)
Law Enforcement Sergeant	89.00	89.00	89.00	89.00	89.00	-	0.0%
Legal Support Specialist	11.00	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	2.00	2.00	2.00	2.00	-	0.0%
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Materials Handling Worker	18.00	18.00	-	-	-	-	N/A
Materials Inventory Specialist	5.00	-	18.00	18.00	18.00	-	0.0%
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	2.00	2.00	1.00	1.00	-	(1.00)	(100.0%)
Nurse - Correctional	-	-	-	-	-	-	N/A
Office Assistant	59.00	59.00	58.48	57.00	56.00	(2.48)	(4.2%)
Office Assistant Specialized	28.00	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	6.00	5.00	4.00	4.00	4.00	-	0.0%
Operations/Program Supervisor	7.00	5.00	4.00	4.00	5.00	1.00	25.0%
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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner	3.00	3.00	3.00	3.00	3.00	-	0.0%
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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	6.00	6.00	5.00	5.00	5.00	-	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	5.00	-	0.0%
Psychologist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	48.00	48.00	48.00	48.00	48.00	-	0.0%
Sheriff Record Specialist Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	8.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	43.00	43.00	44.00	44.00	44.00	-	0.0%
Social Worker Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
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%

Staffing by Market Range Title (continued)

Telecommunications Tech-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Trades Specialist	7.00	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	**3,575.00**	**3,557.00**	**3,568.95**	**3,568.48**	**3,565.00**	**(3.95)**	**(0.1%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	919.00	971.00	1,079.48	1,079.00	1,039.00	(40.48)	(3.7%)
251	SHERIFF GRANTS	18.00	29.00	29.00	29.00	29.00	-	0.0%
252	INMATE SERVICES	95.00	95.00	88.00	88.00	112.00	24.00	27.3%
255	DETENTION OPERATIONS	2,543.00	2,462.00	2,372.48	2,372.48	2,385.00	12.53	0.5%
Department Total		**3,575.00**	**3,557.00**	**3,568.95**	**3,568.48**	**3,565.00**	**(3.95)**	**(0.1%)**

Significant Variance Analysis

- Shift 35 positions from the General Fund (100) to the Detention Fund (255) in order to charge the Detention Fund (255) directly for custodial services provided to detention facilities.
- Inactivate one (1) Office Assistant and one (1) Media Specialist from the General Fund (100) to accurately reflect the needs of the department.
- Inactivate one (1) Law Enforcement Officer, two (2) Office Assistants, one (1) Director, and one (1) Equipment Operator from the Detention Fund (255) to accurately reflect the needs of the Department.
- Transfer one (1) position from the General Fund (100) and twenty-five (25) positions from the Detention Fund (255) to the Inmate Services Fund (252). These positions provide education, program coordination, and training services, which contribute to the education and welfare of the inmates.
- Transfer one (1) position from the General Fund (100) and one (1) position from the Inmate Service Fund (252) to the Detention Fund (255) to align the duties performed by the positions with statutorily allowable uses of the fund.
- Add one (1) Program Coordinator and one (1) Social Worker in the Inmate Substance Abuse Recovery Activity to expand the ALPHA drug treatment program.
- Shift 80.53 FTE to the Inmate Related Mandates Activity to reflect the elimination and consolidation of other activities.
- Shift 36 positions from the Inmate Transport Activity to the newly-created Court Security Activity.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditure budget by $272,094 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 in FY 2013.
- Decrease revenue and expenditure budgets by $47,596 to reflect the annual impact of a reduction in law enforcement services provided to the Town of Queen Creek.
- Increase revenue and expenditure budget by $305,183 for the annual impact of a new Law Enforcement Intergovernmental Agreement with the Town of Youngtown.
- Increase expenditure budget by $422,699 to fund the full-year cost of Court Security staff for the new South Court Tower completed in February 2012.

Sheriff Grants Fund (251)

- Decrease expenditure budget by $7,230 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 in FY 2013.

Inmate Services Fund (252)

- Decrease expenditure budget by $14,655 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 in FY 2013.

Detention Fund (255)

- Decrease expenditure budget by $445,437 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 in FY 2013.

Base Adjustments:

General Fund (100)

- Decrease revenue by $32,880 as a result of less shift differential, overtime, and rent expenses associated with law enforcement intergovernmental agreements with cities and towns. The correlating reductions in expenses are included within the other adjustments.
- Increase Regular Benefits by $2,204,172 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Fuel expenditure budget by $866,289 to reflect increases in fuel prices.
- Increase Other Personal Services by $131,200 to increase shift differential pay by $0.25 per hour consistent with the shift differentials used in other County departments. For second shift, the shift differential pay increased from $0.25 per hour to $0.50 per hour. For third shift, the shift differential pay increased from $0.50 per hour to $0.75 per hour.
- Increase Utilities by $78,007 to reflect increased utilities spending in FY 2012.
- Increase Repairs and Maintenance Expenditures by $164,214 for hardware, software and aircraft repair and maintenance. The Aviation Division will bring an additional helicopter into operation, increasing required ongoing maintenance. Also, General Fund (100) hardware and software maintenance contract expenses are increasing in FY 2013.
- Decrease Personal Services Allocation In by $111,309. The General Fund (100) covers the excess portion of personnel costs where the Sheriff Grants Fund (251) does not fully fund the position. These excesses decreased in FY 2013 due to lower pay rates for the deputies funded by grants.
- Increase Pay and Benefits by $51,558 as a result of the annualization of FY 2012 personnel changes. This includes the movement of five Court Security positions from the Detention Fund (255) to the General Fund (100) part way through FY 2012 for which there was no adjustment to the budget.
- Decrease Personnel Savings by $2,036,622 to account for a lower vacancy rate in General Fund (100) positions. FY 2012 Personnel Savings was budgeted at 5.7% of total salary and benefits, while FY 2013 Personnel Savings will be budgeted at 3%. This will facilitate the hiring of critical positions. Additionally, fewer vacancies will result in a reduction in the use of overtime to achieve departmental objectives.
- Eliminate the following vacant positions, thereby decreasing expenditures by $91,651: one (1) Media Specialist and one (1) Office Assistant.
- Increase the allocation of administrative costs from the General Fund (100) by $6,195,647 to the Detention Fund (255) as the result of a new methodology for determining the allocation.
- Transfer one (1) Management Assistant position from the General Fund (100) to the Inmate Services Fund (252) as the duties performed by this position align with the statutorily allowable uses of the fund. Total salary and benefits for this position are $74,172.
- Transfer one (1) Procurement Specialist and one (1) Administrative/Operations Specialist from the General Fund (100) to the Detention Fund (255) and one (1) Detention Officer from the

Detention Fund (255) to the General Fund (100) to accurately reflect the function of these positions. The net result is a transfer of $70,062 and one (1) position from the General Fund (100) to the Detention Fund (255).

- Reduce the General Fund (100) by $1,907,541 for the Versata and Bull System IT software maintenance agreements. This software supports the Jail Management System used to track inmates and will be budgeted in the Detention Fund (255) starting in FY 2013.

Officer Safety Equipment Fund (206)

- Increase revenue and expenditures by $60,000 to reflect anticipated fines and forfeitures received and purchase of safety supplies and equipment. Revenue is received through a penalty assessment in addition to every fine, penalty and forfeiture imposed and collected by the courts. Purchases from this fund are to supplement, not supplant, funding for officer safety equipment.

Sheriff Jail Enhancement Fund (214)

- Decrease revenue and expenditure appropriations by $77,556 to right-size to anticipated revenue level. Revenue is generated by court fees, and as court case filings are down the amount of fees have decreased as well.

Sheriff Grants Fund (251)

- Reduce revenue by $291,739 to reconcile with anticipated grant revenue in FY 2013.
- Increase Regular Benefits by $58,898 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Reduce expenditures by $343,407 to reconcile with anticipated grant revenue in FY 2013.

Inmate Services Fund (252)

- Decrease Interest Revenue by $85,000 due to lower interest rates.
- Increase Regular Benefits by $49,572 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase in expenditures of $200,532 associated with the Inmate Services Fund's proportionate share of departmental internal service costs.
- Decrease Supplies and Services by $269,016 to right-size based on Departmental needs.
- Transfer twenty-four (24) positions from the Detention Fund (255) in the amount of $1,392,081 for programs that support the education and welfare of inmates.

Detention Fund (255)

- Increase in expenditures of $886,748 associated with the Detention Fund's proportionate share of departmental internal service costs.
- Increase Regular Benefits by $2,132,346 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Increase Fuel by $96,824 based on the rising cost of fuel.
- Increase the allocation of administrative costs from the General Fund (100) in the amount of $6,195,647 as the result of a new methodology for determining the allocation.
- Decrease Travel by $96,654 to reflect the current needs of the Department.
- Decrease Utilities by $57,833 to right-size based on the FY11 Actuals and the FY12 Forecast.
- Increase Supplies by $158,356 to right-size based on the needs of the Department.
- Increase of $29,844 in Services to right-size based on the FY 2011 Actuals and the FY 2012 Forecast.
- Savings of $259,331 due to a decrease of $0.0441 in the average pay rate for personnel resulting from employee turnover.
- Increase Personnel and Benefits Savings from 4.92% to 6% thereby reducing expenditures by $1,502,546. Personnel savings was reduced from 6% to 4.92% during FY 2012 as the result of

savings achieved by converting Law Enforcement positions to Detention positions, as well as moving positions to other funds.

- Transfer twenty-four (24) positions from the Detention Fund (255) in the amount of $1,392,081 for programs that support the education and welfare of inmates.
- Eliminate the following vacant positions and thereby decrease expenditures in the amount of $265,726: two (2) Office Assistants, one (1) Law Enforcement Officer, one (1) Director, and one (1) Equipment Operator.
- Transfer one (1) Procurement Specialist and one (1) Administrative/Operations Specialist from the General Fund (100) to the Detention Fund (255) and one (1) Detention Officer from the Detention Fund (255) to the General Fund (100) to accurately reflect the function of these positions. The net result is a transfer of $70,062 and one (1) position from the General Fund (100) to the Detention Fund (255).
- Increase the Detention Fund (255) by $1,907,541 for the Versata and Bull System IT software maintenance agreement as this software is for detention operations use only. Prior to FY 2013, this expenditure was budgeted in the General Fund (100).
- Reserve personnel funds in the amount of $80,230 for the creation of an Auditor position.
- Increase Other Personal Services by $447,205 to increase shift differential pay by $0.25 per hour consistent with the shift differentials used in other County departments. For second shift, the shift differential pay increased from $0.25 per hour to $0.50 per hour. For third shift, the shift differential pay increased from $0.50 per hour to $0.75 per hour.
- Decrease of $740,543 in Personnel and Benefits due to the annualization of FY 2012 personnel changes. This personnel change includes savings from the conversion of Law Enforcement Officers to Detention Officers for Inmate Transportation and also the movement of five Court Security positions to the General Fund for which there was no adjustment to the budget.

Programs and Activities

Court Compliance and Security Program

The purpose of the Court Compliance and Security Program is to provide security in the courts, service of court orders and documents, and transportation for extradited prisoners and inmates to the courts so they can receive the necessary support to continue with the judicial process.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of court transports where there are no incidents	N/A	N/A	N/A	N/A	N/A	N/A
Percent of successful court paper service attempts	N/A	N/A	N/A	70.0%	N/A	N/A
Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of no injury incident responses at the courts	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Civil Process
- Court Security
- Extraditions
- Inmate Transport

Civil Process Activity

The purpose of the Civil Process Activity is to provide court orders, court process documents and other court directives, license application approvals, pawn shop inspections, tax collections and seized property sales to county residents so they can receive court and judicial documents and be in compliance with statutory requirements.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Number of successful court paper service attempts	N/A	N/A	N/A	70.0%	N/A	N/A
Output	Court papers served	24,302	39,570	32,532	28,024	(11,546)	-29.2%
Output	Court paper service attempts (served and unserved)	N/A	N/A	N/A	39,776	N/A	N/A
Demand	Number of court papers requiring service	38,044	45,722	41,311	45,204	(518)	-1.1%
Efficiency	Total activity expenditure per court paper served	$ 170.49	$ 107.67	$ 129.57	$ 162.31	$ (54.64)	-50.7%
Revenue							
	100 - GENERAL	$ 710,610	$ 639,000	$ 632,995	$ 639,000	$ -	0.0%
	TOTAL SOURCES	$ 710,610	$ 639,000	$ 632,995	$ 639,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 4,143,082	$ 4,260,542	$ 4,215,054	$ 4,548,522	$ (287,980)	-6.8%
	255 - DETENTION OPERATIONS	84	-	-	-	-	N/A
	TOTAL USES	$ 4,143,166	$ 4,260,542	$ 4,215,054	$ 4,548,522	$ (287,980)	-6.8%

Activity Narrative: This Activity contains new measures for FY 2013.

Court Security Activity

The purpose of the Court Security Activity is to provide law enforcement to court personnel, judges, and the general public so they can be protected from persons threatening harm to themselves or others.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to suppress breaches of peace. A.R.S. §11-441 also states the Sheriff's Office shall attend all courts where an element of danger is anticipated.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of no injury incident responses at the courts	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of court arrests/removals	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of court incident responses	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of court incidents	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per court incident response	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 3,187,704	$ (3,187,704)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,187,704	$ (3,187,704)	N/A

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years.

Extraditions Activity

The purpose of the Extraditions Activity is to provide for the return of prisoners who are wanted on Maricopa County Superior Court warrants and are in custody elsewhere to the State of Arizona and Maricopa County so they can appear in court as requested and without incident.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number subjects returned	371	384	372	412	28	7.3%
Demand	Number requests for return of subjects	371	384	372	412	28	7.3%
Efficiency	Total activity expenditure per subject returned	$ 3,130.14	$ 4,572.24	$ 4,255.78	$ 4,231.71	$ 340.53	7.4%
Expenditure							
	100 - GENERAL	$ -	$ 274	$ 49,599	$ -	$ 274	100.0%
	255 - DETENTION OPERATIONS	1,161,282	1,755,468	1,367,813	1,743,465	12,003	0.7%
	TOTAL USES	$ 1,161,282	$ 1,755,742	$ 1,417,412	$ 1,743,465	$ 12,277	0.7%

Base Adjustments:

Detention Fund (255)

- Decrease expenditures by $70,000 to reallocate costs associated with juvenile extraditions to the Juvenile Probation Department.

Activity Narrative: The number of requests for return of subjects is expected to increase FY 2013 as the Department has partnered with Juvenile Probation to complete juvenile extraditions. However, the expenditures for this Activity are decreasing as the costs associated with these juvenile extraditions will be reallocated to the Juvenile Probation Department.

Inmate Transport Activity

The purpose of the Inmate Transport Activity is to provide confined and secured prisoner/inmate transportation, primarily to court, to prisoners and inmates so they can arrive at scheduled destination points without incident.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to bring all persons who attempt to commit or have committed a crime before a judge for examination.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of court transports where there are no incidents	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Inmates transported to court	124,961	134,388	117,468	100,548	(33,840)	-25.2%
Output	Number of court transport trips made	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of inmates required to be in court	124,961	134,388	117,468	100,548	(33,840)	-25.2%
Efficiency	Total activity expenditure per inmate transported to court	$ 145.56	$ 122.15	$ 129.23	$ 131.90	$ (9.75)	-8.0%
Expenditure							
	100 - GENERAL	$ 2,021,741	$ 2,320,924	$ 2,480,352	$ -	$ 2,320,924	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	2,961	126,135	(126,135)	N/A
	252 - INMATE SERVICES	22,694	8,065	-	-	8,065	100.0%
	255 - DETENTION OPERATIONS	16,145,136	14,087,150	12,696,707	13,136,240	950,910	6.8%
	TOTAL USES	$ 18,189,571	$ 16,416,139	$ 15,180,020	$ 13,262,375	$ 3,153,764	19.2%

Base Adjustments:

Detention Fund (255)

- Decrease Salaries and Benefits by $44,324 due to the conversion of (1) Law Enforcement Officer position to (1) Detention Officer position. The Sheriff's Office is in the process of converting Transportation staff from Law Enforcement to Detention personnel, to reflect the level of training required to perform inmate transports.

Activity Narrative: The measures for this Activity were updated for FY 2013. As the percent of court transports where there are no incidents is a new result measure in FY 2013, the Department will review this measure at a later date to determine the appropriate result percentage goal to reach. General Funds for this Activity have been redistributed to the newly created Court Security Activity in FY 2013.

Custody Management Program

The purpose of the Custody Management Program is to provide a safe and secure detention environment to inmates assigned to Sheriff's Custody so they can be safely, 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Alpha program graduates who do not return to jail within 2 years on substance	N/A	70.2%	22.5%	N/A	N/A	N/A
Percent of Jail intelligence items forwarded to law enforcement for action	7.6%	18.4%	10.9%	4.5%	(13.9%)	-75.5%
Percent of adult inmate participants who receive GEDs	N/A	N/A	1.3%	18.0%	N/A	N/A
Percent of Institutional Services labor hour requirements met by inmate labor hours	N/A	N/A	N/A	N/A	N/A	N/A
Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	N/A	N/A	N/A	N/A	N/A	N/A
Percent of participants that complete programs who do not incur disciplinary incidents after participating in skills and training programs	N/A	N/A	N/A	N/A	N/A	N/A
Percent of grievances heard	N/A	N/A	N/A	N/A	N/A	N/A
Percent of inmates not assaulted by other inmates while in custody	99.8%	99.8%	99.7%	99.7%	(0.1%)	-0.1%
Percent of inmates assigned to housing or released within 24 hours	N/A	N/A	N/A	99.7%	N/A	N/A
Percent of inmates accurately released	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Inmate Canteen and Optional Services
- Inmate Detention Housing
- Inmate Education
- Inmate Intake and Release
- Inmate Labor
- Inmate Related Mandates
- Inmate Skills and Training
- Inmate Substance Abuse Recovery
- Jail Intelligence and Security

Inmate Canteen and Optional Services Activity

The purpose of the Inmate Canteen and Optional Services Activity is to provide a sales and vending operation for convenience items, phone calls, touch-pay service, and other services such as marriage ceremonies at a cost to inmates and their visitors so they can have non-mandated inmate benefit and welfare programs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of inmate services dollars expended on inmate benefit and welfare programs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of inmate canteen packages delivered	N/A	N/A	N/A	375,924	N/A	N/A
Output	Number of dollars collected from inmate canteen and services operations	N/A	N/A	N/A	10,799,770	N/A	N/A
Demand	Number of orders for inmate canteen packages	N/A	N/A	N/A	375,924	N/A	N/A
Efficiency	Total activity expenditure per inmate canteen dollar generated	N/A	N/A	N/A	$ 0.35	N/A	N/A
Revenue							
	252 - INMATE SERVICES	$ 11,147,354	$ 10,799,768	$ 11,608,556	$ 12,322,361	$ 1,522,593	14.1%
	TOTAL SOURCES	$ 11,147,354	$ 10,799,768	$ 11,608,556	$ 12,322,361	$ 1,522,593	14.1%
Expenditure							
	252 - INMATE SERVICES	$ 5,003,662	$ 4,566,735	$ 4,651,106	$ 3,729,350	$ 837,385	18.3%
	255 - DETENTION OPERATIONS	-	5,000	2,218	-	5,000	100.0%
	TOTAL USES	$ 5,003,662	$ 4,571,735	$ 4,653,324	$ 3,729,350	$ 842,385	18.4%

Base Adjustments:

Inmate Services Fund (252)

- Increase revenue by $1,622,593 for increases in canteen sales and inmate phone usage.

Activity Narrative: The measures for this Activity are new for FY 2013. The percent of inmate canteen and optional-services revenue expended on inmate benefit and welfare programs as well as the dollars expended on inmate benefit and welfare programs will be calculated during FY 2013. The revenue increase of $1,522,593 is from a combination of canteen sales, inmate phone usage charges, and miscellaneous other charges. This additional funding will be spent on the expansion and creation of various inmate programs.

Inmate Detention Housing Activity

The purpose of the Inmate Detention Housing Activity is to provide controlled, secured, and safe jails with clothing, bedding, and sustenance to inmates so they can be properly provided for and protected from harming themselves or others throughout their duration in Sheriff's custody.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inmates not assaulted by other inmates while in custody	99.8%	99.8%	99.7%	99.7%	(0.1%)	-0.1%
Output	Cumulative inmate daily population served in Sheriff's detention facilities	7,322	7,600	7,517	2,799,550	2,791,950	36736.2%
Output	Number of inmate meals served	N/A	N/A	N/A	10,105,620	N/A	N/A
Output	Number of pounds of items laundered	N/A	N/A	N/A	3,552,168	N/A	N/A
Demand	Number of inmates assigned to Sheriff's detention facilities (ADJP)	7,322	7,600	7,517	7,670	70	0.9%
Efficiency	Total activity expenditure per inmate housed in Sheriff's detention facilities	$ 3,336.35	$ 3,325.44	$ 3,193.66	$ 35.77	$ 3,289.67	98.9%
Revenue							
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,610,628	$ 1,560,000	$ 1,452,118	$ 1,482,444	$ (77,556)	-5.0%
	254 - INMATE HEALTH SERVICES	63,379	80,500	161,439	165,060	84,560	105.0%
	255 - DETENTION OPERATIONS	33,350,335	30,675,616	32,018,677	31,829,293	1,153,677	3.8%
	TOTAL SOURCES	$ 35,024,342	$ 32,316,116	$ 33,632,234	$ 33,476,797	$ 1,160,681	3.6%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 371,248	$ 1,560,000	$ 431,268	$ 1,179,100	$ 380,900	24.4%
	252 - INMATE SERVICES	2,185,953	30,516	17,821	1,209,977	(1,179,461)	-3865.1%
	254 - INMATE HEALTH SERVICES	-	80,500	33,540	165,640	(85,140)	-105.8%
	255 - DETENTION OPERATIONS	95,154,468	99,422,265	95,547,682	97,585,380	1,836,885	1.8%
	TOTAL USES	$ 97,711,669	$101,093,281	$ 96,030,311	$100,140,097	$ 953,184	0.9%

Base Adjustments:

Inmate Services Fund (252)

- Transfer one (1) Management Assistant position from the General Fund (100) in the amount of $74,172 to align the duties of this position with the statutorily allowable uses of the fund.

Inmate Health Services Fund (254)

- Increase Revenue by $90,060 to right-size to anticipated revenue level based on FY 2012 Forecast.
- Decrease Interest Revenue by $4,920 to right-size to anticipated level due to lower interest rates.
- Increase of $85,150 in Medical Supplies to allow for the expenditure of the increase in revenue.

Detention Fund (255)

- Increase booking and per diem revenue due to an anticipated increase in the inmate population and increased booking and per diem rates. Revenue received from recycled cardboard is also expected to increase. In all, revenue is budgeted $1,153,677 higher than in FY 2012.
- Increase General Supplies by $1,107,500 for an increase in uniform allowances for detention officers from $300 to $800.

Activity Narrative: The measures for this Activity are new for FY 2013. As such, data should not be compared to prior years. The booking and per diem rates charged to cities and towns for holding inmates in County detention facilities were increased in FY 2013 to $236.78 and $85.91, respectively. Due to these increased rates along with an increasing inmate population, it is anticipated that Detention Fund (255) revenue will increase 3.8% from FY 2012 Revised to FY 2013. Recent staff realignments resulted in 136 Detention Fund (255) positions being shifted from this Activity in FY 2012 to other Activities in FY 2013. Additionally, eleven (11) FTEs working on programs related to the welfare and education of inmates were transferred from the Detention Fund (255) to the Inmate Services Fund (252). Furthermore, the Inmate Services Fund (252) budget is increased to fund supplies and services needed for program expansion. Based on the FY 2012 Forecast, FY 2013 health service co-payment revenue in the Inmate Health Services Fund (254) is increased by $90,060. This dramatic increase is the result of an increase in the inmate population coupled with a sicklier inmate population.

Jail Housing Rates				
	FY 2012	FY 2013	Change	% Var
Booking	$188.48	$236.78	$ 48.30	25.63%
Per Diem	$ 73.54	$ 85.91	$ 12.37	16.82%

Inmate Education Activity

The purpose of the Inmate Education Activity is to provide general education and special education classes to qualifying jailed juvenile and adult inmates so they can complete required hours to earn their GEDs or diplomas.

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 Education Services Agency.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of adult inmate participants who receive GEDs	N/A	N/A	1.3%	18.0%	N/A	N/A
Output	# of inmates participating in education classes	N/A	N/A	N/A	3,156	N/A	N/A
Demand	# of inmates for which education classes are mandated	N/A	N/A	N/A	11,980	N/A	N/A
Demand	# of adult inmates eligible to participate in general education programs	N/A	N/A	N/A	11,980	N/A	N/A
Demand	# of qualifying inmates participating in mandatory special education classes	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per inmate education participant	$ 144.44	$ 324.39	$ 270.90	$ 873.85	$ (549.46)	-169.4%
Revenue							
	251 - SHERIFF GRANTS	$ 331,640	$ 485,335	$ 480,333	$ 525,716	$ 40,381	8.3%
	TOTAL SOURCES	$ 331,640	$ 485,335	$ 480,333	$ 525,716	$ 40,381	8.3%
Expenditure							
	251 - SHERIFF GRANTS	$ 338,880	$ 480,333	$ 480,333	$ 525,716	$ (45,383)	-9.4%
	252 - INMATE SERVICES	720,011	1,917,897	889,595	2,231,696	(313,799)	-16.4%
	255 - DETENTION OPERATIONS	125,262	98,295	99,990	468	97,827	99.5%
	TOTAL USES	$ 1,184,153	$ 2,496,525	$ 1,469,918	$ 2,757,880	$ (261,355)	-10.5%

Activity Narrative: The measures of this Activity were changed for FY 2013; therefore the FY 2013 data should not be compared to prior years. Due to a legal analysis confirming that all educational programs can be supported by the Inmate Services Fund (252), three (3) FTEs have been transferred from the Detention Fund (255) to the Inmate Services Fund (252) in FY 2013. Furthermore, additional funding has been budgeted in the Inmate Services Fund (252) to allow for expansion of jail education programs.

Inmate Intake and Release Activity

The purpose of the Inmate Intake and Release Activity is to provide proper and efficient acceptance, booking, identification, classification, and release to inmates so they can be accurately assigned to jail facilities, held for other agencies, or released from Sheriff's custody.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441, 31-121, 31-122, 31-101, 31-124 and 13-3890 which require the Sheriff's Office to be responsible for county jails and inmate detention.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of inmates assigned to housing or released within 24 hours	N/A	N/A	N/A	99.7%	N/A	N/A
Result	Percent of inmates accurately released	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of inmates assigned to housing or released	N/A	N/A	N/A	108,316	N/A	N/A
Output	Number of bookings	N/A	N/A	N/A	108,588	N/A	N/A
Output	Number of prisoner fingerprint records verified	N/A	N/A	N/A	108,588	N/A	N/A
Output	Number of releases	N/A	N/A	N/A	109,424	N/A	N/A
Output	Number of prisoners refused for booking	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of prisoners accepted for booking	N/A	N/A	N/A	108,588	N/A	N/A
Demand	Number of inmates ordered for release	N/A	N/A	N/A	109,424	N/A	N/A
Demand	Number of inmate ten prints taken	N/A	N/A	N/A	108,588	N/A	N/A
Efficiency	Total activity expenditure per inmate assigned to housing or released	N/A	N/A	N/A	$ 176.54	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ 138,600	$ 160,700	$ 160,700	$ 176,531	$ 15,831	9.9%
	TOTAL SOURCES	$ 138,600	$ 160,700	$ 160,700	$ 176,531	$ 15,831	9.9%
Expenditure							
	251 - SHERIFF GRANTS	$ 137,488	$ 158,075	$ 171,053	$ 176,531	$ (18,456)	-11.7%
	214 - SHERIFF JAIL ENHANCEMENT	8,048	-	2,045	99,167	(99,167)	N/A
	252 - INMATE SERVICES	68,152	41,129	18,376	-	41,129	100.0%
	255 - DETENTION OPERATIONS	19,732,147	19,260,663	18,610,870	18,846,340	414,323	2.2%
	TOTAL USES	$ 19,945,835	$ 19,459,867	$ 18,802,344	$ 19,122,038	$ 337,829	1.7%

Activity Narrative: This is a new Activity for FY 2013. The number of prisoners refused for booking will be tracked and reported during FY 2013 to establish a baseline.

Inmate Labor Activity

The purpose of the Inmate Labor Activity is to provide and monitor work hours to fully sentenced and eligible inmates so they can perform labor intensive functions in the jails at a reduced cost to the public and receive time reduction credit toward their sentences.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Institutional Services labor hour requirements met by inmate labor hours	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Inmate Labor Hours Worked	3,509,352	3,509,352	3,509,352	3,509,352	-	0.0%
Output	Number of work hours available (paid and unpaid) for labor in Jail Institutional Services Divisions	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of inmate labor hours requested for Jail Institutional Services Divisions	N/A	N/A	N/A	3,509,352	N/A	N/A
Efficiency	Total activity expenditure per inmate labor hour worked	$ 0.14	$ 0.12	$ 0.12	$ 0.12	$ (0.00)	-0.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 505,557	$ 418,459	$ 416,854	$ 421,536	$ (3,077)	-0.7%
	TOTAL USES	$ 505,557	$ 418,459	$ 416,854	$ 421,536	$ (3,077)	-0.7%

Activity Narrative: The measures for this Activity have been updated for FY 2013.

Inmate Related Mandates Activity

The purpose of the Inmate Related Mandates Activity is to provide mandated services including religious services, grievance hearings, legal materials, library services, and mail to inmates so they can receive items and services mandated to them by law.

Mandates: This Activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of grievances heard	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of inmates who receive mandated services	7,322	7,600	7,517	7,670	70	0.9%
Output	Number of inmate grievances reviewed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of inmates	7,322	7,600	7,517	7,670	70	0.9%
Demand	Number of inmate grievances filed	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per inmate for mandated services	N/A	N/A	N/A	$ 356.71	N/A	N/A
Expenditure							
	252 - INMATE SERVICES	$ 1,251,973	$ 1,373,135	$ 669,467	$ 854,501	$ 518,634	37.8%
	255 - DETENTION OPERATIONS	5,622,041	5,766,290	5,627,873	10,089,328	(4,323,038)	-75.0%
	TOTAL USES	$ 6,874,014	$ 7,139,425	$ 6,297,340	$ 10,943,829	$ (3,804,404)	-53.3%

Activity Narrative: The measures for this Activity have been updated for FY 2013. The department will review the data during FY 2013 to determine appropriate performance standards. Due to the creation of the Detention Standards and Compliance division, 134 positions were shifted to this Activity to properly reflect their function in FY 2013. The Detention Fund (255) budget for this Activity is increased by 75% in FY 2013 over FY 2012 Revised.

Inmate Skills and Training Activity

The purpose of the Inmate Skills and Training Activity is to provide vocational, coping, and life training and skills to adult and juvenile inmates so they can use their time more productively and maintain acceptable behavior while in jail.

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 Education Services Agency.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of participants that complete programs who do not incur disciplinary incidents after participating in skills and training programs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Inmate Skills Training Participants	5,650	4,512	5,904	7,296	2,784	61.7%
Output	Number of participants who complete skills or training course requirements	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of inmates eligible for skills training programs	5,650	4,512	5,931	7,296	2,784	61.7%
Efficiency	Total activity expenditure per skills training program participant	$ 112.42	$ 604.51	$ 90.95	$ 240.58	$ 363.93	60.2%
Revenue							
	203 - SHERIFF DONATIONS	$ 10,970	$ 19,296	$ 14,414	$ 16,404	$ (2,892)	-15.0%
	TOTAL SOURCES	$ 10,970	$ 19,296	$ 14,414	$ 16,404	$ (2,892)	-15.0%
Expenditure							
	203 - SHERIFF DONATIONS	$ 16,329	$ 19,299	$ 12,816	$ 18,946	$ 353	1.8%
	252 - INMATE SERVICES	618,821	2,708,239	522,924	1,736,321	971,918	35.9%
	TOTAL USES	$ 635,150	$ 2,727,538	$ 535,740	$ 1,755,267	$ 972,271	35.6%

Activity Narrative: The measures for this Activity have been updated for FY 2013. Due to a legal analysis confirming which programs can be supported by the Inmate Services Fund (252), nine (9) FTE have been transferred from the Detention Fund (255) to the Inmate Services Fund (252) in FY 2013. However, due to the creation of new activities and the consequent reallocation of personnel, supplies, and services, expenditures in this Activity are decreasing in FY 2013.

Inmate Substance Abuse Recovery Activity

The purpose of the Inmate Substance Abuse Recovery Activity is to provide treatment and rehabilitation sessions to adult and juvenile inmates so they can avoid returning to jail on substance abuse charges.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	% of Alpha program graduates who do not return to jail within 2 years on substance abuse charges	N/A	70.2%	22.5%	N/A	N/A	N/A
Output	# of Alpha program participants	1,140	728	795	1,044	316	43.4%
Output	Number of Inmates graduating from Alpha classes	264	168	262	356	188	111.9%
Demand	# of inmates screened for program admission	N/A	N/A	N/A	676	N/A	N/A
Demand	# of qualified inmates for Alpha program	N/A	N/A	N/A	1,044	N/A	N/A
Efficiency	Total activity expenditure per Alpha program participant	$ 701.89	$ 2,736.91	$ 1,380.67	$ 2,169.31	$ 567.60	20.7%
Revenue							
	251 - SHERIFF GRANTS	$ 46,690	$ 61,841	$ 61,741	$ 77,798	$ 15,957	25.8%
	TOTAL SOURCES	$ 46,690	$ 61,841	$ 61,741	$ 77,798	$ 15,957	25.8%
Expenditure							
	251 - SHERIFF GRANTS	$ 52,997	$ 61,267	$ 61,741	$ 77,798	$ (16,531)	-27.0%
	252 - INMATE SERVICES	747,162	1,930,600	1,035,642	2,186,358	(255,758)	-13.2%
	255 - DETENTION OPERATIONS	-	600	250	600	-	0.0%
	TOTAL USES	$ 800,159	$ 1,992,467	$ 1,097,633	$ 2,264,756	$ (272,289)	-13.7%

Base Adjustments:

Inmate Services Fund (252)

- Added funding one (1) Program Coordinator and one (1) Social Worker in the amount of $104,907 to expand the ALPHA drug treatment program.

Activity Narrative: This Activity's measures are new for FY 2013; consequently the FY 2013 data should not be compared to previous years. Two (2) new positions have been budgeted in the Inmate Services Fund (252) for in this Activity, a Program Coordinator and Social Worker, to be used in the expansion of the ALPHA program. Additional funding has been budgeted to expand this Activity's programs in FY 2013.

Jail Intelligence and Security Activity

The purpose of the Jail Intelligence and Security Activity is to provide active monitoring of inmate mail activity, interactions, and phone conversations to Sheriff's custody officials, law enforcement and criminal justice agencies so they can be informed of threats, prevent crimes, and maintain jail security.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of jail intelligence items forwarded to law enforcement for action	7.6%	18.4%	10.9%	4.5%	(13.9%)	-75.5%
Output	Number of jail intelligence items processed (reviewed/analyzed)	51,595	48,690	52,449	49,424	734	1.5%
Output	Number of threats detected/identified	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of jail intelligence items/requests received	51,595	48,690	52,449	49,424	734	1.5%
Efficiency	Total activity expenditure per jail intelligence item processed	N/A	N/A	N/A	$ 50.21	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ -	$ -	$ -	$ 48,500	$ 48,500	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 48,500	$ 48,500	N/A
Expenditure							
	251 - SHERIFF GRANTS	$ -	$ -	$ -	$ 48,500	$ (48,500)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	143	-	4,780	54,327	(54,327)	N/A
	255 - DETENTION OPERATIONS	2,644,960	2,538,417	2,416,379	2,378,591	159,826	6.3%
	TOTAL USES	$ 2,645,103	$ 2,538,417	$ 2,421,159	$ 2,481,418	$ 56,999	2.2%

Activity Narrative: This is a new Activity in FY 2013. The baseline for the number of threats detected/identified will be established by the Department in FY 2013.

Enforcement and Detention Operational Resources Program

The purpose of the Enforcement and Detention Operational Resources Program is to provide comprehensive support services to Law Enforcement and Custody so they can meet goals and objectives efficiently and in compliance with legal standards by a qualified and productive workforce.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of vehicles receiving preventative maintenance in 48 hrs. or less	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Information System Availability (24x7)	99.2%	100.0%	49.7%	99.5%	(0.5%)	-0.5%
Percent of applicants hired	N/A	N/A	N/A	21.0%	N/A	N/A
Percent of sheriff's personnel who meet annual training requirements	N/A	N/A	N/A	N/A	N/A	N/A
Percent of requests to produce/furnish evidentiary items in storage met	N/A	N/A	N/A	N/A	N/A	N/A
Percent of flight mission requests met for extraditions	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Aviation
- Employee Professional Standards
- Information and Communications Technology
- Mandated Enforcement and Detention Training
- Property and Evidence
- Sheriff's Vehicle Fleet

Aviation Activity

The purpose of the Aviation Activity is to provide aerial transportation and observations to the Sheriff's Office and other agencies so they can expedite accomplishment of public safety objectives.

Mandates: This is a non-mandated Activity.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of flight mission requests met for extraditions	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of prisoner transport missions flown	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of missions flown	N/A	N/A	N/A	1,040	N/A	N/A
Output	Number of prisoners returned	N/A	N/A	N/A	144	N/A	N/A
Demand	Number of requests for prisoner transports (Aviation extradition missions)	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of flight missions requested	N/A	N/A	N/A	600	N/A	N/A
Efficiency	Total activity expenditure per aviation mission flown	N/A	N/A	N/A	$ 2,203.52	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 2,291,656	$ (2,291,656)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 2,291,656	$ (2,291,656)	N/A

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Employee Professional Standards Activity

The purpose of the Employee Professional Standards Activity is to provide internal affairs investigations, background investigations, polygraph examinations, and applicant pre-screenings to the Maricopa County Sheriff so they can hire and retain qualified employees who meet and maintain Sheriff's Office standards.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of applicants hired	N/A	N/A	N/A	21.0%	N/A	N/A
Output	Number of background reviews conducted	N/A	N/A	N/A	830	N/A	N/A
Output	Number of internal affairs cases completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of applicant background reviews required	N/A	N/A	N/A	2,000	N/A	N/A
Demand	Number of internal affairs cases initiated	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per internal affairs case reviewed	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,129,056	$ 2,218,857	$ 2,183,342	$ 3,253,225	$ (1,034,368)	-46.6%
	212 - SHERIFF RICO	-	-	9,625	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	-	-	1,579	-	-	N/A
	255 - DETENTION OPERATIONS	1,105,952	683,599	657,305	48,516	635,083	92.9%
	TOTAL USES	$ 2,235,008	$ 2,902,456	$ 2,851,851	$ 3,301,741	$ (399,285)	-13.8%

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Information and Communications Technology Activity

The purpose of the Information and Communications Technology Activity is to provide centralized leadership and coordination for voice, data, radio, and other enforcement and detention communications systems, as well as, support to enforcement, detention and civilian personnel so they can communicate and operate more efficiently in day to day public safety, custody, and overall Sheriff's operations.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Information System Availability (24x7)	99.2%	100.0%	49.7%	99.5%	(0.5%)	-0.5%
Output	Days information/telecommunications systems operational (24x7)	364	365	364	365	-	0.0%
Demand	Number of Days information/telecommunications systems required	365	365	365	365	-	0.0%
Demand	Number of radio units supported	N/A	N/A	N/A	17,756	N/A	N/A
Demand	Number of PC units supported	N/A	N/A	N/A	14,160	N/A	N/A
Efficiency	MCSI cost per operational day	$ 5,792.32	$ 6,751.68	$ 11,844.90	$ 7,023.18	$ (271.50)	-4.0%
Revenue							
	100 - GENERAL	$ 128,949	$ 179,623	$ 199,084	$ 132,029	$ (47,594)	-26.5%
	TOTAL SOURCES	$ 128,949	$ 179,623	$ 199,084	$ 132,029	$ (47,594)	-26.5%
Expenditure							
	100 - GENERAL	$ 797,728	$ 1,590,537	$ 2,886,357	$ 2,322,874	$ (732,337)	-46.0%
	252 - INMATE SERVICES	-	151,525	141,100	160,162	(8,637)	-5.7%
	255 - DETENTION OPERATIONS	1,389,208	722,301	722,301	80,423	641,878	88.9%
	TOTAL USES	$ 2,186,936	$ 2,464,363	$ 3,749,758	$ 2,563,459	$ (99,096)	-4.0%

Activity Narrative: This Activity contains new measures for FY 2013.

Mandated Enforcement and Detention Training Activity

The purpose of the Mandated Enforcement and Detention Training Activity is to provide detention and enforcement basic and incumbent training programs, firearms and non-lethal weapons training facilities and records, employee course certification records, and bullet proof/stab proof vest acquisitions and assignments primarily to Maricopa County Sheriff's Office compensated sworn and detention personnel so they can be prepared/certified to perform jobs safely and maintain proficiency standards for mandated certifications.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of sheriff's personnel who meet annual training requirements	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number enforcement and detention personnel whose annual training and proficiency requirements were evaluated	3,293	2,689	2,947	N/A	N/A	N/A
Output	Number of detention academy attendees that graduate	N/A	N/A	N/A	180	N/A	N/A
Output	Number of law enforcement academy attendees that graduate	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of MCSO personnel who are required to meet mandated proficiency standards	2,682	2,689	2,647	2,768	79	2.9%
Demand	Number of detention officer candidates who enter detention academies	N/A	N/A	N/A	260	N/A	N/A
Demand	Number of law enforcement deputy candidates who enter sworn academies	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per certified enforcement and detention FTE	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ 83,195	$ 51,410	$ 55,186	$ 74,167	$ 22,757	44.3%
	TOTAL SOURCES	$ 83,195	$ 51,410	$ 55,186	$ 74,167	$ 22,757	44.3%
Expenditure							
	100 - GENERAL	$ 136,447	$ 226,196	$ 429,070	$ 3,031,750	$ (2,805,554)	-1240.3%
	251 - SHERIFF GRANTS	93,341	51,410	52,048	74,167	(22,757)	-44.3%
	212 - SHERIFF RICO	-	-	2,218	3,096	(3,096)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	-	-	12,584	18,715	(18,715)	N/A
	255 - DETENTION OPERATIONS	4,466,106	3,392,924	3,399,637	1,496,121	1,896,803	55.9%
	TOTAL USES	$ 4,695,894	$ 3,670,530	$ 3,895,557	$ 4,623,849	$ (953,319)	-26.0%

Base Adjustments:

General Fund (100)

- Increase education and training expenditures by $849,841 to support training and instructor certification for firearms, defensive tactics, law enforcement driving, interview techniques, and investigative methods. The Sheriff's Office currently meets minimum standards for training but desires to expand training in order to reduce liability and improve performance. A specific training plan has not been created, but it is estimated that the cost of defensive driving training alone could be $500,000.

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Property and Evidence Activity

The purpose of the Property and Evidence Activity is to provide safekeeping, storage, transporting, testing, and destroying of evidentiary and other property to criminal justice agencies (law enforcement courts, detention/correction) so they can so they can have items available for examination and review, released or disposed of according to mandate.

Mandates: A.R.S. § 28-3511 establishes the Sheriff's Office duties to acquire and maintain evidence, as well as impound vehicles.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of requests to produce/furnish evidentiary items in storage met	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of sworn and detention items destroyed, disposed of and/or released	46,220	26,680	13,340	12,520	(14,160)	-53.1%
Output	Number of evidentiary item safekeeping transactions completed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of evidentiary items requests filled	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of new items received for safekeeping (sworn and detention)	N/A	N/A	N/A	27,304	N/A	N/A
Demand	Number of requests for evidentiary items to be produced/furnished	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of mandated towed vehicle impounds received	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per evidentiary item safekeeping transaction completed	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 19,308	$ 14,000	$ 18,415	$ 14,000	$ -	0.0%
	TOTAL SOURCES	$ 19,308	$ 14,000	$ 18,415	$ 14,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 297,932	$ 499,972	$ 522,702	$ 1,001,863	$ (501,891)	-100.4%
	212 - SHERIFF RICO	-	-	1,940	-	-	N/A
	255 - DETENTION OPERATIONS	595,676	464,124	460,025	-	464,124	100.0%
	TOTAL USES	$ 893,608	$ 964,096	$ 984,667	$ 1,001,863	$ (37,767)	-3.9%

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Sheriff's Vehicle Fleet Activity

The purpose of the Sheriff's Vehicle Fleet Activity is to provide safe and reliable vehicles, fleet records, registrations, and preventive maintenance/repair notices to Sheriff's operations so they can patrol the County, respond to calls for service, transport arrestees and inmates, deliver meals and laundry, command incidents, and transport officials safely, cost effectively and without interruption in service.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of vehicles receiving preventative maintenance in 48 hrs. or less	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Vehicles on preventive maintenance inventory (assigned vehicles managed)	729	728	734	742	14	1.9%
Demand	Number of vehicles in MCSO fleet	733	735	731	730	(5)	-0.7%
Efficiency	Total activity expenditure per vehicle maintained in MCSO fleet	$ 101.93	$ 119.10	$ 119.61	$ 114.91	$ 4.19	3.5%
Expenditure							
	100 - GENERAL	$ 5,826	$ 193,422	$ 200,507	$ 341,061	$ (147,639)	-76.3%
	255 - DETENTION OPERATIONS	291,208	153,394	150,795	-	153,394	100.0%
	TOTAL USES	$ 297,034	$ 346,816	$ 351,302	$ 341,061	$ 5,755	1.7%

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. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing, and implementing homeland securities strategies.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of level 1 priority calls dispatched under threshold	N/A	N/A	N/A	92.0%	N/A	N/A
Percent of days MCSO is prepared to respond	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of investigations cases cleared by arrest	15.4%	20.0%	17.5%	15.1%	(5.0%)	-24.8%
Percent of Priority 1 calls responded to within 5 minutes or less	49.6%	50.0%	49.6%	49.5%	(0.5%)	-1.0%
Percent of missions resulting in rescue	100.0%	95.8%	96.7%	100.0%	4.2%	4.3%
Percent of valid warrant confirmations	N/A	N/A	N/A	N/A	N/A	N/A
Percent of No-Injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Disaster and Community Threat Disruption Response
- Dispatch
- Enforcement Support
- Investigations
- Patrol
- Search and Rescue
- Special Weapons and Tactics (SWAT)
- Warrant and Records Information Processing

Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide response preparedness and intelligence to law enforcement agencies and the State of Arizona Homeland Security so they can at all times avoid acts of terrorism and other serious criminal activity, reduce vulnerabilities to critical hazards, and minimize damage to allow recovery.

Mandates: A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of days MCSO is prepared to respond	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of days in the year	365	365	365	365	-	0.0%
Output	Number of target hardening initiatives completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of target hardening initiatives pending and in progress	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of days identified by Homeland Security as high terrorism threat days	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per response preparedness day	$ 9,365.19	$ 9,551.94	$ 9,021.08	$ 8,324.63	$ 1,227.32	12.8%
Revenue							
	251 - SHERIFF GRANTS	$ 1,780,923	$ 2,563,109	$ 2,442,664	$ 1,994,121	$ (568,988)	-22.2%
	TOTAL SOURCES	$ 1,780,923	$ 2,563,109	$ 2,442,664	$ 1,994,121	$ (568,988)	-22.2%
Expenditure							
	100 - GENERAL	$ 818,445	$ 923,350	$ 826,389	$ 1,044,368	$ (121,018)	-13.1%
	251 - SHERIFF GRANTS	2,582,064	2,563,109	2,466,307	1,994,121	568,988	22.2%
	255 - DETENTION OPERATIONS	17,785	-	-	-	-	N/A
	TOTAL USES	$ 3,418,294	$ 3,486,459	$ 3,292,696	$ 3,038,489	$ 447,970	12.8%

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Dispatch Activity

The purpose of the Dispatch Activity is to provide 24-hour public safety and emergency radio communications to public safety personnel and the general public so they can have calls handled properly and priority 1 calls can be dispatched within 2 minutes or less.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of level 1 priority calls dispatched under threshold	N/A	N/A	N/A	92.0%	N/A	N/A
Output	Number of Police Service Communications Dispatched	225,691	223,009	213,822	215,180	(7,829)	-3.5%
Output	Number of Priority 1 calls dispatched	N/A	N/A	N/A	3,348	N/A	N/A
Demand	Number of Incoming police service communications	225,691	223,009	213,822	215,180	(7,829)	-3.5%
Efficiency	Total activity expenditure per Police Service call dispatched	$ 10.94	$ 14.83	$ 12.75	$ 14.29	$ 0.55	3.7%
Revenue							
	100 - GENERAL	$ 275,057	$ 270,587	$ 260,059	$ 258,664	$ (11,923)	-4.4%
	TOTAL SOURCES	$ 275,057	$ 270,587	$ 260,059	$ 258,664	$ (11,923)	-4.4%
Expenditure							
	100 - GENERAL	$ 1,060,053	$ 1,827,857	$ 1,251,004	$ 1,843,470	$ (15,613)	-0.9%
	255 - DETENTION OPERATIONS	1,409,589	1,480,002	1,474,947	1,230,902	249,100	16.8%
	TOTAL USES	$ 2,469,642	$ 3,307,859	$ 2,725,951	$ 3,074,372	$ 233,487	7.1%

Base Adjustments:

Detention Fund (255)

- Decrease Personnel, Supplies, and Services by $259,331 to right-size Activity expenditures based on the 60/40 split of charges for dispatch services used by the Detention Fund (255).

Activity Narrative: This Activity contains new measures for FY 2013. Some performance data could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Enforcement Support Activity

The purpose of the Enforcement Support Activity is provide supplemental personnel, including volunteers and reserves, equipment, vehicles, and horses to the Sheriff's Office so they can have the increased capacity necessary to meet public safety needs and initiatives.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to preserve the peace, and suppress all riots and insurrections which come to the knowledge of the Sheriff's Office. A.R.S. §11-1051 requires the Sheriff's Office to enforce Federal Immigration laws to fullest extent of Federal Law.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Output	Number of human smuggling arrests	N/A	N/A	N/A	360	N/A	N/A
Output	Number of animals seized	N/A	N/A	N/A	248	N/A	N/A
Output	Number of enforcement support division responses and assists	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of animal abuse incidents	N/A	N/A	N/A	3,116	N/A	N/A
Demand	Number of human smuggling incidents	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of employer sanctions incidents	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of requests for enforcement support--posse and reserves	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total Activity Expenditure per enforcement support division response or assist	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 301,200	$ 340,000	$ 354,819	$ 340,000	$ -	0.0%
	251 - SHERIFF GRANTS	1,600,000	2,101,500	2,101,500	1,810,973	(290,527)	-13.8%
	203 - SHERIFF DONATIONS	22,771	6,436	1,645	6,436	-	0.0%
	206 - OFFICER SAFETY EQUIPMENT	-	-	20,161	60,000	60,000	N/A
	TOTAL SOURCES	$ 1,923,971	$ 2,447,936	$ 2,478,125	$ 2,217,409	$ (230,527)	-9.4%
Expenditure							
	100 - GENERAL	$ 8,296,041	$ 10,415,546	$ 8,836,122	$ 3,575,215	$ 6,840,331	65.7%
	251 - SHERIFF GRANTS	1,598,502	2,116,589	2,127,727	1,810,973	305,616	14.4%
	203 - SHERIFF DONATIONS	14,164	7,001	200	7,001	-	0.0%
	206 - OFFICER SAFETY EQUIPMENT	-	-	-	60,000	(60,000)	N/A
	212 - SHERIFF RICO	-	-	8,424	105,604	(105,604)	N/A
	255 - DETENTION OPERATIONS	614,782	26	(3,086)	158	(132)	-507.7%
	TOTAL USES	$ 10,523,489	$ 12,539,162	$ 10,969,387	$ 5,558,951	$ 6,980,211	55.7%

Activity Narrative: This Activity contains new measures for FY 2013. Some performance data could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Investigations Activity

The purpose of the Investigations Activity is to provide criminal investigative services to the public and the prosecution so they can have criminals arrested and cases can be cleared.

Mandates: This Activity supports the overall mandate of the Enforcement Program. Also**,** A.R.S. §13-4405 mandates the Sheriff's Office, in instances where the Sheriff's Office is the investigator of an offense, provide victims with required legal process and resource information.

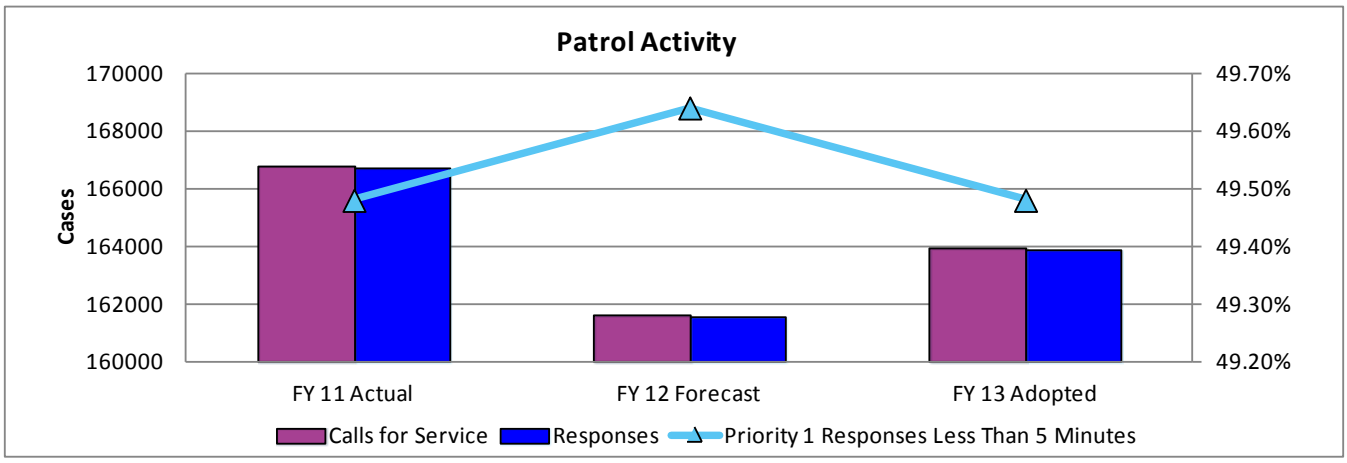
Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of investigations cases cleared by arrest	15.4%	20.0%	17.5%	15.1%	(5.0%)	-24.8%
Output	Number of Cases Cleared	4,855	4,152	5,102	5,552	1,400	33.7%
Demand	Number of Cases assigned/undertaken (cases to be handled)	3,858	3,684	3,953	10,680	6,996	189.9%
Efficiency	Total activity expenditure per case cleared	N/A	N/A	N/A	$ 3,246.68	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ 2,646,343	$ 2,793,633	$ 2,798,053	$ 3,280,593	$ 486,960	17.4%
	212 - SHERIFF RICO	1,740,664	2,000,000	1,027,726	2,000,000	-	0.0%
	TOTAL SOURCES	$ 4,387,007	$ 4,793,633	$ 3,825,779	$ 5,280,593	$ 486,960	10.2%
Expenditure							
	100 - GENERAL	$ 8,614,591	$ 7,774,923	$ 7,825,105	$ 12,864,731	$ (5,089,808)	-65.5%
	251 - SHERIFF GRANTS	3,264,713	2,765,878	2,858,130	3,280,593	(514,715)	-18.6%
	212 - SHERIFF RICO	1,745,763	2,000,000	981,883	1,880,265	119,735	6.0%
	255 - DETENTION OPERATIONS	4,660,137	4,500,509	4,494,242	-	4,500,509	100.0%
	TOTAL USES	$ 18,285,204	$ 17,041,310	$ 16,159,360	$ 18,025,589	$ (984,279)	-5.8%

Patrol Activity

The purpose of the Patrol Activity is to provide 24-hour preventive enforcement and law enforcement response to the general public in County districts, at the lakes, on park trails and to contracted cities and towns so they can be protected from criminal activity and offenders and receive prompt response to public safety emergencies.

Mandates: This Activity supports the overall mandate of the Enforcement Program. Additionally, A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Priority 1 calls responded to within 5 minutes or less	49.6%	50.0%	49.6%	49.5%	(0.5%)	-1.0%
Output	Number of Radio calls for service responses (Number of responses)	166,713	166,308	161,522	163,844	(2,464)	-1.5%
Output	Number of Priority 1 calls responded to	1,899	1,920	1,928	1,552	(368)	-19.2%
Output	Part 1 (Violent) Crimes Reported	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of on-view (deputy viewed) incident responses	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number Radio calls for service dispatched to patrol (Number of incidents)	166,769	166,372	161,595	163,912	(2,460)	-1.5%
Demand	Number of Patrol Vehicle Miles Driven	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per call for service response	$ 169.66	$ 190.57	$ 209.32	$ 214.41	$ (23.84)	-12.5%
Revenue							
	100 - GENERAL	$ 9,194,585	$ 9,402,308	$ 9,807,578	$ 9,559,841	$ 157,533	1.7%
	251 - SHERIFF GRANTS	566,092	487,916	495,800	457,182	(30,734)	-6.3%
	203 - SHERIFF DONATIONS	-	-	1,000	-	-	N/A
	TOTAL SOURCES	$ 9,760,677	$ 9,890,224	$ 10,304,378	$ 10,017,023	$ 126,799	1.3%
Expenditure							
	100 - GENERAL	$ 27,649,015	$ 31,205,232	$ 33,316,721	$ 34,672,426	$ (3,467,194)	-11.1%
	251 - SHERIFF GRANTS	538,948	487,916	481,365	457,182	30,734	6.3%
	203 - SHERIFF DONATIONS	1,814	-	-	-	-	N/A
	212 - SHERIFF RICO	2,276	-	11,093	-	-	N/A
	255 - DETENTION OPERATIONS	92,415	-	-	-	-	N/A
	TOTAL USES	$ 28,284,468	$ 31,693,148	$ 33,809,179	$ 35,129,608	$ (3,436,460)	-10.8%



Base Adjustments:

General Fund (100)

- Increase General Supplies by $135,000 for an increase in uniform allowances for sworn law enforcement personnel from $600 to $800.

Activity Narrative: This Activity contains new measures for FY 2013. Some performance data could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide search or rescue missions to persons who are lost, injured or in distress primarily in Maricopa County so they can be aided and taken to safety or recovered.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of missions resulting in rescue	100.0%	95.8%	96.7%	100.0%	4.2%	4.3%
Output	Number Search and rescue missions undertaken	29	96	61	36	(60)	-62.5%
Demand	Number Search and rescue incidents reported	29	96	61	36	(60)	-62.5%
Efficiency	Total activity expenditure per search and rescue mission undertaken	$ (266.10)	$ 263.68	$ 145.95	$ 4,207.50	$ (3,943.82)	-1495.7%
Expenditure							
	100 - GENERAL	$ (7,717)	$ 25,313	$ 11,013	$ 151,470	$ (126,157)	-498.4%
	TOTAL USES	$ (7,717)	$ 25,313	$ 11,013	$ 151,470	$ (126,157)	-498.4%

Special Weapons and Tactics (SWAT) Activity

The purpose of the Special Weapons and Tactics (SWAT) Activity is to provide specialized high risk and tactical law enforcement responses which would include Chemical, Biological, Radioactive, Nuclear Explosive (CBRNE) handling, hostage situations, riots and other incidents requiring the utilization of specialized weapons and tactics, including, K-9s, to the public and other law enforcement agencies so they can benefit from avoidance of or protection from critical or catastrophic events, serious injury or death.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of No-Injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Specialized Weapons and Tactics (SWAT) Division Incident Responses and/or Assists	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of K-9 Sniffs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Chemical, biological, radioactive, nuclear explosive and explosive ordnance responses	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of Calls for Service and/or Incidents Requiring Specialized Weapons and Tactics (SWAT)	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of Chemical, biological, radioactive, nuclear explosive and explosive ordnance reported incidents	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per SWAT Division incident response or assist	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 3,143,635	$ (3,143,635)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,143,635	$ (3,143,635)	N/A

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Warrants and Records Information Processing Activity

The purpose of the Warrants and Records Information Processing Activity is to provide validations and confirmations for warrants, criminal records, orders of protection, and sex offender registrations to criminal justice agencies and the public so they can increase public safety.

Mandates: A.R.S. §13-3624 mandates that emergency orders of protection be available at all times.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of valid warrant confirmations	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of warrant confirmations and orders of protection completed (processed)	N/A	N/A	N/A	51,600	N/A	N/A
Output	Number of sex offender registration actions completed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of warrant confirmations completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of warrants and orders of protection received	63,895	70,180	66,397	64,504	(5,676)	-8.1%
Demand	Number of sex offender registration actions submitted by registrants to process	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of criminal records requests	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per warrant confirmation and orders of protection items completed (processed)	N/A	N/A	N/A	$ 35.75	N/A	N/A
Revenue							
	100 - GENERAL	$ 50,745	$ 55,000	$ 53,196	$ 55,000	$ -	0.0%
	251 - SHERIFF GRANTS	18,451	80,804	190,223	20,000	(60,804)	-75.2%
	TOTAL SOURCES	$ 69,196	$ 135,804	$ 243,419	$ 75,000	$ (60,804)	-44.8%
Expenditure							
	100 - GENERAL	$ 1,624,888	$ 1,776,602	$ 1,682,399	$ 1,824,511	$ (47,909)	-2.7%
	251 - SHERIFF GRANTS	134,345	80,804	74,331	20,000	60,804	75.2%
	TOTAL USES	$ 1,759,233	$ 1,857,406	$ 1,756,730	$ 1,844,511	$ 12,895	0.7%

Activity Narrative: This Activity contains new measures for FY 2013. Some performance data could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Facilities Operations and Maintenance Program

The purpose of the Facilities Operations and 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A	N/A

Building and Grounds Activity

The purpose of the Building and Grounds Activity to provide cleaning and other building services to designated Sheriff's Office divisions and facilities so they can be satisfactorily cleaned and maintained.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of facilities cleaned	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number 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	$ 152,418	$ 318,101	$ 505,959	$ 261,631	$ 56,470	17.8%
	255 - DETENTION OPERATIONS	2,116,391	2,183,499	2,089,964	2,081,453	102,046	4.7%
	TOTAL USES	$ 2,268,809	$ 2,501,600	$ 2,595,923	$ 2,343,084	$ 158,516	6.3%

Base Adjustments:

Detention Fund (255)

- Right-size Custodial Services by decreasing expenditures by $102,947 to accurately reflect the needs of the Department.

Activity Narrative: This is a new Activity for FY 2013. Performance data for FY 2013 could not be estimated from prior fiscal years. It is expected that as data is gathered in FY 2013, relevant activity performance standards will be identified by the Department.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2012 Adopted Budget				**$ 74,452,020**	**$ 11,364,279**
Adjustments:	Agenda Item:				
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ (96,523)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*			*(96,523)*	*-*
Grants, Donations and Intergovernmental Agreements					
Intergovernmental Agreements				**$ (165,452)**	**$ (165,452)**
Law Enforcement IGA/Queen Creek	*C-50-11-106-M-00*			*(523,558)*	*(523,558)*
Law Enforcement IGA/Youngtown	*C-50-12-039-M-00*			*358,106*	*358,106*
Supplemental Funding					
Mid Year Adjustments				**$ 3,466,276**	**$ -**
Sheriff's Office Reallocation	*C-49-12-028-2-00*			*3,164,376*	*-*
Sheriff Court Tower Security	*C-50-12-049-M-00*			*301,900*	*-*
FY 2012 Revised Budget				**$ 77,656,321**	**$ 11,198,827**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ (272,094)**	**$ -**
Adjust Hours Per FTE				*(272,094)*	*-*
Grants, Donations and Intergovernmental Agreements					
Intergovernmental Agreements				**$ 257,587**	**$ 257,587**
Law Enforcement IGA/Queen Creek	*C-50-11-106-M-00*			*(47,596)*	*(47,596)*
Law Enforcement IGA/Youngtown	*C-50-12-039-M-00*			*305,183*	*305,183*
Supplemental Funding					
Mid Year Adjustments				**$ 422,699**	**$ -**
Sheriff Court Tower Security	*C-50-12-049-M-00*			*422,699*	*-*
FY 2013 Budget Target				**$ 78,064,513**	**$ 11,456,414**
Adjustments:					
Employee Compensation and Benefits					
Employee Retirement and Benefits				**$ 2,204,172**	**$ -**
Retirement Contributions				*2,204,172*	*-*
Base Adjustments				**$ 4,109,771**	**$ -**
Other Base Adjustments				*2,164,800*	*-*
Increase Fuel		*$*	*866,289*		
Increase Education and Training			*849,841*		
Increase Other Personnel Services to reflect higher shift differential pay			*131,200*		
Increase Utilities			*78,007*		
Increase Repairs and Maintenance			*164,214*		
Reduce General Fund Allocation In for Grant funded positions			*(111,309)*		
Annualization of FY12 Personnel Changes			*51,558*		
Increase for Uniform Allowance			*135,000*		
Personnel Savings				*2,036,622*	*-*
Decrease Personnel Savings from 5.7% to 3%		*$*	*2,036,622*		
Vacant Position Elimination				*(91,651)*	*-*
Eliminate Media Specialist and Office Assistant		*$*	*(91,651)*		
Grants, Donations and Intergovernmental Agreements					
Intergovernmental Agreements				**$ -**	**$ (32,880)**
Other IGA				*-*	*(32,880)*
Law Enforcement IGA revenue due to reduced costs		*$*	*(32,880)*		

General Fund (100) continued

Reallocations		**$ (9,334,432)**	**$ -**
Reallocation Between Funds		*(8,247,422)*	-
Administrative Cost Splits	*$ (6,195,647)*		
Transfer one position to Inmates Services Fund	*(74,172)*		
Transfer one position to Detention Fund	*(70,062)*		
Transfer of IT software application maintenance to Detention Fund	*(1,907,541)*		
Reallocation of ISF Charges Between Funds		*(1,087,010)*	-
FY 2013 Recommended Budget		**$ 75,044,024**	**$ 11,423,534**
Percent Change from Target Amount		*-3.9%*	*-0.3%*

Sheriff Donations Fund (203)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 26,300**	**$ 26,300**
FY 2012 Revised Budget	**$ 26,300**	**$ 26,300**
FY 2013 Budget Target	**$ 26,300**	**$ 26,300**
FY 2013 Recommended Budget	**$ 26,300**	**$ 26,300**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 105,651	$ 109,220	$ 109,220	$ 108,136	$ 112,658
Sources:					
Operating	$ 34,792	$ 26,300	$ 26,300	$ 17,538	$ 26,300
Total Sources:	$ 34,792	$ 26,300	$ 26,300	$ 17,538	$ 26,300
Uses:					
Operating	$ 17,475	$ 26,300	$ 26,300	$ 13,016	$ 26,300
Non-Recurring	14,832	-	-	-	-
Total Uses:	$ 32,307	$ 26,300	$ 26,300	$ 13,016	$ 26,300
Structural Balance	$ 17,317	$ -	$ -	$ 4,522	$ -
Ending Spendable Fund Balance:					
Restricted	$ 108,136	$ 109,220	$ 109,220	$ 112,658	$ 112,658
Total Ending Spendable Fund Balance	$ 108,136	$ 109,220	$ 109,220	$ 112,658	$ 112,658

Sheriff Officer Safety Equipment Fund (206)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Fees and Other Revenues	**$ 60,000**	**$ 60,000**
ProgRevenue Volume Inc/Dec	*60,000*	*60,000*
FY 2013 Recommended Budget	**$ 60,000**	**$ 60,000**
Percent Change from Target Amount		

Sheriff Officer Safety Equipment Fund (206) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ 20,164
Sources:					
Operating	$ -	$ -	$ -	$ 20,164	$ 60,000
Total Sources:	$ -	$ -	$ -	$ 20,164	$ 60,000
Uses:					
Operating	$ -	$ -	$ -	$ -	$ 60,000
Non-Recurring	-	-	-	-	-
Total Uses:	$ -	$ -	$ -	$ -	$ 60,000
Structural Balance	$ -	$ -	$ -	$ 20,164	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 20,164	$ 20,164
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ 20,164	$ 20,164

Sheriff RICO Fund (212)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 2,000,000**	**$ 2,000,000**
FY 2012 Revised Budget	**$ 2,000,000**	**$ 2,000,000**
FY 2013 Budget Target	**$ 2,000,000**	**$ 2,000,000**
FY 2013 Recommended Budget	**$ 2,000,000**	**$ 2,000,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ (7,378)	$ 20
Sources:					
Operating	$ 1,740,664	$ 2,000,000	$ 2,000,000	$ 1,027,726	$ 2,000,000
Total Sources:	$ 1,740,664	$ 2,000,000	$ 2,000,000	$ 1,027,726	$ 2,000,000
Uses:					
Operating	$ 1,748,039	$ 2,000,000	$ 2,000,000	$ 1,020,328	$ 2,000,000
Total Uses:	$ 1,748,039	$ 2,000,000	$ 2,000,000	$ 1,020,328	$ 2,000,000
Structural Balance	$ (7,375)	$ -	$ -	$ 7,398	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 20	$ 20
Unassigned	(7,378)	-	-	-	-
Total Ending Spendable Fund Balance	$ (7,378)	$ -	$ -	$ 20	$ 20

Sheriff Jail Enhancement Fund (214)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 1,560,000**	**$ 1,560,000**
FY 2012 Revised Budget	**$ 1,560,000**	**$ 1,560,000**
FY 2013 Budget Target	**$ 1,560,000**	**$ 1,560,000**
Adjustments:		
Fees and Other Revenues	**$ (77,556)**	**$ (77,556)**
ProgRevenue Volume Decrease	*(77,556)*	*(77,556)*
FY 2013 Recommended Budget	**$ 1,482,444**	**$ 1,482,444**
Percent Change from Target Amount	*-5.0%*	*-5.0%*

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,366,514	$ 2,043,344	$ 2,043,344	$ 2,597,706	$ 1,591,852
Sources:					
Operating	$ 1,610,628	$ 1,560,000	$ 1,560,000	$ 1,452,118	$ 1,482,444
Total Sources:	$ 1,610,628	$ 1,560,000	$ 1,560,000	$ 1,452,118	$ 1,482,444
Uses:					
Operating	$ 379,439	$ 1,560,000	$ 1,560,000	$ 457,972	$ 1,482,444
Non-Recurring	-	2,000,000	2,000,000	2,000,000	-
Total Uses:	$ 379,439	$ 3,560,000	$ 3,560,000	$ 2,457,972	$ 1,482,444
Structural Balance	$ 1,231,189	$ -	$ -	$ 994,146	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,597,706	$ 43,344	$ 43,344	$ 1,591,852	$ 1,591,852
Total Ending Spendable Fund Balance	$ 2,597,706	$ 43,344	$ 43,344	$ 1,591,852	$ 1,591,852

Sheriff Grants Fund (251)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 5,709,844**	**$ 5,709,844**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,076,404**	**$ 3,076,404**
Sheriff FY 12 Grant Recon	*C-50-12-047-M-00*	*3,076,404*	*3,076,404*
FY 2012 Revised Budget		**$ 8,786,248**	**$ 8,786,248**
Adjustments:			
Employee Salary Adjustments		**$ (7,230)**	**$ -**
Adjust Hours Per FTE		*(7,230)*	-
FY 2013 Budget Target		**$ 8,779,018**	**$ 8,786,248**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 58,898**	**$ -**
Retirement Contributions		*58,898*	-
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (343,407)**	**$ (291,739)**
Grant Reconciliation		*(343,407)*	*(291,739)*
FY 2013 Recommended Budget		**$ 8,494,509**	**$ 8,494,509**
Percent Change from Target Amount		*-3.2%*	*-3.3%*

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (668,500)	$ (687,225)	$ (687,225)	$ (1,700,435)	$ (1,700,435)
Sources:					
Operating	$ 7,709,325	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509
Total Sources:	$ 7,709,325	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509
Uses:					
Operating	$ 8,741,278	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509
Total Uses:	$ 8,741,278	$ 5,709,844	$ 8,786,248	$ 8,786,248	$ 8,494,509
Structural Balance	$ (1,031,953)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 18	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(1,700,435)	(687,225)	(687,225)	(1,700,435)	(1,700,435)
Total Ending Spendable Fund Balance	$ (1,700,435)	$ (687,225)	$ (687,225)	$ (1,700,435)	$ (1,700,435)

Inmate Services Fund (252)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 10,799,768**	**$ 10,799,768**
FY 2012 Revised Budget		**$ 10,799,768**	**$ 10,799,768**
Adjustments:			
Employee Salary Adjustments		**$ (14,655)**	**$ -**
Adjust Hours Per FTE		*(14,655)*	-
FY 2013 Budget Target		**$ 10,785,113**	**$ 10,799,768**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 49,572**	**$ -**
Retirement Contributions		*49,572*	-
Base Adjustments		**$ (164,109)**	**$ -**
Other Base Adjustments		*(164,109)*	-
Additional positions for ALPHA program	*$ 104,907*		
Decrease Other Services	*(269,016)*		
Fees and Other Revenues		**$ -**	**$ 1,622,593**
ProgRevenue Volume Increase		*-*	*1,622,593*
General Revenues		**$ -**	**$ (85,000)**
Interest Revenue		*-*	*(85,000)*
Reallocations		**$ 1,666,785**	**$ -**
Reallocation Between Funds		*1,466,253*	-
Transfer 24 positions from Detention Fund	*$ 1,392,081*		
Transfer 1 position from General Fund	*74,172*		
Reallocation of ISF Charges Between Funds		*200,532*	-
FY 2013 Recommended Budget		**$ 12,337,361**	**$ 12,337,361**
Percent Change from Target Amount		*14.4%*	*14.2%*

Inmate Services Fund (252) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 8,212,216	$ 8,773,511	$ 8,773,511	$ 8,694,090	$ 6,100,001
Sources:					
Operating	$ 11,219,272	$ 10,799,768	$ 10,799,768	$ 11,645,814	$ 12,337,361
Non-Recurring	-	14,743,225	15,015,259	15,015,259	-
Total Sources:	$ 11,219,272	$ 25,542,993	$ 25,815,027	$ 26,661,073	$ 12,337,361
Uses:					
Operating	$ 10,728,164	$ 10,799,768	$ 10,799,768	$ 7,983,128	$ 12,337,361
Non-Recurring	9,262	23,000,000	23,272,034	21,272,034	-
Total Uses:	$ 10,737,426	$ 33,799,768	$ 34,071,802	$ 29,255,162	$ 12,337,361
Structural Balance	$ 491,108	$ -	$ -	$ 3,662,686	$ -
Accounting Adjustments	$ 28	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 8,694,090	$ 516,736	$ 516,736	$ 6,100,001	$ 6,100,001
Total Ending Spendable Fund Balance	$ 8,694,090	$ 516,736	$ 516,736	$ 6,100,001	$ 6,100,001

Inmate Health Services Fund (254)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 80,500**	**$ 80,500**
FY 2012 Revised Budget		**$ 80,500**	**$ 80,500**
FY 2013 Budget Target		**$ 80,500**	**$ 80,500**
Adjustments:			
Base Adjustments		**$ 85,150**	**$ -**
Other Base Adjustments		*85,150*	-
Increase for Medical Supplies	*$ 85,150*		
Fees and Other Revenues		**$ -**	**$ 90,060**
ProgRevenue Volume Increase		-	*90,060*
General Revenues		**$ -**	**$ (4,920)**
Interest Revenue		-	*(4,920)*
FY 2013 Recommended Budget		**$ 165,650**	**$ 165,640**
Percent Change from Target Amount		*105.8%*	*105.8%*

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 624,695	$ 100,073	$ 100,073	$ 88,233	$ 216,422
Sources:					
Operating	$ 63,538	$ 80,500	$ 80,500	$ 161,729	$ 165,640
Total Sources:	$ 63,538	$ 80,500	$ 80,500	$ 161,729	$ 165,640
Uses:					
Operating	$ -	$ 80,500	$ 80,500	$ 33,540	$ 165,640
Non-Recurring	600,000	-	-	-	-
Total Uses:	$ 600,000	$ 80,500	$ 80,500	$ 33,540	$ 165,640
Structural Balance	$ 63,538	$ -	$ -	$ 128,189	$ -
Ending Spendable Fund Balance:					
Restricted	$ 88,233	$ 100,073	$ 100,073	$ 216,422	$ 216,422
Total Ending Spendable Fund Balance	$ 88,233	$ 100,073	$ 100,073	$ 216,422	$ 216,422

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 173,059,942**	**$ 30,675,616**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ (73,559)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(73,559)*	-
Supplemental Funding				
Mid Year Adjustments			**$ (2,728,478)**	**$ -**
Sheriff's Office Reallocation	*C-49-12-028-2-00*		*(2,728,478)*	-
FY 2012 Revised Budget			**$ 170,257,905**	**$ 30,675,616**
Adjustments:				
Employee Salary Adjustments			**$ (445,437)**	**$ -**
Adjust Hours Per FTE			*(445,437)*	-
FY 2013 Budget Target			**$ 169,812,468**	**$ 30,675,616**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,132,346**	**$ -**
Retirement Contributions			*2,132,346*	-
Base Adjustments			**$ (1,399,045)**	**$ -**
Other Base Adjustments			*369,227*	-
Increase Fuel		*$ 96,824*		
Increase for Uniform Allowance		*1,107,500*		
Increase for Shift Differential		*447,205*		
Reserve funds for Auditor position creation		*80,230*		
Conversion of (1) Law Enforcement Officer to (1) Detention Officer for Inmate Transport		*(44,324)*		
Decrease Travel		*(96,654)*		
Right-size Utilities		*(57,833)*		
Right-size Supplies		*158,356*		
Right-size Services		*29,844*		
Right-size Dispatch Activity		*(249,100)*		
Right-size Custodial Services in Building & Grounds Activity		*(102,947)*		
Decrease in Average Pay Rate due to turnover		*(259,331)*		
Annualization of FY12 Personnel Changes		*(740,543)*		
Personnel Savings			*(1,502,546)*	-
Personnel Savings increased from 4.92% to 6%		*$ (1,502,546)*		
Vacant Position Elimination			*(265,726)*	-
Eliminate Director, (2) Office Assistant, Law Enforcement Officer, and Equipment Operator positions		*$ (265,726)*		
Fees and Other Revenues			**$ -**	**$ 1,153,677**
ProgRevenue Volume Inc/Dec			*-*	*1,153,677*
Reallocations			**$ 7,597,647**	**$ -**
Reallocation Between Funds			*6,781,169*	-
Increase Administrative Cost Allocation from the General Fund		*$ 6,195,647*		
Transfer 24 positions to Inmate Services Fund		*(1,392,081)*		
Transfer 1 position from General Fund		*70,062*		
Reallocation of IT software application maintenance from General Fund		*1,907,541*		
Reallocation of ISF Charges Between Funds			*886,478*	-
Reallocation Between Depts			*(70,000)*	-
Reallocation of Juvenile Extradition Costs		*$ (70,000)*		
FY 2013 Recommended Budget			**$ 178,143,416**	**$ 31,829,293**
Percent Change from Target Amount			*4.9%*	*3.8%*

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: By the end of FY 2012, 93% of civil cases filed in the Superior Court will be resolved within 18 months, and 96% within 24 months. With continued improvement in case management, the Superior Court anticipates that it will meet its goal by the end of FY 2013.

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: By the end of FY 2012, the Superior Court will resolve 81% of its criminal felony cases within 180 days and 94% within one year. With continued improvements in case management, the Court anticipates that it will resolve 85% of assigned criminal felony cases within 18 months and 94% within one year.

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: The Superior Court anticipates achieving this goal by the end of FY 2012, and will revise the measure for FY 2014 via a Strategic Business Plan update.

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 the Superior Court, and the Probate Court is operating under newly adopted Rules of Procedure. Through FY 2012, the Court worked to measure case monitoring compliance. The Court anticipates implementing the measurements in FY 2013.

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: The Superior Court will conduct a public survey during FY 2013 to measure progress toward this goal.

Citizen Satisfaction

By June 30, 2014, 90% of the Superior Court users surveyed agree that the Court is accessible.

Status: The Superior Court will conduct a public survey during FY 2013 to measure progress toward this goal.

Department Specific

By June 30, 2014, voluntary workforce turnover will be at 10% or lower.

Status: Voluntary workforce turnover of 1.61% in FY 2012 is anticipated to continue in FY 2013.

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: The Court Information System (iCISng) was in the development stage during FY 2012. As various modules are deployed, the Superior Court has surveyed users to ensure that the new system is meeting user needs. The project will continue in this manner through FY 2013 with full implementation anticipated to occur by FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
CPAD - CAPITAL ADJUDICATION	$ 180,856	$ 180,856	$ 180,856	$ 186,705	$ 186,705	$ 5,849	3.2%
FELA - FELONY ADJUDICATION	3,440,512	4,044,865	3,029,953	2,703,943	2,962,907	(67,046)	-2.2%
80CJ - CRIMINAL JUSTICE	$ 3,621,368	$ 4,225,721	$ 3,210,809	$ 2,890,648	$ 3,149,612	$ (61,197)	-1.9%
CVAD - CIVIL ADJUDICATION	$ 3,707,143	$ 3,703,500	$ 3,703,500	$ 3,035,484	$ 3,045,460	$ (658,040)	-17.8%
80CV - CIVIL AND TAX JUSTICE	$ 3,707,143	$ 3,703,500	$ 3,703,500	$ 3,035,484	$ 3,045,460	$ (658,040)	-17.8%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 2,693,744	$ 2,619,064	$ 2,619,064	$ 2,500,061	$ 2,643,879	$ 24,815	0.9%
FPST - FAMILY POST DECREE JUDGMENT	1,685,110	1,426,151	1,426,151	1,516,587	1,679,589	253,438	17.8%
80FA - FAMILY ADJUDICATION	$ 4,378,854	$ 4,045,215	$ 4,045,215	$ 4,016,648	$ 4,323,468	$ 278,253	6.9%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 120,745	$ 142,590	$ 142,590	$ 466,477	$ 336,326	$ 193,736	135.9%
JDEP - JUV DEPENDENCY ADJUDICATION	899,554	818,108	818,108	805,805	798,223	(19,885)	-2.4%
80JJ - JUVENILE JUSTICE	$ 1,020,299	$ 960,698	$ 960,698	$ 1,272,282	$ 1,134,549	$ 173,851	18.1%
CITR - CT INTERPRETATION TRANSLATION	$ -	$ 500	$ 500	$ 715	$ 500	$ -	0.0%
CSEC - COURT SECURITY	44,251	2,800	2,800	400	600	(2,200)	-78.6%
JURR - JURORS	767,662	837,300	837,300	653,013	677,100	(160,200)	-19.1%
OCRK - COURT RECORD KEEPING	67,407	65,040	65,040	63,277	65,040	-	0.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,775,649	1,713,500	1,713,500	1,512,119	1,584,000	(129,500)	-7.6%
80OS - COURT OPERATIONS SUPPORT	$ 2,654,969	$ 2,619,140	$ 2,619,140	$ 2,229,524	$ 2,327,240	$ (291,900)	-11.1%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 480,863	$ 464,531	$ 464,531	$ 419,595	$ 464,531	$ -	0.0%
PBMH - PROBATE AND MENTAL HEALTH	-	250,000	250,000	2,000	100,000	(150,000)	-60.0%
80PM - PROBATE MENTAL HEALTH COURT	$ 480,863	$ 714,531	$ 714,531	$ 421,595	$ 564,531	$ (150,000)	-21.0%
HRAC - HUMAN RESOURCES	$ -	$ 1,500	$ 1,500	$ -	$ 1,000	$ (500)	-33.3%
ODIR - EXECUTIVE MANAGEMENT	-	151,200	151,200	500	50,000	(101,200)	-66.9%
PROC - PROCUREMENT	606	100	100	47	100	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 606	$ 152,800	$ 152,800	$ 547	$ 51,100	$ (101,700)	-66.6%
GGOV - GENERAL GOVERNMENT	$ 95,999	$ -	$ -	$ 35,561	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 95,999	$ -	$ -	$ 35,561	$ -	$ -	N/A
DESK - DESKTOP SUPPORT	$ 1,603,486	$ 1,560,000	$ 1,560,000	$ 1,306,947	$ 1,380,000	$ (180,000)	-11.5%
99IT - INFORMATION TECHNOLOGY	$ 1,603,486	$ 1,560,000	$ 1,560,000	$ 1,306,947	$ 1,380,000	$ (180,000)	-11.5%
TOTAL PROGRAMS	**$ 17,563,587**	**$ 17,981,605**	**$ 16,966,693**	**$ 15,209,236**	**$ 15,975,960**	**$ (990,733)**	**-5.8%**
USES							
CPAD - CAPITAL ADJUDICATION	$ 500,167	$ 475,433	$ 481,889	$ 479,240	$ 466,267	$ 15,622	3.2%
FELA - FELONY ADJUDICATION	19,257,319	18,530,195	16,812,727	17,455,576	17,142,368	(329,641)	-2.0%
80CJ - CRIMINAL JUSTICE	$ 19,757,486	$ 19,005,628	$ 17,294,616	$ 17,934,816	$ 17,608,635	$ (314,019)	-1.8%
CVAD - CIVIL ADJUDICATION	$ 9,106,795	$ 9,357,031	$ 9,497,272	$ 9,245,527	$ 9,057,183	$ 440,089	4.6%
TAXA - TAX ADJUDICATION	482,537	492,228	504,011	496,977	468,924	35,087	7.0%
80CV - CIVIL AND TAX JUSTICE	$ 9,589,332	$ 9,849,259	$ 10,001,283	$ 9,742,504	$ 9,526,107	$ 475,176	4.8%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 9,679,295	$ 10,184,683	$ 9,745,558	$ 9,780,823	$ 10,185,828	$ (440,270)	-4.5%
FPST - FAMILY POST DECREE JUDGMENT	4,569,818	4,788,372	4,827,613	4,543,787	4,401,849	425,764	8.8%
80FA - FAMILY ADJUDICATION	$ 14,249,113	$ 14,973,055	$ 14,573,171	$ 14,324,610	$ 14,587,677	$ (14,506)	-0.1%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 4,519,096	$ 4,763,550	$ 4,591,852	$ 4,617,570	$ 4,555,043	$ 36,809	0.8%
JDEP - JUV DEPENDENCY ADJUDICATION	4,624,403	4,579,451	4,677,803	4,706,587	4,483,506	194,297	4.2%
80JJ - JUVENILE JUSTICE	$ 9,143,499	$ 9,343,001	$ 9,269,655	$ 9,324,157	$ 9,038,549	$ 231,106	2.5%
CITR - CT INTERPRETATION TRANSLATION	$ 3,568,581	$ 3,862,835	$ 3,815,869	$ 3,495,142	$ 3,687,190	$ 128,679	3.4%
CSEC - COURT SECURITY	6,431,597	5,970,060	6,278,145	6,666,546	7,047,837	(769,692)	-12.3%
JURR - JURORS	4,058,282	4,319,479	4,309,077	4,160,659	4,348,420	(39,343)	-0.9%
OCRK - COURT RECORD KEEPING	4,376,573	4,004,218	4,331,405	4,443,680	4,523,743	(192,338)	-4.4%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,424,406	3,857,908	3,754,891	3,386,242	3,380,017	374,874	10.0%
80OS - COURT OPERATIONS SUPPORT	$ 21,859,439	$ 22,014,500	$ 22,489,387	$ 22,152,269	$ 22,987,207	$ (497,820)	-2.2%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 2,174,297	$ 2,065,609	$ 2,265,463	$ 2,117,458	$ 2,132,732	$ 132,731	5.9%
PBMH - PROBATE AND MENTAL HEALTH	895,390	1,819,092	1,829,167	1,518,837	1,893,453	(64,286)	-3.5%
80PM - PROBATE MENTAL HEALTH COURT	$ 3,069,687	$ 3,884,701	$ 4,094,630	$ 3,636,295	$ 4,026,185	$ 68,445	1.7%
BDGT - BUDGETING	$ 83,740	$ 71,088	$ 81,891	$ 85,938	$ 69,037	$ 12,854	15.7%
FSAC - FINANCIAL SERVICES	84,223	544,787	503,057	208,613	346,597	156,460	31.1%
HRAC - HUMAN RESOURCES	1,609,687	1,748,630	1,894,964	1,527,678	1,634,391	260,573	13.8%
ODIR - EXECUTIVE MANAGEMENT	3,255,364	3,608,788	3,753,653	3,340,894	3,499,306	254,347	6.8%
PROC - PROCUREMENT	313,670	492,914	420,716	307,940	350,942	69,774	16.6%
RMGT - RISK MANAGEMENT	441,088	463,316	335,685	313,452	313,452	22,233	6.6%
99AS - ADMINISTRATIVE SERVICES	$ 5,787,772	$ 6,929,523	$ 6,989,966	$ 5,784,515	$ 6,213,725	$ 776,241	11.1%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 13,646	$ -	$ -	$ 13,646	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	362,731	1,415,516	1,415,516	1,393,865	1,415,516	-	0.0%
99GV - GENERAL GOVERNMENT	$ 362,731	$ 1,415,516	$ 1,429,162	$ 1,393,865	$ 1,415,516	$ 13,646	1.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,706,282	$ 5,290,912	$ 5,269,528	$ 4,596,416	$ 2,740,337	$ 2,529,191	48.0%
DACR - DATA CENTER	1,415,861	1,200,920	1,207,429	1,061,500	1,037,081	170,348	14.1%
DESK - DESKTOP SUPPORT	856,506	324,481	299,748	308,403	310,480	(10,732)	-3.6%
HDSP - HELP DESK SUPPORT	444,685	561,585	540,294	438,795	499,741	40,553	7.5%
99IT - INFORMATION TECHNOLOGY	$ 6,423,334	$ 7,377,898	$ 7,316,999	$ 6,405,114	$ 4,587,639	$ 2,729,360	37.3%
TOTAL PROGRAMS	**$ 90,242,393**	**$ 94,793,081**	**$ 93,458,869**	**$ 90,698,145**	**$ 89,991,240**	**$ 3,467,629**	**3.7%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,403,683	$ 1,932,995	$ 1,932,995	$ 1,204,582	$ 1,500,861	$ (432,134)	-22.4%
SUBTOTAL	$ 1,403,683	$ 1,932,995	$ 1,932,995	$ 1,204,582	$ 1,500,861	$ (432,134)	-22.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,094,451	$ 2,469,404	$ 2,469,404	$ 2,080,886	$ 2,346,628	$ (122,776)	-5.0%
0635 - OTHER CHARGES FOR SERVICES	13,960,158	13,445,786	12,430,874	11,866,723	12,060,471	(370,403)	-3.0%
SUBTOTAL	$ 16,054,609	$ 15,915,190	$ 14,900,278	$ 13,947,609	$ 14,407,099	$ (493,179)	-3.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,264	$ 2,100	$ 2,100	$ 1,729	$ 1,850	$ (250)	-11.9%
SUBTOTAL	$ 1,264	$ 2,100	$ 2,100	$ 1,729	$ 1,850	$ (250)	-11.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 64,021	$ 104,920	$ 104,920	$ 37,161	$ 47,650	$ (57,270)	-54.6%
0650 - MISCELLANEOUS REVENUE	40,010	26,400	26,400	18,155	18,500	(7,900)	-29.9%
SUBTOTAL	$ 104,031	$ 131,320	$ 131,320	$ 55,316	$ 66,150	$ (65,170)	-49.6%
ALL REVENUES	$ 17,563,587	$ 17,981,605	$ 16,966,693	$ 15,209,236	$ 15,975,960	$ (990,733)	-5.8%
TOTAL SOURCES	$ 17,563,587	$ 17,981,605	$ 16,966,693	$ 15,209,236	$ 15,975,960	$ (990,733)	-5.8%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 58,728,311	$ 59,455,321	$ 59,638,067	$ 59,788,960	$ 59,055,781	$ 582,286	1.0%
0705 - TEMPORARY PAY	590,307	683,203	548,230	(38,262)	371,080	177,150	32.3%
0710 - OVERTIME	182,112	115,058	115,058	193,307	194,672	(79,614)	-69.2%
0750 - FRINGE BENEFITS	20,358,268	21,739,182	21,438,666	21,120,744	22,112,928	(674,262)	-3.1%
0790 - OTHER PERSONNEL SERVICES	28,025	32,540	32,540	24,227	22,639	9,901	30.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,951,465)	(14,426,320)	(14,426,320)	(14,565,189)	(13,908,735)	(517,585)	-3.6%
0796 - PERSONNEL SERVICES ALLOC-IN	9,460,241	8,935,140	8,935,140	8,685,740	8,109,975	825,165	9.2%
SUBTOTAL	$ 74,395,799	$ 76,534,124	$ 76,281,381	$ 75,209,527	$ 75,958,340	$ 323,041	0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,785,692	$ 2,182,996	$ 2,203,323	$ 2,130,346	$ 2,219,644	$ (16,321)	-0.7%
0803 - FUEL	10,218	16,200	16,200	10,605	12,500	3,700	22.8%
0804 - NON-CAPITAL EQUIPMENT	1,210,967	110,000	110,000	155,283	-	110,000	100.0%
SUBTOTAL	$ 5,006,877	$ 2,309,196	$ 2,329,523	$ 2,296,234	$ 2,232,144	$ 97,379	4.2%
SERVICES							
0810 - LEGAL SERVICES	$ 4,632,298	$ 5,112,166	$ 4,702,467	$ 4,729,044	$ 4,773,799	$ (71,332)	-1.5%
0811 - HEALTH CARE SERVICES	224,419	270,607	270,607	225,892	256,188	14,419	5.3%
0812 - OTHER SERVICES	2,737,062	3,661,506	3,097,040	2,837,795	2,014,560	1,082,480	35.0%
0820 - RENT & OPERATING LEASES	139,296	153,269	153,269	170,505	167,700	(14,431)	-9.4%
0825 - REPAIRS AND MAINTENANCE	858,211	974,200	974,200	857,179	866,700	107,500	11.0%
0839 - INTERNAL SERVICE CHARGES	337,648	1,508,971	1,508,971	1,500,788	1,495,971	13,000	0.9%
0841 - TRAVEL	116,437	107,200	107,200	140,259	136,019	(28,819)	-26.9%
0842 - EDUCATION AND TRAINING	119,240	36,700	36,700	55,888	47,624	(10,924)	-29.8%
0843 - POSTAGE/FREIGHT/SHIPPING	476,787	513,982	513,982	423,717	426,993	86,989	16.9%
0873 - SERVICES-ALLOCATION IN	441,088	463,316	335,685	313,452	313,452	22,233	6.6%
SUBTOTAL	$ 10,082,486	$ 12,801,917	$ 11,700,121	$ 11,254,519	$ 10,499,006	$ 1,201,115	10.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 658,634	$ 3,100,000	$ 3,100,000	$ 1,890,889	$ 1,301,750	$ 1,798,250	58.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	23,225	-	-	-	-	-	N/A
0950 - DEBT SERVICE	75,372	47,844	47,844	46,976	-	47,844	100.0%
SUBTOTAL	$ 757,231	$ 3,147,844	$ 3,147,844	$ 1,937,865	$ 1,301,750	$ 1,846,094	58.6%
ALL EXPENDITURES	$ 90,242,393	$ 94,793,081	$ 93,458,869	$ 90,698,145	$ 89,991,240	$ 3,467,629	3.7%
TOTAL USES	$ 90,242,393	$ 94,793,081	$ 93,458,869	$ 90,698,145	$ 89,991,240	$ 3,467,629	3.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ 1,563,537	$ 1,302,200	$ 1,302,200	$ 1,696,393	$ 1,696,300	$ 394,100	30.3%
FUND TOTAL SOURCES	$ 1,563,537	$ 1,302,200	$ 1,302,200	$ 1,696,393	$ 1,696,300	$ 394,100	30.3%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,143,639	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319	$ (403,081)	-13.4%
FUND TOTAL SOURCES	$ 2,143,639	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319	$ (403,081)	-13.4%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 615,752	$ 570,600	$ 570,600	$ 522,503	$ 521,600	$ (49,000)	-8.6%
FUND TOTAL SOURCES	$ 615,752	$ 570,600	$ 570,600	$ 522,503	$ 521,600	$ (49,000)	-8.6%
256 PROBATE FEES							
OPERATING	$ 484,808	$ 464,531	$ 464,531	$ 421,859	$ 464,531	$ -	0.0%
FUND TOTAL SOURCES	$ 484,808	$ 464,531	$ 464,531	$ 421,859	$ 464,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,703,211	$ 1,390,000	$ 1,390,000	$ 1,423,176	$ 1,390,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,703,211	$ 1,390,000	$ 1,390,000	$ 1,423,176	$ 1,390,000	$ -	0.0%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 5,743,506	$ 5,797,540	$ 5,797,540	$ 4,748,130	$ 4,900,000	$ (897,540)	-15.5%
FUND TOTAL SOURCES	$ 5,743,506	$ 5,797,540	$ 5,797,540	$ 4,748,130	$ 4,900,000	$ (897,540)	-15.5%
261 LAW LIBRARY							
OPERATING	$ 1,547,519	$ 1,425,000	$ 1,425,000	$ 1,296,024	$ 1,296,000	$ (129,000)	-9.1%
FUND TOTAL SOURCES	$ 1,547,519	$ 1,425,000	$ 1,425,000	$ 1,296,024	$ 1,296,000	$ (129,000)	-9.1%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 2,613,350	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600	$ 93,788	4.7%
FUND TOTAL SOURCES	$ 2,613,350	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600	$ 93,788	4.7%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 660,394	$ 585,000	$ 585,000	$ 582,175	$ 585,000	$ -	0.0%
FUND TOTAL SOURCES	$ 660,394	$ 585,000	$ 585,000	$ 582,175	$ 585,000	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 122,112	$ 115,921	$ 115,921	$ 102,320	$ 115,921	$ -	0.0%
FUND TOTAL SOURCES	$ 122,112	$ 115,921	$ 115,921	$ 102,320	$ 115,921	$ -	0.0%
277 EMANCIPATION ADMINISTRATION							
OPERATING	$ 922	$ -	$ -	$ 315	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 922	$ -	$ -	$ 315	$ -	$ -	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 162,443	$ 115,007	$ 115,007	$ 175,029	$ 115,007	$ -	0.0%
FUND TOTAL SOURCES	$ 162,443	$ 115,007	$ 115,007	$ 175,029	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 202,394	$ 190,682	$ 190,682	$ 177,276	$ 190,682	$ -	0.0%
FUND TOTAL SOURCES	$ 202,394	$ 190,682	$ 190,682	$ 177,276	$ 190,682	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,563,587	$ 17,981,605	$ 16,966,693	$ 15,209,236	$ 15,975,960	$ (990,733)	-5.8%
DEPARTMENT TOTAL SOURCES	$ 17,563,587	$ 17,981,605	$ 16,966,693	$ 15,209,236	$ 15,975,960	$ (990,733)	-5.8%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 72,273,737	$ 73,456,676	$ 73,076,302	$ 72,369,905	$ 73,355,030	$ (278,728)	-0.4%
NON-RECURRING	-	3,100,000	3,100,000	3,100,000	1,301,750	1,798,250	58.0%
FUND TOTAL USES	$ 72,273,737	$ 76,556,676	$ 76,176,302	$ 75,469,905	$ 74,656,780	$ 1,519,522	2.0%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,021,509	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319	$ 403,081	13.4%
FUND TOTAL USES	$ 2,021,509	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319	$ 403,081	13.4%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 401,568	$ 570,600	$ 570,600	$ 516,507	$ 521,600	$ 49,000	8.6%
NON-RECURRING	383,862	300,000	300,000	300,000	-	300,000	100.0%
FUND TOTAL USES	$ 785,430	$ 870,600	$ 870,600	$ 816,507	$ 521,600	$ 349,000	40.1%
256 PROBATE FEES							
OPERATING	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ -	0.0%
NON-RECURRING	115,881	100,000	100,000	100,000	150,000	(50,000)	-50.0%
FUND TOTAL USES	$ 580,412	$ 564,531	$ 564,531	$ 564,531	$ 614,531	$ (50,000)	-8.9%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ -	0.0%
NON-RECURRING	200,000	312,500	312,500	200,000	400,000	(87,500)	-28.0%
FUND TOTAL USES	$ 1,590,000	$ 1,702,500	$ 1,702,500	$ 1,590,000	$ 1,790,000	$ (87,500)	-5.1%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 6,245,390	$ 5,797,540	$ 5,797,540	$ 5,454,801	$ 4,900,000	$ 897,540	15.5%
NON-RECURRING	1,226,827	232,000	232,000	232,000	-	232,000	100.0%
FUND TOTAL USES	$ 7,472,217	$ 6,029,540	$ 6,029,540	$ 5,686,801	$ 4,900,000	$ 1,129,540	18.7%
261 LAW LIBRARY							
OPERATING	$ 1,119,275	$ 1,425,000	$ 1,425,000	$ 1,170,355	$ 1,296,000	$ 129,000	9.1%
FUND TOTAL USES	$ 1,119,275	$ 1,425,000	$ 1,425,000	$ 1,170,355	$ 1,296,000	$ 129,000	9.1%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 2,859,523	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600	$ (93,788)	-4.7%
NON-RECURRING	-	100,000	161,074	100,000	-	161,074	100.0%
FUND TOTAL USES	$ 2,859,523	$ 3,122,724	$ 2,168,886	$ 2,109,025	$ 2,101,600	$ 67,286	3.1%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 585,000	$ 585,000	$ 585,000	$ 478,500	$ 585,000	$ -	0.0%
NON-RECURRING	533,680	312,500	312,500	135,900	200,000	112,500	36.0%
FUND TOTAL USES	$ 1,118,680	$ 897,500	$ 897,500	$ 614,400	$ 785,000	$ 112,500	12.5%
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%
277 EMANCIPATION ADMINISTRATION							
NON-RECURRING	$ -	$ -	$ -	$ -	$ 4,800	$ (4,800)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 4,800	$ (4,800)	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ -	0.0%
NON-RECURRING	-	-	-	-	300,000	(300,000)	N/A
FUND TOTAL USES	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 415,007	$ (300,000)	-260.9%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ -	0.0%
NON-RECURRING	-	200,000	200,000	200,000	-	200,000	100.0%
FUND TOTAL USES	$ 190,682	$ 390,682	$ 390,682	$ 390,682	$ 190,682	$ 200,000	51.2%
DEPARTMENT OPERATING TOTAL USES	$ 87,782,143	$ 90,136,081	$ 88,740,795	$ 86,330,245	$ 87,634,690	$ 1,106,105	1.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 2,460,250	$ 4,657,000	$ 4,718,074	$ 4,367,900	$ 2,356,550	$ 2,361,524	50.1%
DEPARTMENT TOTAL USES	$ 90,242,393	$ 94,793,081	$ 93,458,869	$ 90,698,145	$ 89,991,240	$ 3,467,629	3.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	6.00	5.00	5.00	5.00	5.00	-	0.0%
EXECUTIVE MANAGEMENT	41.00	41.00	42.00	42.00	42.00	-	0.0%
FINANCIAL SERVICES	31.00	33.00	34.00	32.00	31.00	(3.00)	(8.8%)
HUMAN RESOURCES	31.50	30.50	43.00	31.00	32.00	(11.00)	(25.6%)
PROCUREMENT	12.00	12.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	121.50	121.50	134.00	120.00	120.00	(14.00)	(10.4%)
CIVIL AND TAX JUSTICE							
CIVIL ADJUDICATION	99.00	106.00	105.00	104.00	105.00	-	0.0%
TAX ADJUDICATION	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	104.00	111.00	110.00	109.00	110.00	-	0.0%
COURT OPERATIONS SUPPORT							
COURT RECORD KEEPING	47.50	44.50	53.50	53.50	54.50	1.00	1.9%
COURT SECURITY	133.00	133.00	154.00	151.00	151.00	(3.00)	(1.9%)
CT INTERPRETATION TRANSLATION	41.10	41.00	42.00	41.00	41.00	(1.00)	(2.4%)
JURORS	14.00	15.00	15.00	15.00	15.00	-	0.0%
PUB INFO AND COMMUNITY OUTRCH	36.50	35.50	35.50	34.50	34.50	(1.00)	(2.8%)
PROGRAM TOTAL	272.10	269.00	300.00	295.00	296.00	(4.00)	(1.3%)
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	6.00	5.00	5.00	5.00	5.00	-	0.0%
FELONY ADJUDICATION	243.00	235.00	230.00	230.00	229.00	(1.00)	(0.4%)
PROGRAM TOTAL	249.00	240.00	235.00	235.00	234.00	(1.00)	(0.4%)
FAMILY ADJUDICATION							
FAMILY POST DECREE JUDGMENT	52.00	54.00	53.00	53.00	54.00	1.00	1.9%
FAMILY PRE DECREE JUDGMENT	121.00	122.00	120.00	120.00	118.00	(2.00)	(1.7%)
PROGRAM TOTAL	173.00	176.00	173.00	173.00	172.00	(1.00)	(0.6%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	38.00	38.00	40.00	38.00	38.00	(2.00)	(5.0%)
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	77.00	75.00	75.00	(2.00)	(2.6%)
JUVENILE JUSTICE							
JUV DELINQUENCY ADJUDICATION	61.30	62.00	66.00	66.00	66.00	-	0.0%
JUV DEPENDENCY ADJUDICATION	63.50	62.00	70.00	63.00	62.00	(8.00)	(11.4%)
PROGRAM TOTAL	124.80	124.00	136.00	129.00	128.00	(8.00)	(5.9%)
PROBATE MENTAL HEALTH COURT							
ESTATE PROB AND TRUST ADMIN	30.00	26.00	30.00	30.00	27.00	(3.00)	(10.0%)
PROBATE AND MENTAL HEALTH	12.00	23.00	24.00	23.00	28.00	4.00	16.7%
PROGRAM TOTAL	42.00	49.00	54.00	53.00	55.00	1.00	1.9%
DEPARTMENT TOTAL	**1,161.40**	**1,165.50**	**1,219.00**	**1,189.00**	**1,190.00**	**(29.00)**	**(2.4%)**

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	5.00	7.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	16.00	18.00	17.00	17.00	16.00	(1.00)	(5.9%)
Admin & Operations Mgr	8.00	-	-	-	-	-	N/A
Admin/Office Support	1.00	-	-	-	-	-	N/A
Admin/Office Support Supv	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	21.80	19.00	17.00	17.00	17.00	-	0.0%
Admin/Operations Supv	9.00	1.00	1.00	-	-	(1.00)	(100.0%)
Administrative Specialist	2.00	-	-	-	-	-	N/A
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	5.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	2.00	2.00	-	-	-	-	N/A
Applications Development Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Supv	2.00	2.00	3.00	3.00	3.00	-	0.0%
Attorney	-	2.00	2.00	2.00	2.00	-	0.0%
Attorney - Associate	5.00	-	-	-	-	-	N/A
Attorney - Senior Law Researcher	-	4.00	4.00	4.00	4.00	-	0.0%
Bailiff	114.00	114.00	115.00	114.00	116.00	1.00	0.9%
Business/Systems Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	3.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	-	-	5.00	5.00	5.00	-	0.0%
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	1.00	1.00	(1.00)	(50.0%)
Communicatns Mgr-Crim Justice	-	-	1.00	1.00	1.00	-	0.0%
Computer Operator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	11.00	11.00	-	-	11.00	11.00	N/A
Court Commissioner	58.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	-	-	11.00	11.00	-	(11.00)	(100.0%)
Court Interpreter	32.10	32.00	33.00	32.00	33.00	-	0.0%
Court Interpreter Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	4.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Court Probate Investigator	-	-	7.00	7.00	-	(7.00)	(100.0%)
Court Reporter	56.50	51.50	51.50	51.50	51.50	-	0.0%
Court Reporter Manager	-	1.00	1.00	1.00	1.00	-	0.0%
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	5.00	-	-	-	-	N/A
Deputy Director - Superior Court	-	-	4.00	4.00	4.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator Bachelor's	5.00	5.00	6.00	6.00	6.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	-	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Finance/Business Analyst	4.00	4.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - Dept	3.00	3.00	-	-	-	-	N/A
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 Analyst	-	-	6.00	1.00	1.00	(5.00)	(83.3%)
Human Resources Associate	5.00	6.00	8.00	7.00	7.00	(1.00)	(12.5%)
Human Resources Manager	-	-	4.00	3.00	3.00	(1.00)	(25.0%)
Human Resources Mngr - Courts	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	5.00	5.00	7.00	4.00	4.00	(3.00)	(42.9%)
Human Resources Supervisor	1.00	1.00	-	1.00	1.00	1.00	N/A
Human Resources Support Supv	4.00	4.00	3.00	-	-	(3.00)	(100.0%)
IS Architect	-	-	1.00	1.00	1.00	-	0.0%
IT Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	3.00	3.00	2.00	2.00	2.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Judicial Assistant	152.00	158.00	157.00	155.00	155.00	(2.00)	(1.3%)
Judicial Assistant Coordinator	-	-	4.00	4.00	4.00	-	0.0%
Justice System Administrator	-	7.00	8.00	8.00	8.00	-	0.0%
Justice System Clerk	164.00	162.00	164.00	159.00	158.00	(6.00)	(3.7%)
Justice System Clerk Lead	20.00	19.00	20.00	20.00	20.00	-	0.0%
Justice System Clerk Supv	24.00	29.00	30.00	29.00	30.00	-	0.0%
Justice System Manager	-	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
Legal Assistant	12.00	14.00	14.00	14.00	14.00	-	0.0%
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	-	-	-	-	N/A
Library Paraprofessional	5.00	5.00	5.00	5.00	5.00	-	0.0%
Management Analyst	9.00	9.00	10.00	10.00	10.00	-	0.0%
Materials Handling Worker	5.00	-	-	-	-	-	N/A
Materials Inventory Specialist	-	5.00	4.00	4.00	4.00	-	0.0%
Media Specialist	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	4.50	4.50	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	20.00	18.00	19.00	18.00	18.00	(1.00)	(5.3%)
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	3.00	3.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	1.00	1.00	N/A
PC/LAN Tech Support	10.00	10.00	10.00	10.00	10.00	-	0.0%
Polygraph Examiner	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	6.00	6.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	4.00	6.00	6.00	6.00	-	0.0%
Program Manager	1.00	-	-	-	-	-	N/A
Programmer/Analyst	9.00	9.00	9.00	7.00	7.00	(2.00)	(22.2%)
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 Asst Division Mgr	-	-	1.00	-	-	(1.00)	(100.0%)
Security Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Security Inspector	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
Security Officer	115.00	113.00	130.00	130.00	130.00	-	0.0%
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	11.00	11.00	12.00	12.00	11.00	(1.00)	(8.3%)
Social Worker	5.00	7.00	-	-	7.00	7.00	N/A
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
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	7.00	7.00	7.00	-	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	1.00	-	0.0%
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	**1,161.40**	**1,165.50**	**1,219.00**	**1,189.00**	**1,190.00**	**(29.00)**	**(2.4%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
100	GENERAL	1,099.60	1,103.50	1,150.00	1,126.00	1,127.00	(23.00)	(2.0%)
208	JUDICIAL ENHANCEMENT	4.00	7.00	8.00	8.00	8.00	-	0.0%
238	SUPERIOR COURT GRANTS	25.80	23.00	29.00	23.00	23.00	(6.00)	(20.7%)
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total		**1,161.40**	**1,165.50**	**1,219.00**	**1,189.00**	**1,190.00**	**(29.00)**	**(2.4%)**

Significant Variance Analysis

The FY 2012 Revised appears to be approximately 25.0 FTE's too high. However, the FY 2013 FTE's align to the FY 2012 Forecast with the addition of 1.0 FTE Bailiff.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease the expenditure budget by $177,098 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Judicial Enhancement Fund (208)

- Decrease the expenditure budget by $1,558 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Grants Fund (238)

- Decrease the expenditure budget by $4,760 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Fill the Gap Fund (264)

- Decrease the expenditure budget by $4,171 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $925,781 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Regular Pay and Benefits by $111,425 to account for net changes in pay rates assigned to newly filled positions.
- Increase salary and benefits expenditures by $39,361 to support 1.0 FTE Bailiff for Juvenile Court.
- Decrease other Personal Services by $92,422, including reductions of $177,150 for Temporary Pay and $9,901 for Other Personal Services, and an increase of $94,629 for Overtime Pay. These changes are based on current spending patterns.
- Increase Salary and Benefit Savings by $825,165, increasing the budgeted savings rate by 1.02% to 4.88%.
- Increase Personal Services Allocations-Out by $257,964, including $109,620 to the County Manager's Non-Departmental Grant Fund (249), $61,744 to the Juvenile Probation Department for the shared cost of two Human Resources positions, and $86,600 for increased security costs for Adult Probation ($84,000) and the Justice Courts ($2,600).
- Increase Supplies by $11,349, including an increase of $125,049 for General Supplies and reductions of $3,700 for Fuel based on FY 2012 forecasted spending. Also reduce Non-Capital equipment by $110,000. This funding was earmarked for computer replacement. The County intends to fund PC replacement centrally in FY 2013.
- Increase Services by $126,755, of which $76,581 is for Legal Services, $14,431 for Rent and Leases, $24,819 for Travel and $10,924 for Education and Training. These changes are based on FY 2012 forecasted spending.
- Decrease Services by $273,056, including $18,657 for Health Care Services, $48,470 for Other Services, $107,500 for Repairs and Maintenance and $98,429 for Postage based on FY 2012 forecasted spending.
- Increase Services by $15,000 for executive recruitment and relocation expenses.

- Decrease Services Allocations-In by $22,233 from the Adult Probation Fees Fund (201) for the Superior Court's portion of the State Risk Management charges.
- Decrease Debt Service by $47,844 as a result of paying off the debt service in FY 2012.
- Decrease Personal Services Allocation-Out to the Superior Court Special Revenue Fund (259) by $825,165 to maintain structural balance.
- Increase Personal Services Allocations-Out to the Adult Probation General Fund for Personnel expenses for two Human Resources staff.

General Fund (100) Non Recurring Non Project (0001)

- Carry-forward expenditures of $1,301,750 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 $3,215 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Revenue by $49,000 and other expenditures by $50,657 to maintain structural balance.

Superior Court Grants Fund (238)

- Increase Regular Benefits by $8,184 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease Grant Fund revenue by $403,081 based on anticipated reductions of $432,134 in State grants. This reduction is partially offset by an increase of $29,053 from Title IV-D intergovernmental charges for services from the Arizona Department of Economic Security. In addition, reduce the expenditure amount by $406,505 to maintain structural balance.

Superior Court Special Revenue Fund (259)

- Decrease Special Revenue Fund revenue by $897,540, due to a drop-off in the portion of court revenue generated by the Court Automation Fee, Case Management Fee and Complex Civil Litigation Fee.
- Decrease Personal Services Allocations-In from the General Fund (100) by $825,165, and all other Services and Supplies by $72,375 to maintain structural balance.

Superior Court Law Library Fund (261)

- Decrease revenue and expenditures by $129,000 to reflect lower levels of revenue and maintain structural balance.

Superior Court Fill the Gap Fund (264)

- Increase Regular Benefits by $21,607 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease revenue by $921,124 due to declining State revenue.
- Decrease other expenditures by $938,560 to maintain structural balance.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Civil cases resolved within 18 months	94.9%	95.0%	94.4%	95.0%	0.0%	0.0%
Percent of tax cases resolved within 9 months (KRM)	N/A	89.5%	52.8%	89.5%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Civil cases resolved within 18 months	94.9%	95.0%	94.4%	95.0%	0.0%	0.0%
Output	Number of Civil cases resolved	73,851	72,000	52,594	49,850	(22,150)	-30.8%
Demand	Number of Civil (CVAD) cases filed	70,955	76,000	49,926	49,600	(26,400)	-34.7%
Efficiency	Cost per Civil case resolved	$ 123.31	$ 131.91	$ 175.79	$ 181.69	$ (49.78)	-37.7%
Revenue							
	259 - SUPERIOR COURT SPECIAL REV	$ 3,707,143	$ 3,703,500	$ 3,035,484	$ 3,045,460	$ (658,040)	-17.8%
	TOTAL SOURCES	$ 3,707,143	$ 3,703,500	$ 3,035,484	$ 3,045,460	$ (658,040)	-17.8%
Expenditure							
	100 - GENERAL	$ 5,091,041	$ 5,788,360	$ 5,537,047	$ 5,993,202	$ (204,842)	-3.5%
	208 - JUDICIAL ENHANCEMENT	66,407	65,412	64,980	65,646	(234)	-0.4%
	259 - SUPERIOR COURT SPECIAL REV	3,949,347	3,643,500	3,643,500	2,998,335	645,165	17.7%
	TOTAL USES	$ 9,106,795	$ 9,497,272	$ 9,245,527	$ 9,057,183	$ 440,089	4.6%

Activity Narrative: The increase in civil case filings in prior years is directly related to the economic downturn in Maricopa County. A subsequent decline in demand was acknowledged early in FY 2012 with a decline in civil revenue, prompting a shift of 6.0 FTE positions from the Superior Court Special Revenue Fund (259) to the General Fund for FY 2013. The Superior Court notes that while the filing rate has declined, the complexity of cases is increasing requiring additional staff time to resolve civil cases.

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. §§12-161 – 163 defines "Tax Court"; assigns the administrative supervision of tax court to the presiding judge of the Superior Court of Arizona; and authorizes the Office of the Tax Court (the Maricopa County Superior Court) to fund the personnel and budget requirements of the Office as determined by the presiding judge.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of tax cases resolved within 9 months (KRM)	N/A	89.5%	52.8%	89.5%	0.0%	0.0%
Output	Number of Large Record Tax cases resolved	930	1,000	1,092	1,034	34	3.4%
Output	Number of Small Record Tax cases resolved	1,342	900	719	849	(51)	-5.7%
Output	Number of all record tax cases resolved	N/A	1,900	1,411	1,883	(17)	-0.9%
Demand	Number of Large Record Tax cases filed	976	1,425	1,178	1,426	1	0.1%
Demand	Number of Small Record Tax cases filed	1,035	1,050	850	985	(65)	-6.2%
Efficiency	Cost per tax case resolved	N/A	$ 265.27	$ 352.22	$ 249.03	$ 16.24	6.1%
Expenditure							
	100 - GENERAL	$ 482,537	$ 504,011	$ 496,977	$ 468,924	$ 35,087	7.0%
	TOTAL USES	$ 482,537	$ 504,011	$ 496,977	$ 468,924	$ 35,087	7.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Spanish Interpretations	N/A	88.4%	95.0%	89.6%	1.2%	1.4%
Percent of people screened without incident	96.6%	96.0%	96.8%	96.4%	0.4%	0.4%
Percent of Jurors reporting for service	N/A	10.0%	9.8%	10.0%	0.0%	0.2%
Percent of user satisfaction	97.5%	100.0%	95.3%	100.0%	0.0%	0.0%

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 and 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Spanish Interpretations	N/A	88.4%	95.0%	89.6%	1.2%	1.4%
Output	Number of Interpretation requests completed	33,461	43,980	25,930	36,251	(7,729)	-17.6%
Demand	Number of Interpretation requests received	33,461	44,000	26,000	38,236	(5,764)	-13.1%
Efficiency	Cost per Interpretation request completed	$ -	$ 86.76	$ 134.79	$ 101.71	$ (14.95)	-17.2%
Revenue							
	100 - GENERAL	$ -	$ 500	$ 715	$ 500	$ -	0.0%
	TOTAL SOURCES	$ -	$ 500	$ 715	$ 500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,324,186	$ 3,586,083	$ 3,260,909	$ 3,456,629	$ 129,454	3.6%
	264 - SUPERIOR COURT FILL THE GAP	244,395	229,786	234,233	230,561	(775)	-0.3%
	TOTAL USES	$ 3,568,581	$ 3,815,869	$ 3,495,142	$ 3,687,190	$ 128,679	3.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of people screened without incident	96.6%	96.0%	96.8%	96.4%	0.4%	0.4%
Output	Number of people screened	3,219,832	3,200,000	3,269,815	3,138,307	(61,693)	-1.9%
Demand	Number of people entering court facilities	3,218,832	3,200,000	3,269,815	3,138,307	(61,693)	-1.9%
Efficiency	Cost per person screened	$ 2.00	$ 1.96	$ 2.04	$ 2.25	$ (0.28)	-14.5%
Revenue							
	100 - GENERAL	$ 44,251	$ 2,800	$ 400	$ 600	$ (2,200)	-78.6%
	TOTAL SOURCES	$ 44,251	$ 2,800	$ 400	$ 600	$ (2,200)	-78.6%
Expenditure							
	100 - GENERAL	$ 6,431,597	$ 6,278,145	$ 6,666,546	$ 7,047,837	$ (769,692)	-12.3%
	TOTAL USES	$ 6,431,597	$ 6,278,145	$ 6,666,546	$ 7,047,837	$ (769,692)	-12.3%

Activity Narrative: The new South Court Tower, opened in February, 2012, require 15.0 FTE Security Officers. However the Superior Court was able to lock one public door (each) in the Central Court Building and the East Court Building, allowing for the shift of 8 existing officers to the new building; thus 7.0 FTE Security Officers were authorized mid-year in FY 2012.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Jurors reporting for service	N/A	10.0%	9.8%	10.0%	0.0%	0.2%
Output	Number of jurors sent to a courtroom	41,132	40,320	42,903	42,513	2,193	5.4%
Demand	Number of jurors reporting for service	48,296	48,000	47,803	49,667	1,667	3.5%
Efficiency	Cost per juror sent to a courtroom	$ 98.66	$ 106.87	$ 96.98	$ 102.28	$ 4.59	4.3%
Revenue							
	100 - GENERAL	$ 712,967	$ 716,300	$ 593,353	$ 615,600	$ (100,700)	-14.1%
	259 - SUPERIOR COURT SPECIAL REV	54,695	121,000	59,660	61,500	(59,500)	-49.2%
	TOTAL SOURCES	$ 767,662	$ 837,300	$ 653,013	$ 677,100	$ (160,200)	-19.1%
Expenditure							
	100 - GENERAL	$ 4,037,196	$ 4,188,077	$ 4,106,479	$ 4,275,820	$ (87,743)	-2.1%
	259 - SUPERIOR COURT SPECIAL REV	21,086	121,000	54,180	72,600	48,400	40.0%
	TOTAL USES	$ 4,058,282	$ 4,309,077	$ 4,160,659	$ 4,348,420	$ (39,343)	-0.9%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	220,884	218,736	221,868	221,652	2,916	1.3%
Demand	Number of hours of Court proceedings that need to be recorded	220,884	218,736	221,868	221,652	2,916	1.3%
Efficiency	Cost per hour of Court proceedings recorded	$ 19.81	$ 19.80	$ 20.03	$ 20.41	$ (0.61)	-3.1%
Revenue							
	259 - SUPERIOR COURT SPECIAL REV	$ 67,407	$ 65,040	$ 63,277	$ 65,040	$ -	0.0%
	TOTAL SOURCES	$ 67,407	$ 65,040	$ 63,277	$ 65,040	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 4,311,533	$ 4,266,365	$ 4,378,640	$ 4,458,703	$ (192,338)	-4.5%
	259 - SUPERIOR COURT SPECIAL REV	65,040	65,040	65,040	65,040	-	0.0%
	TOTAL USES	$ 4,376,573	$ 4,331,405	$ 4,443,680	$ 4,523,743	$ (192,338)	-4.4%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of user satisfaction	97.5%	100.0%	95.3%	100.0%	0.0%	0.0%
Output	Number of website sessions completed	288,574,900	290,000,000	299,178,360	299,296,540	9,296,540	3.2%
Demand	Number of website sessions requested	289,511,710	300,000,000	304,777,010	307,110,930	7,110,930	2.4%
Efficiency	Cost per website session	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.00	12.8%
Revenue							
	100 - GENERAL	$ -	$ 500	$ -	$ -	$ (500)	-100.0%
	259 - SUPERIOR COURT SPECIAL REV	241,259	288,000	226,670	288,000	-	0.0%
	261 - LAW LIBRARY	1,534,390	1,425,000	1,285,449	1,296,000	(129,000)	-9.1%
	TOTAL SOURCES	$ 1,775,649	$ 1,713,500	$ 1,512,119	$ 1,584,000	$ (129,500)	-7.6%
Expenditure							
	100 - GENERAL	$ 2,047,238	$ 2,041,891	$ 1,953,806	$ 1,819,992	$ 221,899	10.9%
	259 - SUPERIOR COURT SPECIAL REV	257,893	288,000	262,081	264,025	23,975	8.3%
	261 - LAW LIBRARY	1,119,275	1,425,000	1,170,355	1,296,000	129,000	9.1%
	TOTAL USES	$ 3,424,406	$ 3,754,891	$ 3,386,242	$ 3,380,017	$ 374,874	10.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Capital cases resolved within 545 days	25.5%	30.0%	27.6%	30.0%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days	81.3%	81.4%	81.2%	81.4%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Capital cases resolved within 545 days	25.5%	30.0%	27.6%	30.0%	0.0%	0.0%
Output	Number of Capital cases resolved	47	40	29	32	(8)	-20.0%
Demand	Number of Capital cases filed	29	32	29	26	(6)	-18.8%
Efficiency	Cost per Capital case resolved	$ 10,641.85	$ 12,047.23	$ 16,525.52	$ 14,570.84	$ (2,523.62)	-20.9%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 180,856	$ 180,856	$ 186,705	$ 186,705	$ 5,849	3.2%
	TOTAL SOURCES	$ 180,856	$ 180,856	$ 186,705	$ 186,705	$ 5,849	3.2%
Expenditure							
	259 - SUPERIOR COURT SPECIAL REV	$ 316,817	$ 298,891	$ 292,535	$ 278,274	$ 20,617	6.9%
	238 - SUPERIOR COURT GRANTS	183,350	182,998	186,705	187,993	(4,995)	-2.7%
	TOTAL USES	$ 500,167	$ 481,889	$ 479,240	$ 466,267	$ 15,622	3.2%

Activity Narrative: The number of Capital cases has gradually declined over the last several years. Filings and resolutions are both expected to decline in FY 2013, but this is not expected to create a backlog.

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.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of General Felony cases resolved within 180 days	81.3%	81.4%	81.2%	81.4%	0.0%	0.0%
Output	Number of General Felony cases resolved	33,805	31,200	32,612	31,200	-	0.0%
Demand	Number of General Felony cases filed	32,079	31,600	32,034	31,600	-	0.0%
Efficiency	Cost per General Felony case resolved	$ 569.66	$ 538.87	$ 535.25	$ 549.43	$ (10.57)	-2.0%
Revenue							
	100 - GENERAL	$ 94	$ 100	$ 72	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	171,431	391,441	129,607	279,607	(111,834)	-28.6%
	208 - JUDICIAL ENHANCEMENT	601,783	570,600	512,137	521,600	(49,000)	-8.6%
	259 - SUPERIOR COURT SPECIAL REV	55,676	60,000	52,715	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	2,611,528	2,007,812	2,009,412	2,101,600	93,788	4.7%
	TOTAL SOURCES	$ 3,440,512	$ 3,029,953	$ 2,703,943	$ 2,962,907	$ (67,046)	-2.2%
Expenditure							
	100 - GENERAL	$ 16,381,261	$ 14,549,558	$ 15,429,793	$ 14,879,155	$ (329,597)	-2.3%
	238 - SUPERIOR COURT GRANTS	143,186	394,190	129,607	280,510	113,680	28.8%
	208 - JUDICIAL ENHANCEMENT	57,744	55,959	61,384	56,149	(190)	-0.3%
	259 - SUPERIOR COURT SPECIAL REV	60,000	60,000	60,000	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	2,615,128	1,753,020	1,774,792	1,866,554	(113,534)	-6.5%
	TOTAL USES	$ 19,257,319	$ 16,812,727	$ 17,455,576	$ 17,142,368	$ (329,641)	-2.0%

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

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.

Program Results

Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Pre-Decree Family Court cases resolved within 12 months	96.9%	96.1%	96.4%	96.3%	0.2%	0.2%
Percent of Post-Decree Family Court cases resolved within 7 months	100.0%	95.7%	74.7%	95.7%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Pre-Decree Family Court cases resolved within 12 months	96.9%	96.1%	96.4%	96.3%	0.2%	0.2%
Output	Number of Pre-Decree Family Court cases resolved	31,379	30,600	30,857	31,318	718	2.3%
Demand	Number of Pre-Decree Family Court cases filed	31,800	31,000	28,908	31,390	390	1.3%
Efficiency	Cost per Pre-Decree Family Court case resolved	$ 308.46	$ 318.48	$ 316.97	$ 325.24	$ (6.76)	-2.1%
Revenue							
	100 - GENERAL	$ 1,766	$ 100	$ -	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	714,517	998,036	805,503	1,022,851	24,815	2.5%
	257 - CONCILIATION COURT FEES	1,698,195	1,390,000	1,420,131	1,390,000	-	0.0%
	276 - SPOUSAL MAINT ENF ENHANCE	120,744	115,921	101,570	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	158,522	115,007	172,857	115,007	-	0.0%
	TOTAL SOURCES	$ 2,693,744	$ 2,619,064	$ 2,500,061	$ 2,643,879	$ 24,815	0.9%
Expenditure							
	100 - GENERAL	$ 7,032,969	$ 6,687,908	$ 7,027,439	$ 6,723,820	$ (35,912)	-0.5%
	238 - SUPERIOR COURT GRANTS	680,031	998,036	805,503	1,014,667	(16,631)	-1.7%
	208 - JUDICIAL ENHANCEMENT	68,734	66,186	66,953	66,413	(227)	-0.3%
	257 - CONCILIATION COURT FEES	1,590,000	1,702,500	1,590,000	1,790,000	(87,500)	-5.1%
	259 - SUPERIOR COURT SPECIAL REV	76,633	60,000	60,000	60,000	-	0.0%
	276 - SPOUSAL MAINT ENF ENHANCE	115,921	115,921	115,921	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	115,007	115,007	115,007	415,007	(300,000)	-260.9%
	TOTAL USES	$ 9,679,295	$ 9,745,558	$ 9,780,823	$ 10,185,828	$ (440,270)	-4.5%

Conciliation Court Fees Fund (257)
Non Recurring Non Project (0001)

The one-time expenditure budget of $400,000 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 litigant's ability to pay. This trend is not expected to continue. As the economy improves and individuals have the ability to pay, the court will grant fewer waivers. In addition, it is expected that 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Post-Decree Family Court cases resolved within 7 months	100.0%	95.7%	74.7%	95.7%	0.0%	0.0%
Output	Number of Post-Decree Family Court cases resolved	18,555	18,400	22,941	18,400	-	0.0%
Demand	Number of Post-Decree Family Court cases filed	18,555	19,000	18,518	20,100	1,100	5.8%
Efficiency	Cost per Post-Decree Family Court case resolved	$ 246.28	$ 262.37	$ 198.06	$ 239.23	$ 23.14	8.8%
Revenue							
	100 - GENERAL	$ 803,853	$ 580,100	$ 715,596	$ 829,300	$ 249,200	43.0%
	238 - SUPERIOR COURT GRANTS	25,439	70,369	44,926	74,607	4,238	6.0%
	271 - EXPEDITED CHILD SUPPORT	656,200	585,000	580,238	585,000	-	0.0%
	276 - SPOUSAL MAINT ENF ENHANCE	199,618	190,682	175,827	190,682	-	0.0%
	TOTAL SOURCES	$ 1,685,110	$ 1,426,151	$ 1,516,587	$ 1,679,589	$ 253,438	17.8%
Expenditure							
	100 - GENERAL	$ 3,225,656	$ 3,469,062	$ 3,493,779	$ 3,351,560	$ 117,502	3.4%
	238 - SUPERIOR COURT GRANTS	34,800	70,369	44,926	74,607	(4,238)	-6.0%
	271 - EXPEDITED CHILD SUPPORT	1,118,680	897,500	614,400	785,000	112,500	12.5%
	282 - DOM REL MEDIATION EDUCATION	190,682	390,682	390,682	190,682	200,000	51.2%
	TOTAL USES	$ 4,569,818	$ 4,827,613	$ 4,543,787	$ 4,401,849	$ 425,764	8.8%

Expedited Child Support Fund (271) / Children's Issues Education Fund (281) Non Recurring Non Project (0001)

A one-time expenditure of $500,000 is budgeted for outside vendors contracted to provide parenting conferences for litigants in Family Court. The amount includes $200,000 from the Expedited Child Support Fund, and a new expenditure of $300,000 from the Children's Issues Education Fund. The conferences are being court-ordered with payment deferred or waived based on the litigant's ability to pay. This trend is not expected to continue. As the economy improves and individuals have the ability to pay, the court will grant fewer waivers. In addition, it is expected that 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of adjudication hearings for non-detained juveniles held within 30 days	N/A	95.0%	96.6%	95.0%	0.0%	0.0%
Percent of preliminary protective hearings held within 7 business days after removal from home	N/A	97.6%	84.1%	97.6%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days	N/A	95.0%	96.6%	95.0%	0.0%	0.0%
Output	Number of Delinquency cases resolved	8,035	10,400	9,334	10,400	-	0.0%
Output	Number of hearings	N/A	10,800	9,334	10,800	-	0.0%
Demand	Number of Delinquency cases filed	7,917	11,200	9,334	10,800	(400)	-3.6%
Efficiency	Cost per Delinquency case resolved	$ 562.43	$ 441.52	$ 494.70	$ 437.98	$ 3.54	0.8%
Revenue							
	100 - GENERAL	$ -	$ -	$ 385,710	$ 250,000	$ 250,000	N/A
	238 - SUPERIOR COURT GRANTS	120,745	142,590	80,767	86,326	(56,264)	-39.5%
	TOTAL SOURCES	$ 120,745	$ 142,590	$ 466,477	$ 336,326	$ 193,736	135.9%
Expenditure							
	100 - GENERAL	$ 4,343,106	$ 4,361,152	$ 4,442,979	$ 4,374,169	$ (13,017)	-0.3%
	238 - SUPERIOR COURT GRANTS	109,276	136,910	80,767	86,774	50,136	36.6%
	208 - JUDICIAL ENHANCEMENT	66,714	93,790	93,824	94,100	(310)	-0.3%
	TOTAL USES	$ 4,519,096	$ 4,591,852	$ 4,617,570	$ 4,555,043	$ 36,809	0.8%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of preliminary protective hearings held within 7 business days after removal from home	N/A	97.6%	84.1%	97.6%	0.0%	0.0%
Output	Number of Dependency cases resolved	6,655	8,400	11,649	8,400	-	0.0%
Output	Number of preliminary protective hearings	N/A	8,400	6,029	8,400	-	0.0%
Demand	Number of Dependency cases filed	7,015	8,400	12,839	9,200	800	9.5%
Efficiency	Cost per Dependency case resolved	$ 694.88	$ 556.88	$ 404.03	$ 533.75	$ 23.13	4.2%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 898,673	$ 818,108	$ 805,503	$ 798,223	$ (19,885)	-2.4%
	277 - EMANCIPATION ADMINISTRATION	881	-	302	-	-	N/A
	TOTAL SOURCES	$ 899,554	$ 818,108	$ 805,805	$ 798,223	$ (19,885)	-2.4%
Expenditure							
	100 - GENERAL	$ 3,734,424	$ 3,783,295	$ 3,787,286	$ 3,547,310	$ 235,985	6.2%
	238 - SUPERIOR COURT GRANTS	863,579	840,539	803,622	803,768	36,771	4.4%
	208 - JUDICIAL ENHANCEMENT	26,400	53,969	115,679	127,628	(73,659)	-136.5%
	277 - EMANCIPATION ADMINISTRATION	-	-	-	4,800	(4,800)	N/A
	TOTAL USES	$ 4,624,403	$ 4,677,803	$ 4,706,587	$ 4,483,506	$ 194,297	4.2%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of probate cases in compliance with case-processing standards	N/A	96.0%	157.3%	96.0%	0.0%	0.0%
Percent of Cases reviewed within 30 days of the required due date	100.0%	96.0%	49.2%	97.0%	1.0%	1.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Cases reviewed within 30 days of the required due date	100.0%	96.0%	49.2%	97.0%	1.0%	1.0%
Output	Number of active Cases reviewed	35,963	36,000	33,177	36,000	-	0.0%
Demand	Number of active Cases requiring review	35,963	36,000	33,857	36,000	-	0.0%
Efficiency	Cost per Case reviewed	$ 60.46	$ 62.93	$ 63.82	$ 59.24	$ 3.69	5.9%
Revenue							
	256 - PROBATE FEES	$ 480,863	$ 464,531	$ 419,595	$ 464,531	$ -	0.0%
	TOTAL SOURCES	$ 480,863	$ 464,531	$ 419,595	$ 464,531	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,591,789	$ 1,700,932	$ 1,552,927	$ 1,518,201	$ 182,731	10.7%
	208 - JUDICIAL ENHANCEMENT	2,096	-	-	-	-	N/A
	256 - PROBATE FEES	580,412	564,531	564,531	614,531	(50,000)	-8.9%
	TOTAL USES	$ 2,174,297	$ 2,265,463	$ 2,117,458	$ 2,132,732	$ 132,731	5.9%

Probate Fees Fund (256) Non Recurring Non Project (0001)
The one-time expenditure budget of $150,000 is for payment to contract accountants and investigators for complex forensic case work performed in Probate Court. When comparing FY 2012 Forecast to FY 2013, the additional funding will improve the result measure by outsourcing a portion of the complex workload. This complex workload is outside of the normal scope and expertise of court administration staff 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of probate cases in compliance with case-processing standards	N/A	96.0%	157.3%	96.0%	0.0%	0.0%
Output	Number of Mental Health cases resolved	2,796	2,600	3,748	2,600	-	0.0%
Output	Number of probate cases	N/A	36,000	33,557	36,000	-	0.0%
Demand	Number of Mental Health cases filed	3,147	2,600	3,538	3,100	500	19.2%
Efficiency	Cost per Mental Health case resolved	$ 320.24	$ 703.53	$ 405.24	$ 728.25	$ (24.73)	-3.5%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ -	$ 250,000	$ 2,000	$ 100,000	$ (150,000)	-60.0%
	TOTAL SOURCES	$ -	$ 250,000	$ 2,000	$ 100,000	$ (150,000)	-60.0%
Expenditure							
	100 - GENERAL	$ 895,390	$ 1,579,167	$ 1,516,837	$ 1,793,453	$ (214,286)	-13.6%
	238 - SUPERIOR COURT GRANTS	-	250,000	2,000	100,000	150,000	60.0%
	TOTAL USES	$ 895,390	$ 1,829,167	$ 1,518,837	$ 1,893,453	$ (64,286)	-3.5%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 73,456,676**	**$ 1,302,200**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (252,743)**	**$ -**
ASRS Employer Rate Change	*C-49-12-014-2-00*		*(252,743)*	-
Reallocations			**$ -**	**$ -**
AOC Risk Management Charges	*C-49-12-009-2-00*		*(127,631)*	-
FY 2012 Revised Budget			**$ 73,076,302**	**$ 1,302,200**
Adjustments:				
Employee Salary Adjustments			**$ (177,098)**	**$ -**
Adjust Hours Per FTE			*(177,098)*	-
FY 2013 Budget Target			**$ 72,899,204**	**$ 1,302,200**
Adjustments:				
Employee Retirement and Benefits			**$ 925,781**	**$ -**
Retirement Contributions			*925,781*	-
Base Adjustments			**$ (1,245,504)**	**$ -**
Other Base Adjustments			*(1,245,504)*	-
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions		*$ (111,425)*		
Decrease Judge and Commissioner Salary/Benefit expenditures due to eight fewer work hours in FY 2013		*(92,083)*		
Increase Salary and Benefit expenditures, and add 1.0 FTE Bailiff		*39,361*		
Decrease other Personal Services by $92,422, including reductions of $177,150 for Temporary Pay and $9,901 for Other Personal Services, and an increase of $94,629 for Overtime Pay		*(92,422)*		
Decrease Salary/Benefit Savings expenditures by $825,165, reducing the budgeted saving rate by 1.02% to 4.88%		*(825,165)*		
Increase Salary/Benefit Savings expenditures for the Court Security Activity		*299,223*		
Increase Personal Services Allocations-Out by $257,964, including $109,620 to the County Manager Non-Departmental Grant Fund (249), $61,744 to the Juv. Probation Dept. for the shared cost of two HR positions, and $86,600 for increased security costs for Adult Probation ($84,000) and Justice Courts		*(257,964)*		
Increase Supplies by $11,349, including an increase of $125,049 for General Supplies and reductions of $3,700 for Fuel based on FY 2012 Forecasted costs and $110,000 from Non-Capital Expenditures		*11,349*		
Increase expenditures for Services by $126,755, including $76,581 for Legal Services, $14,431 for equipment rent, $24,819 for Travel and $10,924 for Education and Training		*126,755*		
Decrease expenditures for Services by $273,056, including $18,657 for Health Care Services, $48,470 for Other Services, $107,500 for maintenance costs and $98,429 for Postage		*(288,056)*		
Increase Services expenditures for executive recruitment and relocation		*15,000*		
Decrease Services Alloc-In from Adult Prob. Fees Fund (201) - AZ Risk Mngt.		*(22,233)*		
Decrease Debt Service costs by $47,844		*(47,844)*		
Fees and Other Revenues			**$ -**	**$ 394,100**
ProgRevenue Volume Inc/Dec			*-*	*394,100*
Reallocations			**$ 775,549**	**$ -**
Reallocation Between Funds			*825,165*	-
Decrease Personal Services Allocations-Out to the Special Revenue Fund (259)		*$ 825,165*		
Reallocation Between Depts			*(49,616)*	-
Increase Personal Services Allocations-Out to the Adult Probation General Fund for the shared cost of two HR positions		*$ 49,616*		
FY 2013 Recommended Budget			**$ 73,355,030**	**$ 1,696,300**
Percent Change from Target Amount			*0.6%*	*30.3%*

General Fund (100) (continued)

	Expenditures	Revenue
Integrated Court Info Rewrite		
FY 2012 Adopted Budget	**$ 3,100,000**	**$ -**
FY 2012 Revised Budget	**$ 3,100,000**	**$ -**
Adjustments:		
Information and Communications Technology		
Technology Projects	**$ (3,100,000)**	**$ -**
Other Technology Projects	*(3,100,000)*	-
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 1,301,750**	**$ -**
Non Recurring Carry Forward	*1,301,750*	-
FY 2013 Recommended Budget	**$ 1,301,750**	**$ -**
Percent Change from Target Amount		

Superior Court Judicial Enhancement Fund (208)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 570,600**	**$ 570,600**
FY 2012 Revised Budget	**$ 570,600**	**$ 570,600**
Adjustments:		
Employee Salary Adjustments	**$ (1,558)**	**$ -**
Adjust Hours Per FTE	*(1,558)*	-
FY 2013 Budget Target	**$ 569,042**	**$ 570,600**
Adjustments:		
Employee Retirement and Benefits	**$ 3,215**	**$ -**
Retirement Contributions	*3,215*	-
Fees and Other Revenues	**$ (50,657)**	**$ (49,000)**
ProgRevenue Volume Inc/Dec	*(50,657)*	*(49,000)*
FY 2013 Recommended Budget	**$ 521,600**	**$ 521,600**
Percent Change from Target Amount	*-8.3%*	*-8.6%*

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,318,846	$ 1,582,748	$ 1,582,748	$ 1,921,296	$ 2,141,713
Sources:					
Clerk of the Superior Court (160)	$ 1,199,475	$ 1,100,000	$ 1,100,000	$ 1,020,000	$ 1,000,000
Superior Court (800)	615,752	570,600	570,600	522,503	521,600
Operating	$ 1,815,227	$ 1,670,600	$ 1,670,600	$ 1,542,503	$ 1,521,600
Total Sources:	$ 1,815,227	$ 1,670,600	$ 1,670,600	$ 1,542,503	$ 1,521,600
Uses:					
Clerk of the Superior Court (160)	$ 336,448	$ 1,100,000	$ 1,100,000	$ 505,579	$ 1,000,000
Superior Court (800)	401,568	570,600	570,600	516,507	521,600
Operating	$ 738,016	$ 1,670,600	$ 1,670,600	$ 1,022,086	$ 1,521,600
Clerk of the Superior Court (160)	$ 90,900	$ -	$ -	$ -	$ 100,000
Superior Court (800)	383,862	300,000	300,000	300,000	-
Non-Recurring	$ 474,762	$ 300,000	$ 300,000	$ 300,000	$ 100,000
Total Uses:	$ 1,212,778	$ 1,970,600	$ 1,970,600	$ 1,322,086	$ 1,621,600
Structural Balance	$ 1,077,211	$ -	$ -	$ 520,417	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,921,296	$ 1,282,748	$ 1,282,748	$ 2,141,713	$ 2,041,713
Total Ending Spendable Fund Balance	$ 1,921,296	$ 1,282,748	$ 1,282,748	$ 2,141,713	$ 2,041,713

Superior Court Grants Fund (238)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 3,002,400**	**$ 3,002,400**
FY 2012 Revised Budget	**$ 3,002,400**	**$ 3,002,400**
Adjustments:		
Employee Salary Adjustments	**$ (4,760)**	**$ -**
Adjust Hours Per FTE	*(4,760)*	-
FY 2013 Budget Target	**$ 2,997,640**	**$ 3,002,400**
Adjustments:		
Employee Retirement and Benefits	**$ 8,184**	**$ -**
Retirement Contributions	*8,184*	-
Grants	**$ (406,505)**	**$ (403,081)**
Grant Reconciliation	*(406,505)*	*(403,081)*
FY 2013 Recommended Budget	**$ 2,599,319**	**$ 2,599,319**
Percent Change from Target Amount	*-13.3%*	*-13.4%*

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (151,702)	$ (151,702)	$ (151,702)	$ (29,570)	$ (29,570)
Sources:					
Operating	$ 2,143,639	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319
Total Sources:	$ 2,143,639	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319
Uses:					
Operating	$ 2,021,509	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319
Total Uses:	$ 2,021,509	$ 3,002,400	$ 3,002,400	$ 2,055,011	$ 2,599,319
Structural Balance	$ 122,130	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(29,570)	(151,702)	(151,702)	(29,570)	(29,570)
Total Ending Spendable Fund Balance	$ (29,570)	$ (151,702)	$ (151,702)	$ (29,570)	$ (29,570)

Probate Fees Fund (256)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 464,531**	**$ 464,531**
FY 2012 Revised Budget		**$ 464,531**	**$ 464,531**
FY 2013 Budget Target		**$ 464,531**	**$ 464,531**
FY 2013 Recommended Budget		**$ 464,531**	**$ 464,531**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 100,000**	**$ -**
FY 2012 Revised Budget		**$ 100,000**	**$ -**
Adjustments:			
Non Recurring		**$ (100,000)**	**$ -**
Other Non-Recurring		*(100,000)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 150,000**	**$ -**
Other Non-Recurring		*150,000*	-
Contract accountants and investigations	*$ 150,000*		
FY 2013 Recommended Budget		**$ 150,000**	**$ -**
Percent Change from Target Amount			

Probate Fees Fund (256) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 579,135	$ 348,759	$ 348,759	$ 483,530	$ 340,858
Sources:					
Operating	$ 484,808	$ 464,531	$ 464,531	$ 421,859	$ 464,531
Total Sources:	$ 484,808	$ 464,531	$ 464,531	$ 421,859	$ 464,531
Uses:					
Operating	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531
Non-Recurring	115,881	100,000	100,000	100,000	150,000
Total Uses:	$ 580,412	$ 564,531	$ 564,531	$ 564,531	$ 614,531
Structural Balance	$ 20,277	$ -	$ -	$ (42,672)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 483,530	$ 248,759	$ 248,759	$ 340,858	$ 190,858
Total Ending Spendable Fund Balance	$ 483,530	$ 248,759	$ 248,759	$ 340,858	$ 190,858

Conciliation Court Fees Fund (257)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 1,390,000**	**$ 1,390,000**
FY 2012 Revised Budget		**$ 1,390,000**	**$ 1,390,000**
FY 2013 Budget Target		**$ 1,390,000**	**$ 1,390,000**
FY 2013 Recommended Budget		**$ 1,390,000**	**$ 1,390,000**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 312,500**	**$ -**
FY 2012 Revised Budget		**$ 312,500**	**$ -**
Adjustments:			
Non Recurring		**$ (312,500)**	**$ -**
Other Non-Recurring		*(312,500)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 400,000**	**$ -**
Other Non-Recurring		*400,000*	-
Parent Conference Reports	*$ 400,000*		
FY 2013 Recommended Budget		**$ 400,000**	**$ -**
Percent Change from Target Amount			

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 534,774	$ 412,617	$ 412,617	$ 647,985	$ 481,161
Sources:					
Operating	$ 1,703,211	$ 1,390,000	$ 1,390,000	$ 1,423,176	$ 1,390,000
Total Sources:	$ 1,703,211	$ 1,390,000	$ 1,390,000	$ 1,423,176	$ 1,390,000
Uses:					
Operating	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000
Non-Recurring	200,000	312,500	312,500	200,000	400,000
Total Uses:	$ 1,590,000	$ 1,702,500	$ 1,702,500	$ 1,590,000	$ 1,790,000
Structural Balance	$ 313,211	$ -	$ -	$ 33,176	$ -
Ending Spendable Fund Balance:					
Restricted	$ 647,985	$ 100,117	$ 100,117	$ 481,161	$ 81,161
Total Ending Spendable Fund Balance	$ 647,985	$ 100,117	$ 100,117	$ 481,161	$ 81,161

Superior Court Special Revenue Fund (259)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 5,797,540**	**$ 5,797,540**
FY 2012 Revised Budget	**$ 5,797,540**	**$ 5,797,540**
FY 2013 Budget Target	**$ 5,797,540**	**$ 5,797,540**
Adjustments:		
Fees and Other Revenues	**$ (72,375)**	**$ (897,540)**
ProgRevenue Volume Inc/Dec	*(72,375)*	*(897,540)*
Reallocations	**$ (825,165)**	**$ -**
Reallocation Between Funds	*(825,165)*	*-*
FY 2013 Recommended Budget	**$ 4,900,000**	**$ 4,900,000**
Percent Change from Target Amount	*-15.5%*	*-15.5%*

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 2,790,518	$ 558,201	$ 558,201	$ 1,061,809	$ 123,138
Sources:					
Operating	$ 5,743,506	$ 5,797,540	$ 5,797,540	$ 4,748,130	$ 4,900,000
Total Sources:	$ 5,743,506	$ 5,797,540	$ 5,797,540	$ 4,748,130	$ 4,900,000
Uses:					
Operating	$ 6,245,390	$ 5,797,540	$ 5,797,540	$ 5,454,801	$ 4,900,000
Non-Recurring	1,226,827	232,000	232,000	232,000	-
Total Uses:	$ 7,472,217	$ 6,029,540	$ 6,029,540	$ 5,686,801	$ 4,900,000
Structural Balance	$ (501,884)	$ -	$ -	$ (706,671)	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,061,809	$ 326,201	$ 326,201	$ 123,138	$ 123,138
Total Ending Spendable Fund Balance	$ 1,061,809	$ 326,201	$ 326,201	$ 123,138	$ 123,138

Law Library Fees Fund (261)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 1,425,000**	**$ 1,425,000**
FY 2012 Revised Budget	**$ 1,425,000**	**$ 1,425,000**
FY 2013 Budget Target	**$ 1,425,000**	**$ 1,425,000**
Adjustments:		
Fees and Other Revenues	**$ (129,000)**	**$ (129,000)**
ProgRevenue Volume Inc/Dec	*(129,000)*	*(129,000)*
FY 2013 Recommended Budget	**$ 1,296,000**	**$ 1,296,000**
Percent Change from Target Amount	*-9.1%*	*-9.1%*

Law Library Fees Fund (261) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,319,555	$ 1,642,410	$ 1,642,410	$ 1,747,800	$ 1,873,469
Sources:					
Operating	$ 1,547,519	$ 1,425,000	$ 1,425,000	$ 1,296,024	$ 1,296,000
Total Sources:	$ 1,547,519	$ 1,425,000	$ 1,425,000	$ 1,296,024	$ 1,296,000
Uses:					
Operating	$ 1,119,275	$ 1,425,000	$ 1,425,000	$ 1,170,355	$ 1,296,000
Total Uses:	$ 1,119,275	$ 1,425,000	$ 1,425,000	$ 1,170,355	$ 1,296,000
Structural Balance	$ 428,244	$ -	$ -	$ 125,669	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,747,800	$ 1,642,410	$ 1,642,410	$ 1,873,469	$ 1,873,469
Total Ending Spendable Fund Balance	$ 1,747,800	$ 1,642,410	$ 1,642,410	$ 1,873,469	$ 1,873,469

Superior Court Fill the Gap Fund (264)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 3,022,724**	**$ 3,022,724**
Adjustments:	Agenda Item:		
Fees and Other Revenues		**$ (1,014,912)**	**$ (1,014,912)**
FY 12 Court Fill-the-Gap Plan	*C-80-12-008-2-00*	*(1,014,912)*	*(1,014,912)*
FY 2012 Revised Budget		**$ 2,007,812**	**$ 2,007,812**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (4,171)**	**$ -**
Adjust Hours Per FTE		*(4,171)*	*-*
Fees and Other Revenues		**$ 1,014,912**	**$ 1,014,912**
FY 12 Court Fill-the-Gap Plan	*C-80-12-008-2-00*	*1,014,912*	*1,014,912*
FY 2013 Budget Target		**$ 3,018,553**	**$ 3,022,724**
Adjustments:			
Employee Retirement and Benefits		**$ 21,607**	**$ -**
Retirement Contributions		*21,607*	*-*
Fees and Other Revenues		**$ (938,560)**	**$ (921,124)**
ProgRevenue Volume Inc/Dec		*(938,560)*	*(921,124)*
FY 2013 Recommended Budget		**$ 2,101,600**	**$ 2,101,600**
Percent Change from Target Amount		*-30.4%*	*-30.5%*

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 405,116	$ 631,350	$ 631,350	$ 158,944	$ 58,944
Sources:					
Operating	$ 2,613,350	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600
Total Sources:	$ 2,613,350	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600
Uses:					
Operating	$ 2,859,523	$ 3,022,724	$ 2,007,812	$ 2,009,025	$ 2,101,600
Non-Recurring	-	100,000	161,074	100,000	-
Total Uses:	$ 2,859,523	$ 3,122,724	$ 2,168,886	$ 2,109,025	$ 2,101,600
Structural Balance	$ (246,173)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 158,944	$ 531,350	$ 470,276	$ 58,944	$ 58,944
Total Ending Spendable Fund Balance	$ 158,944	$ 531,350	$ 470,276	$ 58,944	$ 58,944

Expedited Child Support Fund (271)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 585,000**	**$ 585,000**
FY 2012 Revised Budget		**$ 585,000**	**$ 585,000**
FY 2013 Budget Target		**$ 585,000**	**$ 585,000**
FY 2013 Recommended Budget		**$ 585,000**	**$ 585,000**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ 312,500**	**$ -**
FY 2012 Revised Budget		**$ 312,500**	**$ -**
Adjustments:			
Non Recurring		**$ (312,500)**	**$ -**
Other Non-Recurring		*(312,500)*	-
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 200,000**	**$ -**
Other Non-Recurring		*200,000*	-
Parent Conference Reports	*$ 200,000*		
FY 2013 Recommended Budget		**$ 200,000**	**$ -**
Percent Change from Target Amount			

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 797,055	$ 408,157	$ 408,157	$ 338,770	$ 306,545
Sources:					
Operating	$ 660,394	$ 585,000	$ 585,000	$ 582,175	$ 585,000
Total Sources:	$ 660,394	$ 585,000	$ 585,000	$ 582,175	$ 585,000
Uses:					
Operating	$ 585,000	$ 585,000	$ 585,000	$ 478,500	$ 585,000
Non-Recurring	533,680	312,500	312,500	135,900	200,000
Total Uses:	$ 1,118,680	$ 897,500	$ 897,500	$ 614,400	$ 785,000
Structural Balance	$ 75,394	$ -	$ -	$ 103,675	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 338,770	$ 95,657	$ 95,657	$ 306,545	$ 106,545
Total Ending Spendable Fund Balance	$ 338,770	$ 95,657	$ 95,657	$ 306,545	$ 106,545

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 115,921**	**$ 115,921**
FY 2012 Revised Budget	**$ 115,921**	**$ 115,921**
FY 2013 Budget Target	**$ 115,921**	**$ 115,921**
FY 2013 Recommended Budget	**$ 115,921**	**$ 115,921**
Percent Change from Target Amount	*0.0%*	*0.0%*

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 137,058	$ 127,559	$ 127,559	$ 143,249	$ 129,648
Sources:					
Operating	$ 122,112	$ 115,921	$ 115,921	$ 102,320	$ 115,921
Total Sources:	$ 122,112	$ 115,921	$ 115,921	$ 102,320	$ 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	$ 6,191	$ -	$ -	$ (13,601)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 143,249	$ 127,559	$ 127,559	$ 129,648	$ 129,648
Total Ending Spendable Fund Balance	$ 143,249	$ 127,559	$ 127,559	$ 129,648	$ 129,648

Emancipation Administration (277)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 4,800**	**$ -**
Other Non-Recurring		*4,800*	-
Emancipation Administrative Costs	*$ 4,800*		
FY 2013 Recommended Budget		**$ 4,800**	**$ -**
Percent Change from Target Amount			

Emancipation Administration (277) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 3,639	$ 3,916	$ 3,916	$ 4,561	$ 4,876
Sources:					
Operating	$ 922	$ -	$ -	$ 315	$ -
Total Sources:	$ 922	$ -	$ -	$ 315	$ -
Uses:					
Non-Recurring	-	-	-	-	4,800
Total Uses:	$ -	$ -	$ -	$ -	$ 4,800
Structural Balance	$ 922	$ -	$ -	$ 315	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,561	$ 3,916	$ 3,916	$ 4,876	$ 76
Total Ending Spendable Fund Balance	$ 4,561	$ 3,916	$ 3,916	$ 4,876	$ 76

Children's Issues Education Fund (281)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ 115,007**	**$ 115,007**
FY 2012 Revised Budget		**$ 115,007**	**$ 115,007**
FY 2013 Budget Target		**$ 115,007**	**$ 115,007**
FY 2013 Recommended Budget		**$ 115,007**	**$ 115,007**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 300,000**	**$ -**
Other Non-Recurring		*300,000*	-
Parent Conference Report Providers	*$ 300,000*		
FY 2013 Recommended Budget		**$ 300,000**	**$ -**
Percent Change from Target Amount			

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 357,961	$ 416,392	$ 416,392	$ 405,397	$ 465,419
Sources:					
Operating	$ 162,443	$ 115,007	$ 115,007	$ 175,029	$ 115,007
Total Sources:	$ 162,443	$ 115,007	$ 115,007	$ 175,029	$ 115,007
Uses:					
Operating	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 115,007
Non-Recurring	-	-	-	-	300,000
Total Uses:	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 415,007
Structural Balance	$ 47,436	$ -	$ -	$ 60,022	$ -
Ending Spendable Fund Balance:					
Restricted	$ 405,397	$ 416,392	$ 416,392	$ 465,419	$ 165,419
Total Ending Spendable Fund Balance	$ 405,397	$ 416,392	$ 416,392	$ 465,419	$ 165,419

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ 190,682**	**$ 190,682**
FY 2012 Revised Budget	**$ 190,682**	**$ 190,682**
FY 2013 Budget Target	**$ 190,682**	**$ 190,682**
FY 2013 Recommended Budget	**$ 190,682**	**$ 190,682**
Percent Change from Target Amount	*0.0%*	*0.0%*

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 273,722	$ 263,197	$ 263,197	$ 285,437	$ 72,031
Sources:					
Operating	$ 202,394	$ 190,682	$ 190,682	$ 177,276	$ 190,682
Total Sources:	$ 202,394	$ 190,682	$ 190,682	$ 177,276	$ 190,682
Uses:					
Operating	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 190,682
Non-Recurring	-	200,000	200,000	200,000	-
Total Uses:	$ 190,682	$ 390,682	$ 390,682	$ 390,682	$ 190,682
Structural Balance	$ 11,712	$ -	$ -	$ (13,406)	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 285,437	$ 63,197	$ 63,197	$ 72,031	$ 72,031
Total Ending Spendable Fund Balance	$ 285,437	$ 63,197	$ 63,197	$ 72,031	$ 72,031

Transportation

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Maricopa County Department of Transportation (MCDOT) is to provide 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

MCDOT performs in a collaborative, innovative, efficient, and effective manner to deliver safe, cost-effective infrastructure that is responsive to our customers.

Strategic Goals

Quality Transportation

By June 30, 2013, Transportation 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 transportation infrastructure to Federal, State, and local safety and operational standards.

Status: MCDOT is working to achieve this goal by 2013. In FY 2011, 83.8% of reported critical transportation maintenance tasks were completed within 14 days. To improve the performance, MCDOT updated the critical maintenance task list and made changes to the maintenance crews. The crews responsible for critical maintenance tasks, such as pothole and pavement repairs, were centralized so that efforts are more focused on the goals and they are receiving direction from one Supervisor. Performance has significantly improved. The crews are responding promptly to hazards. They are completing 100% of the critical maintenance tasks and mitigating the safety hazards within 24 hours of notification to MCDOT Operations.

Safe Communities

Transportation will enhance public safety for Maricopa County residents and visitors whereby by June 30, 2013, 85% of Maricopa County's paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.

Status: Overall condition of roads is very important to Maricopa County citizens, remaining steadfastly in at least 3rd place in importance over the past five years in the MCDOT external customer survey. MCDOT has been continually improving its performance. In FY 2011, 82% of roadway conditions were rated as very good or better. As of January 12, 2012, the pavement condition rating for County arterial roads and highways is 83%, an improvement from the performance in FY 2011.

Quality Workforce

In order to maintain the quality of Transportation service delivery to the public, by June 30, 2014, Transportation 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: MCDOT continues to take progressive actions to achieve the goal by 2014. During the FY 2011 Employee Satisfaction Survey (ESS), MCDOT achieved an overall satisfaction score of 5.53 with a 98% participation rating. To gain a better understanding of the specific areas that are important to employees, MCDOT conducted an internal ESS called ESS2 that was more focused on specific issues in order to gauge employee attitudes and perceptions. The Divisions are using the information from the ESS2 to make improvements to the work environment and create a higher employee satisfaction.

The Transportation Director established a Scoreboard Process to direct, report, communicate, and set targets and improvement efforts. Measures were developed and actual results are reported on a regular basis to promote high performance and keep employees engaged in their work. The department is using the Results Recognition Program to recognize and reward individuals and work groups for their efforts in the Scoreboard Process. In December, 2011, MCDOT received the Arizona Quality Alliance (AQA) Showcase in Excellence Award for the Scoreboard Process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
RDCS - ROADWAY CONSTRUCTION	$ 38,010,482	$ 55,085,485	$ 55,085,485	$ 24,882,124	$ 54,977,725	$ (107,760)	-0.2%
SRVY - LAND SURVEYING SERVICES	-	-	-	8,058	-	-	N/A
64BT - BUILD ROADS AND STRUCT	$ 38,010,482	$ 55,085,485	$ 55,085,485	$ 24,890,182	$ 54,977,725	$ (107,760)	-0.2%
DSGN - ROADS STRUCTURES STDS DSGN	$ 34,866	$ -	$ -	$ -	$ -	$ -	N/A
REGU - RIGHT OF WAY REGULATION	629,075	400,000	400,000	701,812	700,000	300,000	75.0%
UREL - UTILITIES ENGINEERING	302,087	250,000	250,000	250,000	250,000	-	0.0%
64ER - ENGINEER ROADS AND STRUCTURES	$ 966,028	$ 650,000	$ 650,000	$ 951,812	$ 950,000	$ 300,000	46.2%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 76,956	$ 26,615	$ 26,615	$ 66,510	$ 21,214	$ (5,401)	-20.3%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	67	-	-	-	-	-	N/A
TRRS - REGIONAL TRAFFIC MGT SUPPORT	152,224	500,000	500,000	243,669	404,676	(95,324)	-19.1%
64MT - TRAFFIC MANAGEMENT	$ 229,247	$ 526,615	$ 526,615	$ 310,179	$ 425,890	$ (100,725)	-19.1%
ROAD - ROAD AND ROW MAINTENANCE	$ 785,154	$ 275,000	$ 280,500	$ 578,549	$ 230,000	$ (50,500)	-18.0%
TROP - TRAFFIC OPERATIONS	9,175	10,000	10,000	6,658	5,000	(5,000)	-50.0%
64RB - ROADWAY MAINTENANCE	$ 794,329	$ 285,000	$ 290,500	$ 585,207	$ 235,000	$ (55,500)	-19.1%
FACI - FACILITIES MGMT PROF SUPP SVCS	$ 42,835	$ 42,835	$ 42,835	$ 64,309	$ 42,835	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	11,550	1,600	1,600	47,480	1,600	-	0.0%
PROC - PROCUREMENT	2,978	1,000	1,000	2,000	1,000	-	0.0%
RWAY - REAL ESTATE SERVICES	107,068	67,592	67,592	187,660	64,092	(3,500)	-5.2%
99AS - ADMINISTRATIVE SERVICES	$ 164,431	$ 113,027	$ 113,027	$ 301,449	$ 109,527	$ (3,500)	-3.1%
GGOV - GENERAL GOVERNMENT	$ 94,846,666	$ 87,203,394	$ 87,203,394	$ 84,858,317	$ 86,903,394	$ (300,000)	-0.3%
99GV - GENERAL GOVERNMENT	$ 94,846,666	$ 87,203,394	$ 87,203,394	$ 84,858,317	$ 86,903,394	$ (300,000)	-0.3%
TOTAL PROGRAMS	**$ 135,011,183**	**$ 143,863,521**	**$ 143,869,021**	**$ 111,897,146**	**$ 143,601,536**	**$ (267,485)**	**-0.2%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
USES							
CMGT - TRANSPORTATION CONSTRUCTN MGT	$ 272,176	$ 509,250	$ 504,911	$ 296,142	$ 438,776	$ 66,135	13.1%
MTEC - MATERIALS TECHNOLOGY	488,677	699,476	695,554	622,114	684,825	10,729	1.5%
PRJT - TRANSPORTATION PROJECT MGT	141,195	190,487	188,339	270,809	569,170	(380,831)	-202.2%
RDCS - ROADWAY CONSTRUCTION	84,309,606	115,550,123	115,418,167	86,356,764	103,932,010	11,486,157	10.0%
SRVY - LAND SURVEYING SERVICES	466,600	686,181	681,282	610,232	698,357	(17,075)	-2.5%
TIPM - TIP PROGRAM MGT	391,388	504,908	501,546	342,696	-	501,546	100.0%
64BT - BUILD ROADS AND STRUCT	$ 86,069,642	$ 118,140,425	$ 117,989,799	$ 88,498,757	$ 106,323,138	$ 11,666,661	9.9%
DSGN - ROADS STRUCTURES STDS DSGN	$ 862,374	$ 954,725	$ 1,101,365	$ 1,061,197	$ 1,357,912	$ (256,547)	-23.3%
IMPR - IMPROVEMENT DISTRICT ADMIN	-	-	(654)	(1,518)	1,033	(1,687)	258.0%
REGU - RIGHT OF WAY REGULATION	1,280,248	1,216,752	1,210,591	1,062,536	1,058,740	151,851	12.5%
UREL - UTILITIES ENGINEERING	464,328	556,265	552,946	584,196	542,688	10,258	1.9%
64ER - ENGINEER ROADS AND STRUCTURES	$ 2,606,950	$ 2,727,742	$ 2,864,248	$ 2,706,411	$ 2,960,373	$ (96,125)	-3.4%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 1,497,075	$ 1,501,646	$ 1,498,224	$ 1,509,570	$ 1,540,919	$ (42,695)	-2.8%
TRFE - TRAFF DESIGN AND STUDIES	1,371,577	1,557,808	1,550,275	1,478,704	1,583,816	(33,541)	-2.2%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	430,708	378,144	377,514	356,386	378,597	(1,083)	-0.3%
TRMG - REAL TIME TRAFFIC MANAGEMENT	583,771	672,809	670,939	622,206	667,323	3,616	0.5%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	429,799	764,074	763,825	283,607	668,750	95,075	12.4%
64MT - TRAFFIC MANAGEMENT	$ 4,312,930	$ 4,874,481	$ 4,860,777	$ 4,250,473	$ 4,839,405	$ 21,372	0.4%
ROAD - ROAD AND ROW MAINTENANCE	$ 29,810,516	$ 32,314,921	$ 32,182,832	$ 30,081,533	$ 32,167,284	$ 15,548	0.0%
TROP - TRAFFIC OPERATIONS	4,483,627	5,083,580	5,070,314	4,988,284	4,854,017	216,297	4.3%
64RB - ROADWAY MAINTENANCE	$ 34,294,143	$ 37,398,501	$ 37,253,146	$ 35,069,817	$ 37,021,301	$ 231,845	0.6%
ENVC - ENVIRONMENTAL CLEARANCE	$ 64,776	$ 68,797	$ 67,923	$ 79,427	$ 80,459	$ (12,536)	-18.5%
PART - PROJECT PARTNERSHIPS	270,464	397,360	395,533	364,010	411,826	(16,293)	-4.1%
POUT - TRANSPORTATION OUTREACH COMM	459,590	427,782	425,481	446,033	491,193	(65,712)	-15.4%
PROG - TRANSP PROJECT PROGRAMMING	486,632	524,448	481,723	440,034	414,320	67,403	14.0%
TPLN - TRANSPORTATION SYSTEM PLANNING	318,124	427,935	426,151	310,503	374,161	51,990	12.2%
64SD - TRANSPORTATION PLANNING	$ 1,599,586	$ 1,846,322	$ 1,796,811	$ 1,640,007	$ 1,771,959	$ 24,852	1.4%
BDGT - BUDGETING	$ 65,194	$ 71,371	$ 70,971	$ 77,070	$ 71,270	$ (299)	-0.4%
FACI - FACILITIES MGMT PROF SUPP SVCS	2,190,979	1,387,733	1,518,408	2,004,784	1,174,749	343,659	22.6%
FSAC - FINANCIAL SERVICES	479,074	619,915	617,262	564,860	616,598	664	0.1%
HRAC - HUMAN RESOURCES	339,472	328,209	336,607	333,523	357,692	(21,085)	-6.3%
ODIR - EXECUTIVE MANAGEMENT	2,199,283	2,232,131	2,180,851	2,124,684	2,070,232	110,619	5.1%
PROC - PROCUREMENT	920,953	646,611	643,187	652,633	632,477	10,710	1.7%
RECO - RECORDS MANAGEMENT	90,466	92,856	92,643	67,954	91,112	1,531	1.7%
RWAY - REAL ESTATE SERVICES	689,815	745,705	746,028	698,103	729,989	16,039	2.1%
99AS - ADMINISTRATIVE SERVICES	$ 6,975,236	$ 6,124,531	$ 6,205,957	$ 6,523,611	$ 5,744,119	$ 461,838	7.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 2,003,356	$ 2,131,209	$ 2,131,209	$ 2,131,206	$ 2,220,600	$ (89,391)	-4.2%
GGOV - GENERAL GOVERNMENT	285,007	-	161,007	-	-	161,007	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	1,536,168	352,423	352,423	352,421	352,423	-	0.0%
99GV - GENERAL GOVERNMENT	$ 3,824,531	$ 2,483,632	$ 2,644,639	$ 2,483,627	$ 2,573,023	$ 71,616	2.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 904,106	$ 953,844	$ 945,161	$ 928,458	$ 975,541	$ (30,380)	-3.2%
DACR - DATA CENTER	246,168	357,541	356,418	294,783	412,935	(56,517)	-15.9%
DESK - DESKTOP SUPPORT	483,738	400,081	398,096	330,712	382,498	15,598	3.9%
GISA - GIS APPLICATION DEV AND SUPP	695,347	679,550	672,228	658,437	689,790	(17,562)	-2.6%
HDSP - HELP DESK SUPPORT	66,416	55,571	54,941	59,888	62,256	(7,315)	-13.3%
99IT - INFORMATION TECHNOLOGY	$ 2,395,775	$ 2,446,587	$ 2,426,844	$ 2,272,278	$ 2,523,020	$ (96,176)	-4.0%
TOTAL PROGRAMS	**$ 142,078,793**	**$ 176,042,221**	**$ 176,042,221**	**$ 143,444,981**	**$ 163,756,338**	**$ 12,285,883**	**7.0%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 931,162	$ 650,000	$ 650,000	$ 950,000	$ 950,000	$ 300,000	46.2%
SUBTOTAL	$ 931,162	$ 650,000	$ 650,000	$ 950,000	$ 950,000	$ 300,000	46.2%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 16,495,832	$ 40,879,487	$ 40,879,487	$ 17,773,235	$ 46,590,822	$ 5,711,335	14.0%
0626 - STATE SHARED HIGHWAY USER REV	85,975,735	77,990,758	77,990,758	76,929,654	77,990,758	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	7,988,522	8,412,636	8,412,636	7,752,592	8,412,636	-	0.0%
SUBTOTAL	$ 110,460,089	$ 127,282,881	$ 127,282,881	$ 102,455,481	$ 132,994,216	$ 5,711,335	4.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 19,210,560	$ 14,731,113	$ 14,731,113	$ 7,332,694	$ 8,811,293	$ (5,919,820)	-40.2%
SUBTOTAL	$ 19,210,560	$ 14,731,113	$ 14,731,113	$ 7,332,694	$ 8,811,293	$ (5,919,820)	-40.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 558,480	$ 800,000	$ 800,000	$ 500,000	$ 500,000	$ (300,000)	-37.5%
0650 - MISCELLANEOUS REVENUE	630,769	199,527	199,527	378,971	146,027	(53,500)	-26.8%
SUBTOTAL	$ 1,189,249	$ 999,527	$ 999,527	$ 878,971	$ 646,027	$ (353,500)	-35.4%
ALL REVENUES	$ 131,791,060	$ 143,663,521	$ 143,663,521	$ 111,617,146	$ 143,401,536	$ (261,985)	-0.2%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 153,588	$ 200,000	$ 200,000	$ 280,000	$ 200,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 153,588	$ 200,000	$ 200,000	$ 280,000	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 131,944,648	$ 143,863,521	$ 143,863,521	$ 111,897,146	$ 143,601,536	$ (261,985)	-0.2%

Sources and Uses by Category (continued)

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 22,503,342	$ 23,897,989	$ 23,993,394	$ 22,321,867	$ 23,298,449	$ 694,945	2.9%
0705 - TEMPORARY PAY	85,770	116,055	116,055	55,286	64,878	51,177	44.1%
0710 - OVERTIME	466,029	553,527	553,527	509,488	545,800	7,727	1.4%
0750 - FRINGE BENEFITS	7,992,766	8,788,286	8,797,447	8,107,918	8,714,380	83,067	0.9%
0790 - OTHER PERSONNEL SERVICES	506,259	363,437	363,437	287,940	362,345	1,092	0.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,179,261)	(12,067,838)	(12,172,404)	(11,049,421)	(11,803,253)	(369,151)	-3.0%
0796 - PERSONNEL SERVICES ALLOC-IN	8,140,140	7,238,976	7,248,976	6,854,099	7,306,698	(57,722)	-0.8%
SUBTOTAL	$ 27,515,045	$ 28,890,432	$ 28,900,432	$ 27,087,177	$ 28,489,297	$ 411,135	1.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,061,638	$ 1,378,444	$ 1,378,444	$ 1,325,411	$ 1,563,902	$ (185,458)	-13.5%
0803 - FUEL	1,670,174	1,509,858	1,509,858	1,818,470	1,725,600	(215,742)	-14.3%
0804 - NON-CAPITAL EQUIPMENT	240,846	823,448	823,448	833,302	682,600	140,848	17.1%
0805 - SUPPLIES-ALLOCATION OUT	(276,060)	(482,458)	(482,458)	(504,631)	(515,850)	33,392	6.9%
0806 - SUPPLIES-ALLOCATION IN	117,339	135,512	135,512	140,686	145,288	(9,776)	-7.2%
SUBTOTAL	$ 2,813,937	$ 3,364,804	$ 3,364,804	$ 3,613,238	$ 3,601,540	$ (236,736)	-7.0%
SERVICES							
0812 - OTHER SERVICES	$ 16,702,870	$ 20,117,543	$ 26,972,543	$ 17,671,958	$ 23,298,272	$ 3,674,271	13.6%
0820 - RENT & OPERATING LEASES	328,081	277,051	277,051	321,629	327,094	(50,043)	-18.1%
0825 - REPAIRS AND MAINTENANCE	17,472,841	16,458,693	16,458,693	16,415,275	15,177,853	1,280,840	7.8%
0839 - INTERNAL SERVICE CHARGES	5,206,578	6,491,249	6,491,249	6,369,058	6,420,674	70,575	1.1%
0841 - TRAVEL	30,856	42,720	42,720	42,387	47,730	(5,010)	-11.7%
0842 - EDUCATION AND TRAINING	119,341	161,210	161,210	149,905	170,167	(8,957)	-5.6%
0843 - POSTAGE/FREIGHT/SHIPPING	53,770	57,500	57,500	57,165	58,100	(600)	-1.0%
0850 - UTILITIES	859,856	875,000	875,000	890,000	965,000	(90,000)	-10.3%
0872 - SERVICES-ALLOCATION OUT	(119,199)	(136,661)	(136,661)	(128,538)	(127,392)	(9,269)	-6.8%
0873 - SERVICES-ALLOCATION IN	72,752	67,417	67,417	66,218	65,943	1,474	2.2%
SUBTOTAL	$ 40,727,746	$ 44,411,722	$ 51,266,722	$ 41,855,057	$ 46,403,441	$ 4,863,281	9.5%
CAPITAL							
0910 - LAND	$ 8,539,107	$ 6,330,000	$ 5,500,000	$ 2,503,466	$ 6,020,000	$ (520,000)	-9.5%
0915 - BUILDINGS AND IMPROVEMENTS	127,343	-	-	-	-	$ -	N/A
0920 - CAPITAL EQUIPMENT	212,954	274,600	274,600	268,781	290,900	$ (16,300)	-5.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,395,535	5,531,308	5,931,308	3,703,070	5,880,172	51,136	0.9%
0940 - INFRASTRUCTURE	53,487,169	87,225,000	80,790,000	64,415,187	73,070,780	7,719,220	9.6%
0950 - DEBT SERVICE	136,536	12,492	12,492	12,268	-	12,492	100.0%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	(15,126)	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	1,863	1,863	1,863	208	1,655	88.8%
SUBTOTAL	$ 65,898,644	$ 99,375,263	$ 92,510,263	$ 70,889,509	$ 85,262,060	$ 7,248,203	7.8%
ALL EXPENDITURES	$ 136,955,372	$ 176,042,221	$ 176,042,221	$ 143,444,981	$ 163,756,338	$ 12,285,883	7.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 5,123,421	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 5,123,421	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 142,078,793	$ 176,042,221	$ 176,042,221	$ 143,444,981	$ 163,756,338	$ 12,285,883	7.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
223 TRANSPORTATION GRANTS							
OPERATING	$ 323,929	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	260,285	500,000	500,000	84,765	404,676	(95,324)	-19.1%
FUND TOTAL SOURCES	$ 584,214	$ 500,000	$ 500,000	$ 84,765	$ 404,676	$ (95,324)	-19.1%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 96,416,487	$ 88,278,036	$ 88,278,036	$ 86,800,651	$ 88,219,135	$ (58,901)	-0.1%
NON-RECURRING	-	-	-	98,371	-	-	N/A
FUND TOTAL SOURCES	$ 96,416,487	$ 88,278,036	$ 88,278,036	$ 86,899,022	$ 88,219,135	$ (58,901)	-0.1%
234 TRANSPORTATION CAPITAL PROJECT							
OPERATING	$ 7,856,725	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	63,885,649	83,496,904	83,496,904	53,324,775	96,450,420	12,953,516	15.5%
FUND TOTAL SOURCES	$ 71,742,374	$ 83,496,904	$ 83,496,904	$ 53,324,775	$ 96,450,420	$ 12,953,516	15.5%
900 ELIMINATIONS							
NON-RECURRING	$ (36,798,427)	$ (28,411,419)	$ (28,411,419)	$ (28,411,416)	$ (41,472,695)	$ (13,061,276)	46.0%
FUND TOTAL SOURCES	$ (36,798,427)	$ (28,411,419)	$ (28,411,419)	$ (28,411,416)	$ (41,472,695)	$ (13,061,276)	46.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 104,597,141	$ 88,278,036	$ 88,278,036	$ 86,800,651	$ 88,219,135	$ (58,901)	-0.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 27,347,507	$ 55,585,485	$ 55,585,485	$ 25,096,495	$ 55,382,401	$ (203,084)	-0.4%
DEPARTMENT TOTAL SOURCES	$ 131,944,648	$ 143,863,521	$ 143,863,521	$ 111,897,146	$ 143,601,536	$ (261,985)	-0.2%
223 TRANSPORTATION GRANTS							
NON-RECURRING	$ 572,796	$ 500,000	$ 500,000	$ 84,765	$ 404,676	$ 95,324	19.1%
FUND TOTAL USES	$ 572,796	$ 500,000	$ 500,000	$ 84,765	$ 404,676	$ 95,324	19.1%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 55,430,244	$ 58,474,290	$ 58,474,290	$ 55,347,485	$ 57,953,652	$ 520,638	0.9%
NON-RECURRING	37,721,571	29,929,227	29,929,227	29,888,511	42,938,695	(13,009,468)	-43.5%
FUND TOTAL USES	$ 93,151,815	$ 88,403,517	$ 88,403,517	$ 85,235,996	$ 100,892,347	$ (12,488,830)	-14.1%
234 TRANSPORTATION CAPITAL PROJECT							
NON-RECURRING	$ 82,086,074	$ 115,550,123	$ 115,550,123	$ 86,535,636	$ 103,932,010	$ 11,618,113	10.1%
FUND TOTAL USES	$ 82,086,074	$ 115,550,123	$ 115,550,123	$ 86,535,636	$ 103,932,010	$ 11,618,113	10.1%
900 ELIMINATIONS							
NON-RECURRING	$ (33,731,892)	$ (28,411,419)	$ (28,411,419)	$ (28,411,416)	$ (41,472,695)	$ 13,061,276	-46.0%
FUND TOTAL USES	$ (33,731,892)	$ (28,411,419)	$ (28,411,419)	$ (28,411,416)	$ (41,472,695)	$ 13,061,276	-46.0%
DEPARTMENT OPERATING TOTAL USES	$ 55,430,244	$ 58,474,290	$ 58,474,290	$ 55,347,485	$ 57,953,652	$ 520,638	0.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 86,648,549	$ 117,567,931	$ 117,567,931	$ 88,097,496	$ 105,802,686	$ 11,765,245	10.0%
DEPARTMENT TOTAL USES	$ 142,078,793	$ 176,042,221	$ 176,042,221	$ 143,444,981	$ 163,756,338	$ 12,285,883	7.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	19.00	20.00	20.00	18.00	18.00	(2.00)	(10.0%)
FACILITIES MGMT PROF SUPP SVCS	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
FINANCIAL SERVICES	8.00	8.00	8.00	8.00	8.00	-	0.0%
HUMAN RESOURCES	9.00	9.00	9.00	9.00	8.00	(1.00)	(11.1%)
PROCUREMENT	12.00	12.00	12.00	12.00	12.00	-	0.0%
REAL ESTATE SERVICES	28.00	28.00	28.00	27.00	27.00	(1.00)	(3.6%)
RECORDS MANAGEMENT	2.00	1.00	1.00	2.00	2.00	1.00	100.0%
PROGRAM TOTAL	84.00	84.00	84.00	82.00	82.00	(2.00)	(2.4%)
BUILD ROADS AND STRUCT							
LAND SURVEYING SERVICES	16.00	16.00	16.00	16.00	16.00	-	0.0%
MATERIALS TECHNOLOGY	11.00	12.00	12.00	12.00	12.00	-	0.0%
TIP PROGRAM MGT	9.00	8.00	8.00	8.00	-	(8.00)	(100.0%)
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	11.00	7.00	175.0%
PROGRAM TOTAL	51.00	51.00	51.00	51.00	50.00	(1.00)	(2.0%)
ENGINEER ROADS AND STRUCTURES							
IMPROVEMENT DISTRICT ADMIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
RIGHT OF WAY REGULATION	19.00	16.00	16.00	15.00	15.00	(1.00)	(6.3%)
ROADS STRUCTURES STDS DSGN	14.00	13.00	14.00	14.00	14.00	-	0.0%
UTILITIES ENGINEERING	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	44.00	40.00	41.00	40.00	40.00	(1.00)	(2.4%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	17.00	18.00	18.00	18.00	18.00	-	0.0%
DATA CENTER	3.00	2.00	2.00	2.00	2.00	-	0.0%
DESKTOP SUPPORT	9.00	7.00	7.00	4.50	4.50	(2.50)	(35.7%)
GIS APPLICATION DEV AND SUPP	17.00	17.00	18.00	18.00	18.00	-	0.0%
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	48.00	46.00	47.00	44.50	44.50	(2.50)	(5.3%)
ROADWAY MAINTENANCE							
ROAD AND ROW MAINTENANCE	164.00	153.00	152.00	150.00	150.00	(2.00)	(1.3%)
TRAFFIC OPERATIONS	54.00	54.00	54.00	54.00	54.00	-	0.0%
PROGRAM TOTAL	218.00	207.00	206.00	204.00	204.00	(2.00)	(1.0%)
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	-	1.00	-	0.0%
TRAFF DESIGN AND STUDIES	21.00	20.00	20.00	20.00	20.00	-	0.0%
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	39.00	38.00	38.00	37.00	38.00	-	0.0%
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROJECT PARTNERSHIPS	5.00	5.00	5.00	5.00	5.00	-	0.0%
TRANSP PROJECT PROGRAMMING	7.00	7.00	7.00	6.00	6.00	(1.00)	(14.3%)
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNING	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	26.00	24.00	24.00	23.00	23.00	(1.00)	(4.2%)
DEPARTMENT TOTAL	510.00	490.00	491.00	481.50	481.50	(9.50)	(1.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	11.00	12.00	12.00	12.00	12.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	5.00	1.00	25.0%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Mgr	3.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Appraiser Supervisor	1.00	-	-	-	-	-	N/A
Assistant County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Bd of Supvr's Chief of Staff	-	1.00	-	-	-	-	N/A
Business/Systems Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	5.00	4.00	5.00	5.00	5.00	-	0.0%
Communicatn Officer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Construction Maintenance Supv	9.00	8.00	8.00	8.00	8.00	-	0.0%
Crew Leader	11.00	11.00	11.00	11.00	11.00	-	0.0%
Database Administrator	3.00	3.00	4.00	4.00	4.00	-	0.0%
Deputy Director	1.00	1.00	-	-	-	-	N/A
Deputy Director - Public Works	-	-	1.00	1.00	1.00	-	0.0%
Development Svcs Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	3.00	1.00	1.00	1.00	1.00	-	0.0%
Director	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Director - Geographic Information Systems	-	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineer	23.00	20.00	20.00	20.00	20.00	-	0.0%
Engineering Associate	14.00	15.00	15.00	15.00	15.00	-	0.0%
Engineering Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Engineering Specialist	22.00	22.00	22.00	22.00	22.00	-	0.0%
Engineering Supervisor	5.00	6.00	6.00	6.00	6.00	-	0.0%
Engineering Technician	28.00	27.00	27.00	27.00	27.00	-	0.0%
Equipment Operator	49.00	49.00	49.00	49.00	49.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	14.00	10.00	10.00	10.00	10.00	-	0.0%
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - Dept	1.00	1.00	-	-	-	-	N/A
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	52.00	48.00	48.00	48.00	48.00	-	0.0%
GIS Programmer/Analyst	10.00	9.00	9.00	9.00	9.00	-	0.0%
GIS Technician	-	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%
Heavy Equipment Operator	25.00	26.00	26.00	26.00	26.00	-	0.0%
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Human Resources Manager – Large	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
Inspection Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	21.00	20.00	20.00	18.00	18.00	(2.00)	(10.0%)
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%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	8.00	7.00	7.00	6.00	5.00	(2.00)	(28.6%)
Materials Inventory Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Testing Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Media Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title (Continued)

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Office Assistant	23.00	21.00	21.00	20.00	20.00	(1.00)	(4.8%)
Office Assistant Specialized	7.00	6.00	6.00	5.00	5.00	(1.00)	(16.7%)
Operations Supervisor - PW	10.00	10.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
PC/LAN Analyst	1.00	-	-	-	-	-	N/A
PC/LAN Tech Support	6.00	7.00	7.00	5.50	5.50	(1.50)	(21.4%)
Planner	5.00	3.00	3.00	3.00	3.00	-	0.0%
Planning Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	5.00	5.00	5.00	4.00	5.00	-	0.0%
Programmer/Analyst	5.00	4.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Public Works Chief Appraiser	-	1.00	1.00	1.00	1.00	-	0.0%
Real Property Manager	-	-	1.00	1.00	1.00	-	0.0%
Real Property Specialist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Real Property Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Roadway Operation Division Mgr	-	-	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	2.00	-	0.0%
Technical Program Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Warehouse/Inventory Supervisor	-	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	**510.00**	**490.00**	**491.00**	**481.50**	**481.50**	**(9.50)**	**(1.9%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	-	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	509.00	489.00	490.00	481.50	480.50	(9.50)	(1.9%)
Department Total		**510.00**	**490.00**	**491.00**	**481.50**	**481.50**	**(9.50)**	**(1.9%)**

General Adjustments

Personnel:

- An increase in regular benefits by $235,032 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Salaries and benefits decreased by $462,032 for FY 2013 due to inactivation of vacant positions.
- Decrease in expenditure by $112,003 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Supplies:

- Increase in supplies of $191,736 is due to rise in fuel cost.

Services:

- Decrease in services of $802,819 is due a lower volume of work for FY13.

Capital:

- Increase in capital of $591,825 is due to the purchases of vehicles and equipment replacements.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of construction projects executed per approved schedule	81.0%	80.0%	80.0%	83.3%	3.3%	4.2%
Percent of construction projects closed out in 90 days	76.5%	80.0%	80.0%	83.3%	3.3%	4.2%
Percent construction cost overrun (cost construction growth)	0.2%	5.0%	5.0%	5.0%	0.0%	0.0%
Percent of contract insurance policies that do not lapse beyond expiration date	N/A	89.6%	89.6%	84.0%	(5.6%)	-6.2%
Percent of design projects executed per approved schedule	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Percent of design projects executed per approved budget	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Percent of design projects executed per approved scope	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Percent of contracts awarded that are within 10% of the Engineer's estimate	85.7%	80.0%	100.0%	83.3%	3.3%	4.2%
Percent of Transportation Improvement projects planned for completion that are completed on time	N/A	N/A	N/A	83.3%	N/A	N/A
Percent of Maricopa County arterial roads in "Good" or better condition	80.8%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	89.5%	82.2%	89.6%	87.1%	5.0%	6.0%
Percent of construction project delay claims due to survey not meeting the schedule	1.3%	2.7%	1.3%	1.7%	(1.0%)	-36.2%
Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month	N/A	N/A	N/A	90.0%	N/A	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	89.5%	82.2%	89.6%	87.1%	5.0%	6.0%
Result	Percent of construction project delay claims due to survey not meeting the schedule	1.3%	2.7%	1.3%	1.7%	(1.0%)	-36.2%
Output	Number of Land Survey Requests completed	177	185	192	194	9	4.9%
Demand	Number of Land Survey Requests submitted	240	265	261	257	(8)	-3.0%
Efficiency	Total expenditure per Land Survey Request completed	$ 2,636.16	$ 3,682.61	$ 3,468.20	$ 3,599.78	$ 82.83	2.2%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ -	$ -	$ 8,058	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 8,058	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 466,600	$ 681,282	$ 610,232	$ 698,357	$ (17,075)	-2.5%
	TOTAL USES	$ 466,600	$ 681,282	$ 610,232	$ 698,357	$ (17,075)	-2.5%

Activity Narrative: The performance measures in this activity are showing slight changes from FY 2012 to FY 2013 due to upcoming transportation projects. Expenditures are increasing in FY 2013 as staff does not anticipate charging out as much time to other departments such as Flood Control and Parks and Recreation for survey services.

Materials Technology Activity

The purpose of the Materials Technology Activity is to provide construction materials evaluation and geotechnical and pavement design services to Department of Transportation design, construction and maintenance teams so they can deliver projects on time that meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month	N/A	N/A	N/A	90.0%	N/A	N/A
Output	Number of quality assurance tests completed	4,213	2,520	2,576	2,634	114	4.5%
Output	Number of design projects serviced	55	38	48	44	6	15.8%
Demand	Number of quality assurance tests requested	4,213	2,520	2,606	2,664	144	5.7%
Efficiency	Total expenditure per design project serviced	$ 8,885.04	$ 18,304.05	$ 12,959.90	$ 15,564.20	$ 2,739.85	15.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 488,677	$ 695,554	$ 658,350	$ 684,825	$ 10,729	1.5%
	TOTAL USES	$ 488,677	$ 695,554	$ 658,350	$ 684,825	$ 10,729	1.5%

Activity Narrative: This Activity is starting a new measure in FY 2013 to determine how well the Materials Lab staff is performing in terms of meeting the 48-hour turnaround time for quality assurance tests. The goal is to complete 90% within 48 hours. Prior to FY 2012, the goal was five days or 120 hours. The number of design projects is increasing from FY 2012 to FY 2013. This number fluctuates from year to year as staff supports the engineering design, construction, and maintenance efforts of the

department. The expenditure is decreasing in FY 2013 due to personnel services allocations. The efficiency is also decreasing with lower expenditures, but with a higher number of design projects.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Maricopa County arterial roads in "Good" or better condition	80.8%	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Number of bridge lane miles constructed or upgraded	-	0.77	0.77	0.03	(1)	-96.1%
Output	Number of bridge upgrades provided	-	1	1	1	-	0.0%
Output	Number of road lane miles constructed	525	44	44	48	4	9.1%
Demand	Number of bridge lane miles scheduled	-	1	1	0	(1)	-96.1%
Demand	Number of bridges requiring an upgrade	-	1	1	1	-	0.0%
Demand	Number of road lane miles scheduled	525	44	44	48	4	9.1%
Efficiency	Total expenditure per bridge lane mile constructed	N/A	$ 88,871,988.59	$ 69,794,438.56	$ 3,117,960.30	$ 85,754,028.29	96.5%
Efficiency	Total expenditure per road lane mile constructed	$154,748.71	$ 2,623,140.16	$ 1,998,418.16	$ 2,165,250.21	$ 457,889.95	17.5%
Revenue							
	234 - TRANSPORTATION CAPITAL PROJECT	$71,742,374	$ 83,496,904	$ 53,293,540	$ 96,450,420	$ 12,953,516	15.5%
	900 - ELIMINATIONS	(36,798,427)	(28,411,419)	(28,411,416)	(41,472,695)	(13,061,276)	46.0%
	TOTAL SOURCES	$34,943,947	$ 55,085,485	$ 24,882,124	$ 54,977,725	$ (107,760)	-0.2%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$36,798,427	$ 28,411,419	$ 28,411,416	$ 41,472,695	$ (13,061,276)	-46.0%
	234 - TRANSPORTATION CAPITAL PROJECT	81,243,071	115,418,167	90,642,128	103,932,010	11,486,157	10.0%
	900 - ELIMINATIONS	(36,798,427)	(28,411,419)	(28,411,416)	(41,472,695)	13,061,276	-46.0%
	TOTAL USES	$81,243,071	$ 115,418,167	$ 90,642,128	$ 103,932,010	$ 11,486,157	10.0%

Activity Narrative: The demand and output regarding bridge lane miles scheduled, constructed and upgraded are decreasing because only one bridge, Miller Road Bridge, is planned for FY 2013, and it is shorter in length compared to the Old US 80 Bridge that is planned for completion in FY 2012. The increase in demand and output regarding road lane miles scheduled and constructed can be attributed to the differences in project types planned for FY 2013 compared to FY 2012. Also, the bulk of the construction work for the Northern Parkway project is occurring in FY 2013.

Revenues are increasing in FY 2013 as the Northern Parkway project gains momentum. This project has cost sharing partners. In addition to Northern Parkway, federal funding of more than $10 million is expected for four other projects. Expenditures are decreasing in FY 2013 based on the number, size, scope of work, status, and funding requirement of projects planned in the Transportation Improvement Program.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of construction projects executed per approved schedule	81.0%	80.0%	80.0%	83.3%	3.3%	4.2%
Result	Percent of construction projects closed out in 90 days	76.5%	80.0%	80.0%	83.3%	3.3%	4.2%
Result	Percent construction cost overrun (cost construction growth)	0.2%	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	89.6%	89.6%	84.0%	(5.6%)	-6.2%
Output	Contracted construction budget dollars	33,604,930	69,753,000	69,753,000	46,705,750	(23,047,250)	-33.0%
Output	Number of construction projects delivered	21	15	15	12	(3)	-20.0%
Demand	Number of construction projects scheduled	28	15	15	12	(3)	-20.0%
Efficiency	Total expenditure per constructed project	$ 12,960.76	$ 33,660.73	$ 21,147.40	$ 36,564.67	$ (2,903.93)	-8.6%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 272,176	$ 504,911	$ 296,142	$ 438,776	$ 66,135	13.1%
	TOTAL USES	$ 272,176	$ 504,911	$ 296,142	$ 438,776	$ 66,135	13.1%

Activity Narrative: The number of projects planned for any given fiscal year changes, depending on available funds, project size, scope, schedule, complexity, and other factors. For FY 2013, construction projects scheduled and delivered are decreasing based on construction plans for roads, bridges, traffic signals, etc. Contracted construction budget dollars are also decreasing as the amount is based on the projects that are planned for construction. Expenditures are decreasing due to vacant positions in this activity not being utilized.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of design projects executed per approved schedule	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Result	Percent of design projects executed per approved budget	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Result	Percent of design projects executed per approved scope	95.8%	87.5%	87.5%	87.0%	(0.5%)	-0.6%
Result	Percent of contracts awarded that are within 10% of the engineer's estimate	85.7%	80.0%	100.0%	83.3%	3.3%	4.2%
Result	Percent of Transportation Improvement projects planned for completion that are completed on time.	N/A	N/A	N/A	83.3%	N/A	N/A
Output	Number of design projects managed	24	24	24	23	(1)	-4.2%
Output	Number of projects planned to be completed as submitted in the budget	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of design projects to be managed this fiscal year	24	24	24	23	(1)	-4.2%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of fiscal year	N/A	N/A	N/A	12	N/A	N/A
Efficiency	Total activity expenditure per design project managed	$ 5,883.13	$ 7,847.46	$ 12,093.96	$ 28,170.30	$ (20,322.85)	-259.0%
Efficiency	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year	N/A	N/A	N/A	$ 28,170.30	N/A	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 141,195	$ 188,339	$ 270,809	$ 647,917	$ (459,578)	-244.0%
	TOTAL USES	$ 141,195	$ 188,339	$ 270,809	$ 647,917	$ (459,578)	-244.0%

Activity Narrative: This Activity has several performance measures that are new for FY 2013 as the Department made some changes to the activities within the Build Roads and Structures Program. Two activities were combined: this activity and Transportation Improvement Program Management (TIPM). Historical data that was not restated to the newly combined activity and would explain the increase in efficiency and expenditures as personnel and non-labor resources were reallocated from the Transportation Improvement Program Management Activity to this Activity. As for the existing measures regarding design projects and contracts awarded, the Department is expecting a similar experience in demand, output, and result for FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of document reviews completed within requested review period	76.3%	100.0%	96.9%	96.9%	(3.1%)	-3.1%
Percent of project plans delivered within the agreed upon timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of unincorporated Maricopa County neighborhoods that elect to use the improvement district option to make collective contributions to the maintenance and development of infrastructure within their neighborhood	N/A	50.0%	50.0%	42.9%	(7.1%)	-14.3%
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	100.0%	100.0%	97.7%	98.1%	(1.9%)	-1.9%
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	4456.3%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise the 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of unincorporated Maricopa County neighborhoods that elect to use the improvement district option to make collective contributions to the maintenance and development of infrastructure within their neighborhood	N/A	50.0%	50.0%	42.9%	(7.1%)	-14.3%
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	-	5	1	3	(2)	-40.0%
Demand	Number of improvement options and/or district petition requests received	5	9	7	7	(2)	-22.2%
Efficiency	Total activity expenditure per improvement district petition processed	N/A	$ 29,055.00	$ 121,168.00	$ 52,319.00	$ (23,264.00)	-80.1%
Expenditure							
	100 - GENERAL FUND	$ 144,714	$ 145,275	$ 121,168	$ 156,957	$ (11,682)	-8.0%
	TOTAL USES	$ 144,714	$ 145,275	$ 121,168	$ 156,957	$ (11,682)	-8.0%

Activity Narrative: The Department is expecting a similar experience in demand in FY 2013 for improvement options and/or district petition requests. Of the seven requests anticipated, three are expected to be processed in FY 2013 as compared to only one in FY 2012. The methodology for calculating the first result measure above has changed, resulting in a lower percentage for FY 2013. Expenditures decreased for FY 2012 due to a vacant position in this activity, but it is expected to be filled for FY 2013. 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of plan reviews completed within specified time frame	100.0%	100.0%	97.1%	98.1%	(1.9%)	-1.9%
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	1,442	920	1,131	1,216	296	32.2%
Output	Number of Planning & Development cases reviewed	463	500	500	500	-	0.0%
Output	Number of construction permits issued	1,221	1,200	1,200	1,200	-	0.0%
Output	Number of Oversize/Overweight permits issued	484	400	400	400	-	0.0%
Output	Number of Cease Work Order situations resolved	88	160	160	160	-	0.0%
Demand	Number of Planning & Development cases submitted for review	463	500	500	500	-	0.0%
Demand	Number of plan sheets submitted for review	1,442	920	1,131	1,216	296	32.2%
Demand	Number of construction permit applications submitted	1,221	1,200	1,200	1,200	-	0.0%
Demand	Number of Oversize/Overweight permit applications submitted	484	400	400	400	-	0.0%
Demand	Number of Cease Work Orders issued	88	160	160	160	-	0.0%
Efficiency	Total activity expenditure per plan sheet reviewed	$ 887.83	$ 1,315.86	$ 928.68	$ 870.67	$ 445.19	33.8%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 629,075	$ 400,000	$ 701,812	$ 700,000	$ 300,000	75.0%
	TOTAL SOURCES	$ 629,075	$ 400,000	$ 701,812	$ 700,000	$ 300,000	75.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,280,248	$ 1,210,591	$ 1,062,536	$ 1,058,740	$ 151,851	12.5%
	TOTAL USES	$ 1,280,248	$ 1,210,591	$ 1,062,536	$ 1,058,740	$ 151,851	12.5%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2013 for the majority of the measures. Demand and output for plan sheet reviews are expected to be higher in FY 2013 based on the FY 2012 forecast. Revenues for permit fees are projected to increase in FY 2013 as the economy is starting to recover, so the revenue budget was increased by $300,000. Expenditures are decreasing due to personnel services allocations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Result	Percent of document reviews completed within requested review period	76.3%	100.0%	96.9%	96.9%	(3.1%)	-3.1%
Result	Percent of project plans delivered within the agreed upon timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of project plans reviews provided (small, medium, large)	245	220	224	224	4	1.8%
Output	Number of project plans provided (small, medium, large)	27	24	30	30	6	25.0%
Output	Number of bridges and structures inspected	199	200	200	200	-	0.0%
Demand	Number of project reviews required (small, medium, large)	247	220	231	231	11	5.0%
Demand	Number of project plans required (small, medium, large)	28	24	30	30	6	25.0%
Demand	Number of bridges and structures to be inspected this fiscal year	199	200	200	200	-	0.0%
Efficiency	Total expenditure per project plan provided (small, medium, large)	$31,939.78	$45,890.21	$33,382.90	$45,263.73	$ 626.47	1.4%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 34,866	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 34,866	$ -	$ -	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 862,374	$1,101,365	$1,082,653	$1,357,912	$(256,547)	-23.3%
	TOTAL USES	$ 862,374	$1,101,365	$1,082,653	$1,357,912	$(256,547)	-23.3%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2013 for project plans, project reviews, and bridge and structure inspections. Expenditures are increasing in FY 2013 due to allocation of funds for on-call bridge inspections to meet federal reporting requirements, and to ensure the safety and structural integrity of our bridge structures, and for rising fuel costs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	4456.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed	713	900	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required	713	900	900	900	-	0.0%
Efficiency	Total expenditure per utility relocation and construction completed	$ 651.23	$ 614.38	$ 610.67	$ 602.99	$ 11.40	1.9%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 302,087	$ 250,000	$ 230,895	$ 250,000	$ -	0.0%
	TOTAL SOURCES	$ 302,087	$ 250,000	$ 230,895	$ 250,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 464,328	$ 552,946	$ 556,199	$ 542,688	$ 10,258	1.9%
	TOTAL USES	$ 464,328	$ 552,946	$ 556,199	$ 542,688	$ 10,258	1.9%

Activity Narrative: The number of miles of utility relocation and construction required and completed is expected to stay consistent in FY 2013 at approximately 900 miles. However, total expenditures and related efficiency are decreasing because one staff member is providing utility relocation and construction support to the MCSO 911 Building Project. The cost for personnel services will be charged to the project, reducing the efficiency and expenditures for this activity in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of unscheduled signal malfunction repair work orders completed within two hours	98.0%	96.0%	92.6%	94.6%	(1.4%)	-1.5%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	97.6%	100.0%	94.7%	100.0%	0.0%	0.0%
Percent of utility location work orders completed within two business days	91.2%	100.0%	100.0%	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	97.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of traffic signals on Maricopa County roadways that provide optimum “green” time to achieve efficient traffic flow	77.0%	92.1%	69.7%	72.6%	(19.5%)	-21.2%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	90.9%	9.1%	9.8%	(81.1%)	-89.2%
Percent of regional traveler information messages posted on 511 System within 15 minutes (four hours during after-hours) of verification of the potential traffic impact of an event on the road	N/A	N/A	N/A	100.0%	N/A	N/A

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification	97.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of traffic incident call out responses provided	120	160	140	160	-	0.0%
Demand	Number of traffic incident call outs requested	139	180	148	180	-	0.0%
Efficiency	Total activity expenditure per call out response provided	$ 3,589.23	$ 2,359.46	$ 2,454.26	$ 2,366.23	$ (6.77)	-0.3%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 67	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 67	$ -	$ -	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 430,708	$ 377,514	$ 339,992	$ 378,597	$ (1,083)	-0.3%
	TOTAL USES	$ 430,708	$ 377,514	$ 339,992	$ 378,597	$ (1,083)	-0.3%

Activity Narrative: It is difficult to predict the number of traffic incidents. Current trends show lower traffic incidents, thus the demand and output figures are lower for the FY 2012 Forecast. As the economy improves, it is expected that traffic incidents will rise with the increase in traffic. Therefore, the Department is predicting the demand and output for FY 2013 at the same levels as the FY 2012 Revised.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of traffic signals on Maricopa County roadways that provide optimum “green” time to achieve efficient traffic flow	77.0%	92.1%	69.7%	72.6%	(19.5%)	-21.2%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	90.9%	9.1%	9.8%	(81.1%)	-89.2%
Output	Number of Maricopa County traffic signal plans optimized	75	32	171	160	128	400.0%
Demand	Number of Maricopa County traffic signal plans requiring optimization	75	32	171	160	128	400.0%
Efficiency	Total activity expenditure per Maricopa County traffic signal optimized	$ 7,783.61	$ 20,966.84	$ 3,409.44	$ 4,170.77	$ 16,796.08	80.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 583,771	$ 670,939	$ 624,901	$ 667,323	$ 3,616	0.5%
	TOTAL USES	$ 583,771	$ 670,939	$ 624,901	$ 667,323	$ 3,616	0.5%

Activity Narrative: A different methodology was used to calculate the result measures in FY 2012, which would explain the reductions from FY 2012 Revised to FY 2013. Demand and output in FY 2012 represent the number of traffic signals requiring optimization and the number optimized. It was determined that measuring the number of traffic signal plans was more appropriate so the calculation method was changed during FY 2012 and for FY 2013**.**

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of regional traveler information messages posted on 511 System within 15 minutes (four hours during after-hours) of verification of the potential traffic impact of an event on the road	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of incident information dissemination provided	N/A	N/A	N/A	4,800	N/A	N/A
Demand	Number of requests for incident information dissemination received	N/A	N/A	N/A	4,800	N/A	N/A
Efficiency	Total expenditure per incident information dissemination provided	N/A	N/A	N/A	$ 136.84	N/A	N/A
Revenue							
	223 - TRANSPORTATION GRANTS	$ 55,624	$ 500,000	$ 243,669	$ 404,676	$ (95,324)	-19.1%
	232 - TRANSPORTATION OPERATIONS	96,600	-	-	-	-	N/A
	TOTAL SOURCES	$ 152,224	$ 500,000	$ 243,669	$ 404,676	$ (95,324)	-19.1%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 203,110	$ 499,751	$ 84,765	$ 392,752	$ 106,999	21.4%
	232 - TRANSPORTATION OPERATIONS	226,689	264,074	198,842	264,074	-	0.0%
	TOTAL USES	$ 429,799	$ 763,825	$ 283,607	$ 656,826	$ 106,999	14.0%

Activity Narrative: This Activity is starting a number of new measures for FY 2013. Grant revenues and expenditures are decreasing in FY 2013 based on the funding requirements for two grants: (1) the Regional Emergency Action Coordinating Team (REACT) expansion program, and (2) Upgrade of the Regional Archived Data Server system. Operating expenditures are expected to stay the same in FY 2013.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	99	100	98	105	5	5.0%
Output	Number of plan reviews completed	141	120	137	153	33	27.5%
Demand	Number of plan reviews requested	144	120	138	153	33	27.5%
Demand	Number of temporary and permanent traffic control devices projects needed	102	100	98	105	5	5.0%
Efficiency	Total expenditure per plan review	$ 9,727.50	$ 12,918.96	$ 10,613.99	$ 10,351.74	$ 2,567.22	19.9%
Efficiency	Total expenditure per temporary and permanent traffic control device project	$ 13,854.31	$ 15,502.75	$ 14,837.92	$ 15,083.96	$ 418.79	2.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,371,577	$ 1,550,275	$ 1,474,905	$ 1,583,816	$ (33,541)	-2.2%
	TOTAL USES	$ 1,371,577	$ 1,550,275	$ 1,474,905	$ 1,583,816	$ (33,541)	-2.2%

Activity Narrative: The Department is expecting an increase in demand and output for the measures in this Activity. The Budget for FY 2013 is based on an anticipated increase in demand reflective in the FY 2012 Forecast. Expenditures are higher for FY 2013 due to personnel services allocations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	98.0%	96.0%	96.0%	94.6%	(1.4%)	-1.5%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	97.6%	100.0%	99.5%	100.0%	0.0%	0.0%
Result	Percent of utility location work orders completed within two business days	91.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of signalized and Intelligent Transportation intersections maintained	173	178	174	181	3	1.4%
Demand	Number of work order requests submitted	1,952	2,000	1,714	1,870	(130)	-6.5%
Efficiency	Total activity expenditure per signalized and Intelligent Transportation intersection maintained	$ 2,160.28	$ 2,104.25	$ 1,987.61	$ 2,134.24	$ (29.99)	-1.4%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 76,956	$ 26,615	$ 79,260	$ 21,214	$ (5,401)	-20.3%
	TOTAL SOURCES	$ 76,956	$ 26,615	$ 79,260	$ 21,214	$ (5,401)	-20.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,497,075	$ 1,498,224	$ 1,329,566	$ 1,540,919	$ (42,695)	-2.8%
	TOTAL USES	$ 1,497,075	$ 1,498,224	$ 1,329,566	$ 1,540,919	$ (42,695)	-2.8%

Activity Narrative: Completion rates for unscheduled signal malfunction repair and preventative maintenance work orders are expected to be below the target in FY 2012 due to equipment failure. One truck was out of service for about five months in FY 2012. As a result, the staff was unable to complete

the work orders within the required timeframe. However, for FY 2013, expenditures are increasing because it is expected that the goals would be achieved and for rising fuel costs.

The output shows an increase from FY 2012 Revised to FY 2013 due to a system aggregation error. The output is increasing for FY 2013 as new traffic signals are expected to be added and brought online. The addition of new signals is expected to bring about an increase in demand for work order requests.

Revenue is decreasing in FY 2013 as traffic signal maintenance services will no longer be provided to two municipalities, due to the termination of their inter-governmental agreements with the County. Expenditures are increasing as additional funds are being provided to cover the electricity costs for the traffic signals and communication equipment.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of paved roadway system mileage with pavement condition rating of “very good or better”	87.0%	85.0%	100.0%	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	83.8%	80.0%	80.0%	90.0%	10.0%	12.5%
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	85.0%	85.0%	100.0%	15.0%	17.6%
Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	N/A	100.0%	99.6%	100.0%	0.0%	0.0%
Percent of road maintenance program dollars used to extend the life of roads	N/A	28.9%	27.2%	30.0%	1.1%	3.8%
Percent of County lane miles striped within operating targets for visibility	N/A	215.1%	100.0%	215.1%	0.0%	0.0%
Percent of County lane miles with Raised Pavement Markers	N/A	60.9%	100.0%	60.9%	0.0%	0.0%
Percent of emergency signs replaced within 3 hours of notification	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of work zone jobsites completed within prescribed completion time limit	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better"	87.0%	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	83.8%	80.0%	90.0%	90.0%	10.0%	12.5%
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	85.0%	100.0%	100.0%	15.0%	17.6%
Result	Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations	N/A	100.0%	99.6%	100.0%	0.0%	0.0%
Result	Percent of road maintenance program dollars used to extend the life of roads	N/A	28.9%	27.2%	30.0%	1.1%	3.8%
Output	Number of paved lane miles maintained with surface treatments	793	640	713	560	(80)	-12.5%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	793	640	713	560	(80)	-12.5%
Efficiency	Total activity expenditure per paved lane mile maintained with surface treatments	N/A	$ 50,285.68	$ 42,707.99	$ 57,451.84	$ (7,166.16)	-14.3%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 204,661	$ -	$ 165,025	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	580,493	275,000	413,524	230,000	(45,000)	-16.4%
	TOTAL SOURCES	$ 785,154	$ 275,000	$ 578,549	$ 230,000	$ (45,000)	-16.4%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 369,686	$ -	$ -	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	29,440,830	32,182,832	30,081,533	32,167,284	15,548	0.0%
	TOTAL USES	$ 29,810,516	$ 32,182,832	$ 30,081,533	$ 32,167,284	$ 15,548	0.0%

Activity Narrative: The result measures related to critical maintenance tasks and projects show a 10% and 15% increase, respectively in FY 2013 which is due to an updated critical maintenance task list and the centralization of the maintenance crews. Demand and output fluctuate each year based on funding availability for road maintenance, number of miles of road that require maintenance, and the type of surface treatments required by the roads.

Revenues are decreasing in FY 2013 due to conservative estimates for miscellaneous revenues such as loss reimbursements, payments from damage claims, and other income. Expenditures are increasing slightly due to higher fuel and equipment replacement costs.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of County lane miles striped within operating targets for visibility	N/A	215.1%	104.6%	215.1%	0.0%	0.0%
Result	Percent of County lane miles with Raised Pavement Markers	N/A	60.9%	104.6%	60.9%	0.0%	0.0%
Result	Percent of emergency signs replaced within 3 hours of notification	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of work zone jobsites completed within prescribed completion time limit	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of non-working hour emergency sign replacements	N/A	100	111	100	-	0.0%
Output	Number of traffic signs installed, maintained, and repaired	N/A	10,000	12,174	10,000	-	0.0%
Output	Number of Regional Emergency Event responses provided	N/A	20	12	20	-	0.0%
Output	Number of work zone jobsites completed	N/A	4,800	4,902	5,000	200	4.2%
Output	Number of County lane miles striped	N/A	4,000	4,702	4,000	-	0.0%
Output	Number of County lane miles with Raised Pavement Markers installed	N/A	1,530	783	1,530	-	0.0%
Demand	Number of County lane miles requiring striping	N/A	6,000	4,502	6,000	-	0.0%
Demand	Number of traffic signs requiring work activity	N/A	14,760	10,352	10,000	(4,760)	-32.2%
Demand	Number of work zone jobsites requested	N/A	6,000	4,902	5,000	(1,000)	-16.7%
Efficiency	Total expenditure per lane mile striped	N/A	$ 1,267.58	$ 1,063.59	$ 1,213.50	$ 54.07	4.3%
Efficiency	Total expenditure per traffic sign installed, maintained, or repaired	N/A	$ 507.03	$ 410.77	$ 485.40	$ 21.63	4.3%
Efficiency	Total expenditure per work zone completed	N/A	$ 1,056.32	$ 1,020.13	$ 970.80	$ 85.51	8.1%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 9,175	$ 10,000	$ 6,658	$ 5,000	$ (5,000)	-50.0%
	TOTAL SOURCES	$ 9,175	$ 10,000	$ 6,658	$ 5,000	$ (5,000)	-50.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 4,483,627	$ 5,070,314	$ 4,988,284	$ 4,854,017	$ 216,297	4.3%
	TOTAL USES	$ 4,483,627	$ 5,070,314	$ 4,988,284	$ 4,854,017	$ 216,297	4.3%

Activity Narrative: Most of the demand, output, and result measures are expected to maintain the same performance in FY 2013. The forecast for FY 2012 combines actual data for the 1st half of the year and estimated values for 2nd half of the year. Demand for traffic signs requiring work and work zone jobsites requested are decreasing in FY 2013 based on actual experience in FY 2012.

There is a 50% reduction in revenues for FY 2013 due to conservative estimates for reimbursements from signs manufactured for other departments. Expenditures are also decreasing due to personnel services allocations and lower funding requirement for repair and maintenance and equipment.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of environmental clearances delivered prior to 70% project design completion	50.0%	60.0%	60.0%	60.0%	0.0%	0.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	100.0%	86.7%	86.7%	86.7%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services	82.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	82.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of analytical reports completed as identified in the Transportation System Plan	100.0%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of environmental clearances delivered prior to 70% project design completion	50.0%	60.0%	63.2%	60.0%	0.0%	0.0%
Output	Number of environmental clearances provided	22	20	19	20	-	0.0%
Demand	Number of projects requiring environmental clearance	19	20	19	20	-	0.0%
Efficiency	Total activity expenditure per environmental clearance provided	$ 2,944.36	$ 3,396.15	$ 3,971.79	$ 4,022.95	$ (626.80)	-18.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 64,776	$ 67,923	$ 84,797	$ 80,459	$ (12,536)	-18.5%
	TOTAL USES	$ 64,776	$ 67,923	$ 84,797	$ 80,459	$ (12,536)	-18.5%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2013. The efficiency and expenditures are increasing due to personnel services allocations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	100.0%	86.7%	86.7%	86.7%	0.0%	0.0%
Output	Number of partnership agreements completed	43	30	30	30	-	0.0%
Demand	Number of partnership agreements required	25	30	30	30	-	0.0%
Efficiency	Total activity expenditure per partnership agreement completed	$ 6,289.86	$ 13,184.43	$ 12,133.67	$ 13,727.53	$ (543.10)	-4.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 270,464	$ 395,533	$ 364,010	$ 411,826	$ (16,293)	-4.1%
	TOTAL USES	$ 270,464	$ 395,533	$ 364,010	$ 411,826	$ (16,293)	-4.1%

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 Department is expecting a similar experience in demand and

output in FY 2013. The efficiency and expenditures are increasing due to personnel services allocations. Lower expenditures in prior years are due to vacant positions.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	82.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Result	Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	82.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of public outreach events completed	35	40	31	35	(5)	-12.5%
Demand	Number of public outreach events required	40	40	35	35	(5)	-12.5%
Efficiency	Total expenditure per public outreach event	$ 13,131.14	$ 10,637.03	$ 14,416.52	$ 14,034.09	$ (3,397.06)	-31.9%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 459,590	$ 425,481	$ 446,033	$ 491,193	$ (65,712)	-15.4%
	TOTAL USES	$ 459,590	$ 425,481	$ 446,033	$ 491,193	$ (65,712)	-15.4%

Activity Narrative: The Department is expecting a similar experience in demand in FY 2013 as the forecast for FY 2012. All public outreach events required for FY 2013 are expected to be completed. Expenditures for FY 2013 are increasing as staff will be going back to normal duties with the completion of the Court Tower Project, which they supported in FY 2012. The Court Tower Project paid part of the staff salaries and benefits in FY 2012.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of analytical reports completed as identified in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of analytical reports completed	6	6	6	6	-	0.0%
Demand	Number of analytical reports required	6	6	6	6	-	0.0%
Efficiency	Total expenditure per analytical report completed	$ 81,105.33	$ 80,287.17	$ 72,254.33	$ 69,053.33	$ 11,233.83	14.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 486,632	$ 481,723	$ 440,034	$ 414,320	$ 67,403	14.0%
	TOTAL USES	$ 486,632	$ 481,723	$ 440,034	$ 414,320	$ 67,403	14.0%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2013. The number of analytical reports is expected to be flat in FY 2013. The efficiency and expenditures are decreasing due to personnel services allocations.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	41	28	28	32	4	14.3%
Demand	Number of corridor miles requiring a corridor study	197	240	200	272	32	13.3%
Efficiency	Total expenditure per corridor study mile completed	$ 7,854.91	$ 15,219.68	$ 15,603.71	$ 11,692.53	$ 3,527.15	23.2%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 318,124	$ 426,151	$ 439,905	$ 374,161	$ 51,990	12.2%
	TOTAL USES	$ 318,124	$ 426,151	$ 439,905	$ 374,161	$ 51,990	12.2%

Activity Narrative: Demand and output are increasing in FY 2013 due to the addition of FY 2012 incomplete output and demand. Study requirements vary each year, depending on corridor studies completed, corridor miles remaining in the plan requiring a study, and new corridor addition. The decrease in expenditures for FY 2013 can be attributed to personnel services allocations.

Appropriated Budget Reconciliations

Transportation Grants Fund (223)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 404,676**	**$ 404,676**
Grant Reconciliation	*404,676*	*404,676*
FY 2013 Recommended Budget	**$ 404,676**	**$ 404,676**

Transportation Grants Fund (223) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ (27,169)	$ (27,169)	$ (27,169)	$ (15,751)	$ (15,751)
Sources:					
Operating	$ 323,929	$ -	$ -	$ -	$ -
Non-Recurring	260,285	500,000	500,000	84,765	404,676
Total Sources:	$ 584,214	$ 500,000	$ 500,000	$ 84,765	$ 404,676
Uses:					
Non-Recurring	572,796	500,000	500,000	84,765	392,752
Total Uses:	$ 572,796	$ 500,000	$ 500,000	$ 84,765	$ 392,752
Structural Balance	$ 323,929	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(15,751)	(27,169)	(27,169)	(15,751)	(3,827)
Total Ending Spendable Fund Balance	$ (15,751)	$ (27,169)	$ (27,169)	$ (15,751)	$ (3,827)

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 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (112,003)**	**$ -**
Adjust Hours Per FTE		*(112,003)*	*-*
Restatements		**$ 58,474,290**	**$ 88,278,036**
Public Works Transportation from Public Works		*58,474,290*	*88,278,036*
FY 2013 Budget Target		**$ 58,362,287**	**$ 88,278,036**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 235,032**	**$ -**
Retirement Contributions		*235,032*	*-*
Base Adjustments		**$ (643,667)**	**$ -**
Other Base Adjustments		*(116,421)*	*-*
Vacant Position Elimination		*(527,246)*	*-*
Fees and Other Revenues		**$ -**	**$ (58,901)**
ProgRevenue Volume Inc/Dec		*-*	*(58,901)*
FY 2013 Recommended Budget		**$ 57,953,652**	**$ 88,219,135**
Percent Change from Target Amount		*-0.7%*	*-0.1%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ 41,472,695**	**$ -**
Transfer to Capital Proj Fund		*41,472,695*	*-*
Non Recurring		**$ 1,466,000**	**$ -**
Other Non-Recurring		*1,466,000*	*-*
Vehicle Replacements not received in FY 2012	*$ 1,466,000*		
FY 2013 Recommended Budget		**$ 42,938,695**	**$ -**

Transportation Operations Fund (232) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 26,688,126	$ 28,545,354	$ 28,545,354	$ 29,952,817	$ 31,615,843
Sources:					
Operating	$ 96,416,487	$ 88,278,036	$ 88,278,036	$ 86,800,651	$ 88,219,135
Non-Recurring	-	-	-	98,371	-
Total Sources:	$ 96,416,487	$ 88,278,036	$ 88,278,036	$ 86,899,022	$ 88,219,135
Uses:					
Operating	$ 55,430,244	$ 58,474,290	$ 58,474,290	$ 55,347,485	$ 57,855,433
Non-Recurring	37,721,571	29,929,227	29,929,227	29,888,511	42,938,695
Total Uses:	$ 93,151,815	$ 88,403,517	$ 88,403,517	$ 85,235,996	$ 100,794,128
Structural Balance	$ 40,986,243	$ 29,803,746	$ 29,803,746	$ 31,453,166	$ 30,363,702
Accounting Adjustments	$ 19	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 29,952,817	$ 28,419,873	$ 28,419,873	$ 31,615,843	$ 19,040,850
Total Ending Spendable Fund Balance	$ 29,952,817	$ 28,419,873	$ 28,419,873	$ 31,615,843	$ 19,040,850

Transportation Capital Projects Fund (234)

	Expenditures	Revenue
CAPITAL IMPROVEMENTS		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Restatements	**$ 115,550,123**	**$ 55,085,485**
Public Works Transportation from Public Works	*115,550,123*	*55,085,485*
FY 2013 Budget Target	**$ 115,550,123**	**$ 55,085,485**
Adjustments:		
Capital Improvement Program	**$ (11,618,113)**	**$ (107,760)**
Capital Improvement Prog Adj	*(11,618,113)*	*(107,760)*
FY 2013 Recommended Budget	**$ 103,932,010**	**$ 54,977,725**
Percent Change from Target Amount	*-10.1%*	*-0.2%*
MAG ALCP PROJECTS (ALCP)	$ 56,214,030	$ 51,804,929
COUNTY ARTERIALS (ARTS)	7,580,000	2,000,000
BRIDGE PRESERVATION (BRIG)	2,635,000	
DUST MITIGATION (DMIT)	4,255,750	
INTELLIGENT TRANS SYST ITS (INTL)	1,346,000	756,129
PAVEMENT PRESERVATION (PAVE)	6,773,000	
PARTNERSHIP SUPPORT (PSUP)	2,140,000	416,667
RIGHT-OF-WAY (RWAY)	280,000	
SAFETY PROJECTS (SAFE)	2,560,000	
TRANSPORTATION ADMINISTRATION (TADM)	11,678,230	
TRAFFIC IMPROVEMENTS (TIMP)	6,640,000	
TRANSPORTATION PLANNING (TPLN)	1,830,000	
FY 2013 Recommended CIP Projects	**$ 103,932,010**	**$ 54,977,725**

Transportation Capital Projects Fund (234) Continued

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
FY 2013 Budget Target	**$ -**	**$ -**
Adjustments:		
Capital Improvement Program	**$ -**	**$ 41,472,695**
Transfer to Capital Proj Fund	-	*41,472,695*
FY 2013 Recommended Budget	**$ -**	**$ 41,472,695**

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 53,014,090	$ 53,099,852	$ 53,099,852	$ 42,670,405	$ 9,459,544
Sources:					
Operating	$ 7,856,725	$ -	$ -	$ -	$ -
Non-Recurring	63,885,649	83,496,904	83,496,904	53,324,775	96,450,420
Total Sources:	$ 71,742,374	$ 83,496,904	$ 83,496,904	$ 53,324,775	$ 96,450,420
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Non-Recurring	82,086,074	115,550,123	115,550,123	86,535,636	103,932,010
Total Uses:	$ 82,086,074	$ 115,550,123	$ 115,550,123	$ 86,535,636	$ 103,932,010
Structural Balance	$ 7,856,725	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 15	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 42,670,405	$ 21,046,633	$ 21,046,633	$ 9,459,544	$ 1,977,954
Total Ending Spendable Fund Balance	$ 42,670,405	$ 21,046,633	$ 21,046,633	$ 9,459,544	$ 1,977,954

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.

Strategic Goals

The Department is in the process of updating their Strategic Business Plan.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
ODIR - EXECUTIVE MANAGEMENT	$ 11,189	$ 353,841	$ 353,841	$ 353,841	$ 364,341	$ 10,500	3.0%
99AS - ADMINISTRATIVE SERVICES	$ 11,189	$ 353,841	$ 353,841	$ 353,841	$ 364,341	$ 10,500	3.0%
TOTAL PROGRAMS	**$ 11,189**	**$ 353,841**	**$ 353,841**	**$ 353,841**	**$ 364,341**	**$ 10,500**	**3.0%**
USES							
ACCT - AGENCY ACCOUNTING	$ 114,949	$ 111,773	$ 111,220	$ 112,562	$ 113,320	$ (2,100)	-1.9%
TRAC - TREASURER ACCOUNTING	291,033	336,931	331,781	325,892	321,932	9,849	3.0%
43AP - ACCOUNTING	$ 405,982	$ 448,704	$ 443,001	$ 438,454	$ 435,252	$ 7,749	1.7%
CLTS - CLIENT SERVICE	$ 663,340	$ 651,487	$ 652,588	$ 658,723	$ 728,634	$ (76,046)	-11.7%
TXSV - TAX SERVICES	656,014	907,807	837,940	785,508	1,093,386	(255,446)	-30.5%
43TP - PROPERTY TAX	$ 1,319,354	$ 1,559,294	$ 1,490,528	$ 1,444,231	$ 1,822,020	$ (331,492)	-22.2%
FSAC - FINANCIAL SERVICES	$ 142,942	$ 135,168	$ 121,647	$ 283,328	$ 264,276	$ (142,629)	-117.2%
HRAC - HUMAN RESOURCES	51,539	52,417	52,178	52,607	52,355	(177)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	896,988	898,374	897,038	898,195	923,603	(26,565)	-3.0%
PROC - PROCUREMENT	19,462	17,333	17,249	17,303	17,310	(61)	-0.4%
99AS - ADMINISTRATIVE SERVICES	$ 1,110,931	$ 1,103,292	$ 1,088,112	$ 1,251,433	$ 1,257,544	$ (169,432)	-15.6%
GGOV - GENERAL GOVERNMENT	$ -	$ 228,449	$ 247,434	$ 228,449	$ 228,449	$ 18,985	7.7%
ISFC - INTERNAL SERVICE FUND CHARGES	2,268	2,273	82,229	5,143	7,196	75,033	91.2%
99GV - GENERAL GOVERNMENT	$ 2,268	$ 230,722	$ 329,663	$ 233,592	$ 235,645	$ 94,018	28.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 877,831	$ 1,101,404	$ 1,092,727	$ 1,021,331	$ 1,087,800	$ 4,927	0.5%
DACR - DATA CENTER	63,428	59,223	58,938	59,961	38,969	19,969	33.9%
DESK - DESKTOP SUPPORT	68,307	69,270	68,940	71,806	69,187	(247)	-0.4%
99IT - INFORMATION TECHNOLOGY	$ 1,009,566	$ 1,229,897	$ 1,220,605	$ 1,153,098	$ 1,195,956	$ 24,649	2.0%
TOTAL PROGRAMS	**$ 3,848,101**	**$ 4,571,909**	**$ 4,571,909**	**$ 4,520,808**	**$ 4,946,417**	**$ (374,508)**	**-8.2%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,189	$ 49,500	$ 49,500	$ 49,500	$ 60,000	$ 10,500	21.2%
SUBTOTAL	$ 11,189	$ 49,500	$ 49,500	$ 49,500	$ 60,000	$ 10,500	21.2%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
SUBTOTAL	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
ALL REVENUES	$ 11,189	$ 353,841	$ 353,841	$ 353,841	$ 364,341	$ 10,500	3.0%
TOTAL SOURCES	$ 11,189	$ 353,841	$ 353,841	$ 353,841	$ 364,341	$ 10,500	3.0%

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,709,660	$ 2,955,333	$ 2,955,333	$ 2,959,370	$ 2,987,822	$ (32,489)	-1.1%
0705 - TEMPORARY PAY	42,179	28,302	28,302	16,375	85,082	(56,780)	-200.6%
0710 - OVERTIME	60	6,336	6,336	8,403	6,336	-	0.0%
0750 - FRINGE BENEFITS	923,906	1,020,326	1,020,326	989,594	1,049,775	(29,449)	-2.9%
0790 - OTHER PERSONNEL SERVICES	7,507	8,000	8,000	3,335	18,000	(10,000)	-125.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(43,570)	43,570	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	43,570	(43,570)	N/A
SUBTOTAL	$ 3,683,312	$ 4,018,297	$ 4,018,297	$ 3,977,077	$ 4,147,015	$ (128,718)	-3.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 22,505	$ 23,000	$ 23,000	$ 23,176	$ 13,500	$ 9,500	41.3%
0803 - FUEL	369	500	500	324	500	-	0.0%
SUBTOTAL	$ 22,874	$ 23,500	$ 23,500	$ 23,500	$ 14,000	$ 9,500	40.4%
SERVICES							
0810 - LEGAL SERVICES	$ (689)	$ 10,000	$ 10,000	$ 3,662	$ -	$ 10,000	100.0%
0812 - OTHER SERVICES	80,731	135,892	135,892	135,892	258,752	(122,860)	-90.4%
0820 - RENT & OPERATING LEASES	7,125	8,000	8,000	8,000	8,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	4,604	9,815	9,815	9,815	166,111	(156,296)	-1592.4%
0830 - INTERGOVERNMENTAL PAYMENTS	-	228,449	228,449	228,449	228,449	-	0.0%
0839 - INTERNAL SERVICE CHARGES	4,885	79,956	79,956	84,162	86,090	(6,134)	-7.7%
0841 - TRAVEL	217	3,000	3,000	1,250	3,000	-	0.0%
0842 - EDUCATION AND TRAINING	17,612	15,000	15,000	9,001	5,000	10,000	66.7%
0843 - POSTAGE/FREIGHT/SHIPPING	27,430	40,000	40,000	40,000	30,000	10,000	25.0%
SUBTOTAL	$ 141,915	$ 530,112	$ 530,112	$ 520,231	$ 785,402	$ (255,290)	-48.2%
ALL EXPENDITURES	$ 3,848,101	$ 4,571,909	$ 4,571,909	$ 4,520,808	$ 4,946,417	$ (374,508)	-8.2%
TOTAL USES	$ 3,848,101	$ 4,571,909	$ 4,571,909	$ 4,520,808	$ 4,946,417	$ (374,508)	-8.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 11,189	$ 49,500	$ 49,500	$ 52,019	$ 60,000	$ 10,500	21.2%
FUND TOTAL SOURCES	$ 11,189	$ 49,500	$ 49,500	$ 52,019	$ 60,000	$ 10,500	21.2%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 11,189	$ 353,841	$ 353,841	$ 356,360	$ 364,341	$ 10,500	3.0%
DEPARTMENT TOTAL SOURCES	$ 11,189	$ 353,841	$ 353,841	$ 356,360	$ 364,341	$ 10,500	3.0%

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
100 GENERAL							
OPERATING	$ 3,848,101	$ 4,267,568	$ 4,267,568	$ 4,216,467	$ 4,448,506	$ (180,938)	-4.2%
NON-RECURRING	-	-	-	-	193,570	(193,570)	N/A
FUND TOTAL USES	$ 3,848,101	$ 4,267,568	$ 4,267,568	$ 4,216,467	$ 4,642,076	$ (374,508)	-8.8%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
FUND TOTAL USES	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 3,848,101	$ 4,571,909	$ 4,571,909	$ 4,520,808	$ 4,752,847	$ (180,938)	-4.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ 193,570	$ (193,570)	N/A
DEPARTMENT TOTAL USES	$ 3,848,101	$ 4,571,909	$ 4,571,909	$ 4,520,808	$ 4,946,417	$ (374,508)	-8.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
ACCOUNTING							
AGENCY ACCOUNTING	1.29	1.29	1.29	1.29	1.29	-	0.0%
TREASURER ACCOUNTING	4.59	4.59	4.59	4.59	4.59	-	0.0%
PROGRAM TOTAL	5.88	5.88	5.88	5.88	5.88	-	0.0%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	7.82	8.92	7.92	7.92	7.92	-	0.0%
FINANCIAL SERVICES	1.10	1.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	.90	.90	.90	.90	.90	-	0.0%
PROCUREMENT	.30	.30	.30	.30	.30	-	0.0%
PROGRAM TOTAL	10.12	11.12	11.12	11.12	11.12	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	9.00	11.00	11.00	11.00	11.00	-	9.1%
DATA CENTER	1.00	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	11.00	13.00	13.00	13.00	13.00	-	0.0%
PROPERTY TAX							
CLIENT SERVICE	11.00	11.00	11.00	11.00	11.00	-	0.0%
TAX SERVICES	11.00	11.00	11.00	11.00	12.00	1.00	9.1%
PROGRAM TOTAL	22.00	22.00	22.00	22.00	23.00	1.00	4.5%
DEPARTMENT TOTAL	49.00	52.00	52.00	52.00	53.00	1.00	5.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	REVISED TO RECOMM VAR %
Accounting Manager – Treasurer	-	-	1.00	1.00	1.00	-	0.0%
Accounting Specialist	5.00	4.00	4.00	4.00	4.00	-	0.0%
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	-	-	-	-	N/A
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	1.00	-	-	-	-	-	N/A
Business/Systems Analyst-Sr/Ld	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%
Computer Operator	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Data Security Analyst	-	-	-	-	1.00	1.00	N/A
Database Administrator	-	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	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	-	(1.00)	(100.0%)
Finan Compliance Admin - Cnty	-	-	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	2.00	2.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Auditor	-	1.00	-	-	-	-	N/A
IS Architect	-	1.00	2.00	2.00	2.00	-	0.0%
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	-	-	-	-	1.00	1.00	N/A
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	8.00	8.00	8.00	8.00	8.00	-	0.0%
Office Assistant Specialized	7.00	7.00	6.00	6.00	6.00	-	0.0%
Operations/Program Manager	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	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Treasurer's Portfolio Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**49.00**	**52.00**	**52.00**	**52.00**	**53.00**	**1.00**	**5.8%**

Staffing by Fund

FUND	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100 GENERAL	49.00	52.00	52.00	52.00	53.00	1.00	5.8%
Department Total	**49.00**	**52.00**	**52.00**	**52.00**	**53.00**	**1.00**	**5.8%**

General Adjustments

General Fund (100)

Personnel:

- Increase Regular Benefits by $29,335 for the net impact of changes in retirement contribution rates and a decrease in the cost of County-funded life insurance for each employee.
- Decrease expenditure budget by $13,193 due to a reduction in the number of payroll hours from 2088 hours in FY 2012 to 2080 hours in FY 2013.

Other Base Adjustments:

General Fund (100):

- The FY 2013 Operating budget includes a $10,500 base adjustment in increased revenues due to increased data sales.
- The FY 2013 Operating budget includes a $29,335 base adjustment for benefits salary savings to absorb the increase in retirement contributions.
- The FY 2013 Operating budget includes a $68,239 base adjustment for a management analyst position to handle the Treasurer's Office GPLET operations.
- The FY 2013 Operating budget includes a $50,000 base adjustment for HP Maintenance.
- The FY 2013 Operating budget includes a $75,892 base adjustment for Oracle Maintenance.
- The FY 2013 Non Recurring Non Project budget includes a $150,000 adjustment for continuation of the tax deed land sales program and $43,570 adjustment for training of a new Investment Portfolio Manager due to the present incumbent retiring.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	%
Month-end Closings - Percent time month-end balance/close by due date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

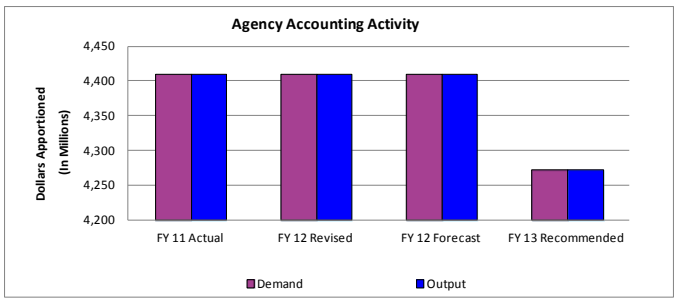
- Agency Accounting
- Treasurer Accounting

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Month-end Closings - Percent time month-end balance/close by due date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of dollars actually apportioned	4,409,737,800	4,409,737,800	4,409,738,000	4,271,501,900	(138,235,900)	-3.1%
Output	Number of days to balance or close month-end	8	8	8	8	-	0.0%
Demand	Number of apportionment dollars anticipated	4,409,737,800	4,409,737,800	4,409,738,000	4,271,501,900	(138,235,900)	-3.1%
Demand	Number of days anticipated to balance or close month-end (historical)	8	8	8	8	-	0.0%
Efficiency	Expenditure per dollar apportioned	$ 0.000026	$ 0.000026	$ 0.000026	$ 0.000027	$ (0.000001)	-2.0%
Efficiency	Expenditure per days to balance or close month-end	$ 14,368.63	$ 13,902.50	$ 14,090.88	$ 14,165.00	$ (262.50)	-1.9%
Expenditure							
	100 - GENERAL	$ 114,949	$ 111,220	$ 112,562	$ 113,320	$ (2,100)	-1.9%
	TOTAL USES	$ 114,949	$ 111,220	$ 112,562	$ 113,320	$ (2,100)	-1.9%



Activity Narrative: The number of dollars apportioned decreased due to lower property values assessed in FY 2013. The expenditure variance in FY 2013 is primarily due to an increase in personnel benefits.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Output	Number of Treasurer's Journal Entries created	2,709	2,709	2,709	2,790	81	3.0%
Output	Number of Cash Receipts Processed	11,195	11,177	11,177	10,900	(277)	-2.5%
Demand	Number of Treasurer's Journal Entries expected (historical)	2,709	2,709	2,709	2,790	81	3.0%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	11,177	11,177	11,177	10,900	(277)	-2.5%
Efficiency	Expenditure per Treasurer's Journal Entries	$ 107.43	$ 122.47	$ 120.47	$ 115.39	$ 7.09	5.8%
Efficiency	Expenditure per Number of Cash Receipts Processed	$ 26.00	$ 29.68	$ 29.20	$ 29.54	$ 0.15	0.5%
Expenditure							
	100 - GENERAL	$ 291,033	$ 331,781	$ 325,892	$ 321,932	$ 9,849	3.0%
	TOTAL USES	$ 291,033	$ 331,781	$ 325,892	$ 321,932	$ 9,849	3.0%

Activity Narrative: The number of cash receipts processed in FY 2013 is anticipated to decrease, resulting in a small decrease 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Payments Posted - Percent of Levy collected	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of levy collected by LockBox facility	33.8%	33.8%	33.8%	33.0%	(0.8%)	-2.4%
Percent of Tax Bills Correctly Mailed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Back Tax Sale - Percent of Back Tax Collected	100.0%	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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Payments Posted - Percent of levy collected	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of levy collected by LockBox (LB) facility	33.8%	33.8%	33.8%	33.0%	(0.8%)	-2.4%
Output	Number of LockBox payments posted	750,000	750,000	750,000	757,223	7,223	1.0%
Demand	Number of payments anticipated (parcels x 2)	2,800,000	2,800,000	2,800,000	3,345,638	545,638	19.5%
Demand	Number of LockBox payments anticipated (historical)	750,000	750,000	750,000	757,223	7,223	1.0%
Efficiency	Expenditure per number of tax payments posted	$ 0.24	$ 0.23	$ 0.24	$ 0.22	$ 0.02	6.6%
Efficiency	Expenditure per number of LB payments posted	$ 0.88	$ 0.87	$ 0.88	$ 0.96	$ (0.09)	-10.6%
Expenditure							
	100 - GENERAL	$ 663,340	$ 652,588	$ 658,723	$ 728,634	$ (76,046)	-11.7%
	TOTAL USES	$ 663,340	$ 652,588	$ 658,723	$ 728,634	$ (76,046)	-11.7%

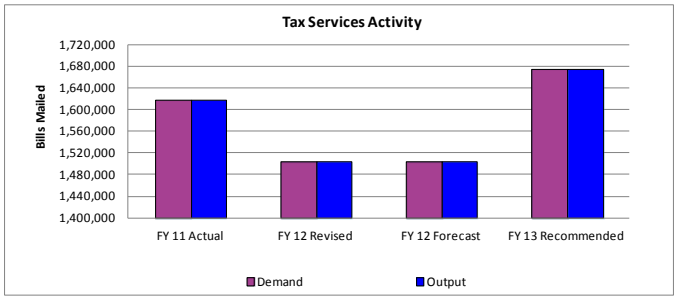
Activity Narrative: The Client Services Activity is anticipating an increase in the amount of the levy collected in FY 2013; consequently, expenditures are projected to increase slightly.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of Tax Bills Correctly Mailed	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Back Tax Sale - Percent of Back Tax Collected	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Tax Bills Correctly Mailed (Tax Bills Not Returned)	1,616,525	1,503,768	1,503,768	1,672,819	169,051	11.2%
Output	Number of Back Tax Liens Sold at Sale	28,700	22,352	22,352	33,204	10,852	48.6%
Output	Number of Tax Bills mailed	1,616,525	1,503,768	1,503,768	1,672,819	169,051	11.2%
Demand	Number of Total Taxable Parcels in County	1,616,525	1,503,768	1,503,768	1,672,819	169,051	11.2%
Demand	Number of Parcels with Delinquent Back Tax	39,037	29,668	29,668	215,646	185,978	626.9%
Efficiency	Expenditure per Number of Tax Bills Correctly Mailed	$ 0.41	$ 0.56	$ 0.50	$ 0.65	$ (0.10)	-17.3%
Efficiency	Expenditure per Number of Back Tax Liens Sold at Sale	$ 22.86	$ 37.49	$ 33.90	$ 32.93	$ 4.56	12.2%
Expenditure							
	100 - GENERAL	$ 656,014	$ 837,940	$ 785,508	$ 1,093,386	$ (255,446)	-30.5%
	TOTAL USES	$ 656,014	$ 837,940	$ 785,508	$ 1,093,386	$ (255,446)	-30.5%



Activity Narrative: The number of taxable parcels and delinquent tax bills are both expected to increase slightly in FY 2013. There is an increase in the expenditure budget for the Activity of Tax Services as additional resources are utilized on this effort and the addition of a GPLET management analyst position in FY 2013.

There is Non Departmental funding set aside in the amount of $136,000 for the Department in FY 2013 for a consultant to assist with a fit/gap analysis between the current tax management system and a new tax management system. Additionally, Employee Compensation will conduct a review of tax resolution positions as requested by the Department to ensure staffing is consistent with the complexity of work required.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 4,267,568**	**$ 49,500**
FY 2012 Revised Budget			**$ 4,267,568**	**$ 49,500**
Adjustments:				
Employee Salary Adjustments			**$ (13,193)**	**$ -**
Adjust Hours Per FTE			*(13,193)*	*-*
FY 2013 Budget Target			**$ 4,254,375**	**$ 49,500**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 29,335**	**$ -**
Retirement Contributions			*29,335*	*-*
Base Adjustments			**$ (29,335)**	**$ -**
Other Base Adjustments			*(29,335)*	*-*
Salary Savings	*$*	*(29,335)*		
Fees and Other Revenues			**$ 68,239**	**$ 10,500**
ProgRevenue Volume Inc/Dec			*68,239*	*10,500*
Revenue - Data Sales	*$*	*10,500*		
Expenditures - GPLET Operations		*68,239*		
Reallocations			**$ 125,892**	**$ -**
Reallocation Between Funds			*125,892*	*-*
HP Maintenance	*$*	*50,000*		
Oracle Maintenance		*75,892*		
FY 2013 Recommended Budget			**$ 4,448,506**	**$ 60,000**
Percent Change from Target Amount			*4.6%*	*21.2%*

General Fund (100) Continued

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2012 Adopted Budget			**$ -**	**$ -**
FY 2012 Revised Budget			**$ -**	**$ -**
FY 2013 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 193,570**	**$ -**
Other Non-Recurring			*193,570*	-
Tax Deed Land Sales	*$*	*150,000*		
Investment Portfolio Manager		*43,570*		
FY 2013 Recommended Budget			**$ 193,570**	**$ -**

Taxpayer Information Fund (741)

			Expenditures	Revenue
OPERATING				
FY 2012 Adopted Budget			**$ 304,341**	**$ 304,341**
FY 2012 Revised Budget			**$ 304,341**	**$ 304,341**
FY 2013 Budget Target			**$ 304,341**	**$ 304,341**
Adjustments:				
Base Adjustments			**$ 125,892**	**$ -**
Other Base Adjustments			*125,892*	-
Reallocations			**$ (125,892)**	**$ -**
Reallocation Between Funds			*(125,892)*	-
HP Maintenance	*$*	*(50,000)*		
Oracle Maintenance		*(75,892)*		
FY 2013 Recommended Budget			**$ 304,341**	**$ 304,341**
Percent Change from Target Amount			*0.0%*	*0.0%*

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 278,170	$ 278,170	$ 278,170	$ 289,430	$ 289,430
Sources:					
Operating	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341
Total Sources:	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341
Uses:					
Operating	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341
Total Uses:	$ -	$ 304,341	$ 304,341	$ 304,341	$ 304,341
Accounting Adjustments	$ 11,260	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 289,430	$ 278,170	$ 278,170	$ 289,430	$ 289,430
Total Ending Spendable Fund Balance	$ 289,430	$ 278,170	$ 278,170	$ 289,430	$ 289,430

Waste Resources and Recycling

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Waste Resources and Recycling (WRR) is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities accessible to residences and businesses so they can safely handle solid waste materials and protect the public health and environment.

Vision

Provide a range of solid waste management services including waste transfer stations, waste tire drop-off facilities, and material recovery sites for County residents and businesses, while protecting public health and environment from illegal dumping.

Strategic Goals

Department Specific

By 2012, 100% of state and federal standards for Maricopa County closed landfill will be met.

Status: The Queen Creek and Cave Creek landfills are not in compliance with standards. Queen Creek Landfill will be brought into compliance following an amendment to its Title 5 air quality permit; a permit amendment is in progress and is expected to be completed in spring 2012. Cave Creek landfill compliance will require remediation of contaminated groundwater. Installation of final groundwater monitoring wells is anticipated in spring 2012; remediation plan approval and implementation would follow, with a completion date highly dependent upon regulatory processes. Maricopa County Risk Management has assumed oversight of these efforts.

Safe Communities

By 2015, 25% of the total annual gallons of Hazardous Household Waste received at WRR Transfer Stations will be reprocessed and reused.

Status: By the end of FY 2012, WRR intends to initiate a study to examine feasibility and methods of reprocessing, reusing and diverting waste streams. This goal is new for FY 2013.

Sustainable Environment

By 2015, 50% of the total annual tons of green waste brought to WRR Transfer Stations will be diverted to composting.

Status: By the end of FY 2012, WRR intends to initiate a study to examine feasibility and methods of reprocessing, reusing and diverting waste streams. This goal is new for FY 2013.

Sustainable Environment

By 2015, 50% of the total annual tons of waste delivered to WRR Transfer Stations would be diverted from disposal into landfills.

Status: By the end of FY 2012, WRR intends to initiate a study to examine feasibility and methods of reprocessing, reusing and diverting waste streams. This goal is new for FY 2013.

Citizen Satisfaction

By 2015, 80% of the residents of Maricopa County surveyed will indicate satisfaction with public outreach efforts regarding waste reuse, reduce, recycling and illegal dumping information.

Status: By the end of FY 2012, WRR will develop and implement a public outreach satisfaction survey process.

Citizen Satisfaction

By 2015, Maricopa County will be recognized as a leader in the waste industry as demonstrated by 80% of clients indicating satisfaction with the services provided.

Status: By the end of FY 2012, WRR will develop and implement a client satisfaction survey process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
SOURCES							
MONT - LANDFILL POST CLOSURE MAINT	$ 72,179	$ -	$ 16,966	$ -	$ -	$ (16,966)	-100.0%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,562,691	4,747,203	4,747,203	4,745,123	4,748,429	1,226	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	244,645	455,740	455,740	488,650	132,369	(323,371)	-71.0%
67SW - SOLID WASTE MANAGEMENT	$ 4,879,515	$ 5,202,943	$ 5,219,909	$ 5,233,773	$ 4,880,798	$ (339,111)	-6.5%
GGOV - GENERAL GOVERNMENT	$ 39,031	$ 10,001	$ 10,001	$ 11,762	$ 8,774	$ (1,227)	-12.3%
99GV - GENERAL GOVERNMENT	$ 39,031	$ 10,001	$ 10,001	$ 11,762	$ 8,774	$ (1,227)	-12.3%
TOTAL PROGRAMS	**$ 4,918,546**	**$ 5,212,944**	**$ 5,229,910**	**$ 5,245,535**	**$ 4,889,572**	**$ (340,338)**	**-6.5%**
USES							
MONT - LANDFILL POST CLOSURE MAINT	$ 5,659,734	$ 1,517,098	$ 1,532,310	$ 1,380,151	$ 1,186,760	$ 345,550	22.6%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,976,295	4,704,316	4,702,106	4,492,839	4,700,100	2,006	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	621,105	455,740	376,855	877,053	1,014,386	(637,531)	-169.2%
67SW - SOLID WASTE MANAGEMENT	$ 11,257,134	$ 6,677,154	$ 6,611,271	$ 6,750,043	$ 6,901,246	$ (289,975)	-4.4%
ODIR - EXECUTIVE MANAGEMENT	$ 135,737	$ 122,223	$ 181,344	$ 222,142	$ 344,919	$ (163,575)	-90.2%
99AS - ADMINISTRATIVE SERVICES	$ 135,737	$ 122,223	$ 181,344	$ 222,142	$ 344,919	$ (163,575)	-90.2%
CSCA - CENTRAL SERVICE COST ALLOC	$ 146,022	$ 118,901	$ 118,901	$ 118,894	$ 49,958	$ 68,943	58.0%
GGOV - GENERAL GOVERNMENT	-	-	6,762	-	-	6,762	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	23,832	22,626	22,626	22,623	22,626	-	0.0%
99GV - GENERAL GOVERNMENT	$ 169,854	$ 141,527	$ 148,289	$ 141,517	$ 72,584	$ 75,705	51.1%
TOTAL PROGRAMS	**$ 11,562,725**	**$ 6,940,904**	**$ 6,940,904**	**$ 7,113,702**	**$ 7,318,749**	**$ (377,845)**	**-5.4%**

Sources and Uses by Category

CATEGORY	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 80,387	$ -	$ -	$ -	$ -	$ -	N/A
0620 - OTHER INTERGOVERNMENTAL	4,357,598	4,597,203	4,597,203	4,570,494	4,597,203	-	0.0%
SUBTOTAL	$ 4,437,985	$ 4,597,203	$ 4,597,203	$ 4,570,494	$ 4,597,203	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 292,253	$ 222,000	$ 222,000	$ 256,560	$ 236,226	$ 14,226	6.4%
SUBTOTAL	$ 292,253	$ 222,000	$ 222,000	$ 256,560	$ 236,226	$ 14,226	6.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 39,031	$ 10,001	$ 10,001	$ 11,762	$ 8,774	$ (1,227)	-12.3%
0650 - MISCELLANEOUS REVENUE	149,277	48,000	48,000	70,979	47,369	(631)	-1.3%
SUBTOTAL	$ 188,308	$ 58,001	$ 58,001	$ 82,741	$ 56,143	$ (1,858)	-3.2%
ALL REVENUES	$ 4,918,546	$ 4,877,204	$ 4,877,204	$ 4,909,795	$ 4,889,572	$ 12,368	0.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 335,740	$ 352,706	$ 335,740	$ -	$ (352,706)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ 335,740	$ 352,706	$ 335,740	$ -	$ (352,706)	-100.0%
TOTAL SOURCES	$ 4,918,546	$ 5,212,944	$ 5,229,910	$ 5,245,535	$ 4,889,572	$ (340,338)	-6.5%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 960,676	$ 971,485	$ 997,585	$ 844,507	$ 926,362	$ 71,223	7.1%
0710 - OVERTIME	5,507	20,017	20,017	6,944	6,580	13,437	67.1%
0750 - FRINGE BENEFITS	390,893	427,679	437,918	391,426	441,042	(3,124)	-0.7%
0790 - OTHER PERSONNEL SERVICES	11,919	2,900	2,900	-	1,950	950	32.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(129,011)	(129,002)	(413,961)	(101,218)	(101,166)	(312,795)	-75.6%
0796 - PERSONNEL SERVICES ALLOC-IN	311,448	259,508	508,128	232,300	258,329	249,799	49.2%
SUBTOTAL	$ 1,551,432	$ 1,552,587	$ 1,552,587	$ 1,373,959	$ 1,533,097	$ 19,490	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 71,848	$ 35,320	$ 35,320	$ 64,383	$ 66,702	$ (31,382)	-88.9%
0803 - FUEL	143,301	84,320	84,320	112,210	165,765	(81,445)	-96.6%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	21,880	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	2,868	2,790	2,790	2,838	2,664	126	4.5%
SUBTOTAL	$ 218,017	$ 122,430	$ 122,430	$ 201,311	$ 235,131	$ (112,701)	-92.1%
SERVICES							
0812 - OTHER SERVICES	$ 4,904,492	$ 4,684,592	$ 4,684,592	$ 4,519,572	$ 4,762,805	$ (78,213)	-1.7%
0820 - RENT & OPERATING LEASES	18,734	17,244	17,244	16,888	32,820	(15,576)	-90.3%
0825 - REPAIRS AND MAINTENANCE	4,379,952	6,000	6,000	383,556	430,000	(424,000)	-7066.7%
0839 - INTERNAL SERVICE CHARGES	207,675	345,633	345,633	367,782	270,313	75,320	21.8%
0841 - TRAVEL	9	3,660	3,660	688	-	3,660	100.0%
0842 - EDUCATION AND TRAINING	4,943	500	500	858	13,960	(13,460)	-2692.0%
0843 - POSTAGE/FREIGHT/SHIPPING	112	200	200	185	100	100	50.0%
0850 - UTILITIES	10,415	9,732	9,732	14,130	18,000	(8,268)	-85.0%
0873 - SERVICES-ALLOCATION IN	3,130	2,194	2,194	4,237	2,523	(329)	-15.0%
SUBTOTAL	$ 9,529,462	$ 5,069,755	$ 5,069,755	$ 5,307,896	$ 5,530,521	$ (460,766)	-9.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 20,000	$ (20,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	98,838	190,000	190,000	223,794	-	190,000	100.0%
0950 - DEBT SERVICE	756	6,132	6,132	6,742	-	6,132	100.0%
SUBTOTAL	$ 99,594	$ 196,132	$ 196,132	$ 230,536	$ 20,000	$ 176,132	89.8%
ALL EXPENDITURES	$ 11,398,505	$ 6,940,904	$ 6,940,904	$ 7,113,702	$ 7,318,749	$ (377,845)	-5.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 164,220	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 164,220	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 11,562,725	$ 6,940,904	$ 6,940,904	$ 7,113,702	$ 7,318,749	$ (377,845)	-5.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED VS RECOMM VAR	%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 132,369	$ 132,369	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 132,369	$ 132,369	N/A
581 SOLID WASTE GRANTS							
OPERATING	$ (1)	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	80,387	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 80,386	$ -	$ -	$ -	$ -	$ -	N/A
290 WASTE TIRE							
OPERATING	$ 4,569,427	$ 4,757,203	$ 4,757,203	$ 4,751,820	$ 4,757,203	$ -	0.0%
FUND TOTAL SOURCES	$ 4,569,427	$ 4,757,203	$ 4,757,203	$ 4,751,820	$ 4,757,203	$ -	0.0%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 206,522	$ 289,966	$ 306,932	$ 327,940	$ -	$ (306,932)	-100.0%
NON-RECURRING	62,211	165,775	165,775	165,775	-	(165,775)	-100.0%
FUND TOTAL SOURCES	$ 268,733	$ 455,741	$ 472,707	$ 493,715	$ -	$ (472,707)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 4,775,948	$ 5,047,169	$ 5,064,135	$ 5,079,760	$ 4,889,572	$ (174,563)	-3.4%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 142,598	$ 165,775	$ 165,775	$ 165,775	$ -	$ (165,775)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 4,918,546	$ 5,212,944	$ 5,229,910	$ 5,245,535	$ 4,889,572	$ (340,338)	-6.5%
100 GENERAL							
OPERATING	$ -	$ -	$ -	$ -	$ 2,221,263	$ (2,221,263)	N/A
NON-RECURRING	-	-	-	-	345,000	(345,000)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 2,566,263	$ (2,566,263)	N/A
581 SOLID WASTE GRANTS							
NON-RECURRING	$ 15,360	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 15,360	$ -	$ -	$ -	$ -	$ -	N/A
290 WASTE TIRE							
OPERATING	$ 5,042,510	$ 4,757,203	$ 4,757,203	$ 4,545,718	$ 4,752,486	$ 4,717	0.1%
FUND TOTAL USES	$ 5,042,510	$ 4,757,203	$ 4,757,203	$ 4,545,718	$ 4,752,486	$ 4,717	0.1%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 1,992,913	$ 1,993,701	$ 1,993,701	$ 2,381,778	$ -	$ 1,993,701	100.0%
NON-RECURRING	4,511,942	190,000	190,000	186,206	-	190,000	100.0%
FUND TOTAL USES	$ 6,504,855	$ 2,183,701	$ 2,183,701	$ 2,567,984	$ -	$ 2,183,701	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 7,035,423	$ 6,750,904	$ 6,750,904	$ 6,927,496	$ 6,973,749	$ (222,845)	-3.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ 4,527,302	$ 190,000	$ 190,000	$ 186,206	$ 345,000	$ (155,000)	-81.6%
DEPARTMENT TOTAL USES	$ 11,562,725	$ 6,940,904	$ 6,940,904	$ 7,113,702	$ 7,318,749	$ (377,845)	-5.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	2.00	2.00	2.50	2.50	1.80	(.70)	(28.0%)
PROGRAM TOTAL	2.00	2.00	2.50	2.50	1.80	(.70)	(28.0%)
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	9.00	9.00	11.50	10.50	12.00	.50	4.3%
WASTE DISP AND RECYCLING COLL	7.00	7.00	14.00	14.00	10.50	(3.50)	(25.0%)
WASTE TIRE COLLECT DISPOSAL	12.50	10.50	2.00	2.00	3.70	1.70	85.0%
PROGRAM TOTAL	28.50	26.50	27.50	26.50	26.20	(1.30)	(4.7%)
DEPARTMENT TOTAL	30.50	28.50	30.00	29.00	28.00	(2.00)	(6.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
Construction Maintenance Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Director - Solid Waste	1.00	1.00	-	-	-	-	N/A
Engineering Associate	-	-	1.00	1.00	1.00	-	0.0%
Equipment Operator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Field Operations Supervisor	-	-	2.00	1.00	2.00	-	0.0%
Finance/Business Analyst	-	-	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Materials Handling Worker	14.00	-	-	-	-	-	N/A
Materials Inventory Specialist	-	14.00	14.00	14.00	12.00	(2.00)	(14.3%)
Office Assistant	3.50	1.50	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	-	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	-	-	-	-	N/A
Department Total	**30.50**	**28.50**	**30.00**	**29.00**	**28.00**	**(2.00)**	**(6.7%)**

Staffing by Fund

FUND		FY 2011 ADOPTED	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REVISED TO RECOMM VARIANCE	VAR %
100	GENERAL	-	-	-	-	26.00	26.00	N/A
290	WASTE TIRE	12.50	10.50	2.00	2.00	2.00	-	0.0%
580	SOLID WASTE MANAGEMENT	18.00	18.00	28.00	27.00	-	(28.00)	(100.0%)
Department Total		**30.50**	**28.50**	**30.00**	**29.00**	**28.00**	**(2.00)**	**(6.7%)**

General Adjustments

The Waste Resources and Recycling budget for FY 2013 includes a reorganization and redistribution of funding. The FY 2013 budget includes the addition of the General Fund (100) which will house the Transfer Station operations (revenues and expenditures) in the Waste Disposal & Recycling Collection Activity. In addition, the General Fund will house the Landfill Post-Closure Maintenance and Environmental Compliance efforts. The realignment of the Department to the General Fund is needed to fully support the ongoing operations that County residents will benefit from. The Waste Tire Fund (290) is dedicated to revenues and expenditures related to Waste Tire Collection and Recycling. The FY 2013 budget includes a realignment of staff to the new appropriate funds with allocations for the cross functions performed by personnel.

Base Adjustments:

General Fund (100)

- Increase in regular benefits by $11,774 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $1,981 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Waste Tire Fund (290)

- Increase in regular benefits by $486 is due to the net impact of changes in the retirement contribution rates while experiencing a decrease in the cost of County-funded life insurance for each employee.
- Decrease in expenditure by $235 is due to a reduction of payroll hours from 2088 in FY 2012 to 2080 hour in FY 2013.

Programs and Activities

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	90.0%	90.0%	90.0%	0.0%	0.0%
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	20.0%	29.2%	20.0%	0.0%	0.0%

Activities that comprise this program include:

- Landfill Post-Closure Maintenance
- Waste Tire 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	90.0%	90.0%	90.0%	0.0%	0.0%
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	$ 565,973.40	$ 153,231.00	$ 134,047.40	$ 118,676.00	$ 34,555.00	22.6%
Revenue							
	580 - SOLID WASTE MANAGEMENT	$ 72,179	$ 16,966	$ -	$ -	$ (16,966)	-100.0%
	TOTAL SOURCES	$ 72,179	$ 16,966	$ -	$ -	$ (16,966)	-100.0%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,186,760	$ (1,186,760)	N/A
	580 - SOLID WASTE MANAGEMENT	5,659,734	1,532,310	1,380,151	-	1,532,310	100.0%
	TOTAL USES	$ 5,659,734	$ 1,532,310	$ 1,380,151	$ 1,186,760	$ 345,550	22.6%

Activity Narrative: The FY 2013 budget supports the Department in maintaining all the County's closed landfills. The FY 2011 expenditures included the cap on Queen Creek Landfill. The expenditures are decreasing from FY 2012 to FY 2013 due to departmental reorganization and efficiencies. Vehicle and equipment replacements for this activity have been included in the General Fund, Non Recurring Non Project budget in Non Departmental.

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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
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	57,967	54,000	55,955	54,000	-	0.0%
Demand	Number of tons of waste tires delivered from all collection sites	57,967	54,000	55,955	54,000	-	0.0%
Efficiency	Total expenditure per ton of waste tires properly disposed	$ 85.85	$ 87.08	$ 76.34	$ 87.04	$ 0.04	0.0%
Revenue							
	290 - WASTE TIRE	$ 4,562,691	$ 4,747,203	$ 4,745,123	$ 4,748,429	$ 1,226	0.0%
	TOTAL SOURCES	$ 4,562,691	$ 4,747,203	$ 4,745,123	$ 4,748,429	$ 1,226	0.0%
Expenditure							
	290 - WASTE TIRE	$ 4,976,295	$ 4,702,106	$ 4,492,839	$ 4,700,100	$ 2,006	0.0%
	TOTAL USES	$ 4,976,295	$ 4,702,106	$ 4,492,839	$ 4,700,100	$ 2,006	0.0%

Activity Narrative: FY 2013 revenue from the State of Arizona for tire disposal is expected to stay constant from FY 2012. Expenditures are decreasing slightly due to allocations from personnel. The FY 2013 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 2011 ACTUAL	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of waste tons collected that was recycled	N/A	20.0%	29.2%	20.0%	0.0%	0.0%
Output	Number of Maricopa County residents served	24,324	20,000	23,946	20,000	-	0.0%
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	2,000	2,557	2,000	-	0.0%
Demand	Number of Maricopa County residents requesting services	N/A	20,000	23,946	20,000	-	0.0%
Efficiency	Total activity expenditure per Maricopa County resident served	$ 24.90	$ 18.84	$ 36.90	$ 50.72	$ (31.88)	-169.2%
Revenue							
	100 - GENERAL	$ -	$ -	$ -	$ 132,369	$ 132,369	N/A
	581 - SOLID WASTE GRANTS	80,387	-	-	-	-	N/A
	580 - SOLID WASTE MANAGEMENT	164,258	455,740	488,650	-	(455,740)	-100.0%
	TOTAL SOURCES	$ 244,645	$ 455,740	$ 488,650	$ 132,369	$ (323,371)	-71.0%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,014,386	$ (1,014,386)	N/A
	581 - SOLID WASTE GRANTS	15,360	-	-	-	-	N/A
	580 - SOLID WASTE MANAGEMENT	605,745	376,855	877,053	-	376,855	100.0%
	TOTAL USES	$ 621,105	$ 376,855	$ 877,053	$ 1,014,386	$ (637,531)	-169.2%

Activity Narrative: Expenditures in FY 2013 are increasing due to non-recurring expenditures which include: Cave Creek access road at $100,000 and assessments of all Transfer Stations at $25,000. Increases in expenditures are also due to realignment in staff from the Waste Tire Fund (290) and the Solid Waste Management Fund (580). Vehicle and equipment replacements for this activity have been included in the General Fund, Non Recurring Non Project budget in Non Departmental.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ (1,981)**	**$ -**
Adjust Hours Per FTE		*(1,981)*	*-*
Reallocations		**$ 1,990,987**	**$ 289,966**
Reallocation Between Funds		*1,990,987*	*289,966*
FY 2013 Budget Target		**$ 1,989,006**	**$ 289,966**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 11,774**	**$ -**
Retirement Contributions		*11,774*	*-*
Base Adjustments		**$ 220,483**	**$ -**
Recategorization Between Funds		*220,483*	*-*
Fees and Other Revenues		**$ -**	**$ (157,597)**
ProgRevenue Volume Inc/Dec		*-*	*(157,597)*
FY 2013 Recommended Budget		**$ 2,221,263**	**$ 132,369**
Percent Change from Target Amount		*11.7%*	*-54.4%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2012 Adopted Budget		**$ -**	**$ -**
FY 2012 Revised Budget		**$ -**	**$ -**
FY 2013 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 345,000**	**$ -**
Other Non-Recurring		*345,000*	*-*
Cave Creek Access Road	*$ 100,000*		
Facility Maintenance - Assessment	*25,000*		
Gilbert Landfill Drainage Design	*200,000*		
Gilbert Landfill Fencing	*1,000*		
FY 2013 Recommended Budget		**$ 345,000**	**$ -**

Waste Tire Fund (290)

	Expenditures	Revenue
OPERATING		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Employee Salary Adjustments	**$ (235)**	**$ -**
Adjust Hours Per FTE	*(235)*	-
Restatements	**$ 4,757,203**	**$ 4,757,203**
Waste Resources and Recycling and from Public Works	*4,757,203*	*4,757,203*
FY 2013 Budget Target	**$ 4,756,968**	**$ 4,757,203**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 486**	**$ -**
Retirement Contributions	*486*	-
Base Adjustments	**$ (220,483)**	**$ -**
Recategorization Between Funds	*(220,483)*	-
Fees and Other Revenues	**$ 215,515**	**$ -**
ProgRevenue Volume Inc/Dec	*215,515*	-
FY 2013 Recommended Budget	**$ 4,752,486**	**$ 4,757,203**
Percent Change from Target Amount	*-0.1%*	*0.0%*

Waste Tire Fund (290) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 1,576,397	$ 1,548,293	$ 1,548,293	$ 1,103,319	$ 1,309,421
Sources:					
Operating	$ 4,569,427	$ 4,757,203	$ 4,757,203	$ 4,751,820	$ 4,757,203
Total Sources:	$ 4,569,427	$ 4,757,203	$ 4,757,203	$ 4,751,820	$ 4,757,203
Uses:					
Operating	$ 5,042,510	$ 4,757,203	$ 4,757,203	$ 4,545,718	$ 4,752,486
Total Uses:	$ 5,042,510	$ 4,757,203	$ 4,757,203	$ 4,545,718	$ 4,752,486
Structural Balance	$ (473,083)	$ -	$ -	$ 206,102	$ 4,717
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,103,319	$ 1,548,293	$ 1,548,293	$ 1,309,421	$ 1,314,138
Total Ending Spendable Fund Balance	$ 1,103,319	$ 1,548,293	$ 1,548,293	$ 1,309,421	$ 1,314,138

Solid Waste Management Fund (580)

OPERATING		
FY 2012 Adopted Budget	**$ -**	**$ -**
FY 2012 Revised Budget	**$ -**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Salary Adjustments	**$ (2,714)**	**$ -**
Adjust Hours Per FTE	*(2,714)*	*-*
Reallocations	**$ (1,990,987)**	**$ (289,966)**
Reallocation Between Funds	*(1,990,987)*	*(289,966)*
Restatements	**$ 1,993,701**	**$ 289,966**
Waste Resources and Recycling and from Public Works	*1,993,701*	*289,966*
FY 2013 Budget Target	**$ -**	**$ -**
FY 2013 Recommended Budget	**$ -**	**$ -**

Solid Waste Management Fund (580) Fund Balance Summary

	FY 2011 ACTUAL	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECAST	FY 2013 RECOMM
Beginning Spendable Fund Balance	$ 8,246,578	$ 1,201,017	$ 1,201,017	$ 2,010,467	$ -
Sources:					
Operating	$ 206,522	$ 289,966	$ 306,932	$ 391,742	$ -
Non-Recurring	62,211	165,775	165,775	165,775	-
Total Sources:	$ 268,733	$ 455,741	$ 472,707	$ 557,517	$ -
Uses:					
Operating	$ 1,992,913	$ 1,993,701	$ 1,993,701	$ 2,381,778	$ -
Non-Recurring	4,511,942	190,000	190,000	186,206	-
Total Uses:	$ 6,504,855	$ 2,183,701	$ 2,183,701	$ 2,567,984	$ -
Structural Balance	$ (1,786,391)	$ (1,703,735)	$ (1,686,769)	$ (1,990,036)	$ -
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	2,010,467	-	-	-	-
Unassigned	-	(526,943)	(509,977)	-	-
Total Ending Spendable Fund Balance	$ 2,010,467	$ (526,943)	$ (509,977)	$ -	$ -

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

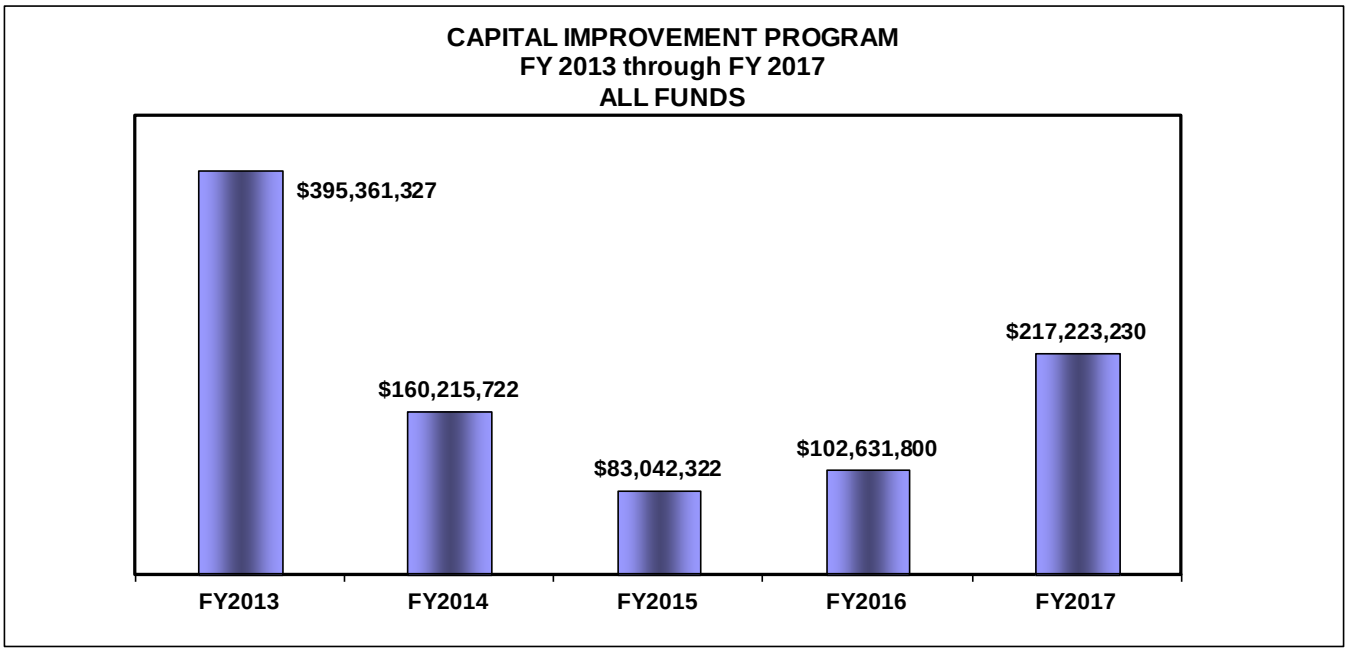
A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

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.

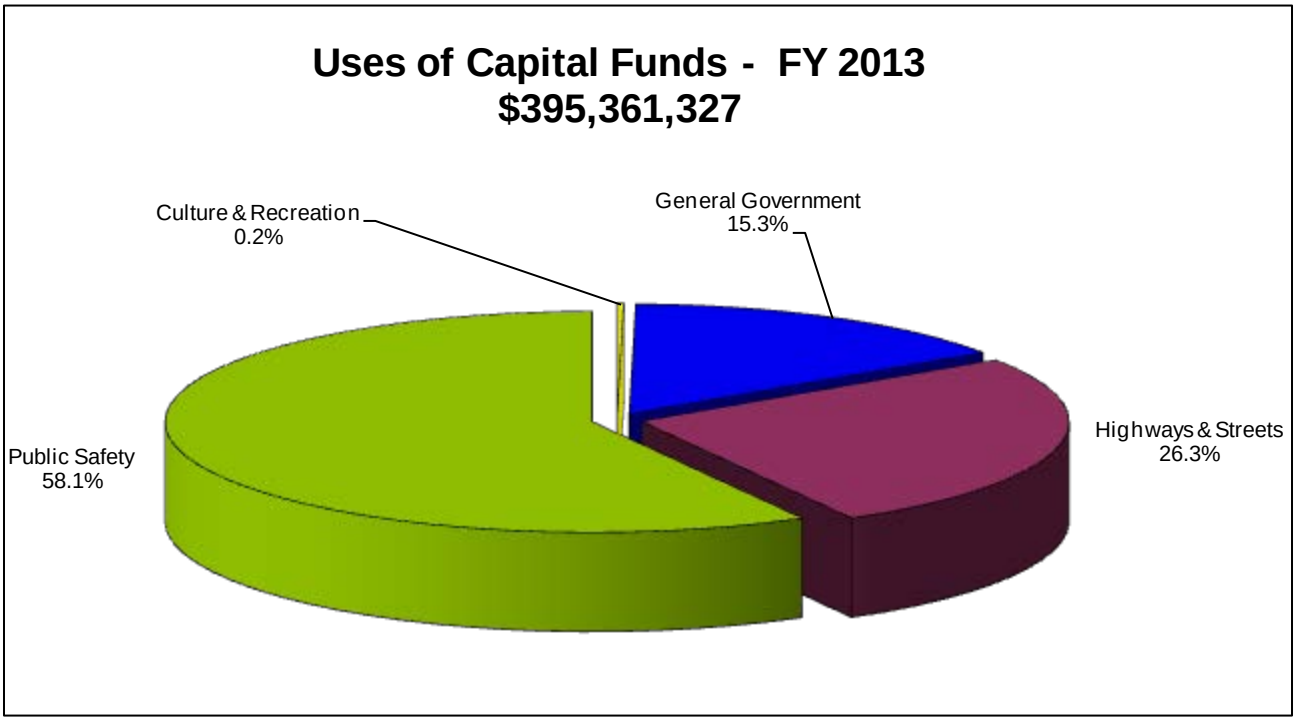
The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (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 2013 and ending Fiscal Year 2017. The total anticipated cost for projects presented in the FY 2013 CIP is $958.5 million.



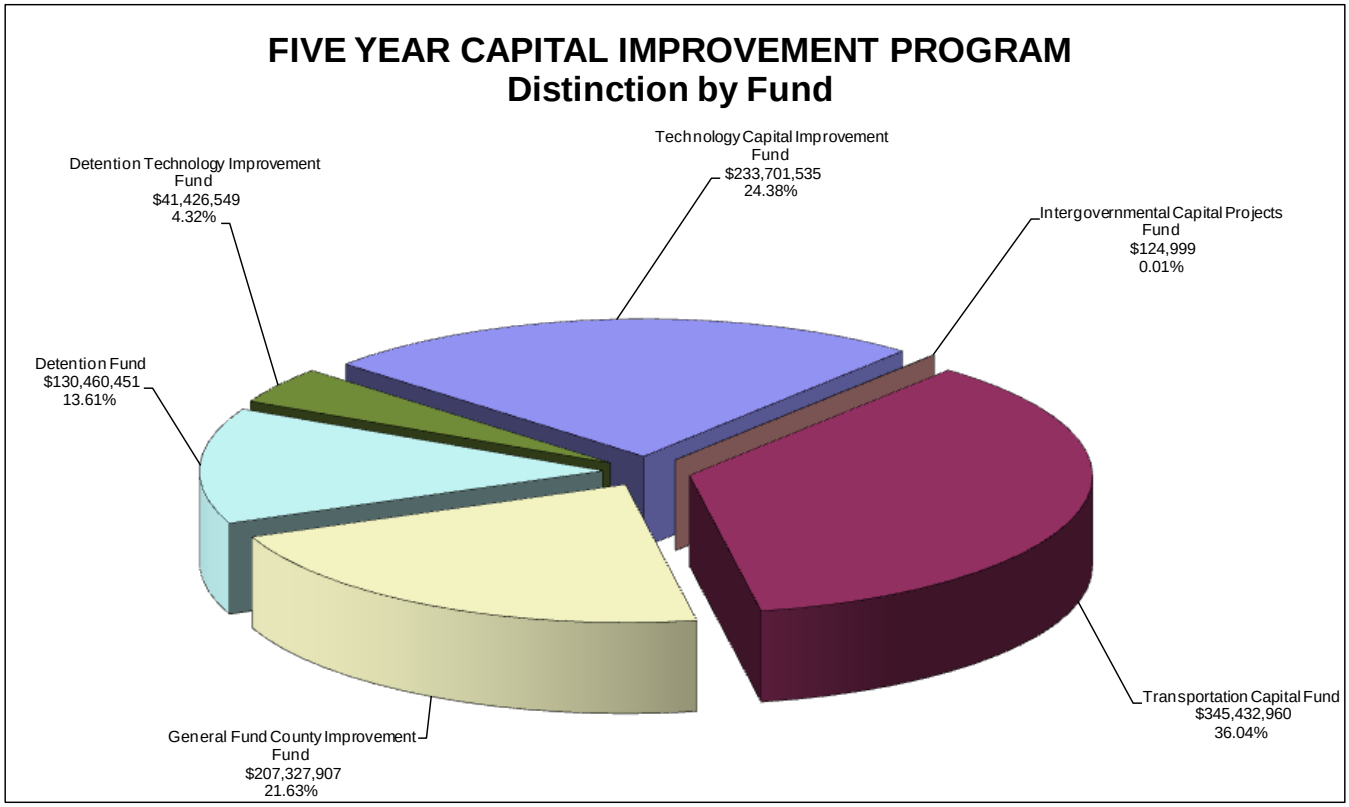
The largest portion of expenditures for the County's five-year Capital Improvement Program is the new Sheriff's Office Headquarters and other public safety related projects with 58.1% of the total. The Transportation Projects (Highways and Streets) make up the second largest portion of the Capital Improvement Program, at 26.3% of the total. The remaining 15.6% 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 2012 Capital Improvement Program.

FY 2013 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

CIP Allocation by Fund	ADOPTED FY 2012 THROUGH FY 2016	RECOMMENDED FY 2013 THROUGH FY 2017	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 125,000	$ 124,999	$ 1
445 GENERAL FUND COUNTY IMPROVEMENT	141,222,086	207,327,907	(66,105,821)
460 TECHNOLOGY CAPITAL IMPROVEMENT	206,651,134	233,701,535	(27,050,401)
Subtotal General Fund	$ 347,998,220	$ 441,154,441	$ (93,156,221)
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 465,995,791	$ 345,432,960	$ 120,562,831
455 DETENTION CAPITAL PROJECTS	101,873,974	130,460,451	(28,586,477)
461 DETENTION TECHNOLOGY IMPROVEMENT	17,090,610	41,426,549	(24,335,939)
Subtotal Special Revenue	$ 584,960,375	$ 517,319,960	$ 67,640,415
TOTAL MARICOPA COUNTY	**$ 932,958,595**	**$ 958,474,401**	**$ (25,515,806)**



Capital Projects Budget

The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2013 Maricopa County Capital Projects budget is $395.3 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2012 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2012 ADOPTED	FY 2012 REVISED	FY 2012 FORECASTED	FY 2013 RECOMMENDED
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 125,000	$ 125,000	$ -	$ 124,999
445 GENERAL FUND COUNTY IMPROVEMENT	95,154,377	87,710,844	71,674,310	66,094,574
460 TECHNOLOGY CAPITAL IMPROVEMENT	99,002,554	105,494,102	47,937,789	115,575,079
Subtotal General Fund	$ 194,281,931	$ 193,329,946	$ 119,612,099	$ 181,794,652
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 115,550,123	$ 115,550,123	$ 86,356,764	$ 103,932,010
455 DETENTION CAPITAL PROJECTS	101,873,974	101,873,974	34,442,402	72,460,451
461 DETENTION TECHNOLOGY IMPROVEMENT	12,279,466	12,279,466	3,446,416	37,174,214
Subtotal Special Revenue	$ 229,703,563	$ 229,703,563	$ 124,245,582	$ 213,566,675
TOTAL MARICOPA COUNTY	**$ 423,985,494**	**$ 423,033,509**	**$ 243,857,681**	**$ 395,361,327**

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 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 2013	FY 2014	FY 2015	FY 2016	FY 2017
GENERAL FUND PROJECTS					
Maricopa Regional Trail System	$ -	$ 113,983	$ 124,257	$ 117,478	$ 117,478
Sheriff's Headquarters Project	-	1,000,515	1,036,050	1,072,926	1,111,198
General Fund Subtotal	**$ -**	**$ 1,114,498**	**$ 1,160,307**	**$ 1,190,404**	**$ 1,228,676**

Intergovernmental and County Facility 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 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 are moving forward in FY 2013 with 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 CAP PROJ	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
VULTURE MOUNTAIN	$ 50,001	$ -	$ 124,999	$ -	$ -	$ -	$ -	$ 124,999	$ 175,000
Project Total	**$ 50,001**	**$ -**	**$ 124,999**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 124,999**	**$ 175,000**

445 GENERAL FUND CTY IMPROV	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
APS ES ESCO IMPROVEMENTS	$ 4,530,605	$ 7,904,187	$ 2,929,566	$ -	$ -	$ -	$ -	$ 2,929,566	$ 15,364,358
CLERK OF SUP COURT REMODEL	-	1,500,000	8,547,017	-	-	-	-	8,547,017	10,047,017
COURT TOWER	167,932,845	43,100,800	750,000	-	-	-	-	750,000	211,783,645
GRAND JURY TI	-	-	3,802,283	-	-	-	-	3,802,283	3,802,283
MARICOPA REGIONAL TRAIL SYSTEM	2,317,277	365,307	784,083	784,083	499,083	250,167	-	2,317,416	5,000,000
SECURITY BUILDING	20,812,755	-	5,965,858	-	-	-	-	5,965,858	26,778,613
SHERIFF HQ PROJECT	-	11,735,787	31,727,773	-	-	-	-	31,727,773	43,463,560
SOUTHEAST FACILITY REMODEL	66,521	1,112,063	2,000,000	-	-	-	-	2,000,000	3,178,584
SWAT COVERED PARKING	-	-	2,877,086	-	-	-	-	2,877,086	2,877,086
VULTURE MOUNTAIN	2,256	36,633	61,111	-	-	-	-	61,111	100,000
PROJECT RESERVE	-	-	-	-	-	-	139,700,000	139,700,000	139,700,000
PROJECT RESERVE COURT TOWER	-	-	4,949,797	-	-	-	-	4,949,797	4,949,797
PROJECT RESERVE PROPERTY ACQ	-	-	1,700,000	-	-	-	-	1,700,000	1,700,000
Project Total	**$ 195,662,259**	**$ 65,754,777**	**$ 66,094,574**	**$ 784,083**	**$ 499,083**	**$ 250,167**	**$ 139,700,000**	**$ 207,327,907**	**$ 468,744,943**

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
APS ES ESCO IMPROVEMENTS	$ 7,460,717	$ 6,050,429	$ 460,451	$ -	$ -	$ -	$ -	$ 460,451	$ 13,971,597
COURT TOWER	-	28,391,973	-	-	-	-	-	-	28,391,973
SHERIFF HQ PROJECT	-	-	30,000,000	-	-	-	-	30,000,000	30,000,000
PROJECT RESERVE	-	-	42,000,000	58,000,000	-	-	-	100,000,000	100,000,000
Project Total	**$ 7,460,717**	**$ 34,442,402**	**$ 72,460,451**	**$ 58,000,000**	**$ -**	**$ -**	**$ -**	**$ 130,460,451**	**$ 172,363,570**

Recently Completed Projects

445 GENERAL FUND COUNTY IMPROVEMENT FUND	Previous Actuals	Projected FY 2012	Total Project	Completion
West Court Floor 2,3,4 Remodel	4,377,122	-	4,377,122	May-11
Santa Fe Depot Remodel	2,865,313	-	2,865,313	Jun-11
Fifth Avenue Remediation Project	263,635	-	263,635	Jun-11
MCSO Crime Lab Relocation	2,553,703	1,822,935	4,376,638	Sep-11
Chambers Swing Space Remodel	$ 400,798	$ 1,722,787	$ 2,123,585	Feb-12
Old Courthouse Remodel/Rehabilitation	-	2,373,811	2,373,811	Jun-12
TOTAL FUND 455	**$ 10,460,571**	**$ 5,919,533**	**$ 16,380,104**	

455 DETENTION CAPITAL PROJECTS FUND	Previous Actuals	Projected FY 2012	Total Project	Completion
Estrella Chilled Water Conversion	$ 2,571,641	$ -	$ 2,571,641	Jun-11
Towers Chilled Water Conversion	3,401,536	-	3,401,536	Jun-11
4th Avenue Solar Thermal Water Heater	1,054,383	-	1,054,383	Jun-11
LBJ Solar Thermal Water Heater	1,116,666	-	1,116,666	Jun-11
TOTAL FUND 455	**$ 8,144,226**	**$ -**	**$ 8,144,226**	

APS Energy Services Conservation Projects

Project Location: Countywide
County Districts: All
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: September, 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 $31,091,174. This includes the addition of three solar photovoltaic projects which were added in FY 2012 at the Jefferson Street Garage, the Downtown Justice Center and the Elections/Sheriff's Warehouse.

Rebates already received for the work completed total $640,797, and an additional $790,000 in rebates are anticipated once the construction phase is completed. Furthermore, the County will receive an estimated $5.9 million in Production Based Incentives over the next 15 years from the seven solar thermal and three photovoltaic installations.

Purpose Statement

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.

Strategic Goals Addressed

Maricopa County Facilities Management will demonstrate leadership in environmental stewardship whereby actual energy use will be no more than 26 kilowatt hours per square foot in County buildings

by June 30, 2013; and, by June 30, 2015, all new buildings built by Maricopa County will be Leadership in Energy and Environmental Design (LEED) certified.

Strategic Plan Programs Supported

- Green Government Program

Strategic Plan Activities Supported

- Facilities Planning and Energy Management

Funding/Cost Summary

APS ES ESCO IMPROVEMENTS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
234 - TRANSPORTATION CAPITAL PROJECT	$ 843,003	$ 178,872	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,021,875
422 - INTERGOVERNMENTAL CAP PROJ	77,224	-	-	-	-	-	-	-	77,224
445 - GENERAL FUND CTY IMPROV	4,530,605	7,904,187	2,929,566	-	-	-	-	2,929,566	15,364,358
455 - DETENTION CAPITAL PROJECTS	7,460,717	6,050,429	460,451	-	-	-	-	460,451	13,971,597
654 - EQUIPMENT SERVICES	105,616	-	-	-	-	-	-	-	105,616
990 - FLOOD CONTROL CAPITAL PROJECTS	550,504	-	-	-	-	-	-	-	550,504
Project Total	**$ 13,567,669**	**$ 14,133,488**	**$ 3,390,017**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,390,017**	**$ 31,091,174**

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.

Clerk of the Superior Court Remodel

Project Location:	201 W. Jefferson Street
County District:	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	May, 2013

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 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 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.

Strategic Plan Programs Supported

- Court Records Program

Strategic Plan Activities Supported

- Case Establishment Activity
- E-Filed Document Activity

Result Measures

Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of Adult cases established within stated time frames	99.95%	99.62%	99.62%
Percent of electronic documents available within established timeframes	97.89%	94.13%	deactivated
Percent of eFiled documents available to all authorized customers within two business hours		new in FY13	52.50%
Percent of scanned and docketed documents available to all authorized customers by 5:00PM, two business days after being filed in paper format		new in FY13	60.00%
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%	deactivated
Percent of properly linked eFiled documents		new in FY13	99.92%
Percent of scanned documents meeting Quality Control standards		new in FY13	99.91%

Funding/Cost Summary

CLERK OF SUPERIOR COURT REMODEL	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ 1,500,000	$ 8,547,017	$ -	$ -	$ -	$ -	$ 8,547,017	$ 10,047,017
Project Total	**$ -**	**$ 1,500,000**	**$ 8,547,017**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,547,017**	**$ 10,047,017**

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:	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	February, 2012

Project Description

The new Court Tower was dedicated on February 14, 2012 and began full court operations the same month. Final closeout of the project continues with moderate additions/corrections remaining. The carryover funding will provide the opportunity to revisit items that were put on hold as the project closed out. It is anticipated that the project will come in two to three percent below the original budget of $340 million.

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 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 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of General Felony Cases resolved	81.4%	81.4%	82.0%
Percent of General Felony Cases resolved within 180 days	81.0%	81.0%	82.0%

Funding/Cost Summary

COURT TOWER	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
440 - FINANCING SERIES 2007	$ 48,269,919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,269,919
441 - FINANCING SERIES 2008	46,506,145	-	-	-	-	-	-	-	46,506,145
445 - GENERAL FUND CTY IMPROV	167,932,845	43,100,800	750,000	-	-	-	-	750,000	211,783,645
455 - DETENTION CAPITAL PROJECTS	-	28,391,973	-	-	-	-	-	-	28,391,973
Project Total	**$ 262,708,909**	**$ 71,492,773**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 750,000**	**$ 334,951,682**

Grand Jury Relocation Project

Project Location: 111 S. Third Avenue
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: August, 2013

Project Description

The project is to provide a newly remodeled space for the relocation of the Superior Court Grand Jury proceedings.

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, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	74.3%	74.3%
Percent of new, retrofitted, renovated or remodeled facility projects delivered according ot the project schedule established with the customer.	93.4%	93.4%	93.4%

Funding/Cost Summary

GRAND JURY TENANT IMPROVEMENTS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ -	$ 3,802,283	$ -	$ -	$ -	$ -	$ 3,802,283	$ 3,802,283
Project Total	**$ -**	**$ -**	**$ 3,802,283**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,802,283**	**$ 3,802,283**

Maricopa Regional Trail System

Project Location:	Various
County Districts:	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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of trail users satisfied with condition of trail	91.0%	91.0%	91.0%

Funding/Cost Summary

MRTS MARICOPA REGIONAL TRAIL SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	$ 996,937	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 996,937
445 - GENERAL FUND CTY IMPROV	2,317,277	365,307	784,083	784,083	499,083	250,167	-	5,000,000	5,000,000
Project Total	**$ 3,314,214**	**$ 365,307**	**$ 784,083**	**$ 784,083**	**$ 499,083**	**$ 250,167**	**$ -**	**$ 5,000,000**	**$ 5,996,937**

Operating Cost Summary

	FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
Current Managing Dept Operating Costs						
Personal Services	$ 141,261	$ 154,620	$ 162,351	$ 170,469	$ 178,992	$ 187,942
Supplies & Services	250,000	600,000	500,000	500,000	200,000	200,000
Capital Outlay	-	-	-	-	-	-
Total	$ 391,261	$ 754,620	$ 662,351	$ 670,469	$ 378,992	$ 387,942
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 141,261	$ 154,620	$ 256,334	$ 274,725	$ 283,249	$ 292,198
Supplies & Services	250,000	600,000	520,000	520,000	213,221	213,221
Capital Outlay	-	-	-	-	-	-
Total	$ 391,261	$ 754,620	$ 776,334	$ 794,725	$ 496,470	$ 505,419
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ 93,983	$ 104,257	$ 104,257	$ 104,257
Supplies & Services	-	-	20,000	20,000	13,221	13,221
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ 113,983	$ 124,257	$ 117,478	$ 117,478

Security Building

Project Location: 234 N. Central Ave - Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June, 2013

Project Description

This project includes funds for the build-out of first floor, mezzanine, 8th, and 9th floor space.

The first phase of the project will be to build out the first floor and mezzanine space for the relocation of the Office of Legal Advocate from rented space into County owned facilities, thus saving County dollars into the future. In addition, tenant improvements will be done for conference and training space on the 8th and 9th floors.

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, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Funding/Cost Summary

SECURITY BUILDING IMPROVEMENTS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ 20,812,755	$ -	$ 5,965,858	$ -	$ -	$ -	$ -	$ 5,965,858	$ 26,778,613
Project Total	**$ 20,812,755**	**$ -**	**$ 5,965,858**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,965,858**	**$ 26,778,613**

Sheriff's Covered Parking Project

Project Location: Durango Complex
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June, 2013

Project Description

The project is to provide an enclosed, climate-controlled covered parking structure for the Sheriff's Office SWAT equipment and General Investigations Division vehicles.

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

Capital Project Delivery. By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	74.3%	74.3%
Percent of new, retrofitted, renovated or remodeled facility projects delivered according ot the project schedule established with the customer.	93.4%	93.4%	93.4%

Funding/Cost Summary

SWAT COVERED PARKING	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ -	$ 2,877,086	$ -	$ -	$ -	$ -	$ 2,877,086	$ 2,877,086
Project Total	**$ -**	**$ -**	**$ 2,877,086**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,877,086**	**$ 2,877,086**

Sheriff's Headquarters Project

Project Location: 5th Avenue and Madison
County District: 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, Facilities Management Department will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	74.3%	74.3%
Percent of new, retrofitted, renovated or remodeled facility projects delivered according ot the project schedule established with the customer.	93.4%	93.4%	93.4%

Funding/Cost Summary

SHERIFF'S HQ PROJECT	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ 11,735,787	$ 31,727,773	$ -	$ -	$ -	$ -	$ 31,727,773	$ 43,463,560
455 - DETENTION CAPITAL PROJECTS	-	-	30,000,000	-	-	-	-	30,000,000	30,000,000
Project Total	**$ -**	**$ 11,735,787**	**$ 61,727,773**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 61,727,773**	**$ 73,463,560**

Southeast Facility Remodel

Project Location: 222 E. Javelina Avenue - Mesa
County District: 2
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: September, 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.

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 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, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

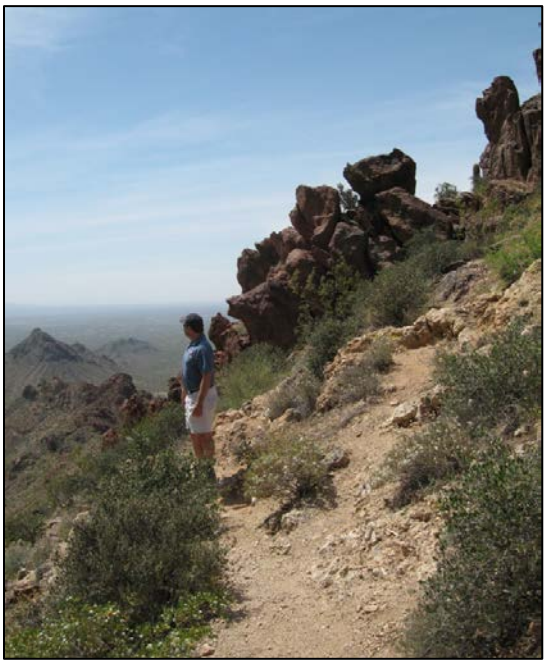
Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	79.2%	74.3%	74.3%
Percent of new, retrofitted, renovated or remodeled facility projects delivered according ot the project schedule established with the customer.	93.4%	93.4%	93.4%

Funding/Cost Summary

SOUTHEAST FACILITY REMODEL	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ 66,521	$ 1,112,063	$ 2,000,000	$ -	$ -	$ -	$ -	$ 2,000,000	$ 3,178,584
Project Total	**$ 66,521**	**$ 1,112,063**	**$ 2,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 3,178,584**

Vulture Mountain Study

Project Location:	Wickenburg
County District:	4
Managing Department:	Parks & Recreation
Project Partner(s):	Bureau of Land Management (BLM)
Scheduled Completion Date:	June 30, 2013



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 FY 2012, 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 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 Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent increase in regional park acreage over previous year	0%	0%	50%

Funding/Cost Summary

VULTURE MOUNTAIN	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	$ 50,001	$ -	$ 124,999	$ -	$ -	$ -	$ -	$ 124,999	$ 175,000
445 - GENERAL FUND CTY IMPROV	2,256	36,633	61,111	-	-	-	-	100,000	100,000
Project Total	**$ 52,257**	**$ 36,633**	**$ 186,110**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 224,999**	**$ 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 CAP IMPROVEMENT	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
AV BOS CR AUDITORIUM	$ -	$ -	$ 750,000	$ -	$ -	$ -	$ -	$ 750,000	$ 750,000
CONTACT CENTER SYSTEM	1,452,992	1,725,447	1,775,461	-	-	-	-	1,775,461	4,953,900
COUNTY TELEPHONE SYSTEM	98,898	11,115,235	9,359,917	7,434,021	1,078,129	-	-	17,872,067	29,086,200
ENTERPRISE DATA CTNR CT	-	11,874,841	10,286,400	9,512,800	8,883,175	7,531,506	-	36,213,881	48,088,722
INFRASTRUCTURE REFRESH PH II	339,922	14,824,436	26,944,723	7,375,183	-	-	-	34,319,906	49,484,264
INTEGRATED WORKPLACE MGMT SYS	-	263,612	859,388	-	-	-	-	859,388	1,123,000
RADIO SYSTEM	126,662	7,358,546	47,554,380	31,802,785	27,651,960	16,856,897	-	123,866,022	131,351,230
SHERIFF HQ PROJECT IT INFRA	-	775,672	18,044,810	-	-	-	-	18,044,810	18,820,482
Project Total	**$ 2,018,474**	**$ 47,937,789**	**$ 115,575,079**	**$ 56,124,789**	**$ 37,613,264**	**$ 24,388,403**	**$ -**	**$ 233,701,535**	**$ 283,657,798**
461 DETENTION TECH CAP IMPROVEMENT	**Previous Actuals**	**Projected FY 2012**	**Year 1 FY 2013**	**Year 2 FY 2014**	**Year 3 FY 2015**	**Year 4 FY 2016**	**Year 5 FY 2017**	**5-Year Total**	**Total Project**
CORR HEALTH ZONE H INFRA	$ -	$ 1,613,345	$ 3,401,496	$ -	$ -	$ -	$ -	$ 3,401,496	$ 5,014,841
CHS ELECTRONIC MEDICAL RECORD SYSTEM	841,876	1,803,747	3,102,042	2,035,590	2,216,745	-	-	7,354,377	10,000,000
SHERIFF NICE VISION	-	29,324	5,670,676	-	-	-	-	5,670,676	5,700,000
PROJECT RESERVE	-	-	25,000,000	-	-	-	-	25,000,000	25,000,000
Project Total	**$ 841,876**	**$ 3,446,416**	**$ 37,174,214**	**$ 2,035,590**	**$ 2,216,745**	**$ -**	**$ -**	**$ 41,426,549**	**$ 45,714,841**

Audio/Visual Refresh of Board of Supervisors' Auditorium and Conference Room

Project Location: 205 W Jefferson and 301 W Jefferson
Managing Department: Office of Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2013

Project Description

This project will refresh the current audio and visual equipment utilized by the County to enhance sound and graphic communication during meetings, as well as to capture and broadcast Board meetings and other events held in the Board of Supervisors' Auditorium at 205 W Jefferson and Conference Room at 301 W Jefferson. The equipment will be brought to current standards as well as having compatibility with the County's infrastructure for broadcasting events.

Purpose Statement

The purpose of the Audio/Visual Refresh project is to ensure the reliability of audio and video communications in the Auditorium and Conference Room of the Board of Supervisors. It will ensure all employees can access Board of Supervisors' meetings and other events via the intranet as well as allowing for the capture of events via recordings.

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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of Help Requests resolved during the reporting period.	N/A	77.2%	78.0%

Funding/Cost Summary

AVBS AV BOS CR AUDITORIUM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ -	$ 750,000	$ -	$ -	$ -	$ -	$ 750,000	$ 750,000
Project Total	**$ -**	**$ -**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 750,000**	**$ 750,000**

Operating Cost Summary

No additional operating costs have been identified.

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 2013

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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of Help Requests resolved during the reporting period.	N/A	77.2%	78.0%

Funding/Cost Summary

CALL CONTACT CENTER SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 1,452,992	$ 1,725,447	$ 1,775,461	$ -	$ -	$ -	$ -	$ 1,775,461	$ 4,953,900
Project Total	**$ 1,452,992**	**$ 1,725,447**	**$ 1,775,461**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,775,461**	**$ 4,953,900**

Operating Cost Summary

	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
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 2013

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

CHZH CORR HEALTH ZONE H INFRA	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ -	$ 1,613,345	$ 3,401,496	$ -	$ -	$ -	$ -	$ 3,401,496	$ 5,014,841
Project Total	**$ -**	**$ 1,613,345**	**$ 3,401,496**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,401,496**	**$ 5,014,841**

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 2015

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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of Help Requests resolved during the reporting period.	N/A	77.2%	78.0%

Funding/Cost Summary

DIAL COUNTY TELEPHONE SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 98,898	$ 11,115,235	$ 9,359,917	$ 7,434,021	$ 1,078,129	$ -	$ -	$ 17,872,067	$ 29,086,200
Project Total	**$ 98,898**	**$ 11,115,235**	**$ 9,359,917**	**$ 7,434,021**	**$ 1,078,129**	**$ -**	**$ -**	**$ 17,872,067**	**$ 29,086,200**

Operating Cost Summary

	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
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

Electronic Medical Records

Project Location: Correctional Health Services
Managing Department: Correctional Health Services
Project Partner(s): Office of Enterprise Technology
Scheduled Completion Date: FY 2015

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. It will increase the required documentation and the availability of patient information throughout the delivery system.

Strategic Goals Addressed

By 2014, 100% of Correctional Health Services' patient health records will be in an electronic format.

Strategic Plan Programs Supported

- Inpatient Program
- Outpatient Program
- Correctional Health Support Services Program

Strategic Plan Activities Supported

- Inpatient Medical Activity
- Inpatient Mental Health Activity
- Outpatient Treatment and Evaluation Activity
- Clinical Support Activity

Result Measures

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of patients triaged within 24 hours	91.3%	99.6%	100.0%
Percent of prescriptions written that are given within three days	94.7%	96.0%	100.0%
Percent of initial health assessments completed within 14 calendar days	90.6%	92.3%	100.0%

Funding/Cost Summary

EMR CHS ELECTRONIC MEDICAL RECORD SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 841,876	$ 1,803,747	$ 3,102,042	$ 2,035,590	$ 2,216,745	$ -	$ -	$ 7,354,377	$ 10,000,000
Project Total	**$ 841,876**	**$ 1,803,747**	**$ 3,102,042**	**$ 2,035,590**	**$ 2,216,745**	**$ -**	**$ -**	**$ 7,354,377**	**$ 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 2016

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

CTDC ENTERPRISE DATA CTNR CT	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ 11,874,841	$ 10,286,400	$ 9,512,800	$ 8,883,175	$ 7,531,506	$ -	$ 36,213,881	$ 48,088,722
Project Total	**$ -**	**$ 11,874,841**	**$ 10,286,400**	**$ 9,512,800**	**$ 8,883,175**	**$ 7,531,506**	**$ -**	**$ 36,213,881**	**$ 48,088,722**

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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent of Help Requests resolved during the reporting period.	N/A	77.2%	78.0%

Funding/Cost Summary

TIR2 INFRASTRUCTURE REFRESH PH II	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 339,922	$ 14,824,436	$ 26,944,723	$ 7,375,183	$ -	$ -	$ -	$ 34,319,906	$ 49,484,264
Project Total	**$ 339,922**	**$ 14,824,436**	**$ 26,944,723**	**$ 7,375,183**	**$ -**	**$ -**	**$ -**	**$ 34,319,906**	**$ 49,484,264**

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
3000 - INFRASTRUCTURE PH II DURANGO	307,101	8,395,668	20,754,550	7,375,183	-	-	-	28,129,733	36,832,502
3001 - INFRASTRUCTURE PH II SOUTHEAST	32,821	-	5,982,814	-	-	-	-	5,982,814	6,015,635
3002 - INFRASTRUCTURE PH II REMOTE	-	34,178	207,359	-	-	-	-	207,359	241,537
TIR2 - INFRASTRUCTURE REFRESH PH II	-	6,394,590	-	-	-	-	-	-	6,394,590
Project Total	**$ 339,922**	**$ 14,824,436**	**$ 26,944,723**	**$ 7,375,183**	**$ -**	**$ -**	**$ -**	**$ 34,319,906**	**$ 49,484,264**

Operating Cost Summary

	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
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: Region Development Services Information Technology
Project Partner(s): Office of Enterprise Technology
Scheduled Completion Date: FY 2013

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

IWMS INTEGRATED WORKPLACE MGMT SYS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ 263,612	$ 859,388	$ -	$ -	$ -	$ -	$ 859,388	$ 1,123,000
Project Total	**$ -**	**$ 263,612**	**$ 859,388**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 859,388**	**$ 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

NICE SHERIFF NICE VISION	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ -	$ 29,324	$ 5,670,676	$ -	$ -	$ -	$ -	$ 5,670,676	$ 5,700,000
Project Total	**$ -**	**$ 29,324**	**$ 5,670,676**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,670,676**	**$ 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 2016

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

Measure	FY 2011 Actual	FY 2012 Forecast	FY 2013 Projected with Capital Improvement
Percent "Uptime" of Radio Network	NA	99.0%	99.0%

Funding/Cost Summary

RDIO RADIO SYSTEM	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 126,662	$ 7,358,546	$ 47,554,380	$ 31,802,785	$ 27,651,960	$ 16,856,897	$ -	$ 123,866,022	$ 131,351,230
Project Total	**$ 126,662**	**$ 7,358,546**	**$ 47,554,380**	**$ 31,802,785**	**$ 27,651,960**	**$ 16,856,897**	**$ -**	**$ 123,866,022**	**$ 131,351,230**

Operating Cost Summary

	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017
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 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

SHQI SHERIFF HQ PROJECT IT INFRA	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ 775,672	$ 18,044,810	$ -	$ -	$ -	$ -	$ 18,044,810	$ 18,820,482
Project Total	**$ -**	**$ 775,672**	**$ 18,044,810**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,044,810**	**$ 18,820,482**

Transportation Capital Improvement Program

Summary

The Maricopa County Department of Transportation (MCDOT) 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 MCDOT for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of County roadways.

MCDOT staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. MCDOT then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. MCDOT 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.

MCDOT funds the TIP through several resources. The primary source is the County's distribution from the State of Arizona Highway User Revenue Fund (HURF). By state law 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 $55,343,475. Federal funding for FY 2013 is projected to be $45,046,146 with the majority of the federal funding ($42.3 million) for the Northern Parkway project. Partnership contributions are projected to be $11,106,412 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 2013 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 for FY 2013 is $103,932,010. The major expenditure is for Northern Parkway Phase 1 which is 43% of the FY 2013 budget. Construction started in March 2012 with construction scheduled for completion in FY 2013. Other major construction expenditures include improvements to County Arterials ($7.6 million); Pavement Preservation ($6.8 million); Safety Improvements ($2.6 million); Dust Mitigation ($4.3 million) and Traffic Improvements ($6.6 million).

A total of 15 projects are planned to be completed in FY 2013.

Project Detail

A total of 12 capital project bins are budgeted for as follows:

234 TRANSPORTATION CAPITAL PROJECTS	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
ALCP - MAG ALCP PROJECTS	$ 61,527,630	$ 17,419,627	$ 56,214,030	$ 17,125,030	$ 15,835,000	$ 33,360,000	$ 55,755,000	$ 178,289,060	$ 257,236,317
ARTS - COUNTY ARTERIALS	81,288,874	6,778,849	7,580,000	7,755,000	11,640,000	18,940,000	3,105,000	$ 49,020,000	$ 137,087,723
BRIG - BRIDGE PRESERVATION	66,548,673	8,596,626	2,635,000	670,000	30,000	530,000	530,000	$ 4,395,000	$ 79,540,299
DMIT - DUST MITIGATION	22,551,895	4,187,685	4,255,750	3,335,000	3,055,000	3,030,000	3,030,000	$ 16,705,750	$ 43,445,330
INTL - INTELLIGENT TRANS SYST ITS	4,825,567	1,803,700	1,346,000	90,000	1,460,000	280,000	280,000	$ 3,456,000	$ 10,085,267
PAVE - PAVEMENT PRESERVATION	48,785,358	33,227,310	6,773,000	2,030,000	1,000,000	4,030,000	4,030,000	$ 17,863,000	$ 99,875,668
PSUP - PARTNERSHIP SUPPORT	20,302,986	2,375,667	2,140,000	540,000	540,000	2,140,000	2,140,000	$ 7,500,000	$ 30,178,653
RWAY - RIGHT-OF-WAY	2,521,309	68,779	280,000	180,000	180,000	280,000	1,230,000	$ 2,150,000	$ 4,740,088
SAFE - SAFETY PROJECTS	4,354,902	2,412,292	2,560,000	3,310,000	3,570,000	8,775,000	510,000	$ 18,725,000	$ 25,492,194
TADM - TRANSPORTATION ADMINISTRATION	4,731,182	3,215,147	11,678,230	2,403,230	2,543,230	2,568,230	2,353,230	$ 21,546,150	$ 29,492,479
TIMP - TRAFFIC IMPROVEMENTS	32,536,393	4,511,450	6,640,000	4,203,000	1,230,000	2,230,000	2,730,000	$ 17,033,000	$ 54,080,843
TPLN - TRANSPORTATION PLANNING	8,641,711	1,759,632	1,830,000	1,630,000	1,630,000	1,830,000	1,830,000	$ 8,750,000	$ 19,151,343
Project Total	**$ 358,616,480**	**$ 86,356,764**	**$ 103,932,010**	**$ 43,271,260**	**$ 42,713,230**	**$ 77,993,230**	**$ 77,523,230**	**$ 345,432,960**	**$ 790,406,204**

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 Department of Transportation 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 2011 Actual	FY 2012 Forecast	FY 2013 Budget
Percent of Transportation Improvement Program projects delivered on time	78%	87%	85%

Note: 15 projects were planned for completion in FY 2012. A total of 31 projects are projected to be completed in FY 2012 which includes 8 projects that started construction in FY 2011, 13 planned projects and 10 added/advanced projects to replace delayed projects.

Bridge Preservation

Managing Department: Transportation
Project Partner(s): T254 Flood Control District

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Miller Road Bridge at Buckeye Irrigation Canal	4	3rd Qtr FY 2013

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:

T254 – Riggs Road at Sonoqui Wash

The Flood Control District is constructing the bridge as part of their channelization project. The County will contribute $2.7 million toward construction of the bridge. Bridge construction started last year and is expected to be completed in the summer of 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 $950,000 is budget in FY 2013 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 Avenue Bridge at the Salt River

The purpose of this study is to determine the type and cost of a bridge at 75th Avenue across the Salt River. A total of $980,000 is budgeted to complete the study during FY 2013 and begin design.

T405 – 91st Avenue Southern to Broadway

91st Avenue is one of four crossings being considered for a bridge. A scoping study was started in FY 2012 to determine if the future traffic justified building a bridge at this location. A total of $130,000 is budgeted to complete the study during FY 2013.

T428 – 79th Place South of Apache

79th Place provides access to the Desert Sage subdivision. It floods during storm events closing the road. A scoping study was started in FY 2012 to determine the cost and type of structure needed to eliminate the existing low flow crossing and provide all-weather access and reduce maintenance cost. A total of $45,000 is budgeted to complete the study during FY 2013.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T254 - RIGGS RD AT SONOQUI WASH	1,061,624	3,170,825	-	-	-	-	-	-	4,232,449
T304 - MILLER RD BRIDGE AT BID CANAL	344,588	103,785	950,000	-	-	-	-	950,000	1,398,373
T383 - 75th AVE BRIDGE AT SALT RIVER	-	121,709	980,000	540,000	-	-	-	1,520,000	1,641,709
T405 - 91ST AVE BASELINE TO BROADWAY	-	203,499	130,000	-	-	-	-	130,000	333,499
Project Total	**$ 1,406,212**	**$ 3,599,818**	**$ 2,060,000**	**$ 540,000**	**$ -**	**$ -**	**$ -**	**$ 2,600,000**	**$ 7,606,030**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

County Arterials

Managing Department: Transportation
Project Partner(s): T251 – Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Deer Valley Road El Mirage to Lake Pleasant	4	4th QTR FY 2016
Riggs Road: Ellsworth to Meridian	4	4th QTR FY 2018
Riggs Road: Hawes to Ellsworth	2	4th QTR FY 2014
Riggs Road: Power to Hawes	2	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:

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 $31.9 million. A total of $1.8 million is budgeted in FY 2013 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 $2.1 million toward the project. Construction is planned for FY 2018 and is subject to obtaining funding. A total of $2,430,000 is budgeted in FY 2013 to complete the cultural resource data recovery and design.

T375 – Riggs Road from Hawes to Ellsworth

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. This segment will be expanded to have two travel lanes in each direction and a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. A total of $1,670,000 is budgeted in FY 2013 to complete design, acquire right of way and relocate utilities prior to starting construction in FY 2014.

T406 – Riggs Road from Power to Hawes

Riggs Road is expected to be a regional route once the segment from Ellsworth to Meridian is opened. In anticipation this segment will be expanded to have two travel lanes in each direction and a dual center turning lane, paved shoulders, drainage improvements and alignment improvements so travelers will have a safer route to travel. Total cost is estimated to be $7.2 million. Construction is tentatively planned for FY 2016 with $650,000 budgeted to complete design in FY 2013.

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 one additional project.

T404 – Olive from El Mirage to White Tanks

This scoping study will determine the type and cost of roadway improvements needed, i.e. travel lanes, turning lanes, paved shoulders, drainage improvements and alignment improvements so travelers will have a safer route to travel. Construction is not currently planned and is dependent on the total project cost and availability of funds. A total of $500,000 is budgeted in FY 2013 to complete the scoping study.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T248 - DEER VALLEY EL MIRAGE TO LK P	2,322,572	567,778	1,800,000	2,850,000	9,370,000	14,970,000	-	28,990,000	31,880,350
T251 - RIGGS ELLSWORTH TO MERIDIAN	51,955	411,972	2,430,000	-	-	-	2,075,000	4,505,000	4,968,927
T375 - RIGGS RD HAWES TO ELLSWORTH	-	145,213	1,670,000	2,850,000	-	-	-	4,520,000	4,665,213
T405 - 91ST AVE BASELINE TO BROADWAY	-	203,499	130,000	-	-	-	-	130,000	333,499
T406 - RIGGS RD POWER TO HAWES	-	351,437	650,000	1,525,000	1,740,000	2,940,000	-	6,855,000	7,206,437
Project Total	**$ 2,374,527**	**$ 1,679,899**	**$ 6,680,000**	**$ 7,225,000**	**$ 11,110,000**	**$ 17,910,000**	**$ 2,075,000**	**$ 45,000,000**	**$ 49,054,426**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

Dust Mitigation

Managing Department: Transportation
Project Partner(s): T249 Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
56th Street Montgomery to Lone Mountain	3	4th Qtr FY 2013
Low volume Roads CAT I	2,3,4	4th Qtr FY 2013
Low volume Roads CAT II	3,4,5	4th Qtr FY 2014
Low volume Roads CAT III	3,4,5	4th Qtr FY 2015
GRIC LVR Air Quality Paving	5	4th Qtr FY 2013

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:

T399 – 56th Street from Montgomery to Lone Mountain

56th Street was paved to reduce dust particulates. It is on a section line alignment. The road will be designed to the city's minor arterial standard Negotiations have started to have the City of Phoenix annex this segment. A total of $420,000 is budgeted in FY 2013 to design additional improvements to the city's minor arterial standard.

T409 – FY 12 Low Volume Roads Category I

This project will pave 8.39 miles to reduce fugitive dust so that cyclists and motorists will have a safer, less dusty route to travel. The estimated construction cost is $2,500,000.

T410 – FY 12 Low Volume Roads Category II

This project will pave 3.45 miles to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. The estimated construction cost is $2,500,000 with $230,000 budgeted in FY 2013 to complete design. Construction is planned for FY 2014.

T411 – FY 12 Low Volume Roads Category III

This project will pave 3.67 miles to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. The estimated construction cost is $2,500,000. Construction is planned for FY 2015.

T423 – Gila River Low Volume Roads Air Quality Paving

The Gila River Indian Community provided grant funding in the amount of $365,750 to pave 1.35 miles of local roads in District 5 to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. The estimated construction cost is $395,750.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T399 - 56TH ST MONTGOMERY TO LONE MTN	27,418	710,296	420,000	-	-	-	-	420,000	1,157,714
T409 - FY 12 CAT I LVR	-	338,808	2,680,000	-	-	-	-	2,680,000	3,018,808
T410 - FY 12 CAT II LVR	-	52,739	230,000	2,535,000	-	-	-	2,765,000	2,817,739
T411 - FY 12 CAT III LVR	-	38,509	-	270,000	2,525,000	-	-	2,795,000	2,833,509
T423 - GRIC LVR AQ PAVING	-	36,052	395,750	-	-	-	-	395,750	431,802
Project Total	**$ 27,418**	**$ 1,176,404**	**$ 3,725,750**	**$ 2,805,000**	**$ 2,525,000**	**$ -**	**$ -**	**$ 9,055,750**	**$ 10,259,572**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

Intelligent Transportation Systems (ITS)

Managing Department: Transportation
Project Partner(s): All – MAG has allocated Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Olive Avenue: Litchfield Road to State Route 101	4	4th Qtr FY 2013
MC 85 from Litchfield Road to 83rd Avenue	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:

T292 – Olive Avenue between Litchfield Road and Loop 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. A total of $946,000 is budgeted in FY 2013 for construction.

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. A total of $170,000 is budgeted in FY 2013 to complete design.

Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T292 - OLIVE AVE LTCHFLD TO LP101 ITS	$ -	$ -	$ 756,129	$ -	$ -	$ -	$ -	$ 756,129	$ 756,129
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 756,129**	**$ 756,129**

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T292 - OLIVE AVE LTCHFLD TO LP101 ITS	151,656	18,268	946,000	-	-	-	-	946,000	1,115,924
T352 - MC85 LITCHFIELD 83RD AV ITS	-	117,649	170,000	60,000	1,430,000	-	-	1,660,000	1,777,649
Project Total	**$ 151,656**	**$ 135,917**	**$ 1,116,000**	**$ 60,000**	**$ 1,430,000**	**$ -**	**$ -**	**$ 2,606,000**	**$ 2,893,573**

Operating Cost Summary:

No additional funds are being requested.

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Transportation

Project Partner(s): All – Maricopa Association of Governments
T195, T347, T369 – Cities of El Mirage, Glendale & Surprise
T305 - City of Mesa & Town of Gilbert
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 2014
El Mirage Northern to Peoria	4	4th QTR FY 2016
Northern Avenue: Dysart to 111th Avenue	4	4th QTR FY 2018*
Northern Avenue: Reems & Litchfield Overpasses	4	4th QTR FY 2015*
Northern Avenue: Northern at Loop 101	4	4th QTR FY 2017*
Power Road from Pecos to Loop 202 (Santan Freeway)	1	Per Mesa's schedule
El Mirage Thunderbird to Grand	4	Per El Mirage's schedule
Thunderbird El Mirage to Grand	4	Per El Mirage's schedule
Gilbert Road Bridge over the Salt River	1,2	To Be Negotiated (TBN)*
Dobson Road Bridge at Salt River	1,2	TBN*
Northern Avenue: Dysart Overpass	4	TBN*
McKellips Road Loop 101 to Alma School	2	TBN*

*Completion date subject to finalizing project obligation authority and/or 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. Most projects have slipped one to two years due to this lack of funding. The County lacks sufficient funds to complete these projects on its own and must secure financial partnerships to complete the projects.

Project Descriptions:

T195 – Northern Avenue: Loop 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 Loop 303 so the traveling public has a safer and more efficient commute. The current estimate is $315.7 million to construct with MAG providing $236 million.

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 construction in FY 2012. Total cost for this first phase is estimated to be $66.6 million with $44.6 million budgeted for FY 2013 to complete construction and purchase right-of-way to protect the future alignment.

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 $48 million, 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 2017 with $4 million budget to start the project.

T305 – Power Road Pecos to San Tan Freeway

The purpose of this project is to improve Power Road from Pecos Road to Loop 202 (Santan Freeway). Improvements will include widening the roadway to a six lane Urban Principal Arterial roadway with raised landscape medians, dual left turn lanes at major intersections, bike lanes, curb and gutter, driveways, bus stops and pullouts, landscape areas, signage and street lighting. The City of Mesa will lead the Project. Gilbert and Mesa will annex any remaining unincorporated portions of Power Road within the limit of the Project and will be responsible for the operation and maintenance of the Project located within each of their respective jurisdiction. The total estimated cost of the roadway improvements is $28,704,431. The County's estimated net cost share responsibility is $4,130,060 made in two payments at the start and end of construction.

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 $25 million and shortened the length of the bridge. Now estimated to cost $39.2 million, 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 $5,000 is budgeted in FY 2013 to continue partnership negotiations. Construction is contingent on successful financial partnership formation.

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 $7 million which is a significant reduction from the initial estimate of $18.8 million. Design is underway and a total of $4 million is budgeted in FY 2013 to complete design, purchase right-of-way and relocate utilities. Construction is tentatively planned for FY 2014. The City of Surprise will contribute $1 million toward the project.

T342 – McKellips Road Loop 101 to Alma School

This project will widen McKellips Road to six lanes creating a rural principal arterial with center median. Estimated cost is $45.8 million. 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 2014 and is contingent on successful financial partnership formation.

T344 – El Mirage Road: Northern to Cactus

This project emanated from the study of El Mirage Road from Northern to Bell (T167) and is one of five planned phased improvements. The purpose of this project is to design the widening of El Mirage from Northern to Cactus to include the intersection at Cactus from two to four lanes with a dual left turn lane in the middle. A total of $430,000 is budgeted in FY 2013 to complete design efforts. Construction is planned for FY 2015 as part of T367 El Mirage Northern to Peoria.

T347 – Northern Avenue: Dysart to 111th Avenue

This is one of four projects in 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. The estimated cost for this project is $33.4 million with $1,350,000 budget for FY 2013. A total of $87.9 million in federal funding is available for this phase with the majority of the funding scheduled to be available in FY 2017 timeframe. Obligation authority from the Federal Highway Authority (FHWA) is needed to start design. This schedule is contingent on receiving FHWA obligation authority and sufficient partner funding being available.

T367 – El Mirage Road: Northern to Peoria

This project emanated from the study of El Mirage Road from Northern to Bell (T167) and is one of five planned phased improvements. The purpose of this project is to design the widening of El Mirage from Cactus to 1500 feet south of Peoria, right-of-way acquisition and construction from Northern to 1500 feet south of Peoria. A total of $830,000 is budgeted in FY 2013 to begin design.

T368 – El Mirage Road: Thunderbird to Grand

This project emanated from the study of El Mirage Road from Northern to Bell (T167) and is one of five planned phased improvements. The purpose of this project is to widen El Mirage Road from Thunderbird to Grand 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 $6 million 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 $11.4 million is budget for this phase with $470,000 budgeted for FY 2013 to complete design. Obligation authority from the Federal Highway Authority (FHWA) is needed to start design. This schedule is contingent on receiving FHWA obligation authority and sufficient partner 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) and is one of five planned phased improvements. 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 $6 million total toward the projects in the El Mirage corridor from Northern to Picerne. The schedule is contingent on sufficient funding being available.

T372 – Northern Avenue: Northern at Loop 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 $11.4 million is budget for this phase 2 project with design to start in FY 2015. This schedule is contingent on sufficient funding being available.

T427 – Northern Avenue: Dysart Overpass

The Dysart overpass is 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 $32.2 million is budget for this phase 2 project. Design is tentatively planned to start in FY 2017. Obligation authority from the Federal Highway Administration (FHWA) is needed to start design. This schedule is contingent on receiving FHWA obligation authority and sufficient partner funding being available.

Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	$ 10,673,837	$ 16,937,004	$ 43,634,929	$ 3,046,926	$ 3,046,926	$ 4,479,976	$ 500,000	$ 54,708,757	$ 82,319,598
T199 - DOBSON RD BRIDGE AT SALT RIVER	-	-	-	-	-	7,686,703	10,945,700	18,632,403	18,632,403
T339 - GILBERT ROAD BRIDGE	-	-	-	-	1,673,195	2,057,110	10,274,000	14,004,305	14,004,305
T341 - EL MIRAGE PICERNE TO BELL	-	250,000	-	250,000	750,000	-	-	1,000,000	1,250,000
T342 - MCKELLIPS RD I10 TO ALMA SCHL	-	-	-	-	-	8,616,042	7,439,000	16,055,042	16,055,042
T344 - EL MIRAGE: NORTHERN TO CACTUS	-	-	1,140,000	-	-	-	-	1,140,000	1,140,000
T347 - NORTHERN PARKWAY PHASE II	-	-	-	5,000,000	4,030,000	11,702,728	10,669,000	31,401,728	31,401,728
T367 - EL MIRAGE: NORTHERN TO PEORIA	-	-	-	-	5,961,000	3,894,000	-	9,855,000	9,855,000
T369 - NORTHERN REEMS LTCHFLD OVRPS	-	-	-	-	-	7,030,000	-	-	4,842,163
Project Total	**$ 10,673,837**	**$ 17,187,004**	**$ 44,774,929**	**$ 8,296,926**	**$ 15,461,121**	**$ 45,466,559**	**$ 39,827,700**	**$ 146,797,235**	**$ 179,500,239**

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	15,400,064	13,461,315	44,534,000	2,095,000	2,095,000	-	-	48,724,000	77,585,379
T199 - DOBSON RD BRIDGE AT SALT RIVER	3,826,015	1,113	-	-	-	-	4,075,000	4,075,000	7,902,128
T305 - POWER RD PECOS TO SANTAN FWY	31,301	4,394	2,065,030	2,065,030	-	-	-	4,130,060	4,165,755
T339 - GILBERT ROAD BRIDGE	8,939	8,143	5,000	5,000	-	-	4,900,000	4,910,000	4,927,082
T341 - EL MIRAGE PICERNE TO BELL	270,854	349,868	4,000,000	2,420,000	-	-	-	6,420,000	7,040,722
T342 - MCKELLIPS RD I10 TO ALMA SCHL	-	-	-	1,100,000	2,050,000	20,650,000	22,050,000	45,850,000	45,850,000
T344 - EL MIRAGE: NORTHERN TO CACTUS	77,386	298,652	430,000	110,000	30,000	-	-	570,000	946,038
T347 - NORTHERN PARKWAY PHASE II	22,365	1,388,971	1,350,000	720,000	-	6,100,000	14,000,000	22,170,000	23,581,336
T367 - EL MIRAGE: NORTHERN TO PEORIA	2,951	315,974	830,000	3,980,000	4,050,000	-	-	8,860,000	9,178,925
T369 - NORTHERN REEMS LTCHFLD OVRPS	-	432,072	470,000	4,100,000	6,400,000	-	-	10,970,000	11,402,072
Project Total	**$ 19,639,875**	**$ 16,260,502**	**$ 53,684,030**	**$ 16,595,030**	**$ 14,625,000**	**$ 26,750,000**	**$ 45,025,000**	**$ 156,679,060**	**$ 192,579,437**

Operating Cost Summary:

No additional funds are being requested. The projects on Northern, El Mirage and Power will be annexed by partners.

Partnership Support

Managing Department: Transportation

Project Partner(s):

Scheduled Completion Dates:

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4th QTR 2013
Small Cities Assistance Program	TBD	4th QTR 2013

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 $1.5 million 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.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T003 - SPECIAL PROJECTS	$ 3,537,292	$ 1,600,886	$ 1,510,000	$ 10,000	$ 10,000	$ 1,510,000	$ 1,510,000	$ 4,550,000	$ 9,688,178
T009 - SMALL CITIES ASSIST PROG	1,759,289	745,764	500,000	500,000	500,000	500,000	500,000	2,500,000	5,005,053
Project Total	**$ 5,296,581**	**$ 2,346,650**	**$ 2,010,000**	**$ 510,000**	**$ 510,000**	**$ 2,010,000**	**$ 2,010,000**	**$ 7,050,000**	**$ 14,693,231**

Operating Cost Summary:

Not applicable

Pavement Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Ft McDowell, Mohave, Yavapai Drainage	2	2nd QTR FY 2013
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:

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 $640,000 for FY 2013 for the purchase of the vehicle locating systems and radios.

T332 – Ft McDowell, Mohave, Yavapai Drainage

The purpose of this project is to address drainage issues at four locations on Ft McDowell Rd. Estimated cost is $800,000 with $630,000 budgeted in FY 2013 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 $5.3 million with $4.7 million budgeted in FY 2013 for construction.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T291 - VLS AND RADIO UPGRADE	992,273	616,880	640,000	-	-	-	-	640,000	2,249,153
T332 - FT MCDOWELL DRAINAGE SCOPING	57,006	109,326	630,000	-	-	-	-	630,000	796,332
T378 - TRAFFIC SGNL AT OLIVE-SARIVAL	38,264	46,640	320,000	-	-	-	-	320,000	404,904
Project Total	**$ 1,087,543**	**$ 772,846**	**$ 1,590,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,590,000**	**$ 3,450,389**

Operating Cost Summary:

No additional funds are being requested.

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
Camelback Parkway – Sun Valley Pkwy to Tonopah Pkwy	4	4th quarter of FY 2014
Dove Valley Parkway – US60 to Hidden Water Parkway	4	4th quarter of FY 2014
Greenway Parkway – Sun Valley Pkwy to Hassayampa Freeway	4	4th quarter of FY 2014

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 $1.6 million is budgeted in FY 2013 for planning studies.

Study Descriptions:

T005 – Deer Valley/Beardsley 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 $385K. 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 City of Surprise is within the 11 mile study corridor. The estimated study cost is $385K. The study is planned for completion in FY 2013.

T005 – Camelback Parkway – Sun Valley Pkwy to Tonopah Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 15 mile study corridor. The estimated study cost is $360K. The study is planned for completion in FY 2014.

T005 – Dove Valley Parkway – US60 to Hidden Water Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The City of Surprise is within the 10 mile study corridor. The estimated study cost is $350K. The study is planned for completion in FY 2014.

T005 – Greenway Parkway – Sun Valley Pkwy to Hassayampa Freeway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 5 mile study corridor. The estimated study cost is $300K. The study is planned for completion in FY 2014.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T005 - CANDIDATE ASSESSMENT REPORTS	$ 8,641,711	$ 1,759,632	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 8,000,000	$ 18,401,343
Project Total	**$ 8,641,711**	**$ 1,759,632**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 8,000,000**	**$ 18,401,343**

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 $50,000.

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 2013 budget is $100,000 to acquire right-of-way when identified.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T008 - PROP MGMT PRIOR YEARS PROJECTS	$ 175,243	$ 19,960	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 445,203
T011 - ROW IN FILL ROAD INVENTORY SYS	1,547,977	48,519	100,000	100,000	100,000	100,000	900,000	1,300,000	2,896,496
Project Total	**$ 1,723,220**	**$ 68,479**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 950,000**	**$ 1,550,000**	**$ 3,341,699**

Operating Cost Summary:

Not applicable

Safety Improvements

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Date:

Improvement	District	Scheduled Completion
MC 85 at 83rd Avenue	5	4th quarter of FY 2016

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:

T345 – MC 85 at 83rd Avenue

This project will create a constant roadway profile from 107th Avenue to 75th Avenue by adding a dual center turning lane where currently missing, improve the 83rd Avenue intersection plus overlay the roadway from 107th Avenue to 75th Avenue so the traveling public will have a safer commute. The estimated cost is $18.8 million with $2,050,000 budgeted in FY 2013 to complete design and begin buying right-of-way. Construction is tentatively planned to start in mid FY 2015.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T345 - MC85 AT 83RD CTR TURN LN EXP	$ 475,237	$ 644,897	$ 2,050,000	$ 3,300,000	$ 3,560,000	$ 8,265,000	$ -	$ 17,175,000	$ 18,295,134
Project Total	**$ 475,237**	**$ 644,897**	**$ 2,050,000**	**$ 3,300,000**	**$ 3,560,000**	**$ 8,265,000**	**$ -**	**$ 17,175,000**	**$ 18,295,134**

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
Southern at Meridian Road	2	4th Qtr FY 2013
Elliot at Sossaman	1	3rd Qtr FY 2013
Olive at Reems	4	4th 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 2014
Avondale Blvd at MC 85	5	4th Qtr FY 2014
Sun City Pedestrian Signals	4	4th Qtr FY 2013
Oakmont at 107th Ave	4	4th Qtr FY 2013
Empire at Meridian	1	4th Qtr FY 2014
Dynamite at 52nd St	3	4th Qtr FY 2014

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 $1 million is budgeted for scoping studies and design in FY 2013.

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 $2.3 million with $1.6 million budgeted in FY 2013 for construction.

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 $2.5 million with $1,520,000 budgeted in FY 2013 for construction.

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. A total of $310,000 is budgeted in FY 2013 for design.

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 $200,000 is budgeted in FY 2013 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 $125,000 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 $125,000 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. A total of $320,000 budgeted in FY 2013 for design.

T391 – Avondale Blvd at MC 85

Requested by the City of Avondale, this project will install traffic signals, make other improvements and railroad safety improvements at this intersection 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 $2.4 million. A total of $130,000 budgeted in FY 2013 to complete design. Construction is expected to programmed for FY 2014 as part of next year's budget preparation.

T396 – Sun City Pedestrian Signals

This project will install pedestrian signals at R H Johnson and 138th Avenue and at Camino del Sol and 138th to improve safety. A total of $660,000 budgeted in FY 2013 to complete the project.

T398 – Oakmont at 107th 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. A total of $490,000 budgeted in FY 2013 to complete the project.

T420 – Empire at Meridian

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. A total of $80,000 budgeted in FY 2013 for design. Construction is expected to programmed for FY 2014 as part of next year's budget preparation.

T424 – Dynamite at 52nd Street

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. A total of $230,000 budgeted in FY 2013 for design. Construction is expected to programmed for FY 2014 as part of next year's budget preparation.

In addition to the above projects a scoping study will be conducted for:

T425 –MC 85 at Jackrabbit Road

This study will determine the cost to replace obsolete traffic signals and make intersection improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. Total cost of the study is $75,000 with $35,000 budgeted in FY 2013 to complete the scoping study.

T426 –University at Signal Butte and at Crismon

This study will determine the cost to replace obsolete traffic signals and make intersection improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. Total cost of the study is $75,000 with $35,000 budgeted in FY 2013 to complete the scoping study.

Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T391 - AVONDALE AT MC 85	$ -	$ -	$ -	$ 1,574,000	$ -	$ -	$ -	$ 1,574,000	$ 1,574,000
Project Total	**$ -**	**$ -**	**$ -**	**$ 1,574,000**	**$ -**	**$ -**	**$ -**	**$ 1,574,000**	**$ 1,574,000**

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T004 - WARRANTED TRAFFIC IMPROVEMENTS	$ 211,248	$ -	$ 1,000,000	$ 1,500,000	$ 1,000,000	$ 2,000,000	$ 2,000,000	$ 7,500,000	$ 7,711,248
T315 - SOUTHERN AT MERIDIAN	462,309	212,352	1,600,000	-	-	-	-	1,600,000	2,274,661
T333 - ELLIOT RD AND SOSSAMAN RD	274,912	561,539	1,520,000	-	-	-	-	1,520,000	2,356,451
T334 - OLIVE AVE AND REEMS RD	64,705	218,186	310,000	-	-	-	-	310,000	592,891
T365 - TRAFFIC CALMING	102,259	138,870	200,000	200,000	200,000	200,000	200,000	1,000,000	1,241,129
T373 - BROADWAY AT WATSON SGNL INSTAL	-	-	-	125,000	-	-	-	125,000	125,000
T374 - BASELINE AT MILLER SGNL INSTAL	-	-	-	125,000	-	-	-	125,000	125,000
T378 - TRAFFIC SGNL AT OLIVE-SARIVAL	38,264	46,640	320,000	-	-	-	-	320,000	404,904
T391 - AVONDALE AT MC 85	29,087	64,529	130,000	2,223,000	-	-	-	2,353,000	2,446,616
T398 - OAKMONT AT 107TH AVE	2,772	139,612	490,000	-	-	-	-	490,000	632,384
T420 - EMPIRE AND MERIDIAN	-	89,993	80,000	-	-	-	-	80,000	169,993
T424 - DYNAMITE AT 52ND STREET	-	-	230,000	-	-	-	-	230,000	230,000
T425 - MC 85 AT JACKRABBIT RD	-	-	35,000	-	-	-	-	35,000	35,000
T426 - UNIVERSITY AT SB CRISMON	-	-	35,000	-	-	-	-	35,000	35,000
Project Total	**$ 1,185,556**	**$ 1,471,721**	**$ 5,950,000**	**$ 4,173,000**	**$ 1,200,000**	**$ 2,200,000**	**$ 2,200,000**	**$ 15,723,000**	**$ 18,380,277**

Operating Cost Summary:

No additional funds are being requested.

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 $450,000 in FY 2013.

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 $10 million has been budgeted for 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 $828,230 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 $400,000 is budget for scoping studies and investigations.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2012	Year 1 FY 2013	Year 2 FY 2014	Year 3 FY 2015	Year 4 FY 2016	Year 5 FY 2017	5-Year Total	Total Project
T001 - TIP DEVELOPMENT	$ 2,149,076	$ 403,701	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 2,250,000	$ 4,802,777
T002 - PROJECT RESERVES ACCOUNT	104,475	-	10,000,000	-	-	-	-	10,000,000	10,104,475
T006 - UNALLOCATED FORCE ACCOUNT	-	218,453	828,230	1,553,230	1,693,230	1,718,230	1,503,230	7,296,150	7,514,603
T012 - GENERAL CIVIL ENGINEERING	450,884	4,330	400,000	400,000	400,000	400,000	400,000	2,000,000	2,455,214
Project Total	**$ 2,704,435**	**$ 626,484**	**$ 11,678,230**	**$ 2,403,230**	**$ 2,543,230**	**$ 2,568,230**	**$ 2,353,230**	**$ 21,546,150**	**$ 24,877,069**

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, 2011. 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, 2011, that can be obtained at: http://www.maricopa.gov/finance/CAFR.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, 2011.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2011

	Year Ending June 30				
	2007	2008	2009	2010	2011
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
General obligation bonds	$ 0	$ 0	$ 0	$ 0	$ 0
Lease revenue bonds (3)	181,245,043	173,670,000	163,900,000	153,285,000	142,140,000
Lease trust certificates	6,812,000	4,612,000	0	0	0
Special assessment debt with governmental commitment (1)	103,077	82,519	193,591	174,442	120,533
Certificates of participation (3)	4,715,000	4,295,000	3,850,000	3,385,000	2,895,000
Installment purchase agreements (3)	205,765	0	0	0	0
Capital leases	33,039,132	50,093,644	51,135,339	14,956,315	432,651
Total Governmental activities	$ 226,120,017	$ 232,753,163	$ 219,078,930	$ 171,800,757	$ 145,588,184
BUSINESS-TYPE ACTIVITES: (4)					
Bonds and other payables:					
Lease revenue bonds (3)	$ 29,957	$ 0	$ 0	$ 0	$ 0
Total Business-type activities	$ 29,957	$ 0	$ 0	$ 0	$ 0

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. Modified to exclude Stadium District bonds and obligations
(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.

2010-11 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2010-11 Secondary Assessed Valuation	$	49,662,543,618
15% of Secondary Assessed Valuation		7,449,381,543
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	7,449,381,543

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

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

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

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

History of Maricopa County's Debt Rating

In 2011, both Standard & Poor's Ratings Services (S&P) and Fitch Ratings affirmed Maricopa County's issuer credit rating (ICR) and lease revenue refunding bond ratings. Both Standard & Poor's and Fitch Ratings affirmed the County's 'AAA' ICR, the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's lease revenue refunding With its diverse economic base, past performance of strong reserve levels, and low direct debt burden, both Standard & Poor's and Fitch Ratings view Maricopa County's long-term outlook as stable. Standard & Poor's Rating Service Press Release dated March 28, 2011. Fitch Ratings Press Release dated April 1, 2011,

In 2010, 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

Additional information on Maricopa County's bond ratings and the bond rating recalibration can be viewed on the Department of Finance's webpage: 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	Aa1	4/30/09	AAA	3/28/11
	AAA	4/25/07	Aa1	4/26/07	AAA	3/21/07
	AA+	11/11/03	Aa3	12/6/01	A+	4/11/97
	AA	12/4/01	Aa3	5/26/00	A	5/27/94
	AA	4/5/00	A-1	11/6/98	AA	6/2/76
			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 6/30/10	Audited 6/30/11	Projected 6/30/12	Projected 6/30/13
Lease Revenue Bonds (5)	$ 153,285,000	$ 142,140,000	$ 131,555,000	$ 120,350,000
Certificates of Participation (5)	3,385,000	2,895,000	2,375,000	0
Capital Leases	14,956,315	432,651	0	0
Direct Net Debt	$ 171,626,315	$ 145,467,651	$ 133,930,000	$ 120,350,000
Overlapping Debt (1)	8,334,595,733	8,302,401,400	8,584,320,974	8,891,445,203
Overall Net Debt	$ 8,506,222,048	$ 8,447,869,051	$ 8,718,250,974	$ 9,011,795,203
Population Estimate (2)	4,217,427	4,328,379	4,438,459	4,547,590
Full Value of Taxable Property (3)	$ 444,097,352	$ 359,682,346	$ 321,980,895	$ 318,761,086
Ratios (4)				
Direct Net Debt Per Capita	$ 41	$ 34	$ 30	$ 26
Overall Net Debt Per Capita	$ 2,017	$ 1,952	$ 1,964	$ 1,982
Direct Net Debt As % of FV Property	0.039%	0.040%	0.042%	0.038%
Overall Net Debt As % of FV Property	1.915%	2.349%	2.708%	2.827%
FV Property Per Capita	$ 105,301	$ 83,099	$ 72,543	$ 70,095

Notes:
(1) Projected overlapping debt for 2012 and 2013 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 2011, 2012 and 2013 are based on estimates provided by the Department of Economic Security. Source: www.workforce.az.gov
(3) Full Cash Value Taxable Property Estimates for Tax Year 2013 were 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, 2011, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $2,979,752,617 and the 15 percent limit was $7,449,381,543.

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.

On August 15, 2011, Maricopa County contributed cash of $744,115 for early redemption of the Lease Revenue Bonds, Series 2001, which mature July 1, 2012, at par plus accrued interest.

SUMMARY OF LEASE REVENUE BOND PRINCIPAL AMOUNTS OUTSTANDING BY ISSUE
As of June 30, 2011

Bond Issue	Amount
2001 Lease Revenue Bonds	$ 7,930,000
2003 Lease Revenue Refunding Bonds	820,000
2007A Lease Revenue Bonds	100,550,000
2007B Lease Revenue Refunding Bonds	32,840,000
Total	$ 142,140,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2011

Governmental Activities			
Year Ending June 30	Principal	Interest	Total Debt Service
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	12,470,000	4,016,330	16,486,330
2017-21	20,195,000	16,381,375	36,576,375
2022-26	25,405,000	11,056,240	36,461,240
2027-31	31,905,000	4,484,525	36,389,525
2032	7,160,000	125,300	7,285,300
Total	$ 142,140,000	$ 57,467,285	$ 199,607,285

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, 2011

Year Ending June 30	Principal	Interest	Total Debt Service
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	$ 6,002,551	$ 852,603	$ 6,855,154

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, 2011. 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.

On August 15, 2011, Maricopa County contributed cash of $2,390,550 for early redemption of the Certificates of Participation, Series 2000, which mature July 1, 2012 through July 1, 2015, at par plus accrued interest.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2011

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	$ 2,895,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2011

Year Ending June 30	Principal	Interest	Total Debt Service
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	$ 2,895,000	$ 406,885	$ 3,301,885

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, 2011

Bond Issue	Amount
Queen Creek Water K-91	$ 12,912
Marquerite Drive K-100	3,212
7th Street North K-106	13,909
Plymouth Street K-109	90,501
Total	$ 120,534

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 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, 2011.

Capital Leases Maricopa County, Arizona Fiscal Year Ending June 30, 2011	
2012	$ 441,776
Less: Amount representing interest	(9,125)
Present value of net min. lease payments	$ 432,651

Short-Term Borrowing

On July 1, 2010, 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, 2011. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2011, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2012.

On July 1, 2010, the County entered into a $5,649,751 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, 2011. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2011, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to December 31, 2011. An amendment was issued on January 1, 2012 for the new liability amount.

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 obtained from the Maricopa County webpage at: http://www.maricopa.gov/Finance/CAFR.aspx. 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 12, 2011.

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 2013 is expected to decline by $3.6 billion from FY 2012. The base budget assumes that the FY 2013 primary property tax rate will remain unchanged, resulting in a tax levy of $45 million less than FY 2012.

Employee Compensation:

Funding is not anticipated for employee compensation increases in FY 2013.

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 2012 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) The change in budgeted hours for FY 2013 (going from 2088 to 2080).
    e) Other technical adjustments as required.

2. <u>All departments must submit their base expenditure budget requests within their budget targets.</u> If justified by revenue projections, base revenue budget requests may exceed revenue targets. If the revenue target cannot be met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.

3. The General Fund will not backfill reductions in grant funding from the Federal government or the State of Arizona for non-mandated services. Reductions of grant funding for mandated services will be reviewed on a case by case basis.

4. ISF charges should be appropriately allocated to funds/activities in accord with methodology recommended by the consultant.

5. Any State Contribution Payment for FY 2013 will be budgeted and paid from Special Revenue Funds' fund balances.

6. While no budget reductions are requested at this time, departments should be prepared to submit up to 5% in operating reductions if needed to achieve 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 *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.

Capital Improvement Program:

The Office of Management and Budget is directed to work with Facilities Management and other departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2013 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 or if they are of a critical nature to County operations.

Budgeting for Results Policy Guidelines

I. PURPOSE

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.

II. DEFINITIONS

A. 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 Maricopa County's Departments' and Districts' Strategic Plans.

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

C. Special Revenue Funds: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is restricted to specific-purpose expenditures. This classification includes, but is not limited to, grant funds, fee funds and operating funds of special districts.

III. POLICY GUIDELINES

A. General Guidelines for Budget Development:

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

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

3. 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.

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

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

6. Wherever possible, grants and special revenue sources will be used for direct programmatic costs as well as all appropriate indirect and central service costs. For all expenditures, if allowable, non-local revenue (grants, etc) will be utilized first, then non-General Fund local revenue (fees, etc), and finally General Fund revenue. Grant and other special revenue budgets will recover all indirect costs, as allowable. All fees should be developed based on full cost recovery, including indirect costs. Grant and other special revenue budgets will be developed in accordance with the *Policy for Administering Grants (A2505) and the User Fee Services Calculation and Policy Consideration Manual.*. 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.

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

B. Revenue:

1. 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.

2. 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.

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

4. 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.

C. Expenditures:

1. 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.

2. Requests for funding above base level must be submitted as Results Initiatives Requests, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for "Planning for Results" under the Managing for Results Policy (B6001). Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative's success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the Board of Supervisors/Board of Directors.

3. 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.

4. 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.

5. Major Maintenance projects for General Fund and Detention Fund Departments will be budgeted in the Facilities Management Department's budget. All non-General Fund / Detention Fund Departments will fund their own Major Maintenance projects.

6. Vehicle Replacement for General Fund and Detention Fund Departments will be budgeted in Non Departmental. All non-General Fund / Detention Fund Departments will fund their own Vehicle Replacement.

D. Budget Process:

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

2. 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.

3. Department/Special District financial reporting structures must be finalized prior to budget submission.

4. All budget requests will be submitted at a detailed level by fund, department, organization unit, Program/Activity, object/revenue source, function/segment, 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.

5. 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.

E. Capital Improvement Projects:

1. 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 the Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.

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

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

4. 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.

F. Internal Charges and Indirect Cost Allocations:

1. Internal service departments 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 the Department of Finance.

2. 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.

3. Base-level or non-discretionary internal services will be charged at the department/fund level. Discretionary internal service charges are the responsibility of the requesting Department/Special District.

4. The Department of Finance will determine Central Service Cost Allocation charges for all County agencies and special districts. Central Service Cost Allocation charges for Non-General Fund / Detention Fund agencies, except grant and Internal Service Fund agencies, will be based on a full-cost allocation methodology. Grant and Internal Service Fund agency Central Service Cost Allocation charges will be determined in accordance with 2 CFR Part 225 (OMB Circular A-87). Where allowable, grant and special revenue funds will budget and pay the applicable Central Service Allocation charges unless the Board of Supervisors approves a variance of the charges. The Department of Finance will provide departments that administer grants with an annual indirect cost rate based on the Central Service Cost Allocation plan. Departments allocating and claiming departmental indirect costs must prepare a Departmental Indirect Cost Proposal utilizing the Department of Finance issued Recommended Procedures for Departmental Indirect Cost Allocation Plans.

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 recurring vs. non-recurring (including projects).

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

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. Position Funding Policy Guidelines

1. Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

2. Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

3. Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

4. County Departments/Special Districts with vacant underfunded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

5. OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

6. If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

   - The position or positions' contribution to provision of service and results.

- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

7. If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

1. 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.

2. 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.

3. GENERAL POLICY

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

4. GENERAL REQUIREMENTS

A. <u>Planning for Results</u>
   1. 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.
   2. 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.
   3. 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 #A1802.

4. 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.

B. Budgeting for Results
1. 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.
2. 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.

C. Reporting Results
1. 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.
2. The Office of Management and Budget will prepare and distribute a summary of measures.

D. Evaluating Results
1. Internal Audit will review and report on strategic plans and performance measures.

E. Decision Making and Accountability
1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
2. 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 sub-recipients 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

I. PURPOSE

The purpose of this policy is to provide guidelines for developing and administering Non-Departmental budgets to the Office of Management and Budget and other departments so that they can use the budget in an acceptable and consistent manner.

II. GUIDELINES

A. USE: Non-departmental budgets will be established and maintained for revenues and expenditures that are not related to a specific department. Non-departmental budgets will be established and maintained for both recurring and non-recurring revenues and expenditures. Non-Departmental budgets will be established and maintained in the General Fund, the Detention Fund, and any other fund with applicable revenues and expenditures.

1. REVENUE: General revenues that are not related to specific programs, activities or departments will be budgeted and reported in Non-Departmental. Such revenues include, but are not limited to, the following:

   a. Property Taxes
   b. State Shared Sales Taxes
   c. State Shared Vehicle License Taxes
   d. Jail Excise Taxes
   e. Payments in Lieu of taxes

2. EXPENDITURES: General expenditures that benefit the County as a whole, are not specific to a single department, or which are best managed outside of a specific department will be budgeted in Non-Departmental. These expenditures include, but are not limited to, the following:

   a. General Debt Service
   b. Taxes and Assessments
   c. Board-approved Special Projects or Initiatives
   d. Major Technology Projects
   e. Facilities Major Maintenance
   f. Capital Improvement Projects

3. CONTINGENCY APPROPRIATIONS: The purpose of a Contingency appropriation is to maintain a reserve of expenditure authority from which specific amounts can be transferred to other appropriated budgets after adoption of the annual budget to cover emergency or critical items. Contingency appropriations will be established within Non-Departmental for the General Fund, Detention Fund, and other funds as appropriate. Contingency appropriations will be established for general purposes or reserved for specific issues. The Board of Supervisors must approve all transfers from Contingency appropriations.

4. ADMINISTRATION: Non-Departmental budgets will be administered by the Office of Management and Budget under the direction of the County Manager and the Deputy County Manager. The Deputy County Manager or designee must authorize all expenditures prior to incurring obligations or making payments.

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.

Budget Calendar

FY 2013 Budget Calendar

12/12/2011	Board Approves FY 2013 Budgeting for Results Guidelines
12/13/2011	Budget Kick-Off for Departments
12/16/2011	OMB Issues Department Budget Targets, Internal Charges, Forms and Instructions
Early Jan - Late Feb	Departments Submit Budget Requests
Late Jan - Early Mar	Assessed Values and Levy Limits Reported by Assessor
March	*Elected Official and Judicial Branch Budget Presentations to the Board of Supervisors*
3/9/2012	Departments Submit Final CIP Budgets
March	OMB and Departments Review Budget Recommendations
April	OMB Consolidates Budget, Prepares Budget Document
5/21/2012	FY 2013 Recommended Budget Presentation Tentative Adoption of FY 2013 Budget
May - June	Publication of Tentative Budget and Truth in Taxation Notice
6/18/2012	Final Adoption of FY 2013 Budget
8/20/2012	Adoption of the FY 2013 Property Tax Levy

Fund Descriptions

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.

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.

206 **Officer Safety Equipment:** Accounts for the assessments that are received by the County for investigations or issued citations pursuant to A.R.S. §12-116.04. The monies in the fund should be used to supplement, not supplant, monies available for officer safety equipment.

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:** 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:** 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 Fee:** 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:** 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 primarily 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 **Superior Court Grants:** Grant funds are used for drug enforcement accounting, court-appointed special advocates and case-processing assistance.

239 **Parks Souvenir:** 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 Courts 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 **Superior Court 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.

277 **Emancipation Administration:** The Emancipation Administrative Costs Fund was established by A.R.S. §12-2456. The fund consists of filing fees for a petition for emancipation of a minor pursuant to A.R.S. §12-284, subsection J.

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 Medical:** 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 Medical:** 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 Pharmacy:** 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.

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.

618 **Benefit Administration:** This fund collects employer contributions for payment of the benefits administration expenditures for the self-insured benefits program.

619 **Onsite Pharmacy Clinic:** This fund records the sales and costs of all transactions passing through the County Owned Onsite Pharmacy in the County Administration Building.

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 Dependent 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.

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 **Educational Supplemental Program:** Accounts for federal indirect fees charged to school districts.

900 **Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For additional information refer to the Budget Summary Schedule section, Elimination Summary.

988 **Public Works/Flood Control:** This fund is established for management planning purposes and the financial activity will be allocated to the Flood Control District funds. The fund is not budgeted and will not be reported in the audited financial statements.

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 Personal 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.
808	Legal - Gross Proceeds	Used to record gross proceeds related to legal proceedings.
809	Damages Paid	Amounts expended for legal related damages.
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 the movement of goods.
845	Support and Care of Persons	Amounts paid to administer the County's fiduciary care responsibilities.
850	Utilities	Amounts paid for the 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 2013

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2012	ACTUAL EXPENDITURES/ EXPENSES** 2012	FUND BALANCE/ NET ASSETS*** July 1,2012**	PROPERTY TAX REVENUES 2013(*****)	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 992,509,936	$ 824,228,381	$ 247,432,960	Primary: $ 420,010,153	$ 612,455,092	$	$	$	$ 243,911,235	$ 1,035,986,970	$ 1,035,986,970
2. General Fund - Override Election				Secondary:							
3. Total General Fund	992,509,936	824,228,381	247,432,960	420,010,153	612,455,092				243,911,235	1,035,986,970	1,035,986,970
4. Special Revenue Funds	894,595,578	767,627,101	233,770,330	70,474,627	593,174,364	200,000		173,322,637	139,933,159	931,008,799	861,930,782
5. Debt Service Funds Available	26,040,385	26,035,285	20,715,356		7,109,803			20,448,230	115,500	48,157,889	23,371,374
6. Less: Designation for Future Debt Retirement			20,715,356		4,071,159					24,786,515	
7. Total Debt Service Funds	26,040,385	26,035,285			3,038,644			20,448,230	115,500	23,371,374	23,371,374
8. Capital Projects Funds	485,036,509	305,639,553	817,154,293		63,450,761			292,663,106	112,094,494	1,061,173,666	447,264,327
9. Internal Service Funds	231,680,229	205,606,469	59,693,042		196,960,701			9,620,415		266,274,158	222,722,857
10. Eliminations Funds	(185,063,790)	(189,298,204)	0		(194,868,476)			(496,054,388)	(496,054,388)	(194,868,476)	(194,868,476)
11.											
10. Total Eliminations Funds	(185,063,790)	(189,298,204)	0		(194,868,476)			(496,054,388)	(496,054,388)	(194,868,476)	(194,868,476)
11. TOTAL ALL FUNDS	$ 2,444,798,847	$ 1,939,838,585	$ 1,358,050,625	$ 490,484,780	$ 1,274,211,086	$ 200,000	$	$	$	$ 3,122,946,491	$ 2,396,407,834

EXPENDITURE LIMITATION COMPARISON	2012	2013
1. Budgeted expenditures/expenses	$ 2,444,798,847	$ 2,396,407,834
2. Add/subtract: estimated net reconciling items	(293,077,947)	(273,470,462)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,151,720,900	2,122,937,372
4. Less: estimated exclusions	(1,016,259,409)	(954,238,844)
5. Amount subject to the expenditure limitation	$ 1,135,461,491	$ 1,168,698,528
6. EEC expenditure limitation	$ 1,135,461,492	$ 1,168,698,529

* 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).
(*****) Anticipated amount of Property Tax collections .

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013

	2012	2013
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 538,196,523	$ 558,192,254
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	$ 477,571,468	$ 425,111,491
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	62,401,172	54,584,578
Library District	19,070,066	16,925,024
Total secondary property taxes	$ 81,471,238	$ 71,509,602
C. Total property tax levy amounts	$ 559,042,706	$ 496,621,093
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 463,244,324	$ 412,358,146
(2) Prior years' levies	9,586,693	7,652,007
(3) Total primary property taxes	$ 472,831,017	$ 420,010,153
B. Secondary property taxes		
(1) **Current** year's levy	$ 79,027,101	$ 69,364,314
(2) Prior years' levies	1,629,424	1,110,313
(3) Total secondary property taxes	$ 80,656,525	$ 70,474,627
C. Total property taxes collected **	$ 553,487,542	$ 490,484,780
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.2407	1.2407
(2) Secondary property tax rate		
General Fund - Override election		
(3) Total county tax rate	1.2407	1.2407
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1780	0.1780
Library District	0.0492	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 2012-13 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 $425,111,491; for Flood Control District is $54,584,578 and for Library District is $16,925,024.

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES ** 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	$ 23,300,000	$ 24,800,000	$ 23,973,708
PAYMENTS IN LIEU OF TAXES	11,775,550	11,735,769	11,714,503
STATE SHARED SALES TAX	369,740,752	396,155,134	404,078,237
STATE SHARED VEHICLE LICENSE	111,119,076	109,193,522	109,193,522
Licenses and permits			
LICENSES AND PERMITS	2,203,000	2,222,911	2,213,000
Intergovernmental			
GRANTS	19,971	19,971	
OTHER INTERGOVERNMENTAL	4,773,201	4,802,431	4,127,002
Charges for services			
INTERGOV CHARGES FOR SERVICES	11,679,061	11,984,879	11,722,674
OTHER CHARGES FOR SERVICES	28,283,339	27,051,918	26,908,370
PATIENT SERVICES REVENUE	6,876	6,996	7,000
Fines and forfeits			
FINES & FORFEITS	14,036,087	11,222,941	11,270,300
Investments			
INTEREST EARNINGS	5,000,000	4,305,898	4,000,000
Miscellaneous			
MISCELLANEOUS REVENUE	3,679,279	7,720,906	3,246,776
Total General Fund	**$ 585,616,192**	**$ 611,223,276**	**$ 612,455,092**
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget			
SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION OPERATIONS	$ 88,078,036	$ 86,619,022	$ 88,019,135
Total Road Fund	$ 88,078,036	$ 86,619,022	$ 88,019,135
Health Services Fund			
PATIENT SERVICES REVENUE	$ 1,561,500	$ 1,841,274	$ 1,858,060
Total Health Services Fund	$ 1,561,500	$ 1,841,274	$ 1,858,060
List Fund: Other Special Revenue			
GRANTS, MISC. REVENUE, ETC.	$ 516,329,136	$ 491,063,211	$ 503,297,169
Total Other Special Reveue	$ 516,329,136	$ 491,063,211	$ 503,297,169
Total Special Revenue Funds	**$ 605,968,672**	**$ 579,523,507**	**$ 593,174,364**
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	$ 1,248,182	$ 1,245,989	$ 2,057,816
STADIUM DISTRICT	4,621,745	4,798,162	5,051,987
Total Debt Service Funds	$ 5,869,927	$ 6,044,151	**$ 7,109,803**
PUBLIC WORKS	$ 55,085,485	$ 24,913,359	$ 54,977,725
LIBRARY DISTRICT		4,352	
STADIUM DISTRICT	751,100	778,120	751,036
NON DEPARTMENTAL	806,408	2,480,725	
FLOOD CONTROL DISTRICT	11,637,000	8,865,759	7,722,000
Total Capital Projects Funds	$ 68,279,993	$ 37,042,315	**$ 63,450,761**
INTERNAL SERVICE FUNDS			
BUS STRATEGIES HLTH CARE PROG	$ 137,805,460	$ 138,715,337	$ 141,063,934
ENTERPRISE TECHNOLOGY	15,972,983	16,077,014	15,952,983
MATERIALS MANAGEMENT	806,795	719,529	761,464
EQUIPMENT SERVICES	13,909,239	17,421,543	16,682,320
RISK MANAGEMENT	16,231,190	16,354,043	22,500,000
Total Internal Service Funds	$ 184,725,667	$ 189,287,466	**$ 196,960,701**
ELIMINATIONS FUNDS			
ELIMINATIONS	$ (185,063,790)	$ (189,298,204)	**$ (194,868,476)**
Total Eliminations Funds	$ (185,063,790)	$ (189,298,204)	$ (194,868,476)
TOTAL ALL FUNDS	$ 1,265,396,661	$ 1,233,822,511	**$ 1,278,282,245**

* 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 2013

	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013	
FUND	**SOURCES**	**<USES>**	**IN**	**<OUT>**
GENERAL FUND				
COUNTY MANAGER	$	$	$	$
NON DEPARTMENTAL				243,881,235
PUBLIC HEALTH				30,000
Total General Fund	$	$	$	$ 243,911,235
SPECIAL REVENUE FUNDS				
PARKS AND RECREATION	$	$	$ 35,050	$ 35,050
NON DEPARTMENTAL			170,497,876	27,906,288
ANIMAL CARE AND CONTROL			13,500	1,140,444
PUBLIC HEALTH			30,000	
TRANSPORTATION	200,000			41,472,695
FLOOD CONTROL DISTRICT				54,098,533
STADIUM DISTRICT			115,500	2,084,520
LIBRARY DISTRICT			2,630,711	13,195,629
Total Special Revenue Funds	$ 200,000	$	$ 173,322,637	$ 139,933,159
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$	$	$ 19,248,230	$
STADIUM DISTRICT			1,200,000	115,500
Total Debt Service Funds	$	$	$ 20,448,230	$ 115,500
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 54,098,533	$
FLOOD CONTROL DISTRICT			10,564,918	
NON DEPARTMENTAL			185,642,440	112,094,494
TRANSPORTATION			41,472,695	
STADIUM DISTRICT			884,520	
Total Capital Projects Funds	$	$	$ 292,663,106	$ 112,094,494
INTERNAL SERVICE FUNDS				
RISK MANAGEMENT	$	$	$ 9,620,415	$
Total Internal Service Funds	$	$	$ 9,620,415	$
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	$	$	$ (385,052,461)	$ (385,052,461)
COUNTY MANAGER				
PARKS AND RECREATION			(35,050)	(35,050)
TRANSPORTATION			(41,472,695)	(41,472,695)
FLOOD CONTROL DISTRICT			(54,098,533)	(54,098,533)
LIBRARY DISTRICT			(13,195,629)	(13,195,629)
STADIUM DISTRICT			(2,200,020)	(2,200,020)
Total Eliminations Funds	$	$	$ (496,054,388)	$ (496,054,388)
TOTAL ALL FUNDS	$ 200,000	$ -	$ -	$ -

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
ADULT PROBATION	$ 54,654,939	$ (3,921,266)	$ 50,586,810	$ 50,550,066
AIR QUALITY	1,373,295		1,373,295	1,163,703
ANIMAL CARE AND CONTROL	257,903		257,903	257,903
ASSESSOR	23,327,979	(102,013)	22,690,683	22,683,233
BOARD OF SUPERVISORS DIST 1	355,672	(1,031)	342,860	353,925
BOARD OF SUPERVISORS DIST 2	355,672	(1,031)	348,717	353,925
BOARD OF SUPERVISORS DIST 3	355,672	(1,031)	347,918	353,925
BOARD OF SUPERVISORS DIST 4	355,672	(1,031)	345,041	353,925
BOARD OF SUPERVISORS DIST 5	355,672	(1,031)	345,827	353,925
BUS STRATEGIES HLTH CARE PROG	233,003,139	486,524	234,104,338	229,045,053
CALL CENTER	1,573,565	(4,529)	1,554,526	1,564,740
CLERK OF THE BOARD	1,608,755	(4,075)	1,247,854	1,616,539
CLERK OF THE SUPERIOR COURT	30,561,351	(153,969)	28,682,761	32,075,588
CONSTABLES	2,668,485	84,047	2,680,400	2,732,006
CONTRACT COUNSEL	25,893,853	(8,615)	26,729,979	27,060,535
CORRECTIONAL HEALTH	3,071,763	(6,458)	2,980,179	3,060,790
COUNTY ATTORNEY	69,973,287	(300,492)	66,704,195	69,732,909
COUNTY MANAGER	4,972,449	(55,869)	3,238,113	5,030,832
EDUCATION SERVICE	2,087,883	(6,915)	2,041,070	2,076,394
ELECTIONS	14,368,149	(15,178)	14,000,316	20,669,696
EMERGENCY MANAGEMENT	236,250	(582)	235,410	235,265
ENTERPRISE TECHNOLOGY	8,577,982	(40,701)	8,107,860	8,657,390
ENVIRONMENTAL SERVICES	4,326,249	(11,403)	4,314,846	4,062,948
FACILITIES MANAGEMENT	45,214,270	2,302,030	37,761,971	59,808,471
FINANCE	3,598,613	(17,277)	3,067,734	3,476,572
HUMAN RESOURCES	6,888,627	(36,300)	6,506,116	6,545,657
HUMAN SERVICES	2,260,912		2,257,637	2,260,912
INTERNAL AUDIT	1,762,377	(7,556)	1,738,079	1,749,051
JUSTICE COURTS	15,615,281	(16,472)	14,999,218	15,916,515
JUVENILE PROBATION	16,756,982	(153,408)	16,164,603	15,945,632
LEGAL ADVOCATE	9,256,389	(40,427)	9,084,000	9,451,391
LEGAL DEFENDER	10,268,731	(48,171)	9,977,064	10,615,170
MANAGEMENT AND BUDGET	3,476,865	(14,085)	3,242,292	3,402,002
MEDICAL EXAMINER	6,911,513	(29,774)	6,752,369	7,553,083
NON DEPARTMENTAL*	175,308,337	(5,204,372)	26,568,874	197,476,952
PARKS AND RECREATION	1,098,011	(1,559)	1,096,312	1,789,863
PLANNING AND DEVELOPMENT	928,115		461,640	868,232
PROCUREMENT	2,099,903	195,233	1,788,523	2,481,282
PUBLIC ADVOCATE	5,989,844	(27,492)	5,830,806	5,919,811
PUBLIC DEFENDER	32,986,216	(152,057)	32,604,328	33,371,785
PUBLIC FIDUCIARY	3,100,020	(12,009)	2,795,933	2,944,172
PUBLIC HEALTH	11,034,496	(46,999)	10,230,959	10,873,279
RECORDER	2,251,263	(7,852)	2,167,963	2,191,252
RESEARCH AND REPORTING	362,739	(1,600)	285,346	360,028
SHERIFF	74,452,020	3,515,702	75,899,341	75,044,024
SUPERIOR COURT	76,556,676	(380,374)	75,469,905	74,656,780
TREASURER	4,267,568		4,216,467	4,642,076
WASTE RESOURCES AND RECYCLING				2,597,763
Total General Fund	$ 996,761,404	$ (4,251,468)	$ 824,228,381	$ 1,035,986,970
** Non Departmental includes general contingency of*	*$ 43,530,131*	*$ (3,627,410)*	*$ -*	*$ 39,867,295*

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 23,645,110	$ 4,030,114	$ 27,236,592	$ 28,798,709
AIR QUALITY	14,784,522	63,000	14,699,498	15,268,116
ANIMAL CARE AND CONTROL	13,452,289		12,131,789	12,546,035
BUS STRATEGIES HLTH CARE PROG	6,921,762		4,247,412	7,023,535
CLERK OF THE SUPERIOR COURT	11,756,620	(294,194)	8,749,996	13,045,404
CORRECTIONAL HEALTH	51,969,893	2,427,094	52,973,974	54,089,722
COUNTY ATTORNEY	17,735,873	3,596,600	17,132,923	18,666,208
COUNTY MANAGER	293,288	3,639,614	3,940,710	289,975
EDUCATION SERVICES	11,132,738		8,968,317	18,697,250
ELECTIONS	2,211,630		100,203	2,158,820
EMERGENCY MANAGEMENT	1,592,935	144,934	1,372,625	1,734,726
ENVIRONMENTAL SERVICES	21,803,691	3,000,000	21,505,587	22,538,000
FACILITIES MANAGEMENT	27,069,503	(8,894)	25,526,601	28,054,469
FLOOD CONTROL DISTRICT	37,426,423		35,419,631	35,023,931
HUMAN RESOURCES	49,262	(182)	49,071	48,942
HUMAN SERVICES	61,048,848	9,103,982	62,596,732	55,587,097
INTEGRATED CRIMINAL JUSTICE INFO	1,282,863	165,214	1,448,077	1,615,307
JUSTICE COURTS	9,330,385		7,017,579	8,350,751
JUVENILE PROBATION	42,460,376	109,347	35,318,056	40,460,526
LEGAL ADVOCATE	63,348		31,752	60,764
LEGAL DEFENDER	195,237		90,160	210,922
LIBRARY DISTRICT	24,564,950	1,176,591	24,541,821	25,627,596
MEDICAL EXAMINER	160,140		267,493	115,864
NON DEPARTMENTAL	73,834,466	(2,558,916)	9,956,307	83,806,321
PARKS AND RECREATION	7,775,289	4,820	7,398,541	8,654,064
PLANNING AND DEVELOPMENT	8,312,987		8,073,295	8,174,583
PUBLIC ADVOCATE	52,938		8,177	
PUBLIC DEFENDER	3,545,927		2,545,663	2,715,269
PUBLIC HEALTH	47,102,808		44,992,590	44,900,281
PUBLIC WORKS	35,933,801	(16,966)	34,367,481	33,972,781
RECORDER	6,944,738		6,779,772	5,021,738
SHERIFF	218,236,354	546,401	207,103,092	202,709,670
STADIUM DISTRICT	1,756,115		1,479,956	1,747,791
SUPERIOR COURT	18,236,405	(953,838)	15,228,240	15,334,460
TRANSPORTATION	60,492,098		56,909,345	59,824,328
TREASURER	304,341		304,341	304,341
WASTE RESOURCES AND RECYCLING	6,940,904		7,113,702	4,752,486
Total Special Revenue Funds	$ 870,420,857	$ 24,174,721	$ 767,627,101	$ 861,930,782
** Non Departmental includes general contingency of*	*$ 57,505,927*	*$ (7,961,522)*	*$ -*	*$ 39,845,341*
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$ 19,408,417	$	$ 19,408,246	$ 16,736,830
STADIUM DISTRICT	6,631,968		6,627,039	6,634,544
Total Debt Service Funds	$ 26,040,385	$	$ 26,035,285	$ 23,371,374
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 60,000,000	$	$ 59,600,000	$ 50,000,000
NON DEPARTMENTAL	308,435,371	(951,985)	157,500,917	291,429,317
TRANSPORTATION	115,550,123		86,535,636	103,932,010
STADIUM DISTRICT	3,000	2,000,000	2,003,000	1,903,000
Total Capital Projects Funds	$ 483,988,494	$ 1,048,015	$ 305,639,553	$ 447,264,327

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
INTERNAL SERVICE FUNDS				
BUS STRATEGIES HLTH CARE PROG	$ 141,557,367	$	$ 130,463,494	$ 144,814,989
ENTERPRISE TECHNOLOGY	17,814,490		17,116,260	17,494,345
EQUIPMENT SERVICES	14,591,343		17,859,360	16,599,674
PROCUREMENT	804,333		719,529	761,464
COUNTY MANAGER	13,000,000		3,379,585	
RISK MANAGEMENT	43,912,696		36,068,241	43,052,385
Total Internal Service Funds	$ 231,680,229	$	$ 205,606,469	$ 222,722,857
ELIMINATIONS FUNDS				
ELIMINATIONS	$ (185,063,790)	$	$ (189,298,204)	$ (194,868,476)
Total Eliminations Funds	$ (185,063,790)	$	$ (189,298,204)	$ (194,868,476)
TOTAL ALL FUNDS	$ 2,423,827,579	$ 20,971,268	$ 1,939,838,585	$ 2,396,407,834

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
ADULT PROBATION:				
ADULT PROBATION FEES	$ 13,177,506	$	$ 12,990,862	$ 14,198,868
DETENTION OPERATIONS	6,028,224	3,690,331	9,466,567	11,042,463
ADULT PROBATION GRANTS	4,439,380	339,783	4,779,163	3,557,378
GENERAL	54,654,939	(3,921,266)	50,586,810	50,550,066
Department Total	$ 78,300,049	$ 108,848	$ 77,823,402	$ 79,348,775
AIR QUALITY:				
GENERAL	$ 1,373,295	$	$ 1,373,295	$ 1,163,703
AIR QUALITY FEES	11,591,040	63,000	11,506,016	11,498,641
AIR QUALITY GRANT	3,193,482		3,193,482	3,769,475
Department Total	$ 16,157,817	$ 63,000	$ 16,072,793	$ 16,431,819
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	$ 3,440,503	$	$ 3,208,573	$ 3,325,681
ANIMAL CONTROL GRANTS	1,687,617		1,070,876	944,331
ANIMAL CONTROL LICENSE SHELTER	8,324,169		7,852,340	8,276,023
GENERAL	257,903		257,903	257,903
Department Total	$ 13,710,192	$	$ 12,389,692	$ 12,803,938
ASSESSOR:				
GENERAL	$ 23,327,979	$ (102,013)	$ 22,690,683	$ 22,683,233
Department Total	$ 23,327,979	$ (102,013)	$ 22,690,683	$ 22,683,233
BOARD OF SUPERVISORS DIST 1:				
GENERAL	$ 355,672	$ (1,031)	$ 342,860	$ 353,925
Department Total	$ 355,672	$ (1,031)	$ 342,860	$ 353,925
BOARD OF SUPERVISORS DIST 2:				
GENERAL	$ 355,672	$ (1,031)	$ 348,717	$ 353,925
Department Total	$ 355,672	$ (1,031)	$ 348,717	$ 353,925
BOARD OF SUPERVISORS DIST 3:				
GENERAL	$ 355,672	$ (1,031)	$ 347,918	$ 353,925
Department Total	$ 355,672	$ (1,031)	$ 347,918	$ 353,925
BOARD OF SUPERVISORS DIST 4:				
GENERAL	$ 355,672	$ (1,031)	$ 345,041	$ 353,925
Department Total	$ 355,672	$ (1,031)	$ 345,041	$ 353,925
BOARD OF SUPERVISORS DIST 5:				
GENERAL	$ 355,672	$ (1,031)	$ 345,827	$ 353,925
Department Total	$ 355,672	$ (1,031)	$ 345,827	$ 353,925

Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
BUS STRATEGIES HLTH CARE PROG:				
GENERAL	$ 233,003,139	$ 486,524	$ 234,104,338	$ 229,045,053
PUBLIC HEALTH GRANTS	6,921,762		4,247,412	7,023,535
CMG MEDICAL	38,798,632		37,927,574	45,759,309
CMG LOW OPTION	1,201,113		874,356	
OAP IN	17,985,367		12,853,432	
OAP MEDICAL	29,754,654		28,072,617	44,117,011
OAP LOW OPTION	2,187,205		1,621,048	
CHOICE FUND H.S.A.	5,514,104		7,268,945	12,239,116
FI DENTAL PPO	4,997,323		4,931,125	4,791,276
COINSURANCE PHARMACY	11,358,884		12,973,092	12,584,880
CONSUMER CHOICE	1,711,120		1,738,772	
70 PERCENT STD				
60 PERCENT STD	2,173,104		1,408,807	1,625,925
50 PERCENT STD	477,494		226,595	304,556
40 PERCENT STD	234,901		69,184	142,180
BEHAVIORAL HEALTH	2,104,872		1,636,836	1,889,896
WELLNESS	3,693,698		972,990	3,939,061
CONTRACT ADMINISTRATION	381,852		351,946	
MED INCENTIVE AND PENALTIES				
BENEFIT ADMINISTRATION	3,370,482		2,002,315	2,297,297
ONSITE PHARMACY CLINIC				1,232,000
FLEX SPENDING HEALTH	2,804,131		2,526,769	2,585,420
FLEX SPENDING DEP CARE	989,885		758,952	801,898
VISION	1,327,632		1,421,301	1,537,504
STAND ALONE VISION			30,649	
FI PREPAID DENTAL	418,926		381,990	396,386
FI LIFE AND AD AND D	1,130,769		1,058,341	330,175
SUPPLEMENTAL LIFE	3,880,123		3,654,646	2,831,922
EMPLOYEE ASSISTANCE	206,332		204,053	201,617
SI DENTAL	3,573,945		3,783,691	3,672,387
DEPENDENT LIFE	506,927		496,264	254,957
VOLUNTARY BENEFITS	285,492		591,427	617,672
CIGNA FOR SENIORS	488,400		625,777	662,544
ELIMINATIONS				(1,070,000)
Department Total	$ 381,482,268	$ 486,524	$ 368,815,244	$ 379,813,577
CALL CENTER:				
GENERAL	$ 1,573,565	$ (4,529)	$ 1,554,526	$ 1,564,740
Department Total	$ 1,573,565	$ (4,529)	$ 1,554,526	$ 1,564,740
CLERK OF THE BOARD:				
GENERAL	$ 1,608,755	$ (4,075)	$ 1,247,854	$ 1,616,539
Department Total	$ 1,608,755	$ (4,075)	$ 1,247,854	$ 1,616,539
CLERK OF THE SUPERIOR COURT:				
CHILD SUPPORT ENHANCEMENT	45,900		30,771	100,000
CLERK OF COURT FILL THE GAP	2,633,772	(294,194)	2,254,497	2,345,688
CLERK OF THE COURT EDMS	3,758,000		2,891,810	5,700,000
CLERK OF THE COURT GRANTS	1,834,948		1,542,190	1,389,716
COURT DOCUMENT RETRIEVAL	2,309,000		1,479,037	2,335,000
GENERAL	30,561,351	(153,969)	28,682,761	32,075,588
JUDICIAL ENHANCEMENT	1,100,000		505,579	1,100,000
VICTIM LOCATION	75,000		46,112	75,000
Department Total	$ 42,317,971	$ (448,163)	$ 37,432,757	$ 45,120,992

Summary by Department of Expenditures/Expenses
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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
CONSTABLES:				
GENERAL	$ 2,668,485	$ 84,047	$ 2,680,400	$ 2,732,006
Department Total	$ 2,668,485	$ 84,047	$ 2,680,400	$ 2,732,006
CORRECTIONAL HEALTH:				
CORRECTIONAL HEALTH GRANT	$ 50,000	$	$ 49,983	$ 50,000
DETENTION OPERATIONS	51,919,893	2,427,094	52,923,991	54,039,722
GENERAL	3,071,763	(6,458)	2,980,179	3,060,790
Department Total	$ 55,041,656	$ 2,420,636	$ 55,954,153	$ 57,150,512
CONTRACT COUNSEL:				
GENERAL	$ 25,893,853	$ (8,615)	$ 26,729,979	$ 27,060,535
Department Total	$ 25,893,853	$ (8,615)	$ 26,729,979	$ 27,060,535
COUNTY ATTORNEY:				
CHECK ENFORCEMENT PROGRAM	$ 346,000	$ 30,000	$ 317,923	$ 346,000
COUNTY ATTORNEY FILL THE GAP	1,792,043	389,300	1,867,702	2,047,134
COUNTY ATTORNEY GRANTS	6,747,174		6,017,981	6,915,128
COUNTY ATTORNEY RICO	6,000,000	123,400	5,445,293	4,582,949
CRIM JUSTICE ENHANCEMENT	1,056,900	829,700	1,347,728	1,728,835
DIVERSION	1,653,756	2,224,200	2,071,003	2,871,162
GENERAL	69,973,287	(300,492)	66,704,195	69,732,909
VICTIM COMP AND ASSISTANCE	100,000		41,683	135,000
VICTIM COMP RESTITUTION INT	40,000		23,610	40,000
Department Total	$ 87,709,160	$ 3,296,108	$ 83,837,118	$ 88,399,117
COUNTY MANAGER:				
DETENTION OPERATIONS	$	$	$	$
GENERAL	4,972,449	(55,869)	3,238,113	5,030,832
NON DEPARTMENTAL GRANT	293,288	3,639,614	3,940,710	289,975
COUNTY MANAGER RISK MANAGEMENT	13,000,000		3,379,585	
Department Total	$ 18,265,737	$ 3,583,745	$ 10,558,408	$ 5,320,807
EDUCATION SERVICE:				
GENERAL	$ 2,087,883	$ (6,915)	$ 2,041,070	$ 2,076,394
SCHOOL GRANT	8,679,759		6,914,659	15,796,099
SMALL SCHOOL SERVICE	109,657		66,662	109,657
SCHOOL TRANSPORTATION	600,000		460,861	600,000
SCHOOL COMMUNICATION	128,763		147,251	733,136
EDUCATIONAL SUPPLEMENTAL PROG	1,614,559		1,378,884	1,458,358
Department Total	$ 13,220,621	$ (6,915)	$ 11,009,387	$ 20,773,644
ELECTIONS:				
ELECTIONS GRANT	$ 2,211,630	$	$ 100,203	$ 2,158,820
GENERAL	14,368,149	(15,178)	14,000,316	20,669,696
Department Total	$ 16,579,779	$ (15,178)	$ 14,100,519	$ 22,828,516
EMERGENCY MANAGEMENT:				
EMERGENCY MANAGEMENT	$ 1,030,081	$ 144,934	$ 878,449	$ 1,147,701
GENERAL	236,250	(582)	235,410	235,265
PALO VERDE	562,854		494,176	587,025
Department Total	$ 1,829,185	$ 144,352	$ 1,608,035	$ 1,969,991

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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
ENTERPRISE TECHNOLOGY:				
GENERAL	$ 8,577,982	$ (40,701)	$ 8,107,860	$ 8,657,390
TELECOMMUNICATIONS	17,814,490		17,116,260	17,494,345
Department Total	$ 26,392,472	$ (40,701)	$ 25,224,120	$ 26,151,735
ENVIRONMENTAL SERVICES:				
ENVIRONMENTAL SERVICES GRANT	$ 689,100	$	$ 688,099	$
ENVIRONMTL SVCS ENV HEALTH	21,114,591	3,000,000	20,817,488	22,538,000
GENERAL	4,326,249	(11,403)	4,314,846	4,062,948
Department Total	$ 26,129,940	$ 2,988,597	$ 25,820,433	$ 26,600,948
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	$ 14,591,343	$	$ 17,859,360	$ 16,599,674
Department Total	$ 14,591,343	$	$ 17,859,360	$ 16,599,674
FACILITIES MANAGEMENT:				
GENERAL	$ 45,214,270	$ 2,302,030	$ 37,761,971	$ 59,808,471
DETENTION OPERATIONS	27,069,503	(8,894)	25,526,601	28,054,469
Department Total	$ 72,283,773	$ 2,293,136	$ 63,288,572	$ 87,862,940
FINANCE:				
GENERAL	$ 3,598,613	$ (17,277)	$ 3,067,734	$ 3,476,572
Department Total	$ 3,598,613	$ (17,277)	$ 3,067,734	$ 3,476,572
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	$ 36,860,323	$	$ 35,064,240	$ 34,674,931
FLOOD CONTROL GRANTS	566,100		355,391	349,000
FLOOD CONTROL CAPITAL PROJECTS	60,000,000		59,600,000	50,000,000
Department Total	$ 97,426,423	$	$ 95,019,631	$ 85,023,931
HUMAN RESOURCES:				
GENERAL	$ 6,888,627	$ (36,300)	$ 6,506,116	$ 6,545,657
DETENTION OPERATIONS	49,262	(182)	49,071	48,942
Department Total	$ 6,937,889	$ (36,482)	$ 6,555,187	$ 6,594,599
HUMAN SERVICES:				
CDBG HOUSING TRUST	$ 13,486,394	$ 1,040,000	$ 13,257,023	$ 14,741,226
DETENTION OPERATIONS	1,976,289	(2,294)	615,742	1,328,359
GENERAL	2,260,912		2,257,637	2,260,912
HUMAN SERVICES GRANTS	45,586,165	8,066,276	48,723,967	39,517,512
Department Total	$ 63,309,760	$ 9,103,982	$ 64,854,369	$ 57,848,009
INTERNAL AUDIT:				
GENERAL	$ 1,762,377	$ (7,556)	$ 1,738,079	$ 1,749,051
Department Total	$ 1,762,377	$ (7,556)	$ 1,738,079	$ 1,749,051
JUSTICE COURTS:				
GENERAL	$ 15,615,281	$ (16,472)	$ 14,999,218	$ 15,916,515
JUSTICE COURTS SPECIAL REVENUE	6,472,572		6,112,770	6,177,400
JUST COURTS PHOTO ENFORCEMENT	921,000		163,694	381,351
JUSTICE CT JUDICIAL ENHANCEMNT	1,936,813		741,115	1,792,000
Department Total	$ 24,945,666	$ (16,472)	$ 22,016,797	$ 24,267,266

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JUVENILE PROBATION:				
DETENTION OPERATIONS	$ 33,027,151	$ (19,685)	$ 27,383,392	$ 31,998,007
GENERAL	16,756,982	(153,408)	16,164,603	15,945,632
JUVENILE PROBATION DIVERSION	306,633		302,806	302,870
JUVENILE PROBATION GRANTS	4,983,658	129,032	3,492,775	4,406,449
JUVENILE PROBATION SPECIAL FEE	4,132,934		4,130,760	3,743,200
JUVENILE RESTITUTION	10,000		8,323	10,000
Department Total	$ 59,217,358	$ (44,061)	$ 51,482,659	$ 56,406,158
LEGAL ADVOCATE:				
GENERAL	$ 9,256,389	$ (40,427)	$ 9,084,000	$ 9,451,391
PUBLIC DEFENDER TRAINING	63,348		31,752	60,764
Department Total	$ 9,319,737	$ (40,427)	$ 9,115,752	$ 9,512,155
LEGAL DEFENDER:				
GENERAL	$ 10,268,731	$ (48,171)	$ 9,977,064	$ 10,615,170
LEGAL DEFENDER FILL THE GAP	59,000		59,000	66,362
PUBLIC DEFENDER TRAINING	136,237		31,160	144,560
Department Total	$ 10,463,968	$ (48,171)	$ 10,067,224	$ 10,826,092
LIBRARY DISTRICT:				
LIBRARY DISTRICT GRANTS	83,564	140,000	198,564	
LIBRARY DISTRICT	21,832,590	1,036,591	21,694,461	21,112,500
LIBRARY INTERGOVERNMENTAL	2,648,796		2,648,796	4,515,096
Department Total	$ 24,564,950	$ 1,176,591	$ 24,541,821	$ 25,627,596
INTEGRATED CRIM JUSTICE INFO:				
DETENTION OPERATIONS	$ 1,282,863	$ 165,214	$ 1,448,077	$ 1,615,307
Department Total	$ 1,282,863	$ 165,214	$ 1,448,077	$ 1,615,307
MANAGEMENT AND BUDGET:				
GENERAL	$ 3,476,865	$ (14,085)	$ 3,242,292	$ 3,402,002
Department Total	$ 3,476,865	$ (14,085)	$ 3,242,292	$ 3,402,002
PROCUREMENT SERVICES:				
GENERAL	$ 2,099,903	$ 195,233	$ 1,788,523	$ 2,481,282
REPROGRAPHICS	804,333		719,529	761,464
Department Total	$ 2,904,236	$ 195,233	$ 2,508,052	$ 3,242,746
MEDICAL EXAMINER:				
GENERAL	$ 6,911,513	$ (29,774)	$ 6,752,369	$ 7,553,083
MEDICAL EXAMINER GRANT	160,140		267,493	115,864
Department Total	$ 7,071,653	$ (29,774)	$ 7,019,862	$ 7,668,947
NON DEPARTMENTAL:				
COUNTY IMPROVEMENT DEBT	$ 11,994,437	$	$ 11,994,266	$ 9,323,600
COUNTY IMPROVEMENT DEBT 2	7,413,980		7,413,980	7,413,230
DETENTION CAPITAL PROJECTS	101,873,974		34,442,402	72,460,451
DETENTION OPERATIONS	55,210,503	497,434	9,895,106	71,740,557
GENERAL	175,308,337	(5,204,372)	26,568,874	197,476,952
GENERAL FUND CTY IMPROV	95,154,377	(7,443,533)	71,674,310	66,094,574
INTERGOVERNMENTAL CAP PROJ	125,000			124,999
NON DEPARTMENTAL GRANT	18,139,553	(3,056,350)		11,500,000
TECHNOLOGY CAP IMPROVEMENT	99,002,554	6,491,548	47,937,789	115,575,079
DETENTION TECH CAP IMPROVEMENT	12,279,466		3,446,416	37,174,214
WASTE MANAGEMENT	484,410		61,201	565,764
Department Total	$ 576,986,591	$ (8,715,273)	$ 213,434,344	$ 589,449,420

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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
PARKS AND RECREATION:				
GENERAL	$ 1,098,011	$ (1,559)	$ 1,096,312	$ 1,789,863
LAKE PLEASANT RECREATION SVCS	2,738,948		2,604,776	2,948,311
PARKS AND RECREATION GRANTS		4,820	2,907	
PARKS DONATIONS	112,974		98,775	176,056
PARKS ENHANCEMENT FUND	4,407,826		4,239,057	5,050,075
PARKS SOUVENIR	184,950		191,197	184,950
SPUR CROSS RANCH CONSERVATION	330,591		261,829	294,672
Department Total	$ 8,873,300	$ 3,261	$ 8,494,853	$ 10,443,927
PLANNING AND DEVELOPMENT:				
GENERAL	$ 928,115	$	$ 461,640	$ 868,232
DEL WEBB	$ 235	$	$ 234	$ 259
PLANNING AND DEVELOPMENT FEES	8,312,752		8,073,061	8,174,324
Department Total	$ 9,241,102	$	$ 8,534,935	$ 9,042,815
PUBLIC ADVOCATE:				
GENERAL	$ 5,989,844	$ (27,492)	$ 5,830,806	$ 5,919,811
PUBLIC DEFENDER GRANTS	52,938		8,177	
Department Total	$ 6,042,782	$ (27,492)	$ 5,838,983	$ 5,919,811
PUBLIC DEFENDER:				
GENERAL	$ 32,986,216	$ (152,057)	$ 32,604,328	$ 33,371,785
PUBLIC DEFENDER FILL THE GAP	2,678,475		1,849,642	1,827,065
PUBLIC DEFENDER GRANTS	449,732		394,595	408,499
PUBLIC DEFENDER TRAINING	417,720		301,426	479,705
Department Total	$ 36,532,143	$ (152,057)	$ 35,149,991	$ 36,087,054
PUBLIC FIDUCIARY:				
GENERAL	$ 3,100,020	$ (12,009)	$ 2,795,933	$ 2,944,172
Department Total	$ 3,100,020	$ (12,009)	$ 2,795,933	$ 2,944,172
PUBLIC HEALTH:				
GENERAL	$ 11,034,496	$ (46,999)	$ 10,230,959	$ 10,873,279
PUBLIC HEALTH FEES	4,578,163		4,309,923	4,859,263
PUBLIC HEALTH GRANTS	42,524,645		40,682,667	40,041,018
Department Total	$ 58,137,304	$ (46,999)	$ 55,223,549	$ 55,773,560
PUBLIC WORKS:				
PUBLIC WORKS FLOOD CONTROL	35,933,801	(16,966)	34,367,481	33,972,781
Department Total	$ 35,933,801	$ (16,966)	$ 34,367,481	$ 33,972,781
RECORDER:				
GENERAL	$ 2,251,263	$ (7,852)	$ 2,167,963	$ 2,191,252
RECORDERS SURCHARGE	6,944,738		6,779,772	5,021,738
Department Total	$ 9,196,001	$ (7,852)	$ 8,947,735	$ 7,212,990
RESEARCH AND REPORTING:				
GENERAL	$ 362,739	$ (1,600)	$ 285,346	$ 360,028
Department Total	$ 362,739	$ (1,600)	$ 285,346	$ 360,028

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RISK MANAGEMENT:				
RISK MANAGEMENT	$ 43,912,696	$	$ 36,068,241	$ 33,431,970
COUNTY MANAGER RISK MANAGEMENT				9,620,415
Department Total	$ 43,912,696	$	$ 36,068,241	$ 43,052,385
SHERIFF:				
DETENTION OPERATIONS	$ 173,059,942	$ (2,802,037)	$ 165,536,826	$ 178,143,416
GENERAL	74,452,020	3,515,702	75,899,341	75,044,024
INMATE HEALTH SERVICES	80,500		33,540	165,640
INMATE SERVICES	33,799,768	272,034	29,255,162	12,337,361
SHERIFF DONATIONS	26,300		13,016	26,300
SHERIFF GRANTS	5,709,844	3,076,404	8,786,248	8,494,509
SHERIFF JAIL ENHANCEMENT	3,560,000		2,457,972	1,482,444
OFFICER SAFETY EQUIPMENT				60,000
SHERIFF RICO	2,000,000		1,020,328	2,000,000
Department Total	$ 292,688,374	$ 4,062,103	$ 283,002,433	$ 277,753,694
STADIUM DISTRICT:				
BALLPARK OPERATIONS	$ 1,656,972	$	$ 1,448,698	$ 1,648,648
CACTUS LEAGUE OPERATIONS	99,143		31,258	99,143
LONG TERM PROJECT RESERVE	3,000	2,000,000	2,003,000	1,903,000
STADIUM DIST DEBT SERIES 2002	6,631,968		6,627,039	6,634,544
Department Total	$ 8,391,083	$ 2,000,000	$ 10,109,995	$ 10,285,335
SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	$ 115,007	$	$ 115,007	$ 415,007
CONCILIATION COURT FEES	1,702,500		1,590,000	1,790,000
DOM REL MEDIATION EDUCATION	390,682		390,682	190,682
EMANCIPATION ADMINISTRATION				4,800
EXPEDITED CHILD SUPPORT	897,500		614,400	785,000
GENERAL	76,556,676	(380,374)	75,469,905	74,656,780
JUDICIAL ENHANCEMENT	870,600		816,507	521,600
LAW LIBRARY	1,425,000		1,170,355	1,296,000
PROBATE FEES	564,531		564,531	614,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921		115,921	115,921
SUPERIOR COURT FILL THE GAP	3,122,724	(953,838)	2,109,025	2,101,600
SUPERIOR COURT GRANTS	3,002,400		2,055,011	2,599,319
SUPERIOR COURT SPECIAL REVENUE	6,029,540		5,686,801	4,900,000
Department Total	$ 94,793,081	$ (1,334,212)	$ 90,698,145	$ 89,991,240
TRANSPORTATION:				
TRANSPORTATION GRANTS	$ 500,000	$	$ 84,765	$ 404,676
TRANSPORTATION OPERATIONS	59,992,098		56,824,580	59,419,652
TRANSPORTATION CAPITAL PROJECT	115,550,123		86,535,636	103,932,010
Department Total	$ 176,042,221	$	$ 143,444,981	$ 163,756,338
TREASURER:				
GENERAL	$ 4,267,568	$	$ 4,216,467	$ 4,642,076
TAXPAYER INFORMATION	304,341		304,341	304,341
Department Total	$ 4,571,909	$	$ 4,520,808	$ 4,946,417

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WASTE RESOURCES AND RECYCLING:				
GENERAL	$	$	$	$ 2,597,763
WASTE TIRE	4,757,203		4,545,718	4,752,486
SOLID WASTE MANAGEMENT	2,183,701		2,567,984	
Department Total	$ 6,940,904	$	$ 7,113,702	$ 7,350,249
ELIMINATIONS	$ (185,063,790)	$	$ (189,298,204)	$ (193,798,476)
Department Total	$ (185,063,790)	$	$ (189,298,204)	$ (193,798,476)
Total all Departments	$ 2,423,827,579	$ 20,971,268	$ 1,939,838,585	$ 2,396,407,834

* 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.

Assigned Fund Balance: The portion of fund balance that reflects a governments intend use of resources.

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: 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.

Committed Fund Balance: Resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making and that remain binding unless removed in the same manner.

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.

Restricted Fund Balance: Resources that are subject to externally enforceable legal restrictions.

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.

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

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.

Unassigned Fund Balance: Net resources in excess of what is classified as restricted, committed or assigned fund balance.

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