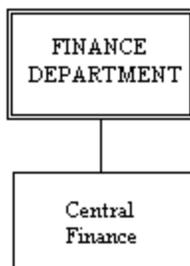


MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

FINANCE



MISSION STATEMENT

Safeguarding the County's fiscal integrity.

GOALS AND OBJECTIVES

- Goal 1 Develop a plan to measure customer service to increase customer satisfaction.
 - Objective 1 Identify specific measures of effectiveness.
 - Objective 2 Establish measurement methodology and policy.
 - Objective 3 Establish a regular evaluation and reporting mechanism.
 - Objective 4 Review measurements and implement improvements as necessary.

- Goal 2 Establish county-wide financial policies and procedures to achieve consistency and clarity.
 - Objective 1 Review current policies and assess needs within each area of Finance.
 - Objective 2 Develop uniform format for documentation and forms.
 - Objective 3 Draft priority (top five per area) policies and procedures.
 - Objective 4 Solicit county-wide feedback and submit policies to the Board of Commissioners.
 - Objective 5 Publish, communicate implementation, and train as needed.
 - Objective 6 Develop system for managing regular policy review and updates.

- Goal 3 Improve training and communication within the Finance Department and between Finance and other county departments to promote efficient use of Oracle and other system resources.
 - Objective 1 Develop documented training module for new employees based on specific duties.
 - Objective 2 Eliminate "single points of failure" with cross-training and documentation.
 - Objective 3 Identify and assess necessity of all non-Oracle applications within Finance.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Objective 4 Provide greater county-wide access to finance department information (i.e., policies, procedures, forms, calendar, etc.) through development of the Finance intranet site and other communication resources.

DEPARTMENT OVERVIEW

The Finance Department provides financial services that support departments in delivering their services to customers and clients. The Finance Department is part of the Central Services Fund. For FY 2010-11 the Finance Department budget consists of one program - the central finance program, which includes two service areas: financial services and payroll.

Resource and Requirement Summary

Finance	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 BUDGET	FY 10-11 ADOPTED	+/- %
RESOURCES					
Charges for Services	32,843	36,428	43,452	33,717	-22.40%
Admin Cost Recovery	1,657,080	1,961,422	1,900,154	1,978,473	4.12%
Other Revenues	51	0	0	0	n.a.
General Fund Transfers	122,078	96,900	0	0	n.a.
Other Fund Transfers	33,166	36,100	38,300	40,251	5.09%
TOTAL RESOURCES	1,845,218	2,130,850	1,981,906	2,052,441	3.56%
REQUIREMENTS					
Personal Services					
Salaries and Wages	1,118,495	1,189,326	1,117,087	1,148,245	2.79%
Fringe Benefits	419,481	570,006	541,421	559,950	3.42%
Vacancy Savings	0	0	(27,124)	0	-100.00%
Total Personal Services	1,537,976	1,759,332	1,631,384	1,708,195	4.71%
Materials and Services					
Supplies	10,785	12,523	10,200	10,550	3.43%
Materials	3,931	9,580	1,850	1,350	-27.03%
Communications	15,183	10,632	11,620	10,970	-5.59%
Utilities	0	0	5,500	2,500	-54.55%
Contracted Services	103,660	115,816	109,784	105,400	-3.99%
Repairs and Maintenance	3,917	4,155	1,650	6,334	283.88%
Rentals	5,708	5,323	5,650	5,500	-2.65%
Miscellaneous	8,233	7,530	15,350	13,500	-12.05%
Total Materials and Services	151,417	165,559	161,604	156,104	-3.40%
Administrative Charges	155,826	205,959	188,918	188,142	-0.41%
TOTAL REQUIREMENTS	1,845,219	2,130,850	1,981,906	2,052,441	3.56%
FTE	0.00	21.00	19.00	19.00	0.0%

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

PROGRAMS

The Finance Department budget is allocated to one program, central finance.

Summary of Programs

	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 BUDGET	FY 2010-11 ADOPTED	+/- %
RESOURCES					
Central Finance	1,845,218	2,130,850	1,981,906	2,052,441	3.56%
TOTAL RESOURCES	1,845,218	2,130,850	1,981,906	2,052,441	3.56%
REQUIREMENTS					
Central Finance	1,845,218	2,130,850	1,981,906	2,052,441	3.56%
TOTAL REQUIREMENTS	1,845,218	2,130,850	1,981,906	2,052,441	3.56%

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Central Finance Program

- Responsible for county financial reporting, including coordination of the annual audit and production of the Comprehensive Annual Financial Report (CAFR)
- Provide direction and oversight for the county-wide annual budget process and compliance with Oregon Local Budget Law
- Provide fiscal policy and direction for county-wide accounting and financial services
- Produce bi-weekly payroll for more than 1,500 regular and part-time employees and meet all federal and state reporting requirements, including Public Employees Retirement System (PERS) mandates
- Develop and interpret Marion County Public Contracting Law and policies and procedures and ensure county compliance
- Provide oversight of Marion County tax foreclosed and surplus real property and disposal of personal property
- Manage county debt and related compliance and reporting requirements
- Produce the annual Budget Book
- Provide regular monitoring of county-wide budget to actual expenditure and budget forecasting

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Program Summary

Finance

Program: Central Finance

	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 BUDGET	FY 10-11 ADOPTED	+/- %
RESOURCES					
Charges for Services	32,843	36,428	43,452	33,717	-22.40%
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TOTAL REQUIREMENTS	1,845,219	2,130,850	1,981,906	2,052,441	3.56%
FTE	0.00	21.00	19.00	19.00	0.0%

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

FTE By Position Title By Program

Program: Central Finance	
Position Title	FTE
Accountant 2	3.00
Accountant Sr	1.00
Accounting Specialist	3.00
Budget Analyst Sr	1.00
Chief Accountant	1.00
Chief Financial Officer	1.00
Contracts and Procurement Specialist	1.00
Contracts Compliance Analyst	1.00
Department Specialist 3	1.00
Management Analyst 2	1.00
Payroll Analyst	1.00
Payroll Manager	1.00
Payroll Specialist	2.00
Property Specialist	1.00
Program Central Finance FTE Total:	19.00

Central Finance Program Budget Analysis

The only significant change to program resources for the Finance Department is an increase of \$78,319 in administrative cost recovery. This increase is directly related to recovering the regular increases associated with personnel expenditures.

There are no FTE changes to the central finance program budget.

The \$76,811 increase in personal services budget in the central finance program budget is due to regular cost increases such as merit and related benefits. In addition, in FY 09-10, a vacancy savings amount was budgeted as an offset (reduction) to personnel costs. No such savings will be recognized in the budget for FY 10-11.

There is no change to total materials and services for the central finance program budget. Individual items to note include: a newly budgeted item for utilities, which reflects a new charge incurred by the county for the disposal of computer related equipment; an increase in repairs and maintenance due to the first year cost of software maintenance for cost allocation software purchased in the previous year and a correction for unbudgeted surplus disposal costs in FY 09-10; and reductions in contracted services and miscellaneous (training) which were necessary to accommodate the previously mentioned cost increases.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

FUNDS

The Finance Department budget is part of the Central Services Fund.

Department Budget by Fund

Fund Name	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 BUDGET	FY 2010-11 ADOPTED	% of Total
RESOURCES					
FND 580 Central Services	1,845,218	2,130,850	1,981,906	2,052,441	100.00%
TOTAL RESOURCES	1,845,218	2,130,850	1,981,906	2,052,441	100.0%
REQUIREMENTS					
FND 580 Central Services	1,845,218	2,130,850	1,981,906	2,052,441	100.00%
TOTAL REQUIREMENTS	1,845,218	2,130,850	1,981,906	2,052,441	100.0%

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

KEY DEPARTMENT ACCOMPLISHMENTS

- Received Certificate of Award from the Government Finance Officers Association (GFOA) for excellence in financial reporting for the eighth consecutive year.
- With Information Technology Department, designed and implemented a major conversion and upgrade to the BUD budget development software. The primary driver of the conversion was related to the chart of accounts (COA) project and the implementation of the key indicator section of the budget document. This upgrade will improve the efficiency of the budget process and maintain consistency in the development and reporting of the annual budget.
- Updated and improved the budget manual to reflect the significant upgrades to the BUD system.
- In conjunction with Information Technology, Human Resources and project management personnel, the Finance Department was significantly involved in the chart of accounts (COA) conversion process. This project involved detail analysis, development and conversion from a four segment to an eight segment accounting code block. This conversion forms the foundation for improved reporting and financial management for departments and the board of commissioners.
- Updated the county's purchasing and contracting rules to comply with significant revisions to Oregon Revised Statutes. In addition, developed and provided training and related materials for all county departments regarding the new rules.
- Participated in the review process of county financial processes to help develop an improvement plan for these processes as part of the MCBEE project.
- Participated in the review and selection of retirement plan providers for the county's 457 and 401k plans. Worked with Human Resources, Risk and Information Technology departments in the planning and conversion of these plans to the new provider.
- Prepared for and completed annual audit for Marion County and related service districts within critical deadlines while also developing the Comprehensive Annual Financial Report (CAFR).
- Completed request for proposal process for audit services and entered into a contract for a new five year term.
- Contracted with service provider to develop a federally approved cost allocation plan that departments can use for reimbursement on certain grants.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

KEY INDICATORS

1: P-Card Transactions

Definition and Purpose

Marion County implemented a Procurement Card (P-Card) program in July, 2005. By policy, P-Cards were implemented to replace all other credit and revolving charge cards throughout the county. They are primarily to be used for the purchase of small dollar goods and services. The use of P-Cards is encouraged for several reasons: 1) lower cost per transaction than other purchase options, 2) rebate incentives provided by the vendor for achieving certain level of volume purchases, 3) greater level of internal control over purchases, and 4) improve consistency for purchases throughout the county. Reviewing the annual number of transactions and dollar volume of P-Card use is one way to monitor the success of the program goals.

Significance

This key indicator supports the county goal #1 - Ensure Efficient, Effective and Responsive Government. As Marion County increases the number of transactions and dollar volume of purchases made with P-Cards, several efficiencies are gained. First, because the transaction cost of using a P-Card is lower than other purchase options, the county achieves greater efficiency with each transaction moved from other purchase options to a P-Card. Second, increasing P-Card use throughout the county will eventually produce reduced costs through the rebate program once the required volume is met. Finally, increased use of the P-Card for purchases ensures that a greater level of controls are involved in county procurements.

Data Units Fiscal Year

The data provided for this key indicator is: 1) Annual # of transactions, and 2) Annual dollar volume of transactions.

FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Estimate
1,608 - \$288,083	3,227 - \$535,216	5,007 - \$769,829

Explanation of Trends and Changes

The trend continues to show increased transaction counts and dollar volume of purchases through the P-Card program. To date, increases have come from both increases in number of P-Card users and movement of purchases from other options to the P-Card program. By the end of FY 09-10, it is expected that P-Card distribution to users will be complete. In order to achieve the P-Card goals, further increases will need to be achieved through increased use by current users. This will require additional analysis of non P-Card purchases to evaluate opportunities for movement to the P-Card process.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

2: Payroll Adjustments

Definition and Purpose

Marion County processes payroll every two weeks and produces approximately 38,714 payments to employees annually. In addition, each pay period, payroll employees are required to process several checks and adjustments through a manual process that are the result of missing or late information. Generally, these adjustments are due to specific time card information missing at the time of the regular processing or personnel actions that are effective to a retroactive date. This key indicator has been developed to analyze the specific issues involved in these adjustments. By implementing corrective actions, the number of adjustments should be reduced each year.

Significance

This key indicator supports the county goal #1 - Ensure Efficient, Effective and Responsive Government. Processing payroll adjustments requires additional time outside the normal payroll process and is a highly manual process. In addition, if the adjustment is effective retroactively, it requires research into the effect on previously paid hours for wages, taxes, and benefits. This process is inefficient.

Data Units Fiscal Year

The data provided for this key indicator reflects the total of checks processed outside of the normal payroll process, retroactive personnel action notice calculations, and retroactive adjustments to payroll and/or accruals to correct errors or omissions in the regular payroll process.

FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Estimate
1,318	1,513	1,381

Explanation of Trends and Changes

Marion County has not analyzed this data in the past. It appears to indicate a consistent number of corrections from year-to-year. Further analysis is necessary in order to determine the cause of each type of adjustment. Once the underlying cause is identified, related processes can be reviewed for improvement. The department goal is to decrease the number of adjustments in order to keep the county payroll process as efficient as possible and mitigate incorrect payments to employees.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

3: Invoices Processed

Definition and Purpose

Marion County Accounts Payable personnel at the department level enter invoices and associated costing information into the FIMS system for accounting and payment purposes. Accounts Payable personnel in the Finance Department process the invoices for all departments for payment. This key indicator will provide a basis for analysis regarding both workload and process improvements.

Significance

This key indicator supports the county goal #1 - Ensure Efficient, Effective and Responsive Government. The number of invoices processed is a workload indicator, but will be developed in future years to analyze for improvement opportunities such as: individual invoice purchases that could be made with P-Cards, reviewing invoices paid at the appropriate term, and reviewing invoices placed on hold for lack of complete information.

Data Units Calendar Year

The data provided for this key indicator is number of invoices processed annually.

CY 2008 Actual	CY 2009 Actual	CY 2010 Estimate
26,147	24,964	24,000

Explanation of Trends and Changes

Invoices processed has been decreasing by just over 1,000 each year for the past two years. CY 2010 is estimated to continue to decrease. These decreases correspond to the increases in transactions processed on county P-Cards. Marion County will analyze invoices processed in more detail in future years as discussed in the definition and purpose section for this key indicator.

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Resources by Fund Detail

580 - Central Services	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Proposed FY 10-11	Approved FY 10-11	Adopted FY 10-11
Charges for Services						
341430 Copy Machine Fees	0	32	0	0	0	0
341999 Other Fees	0	100	0	0	0	0
344999 Other Reimbursements	10	0	0	0	0	0
345100 Sale of Capital Assets	3,354	3,002	10,500	2,923	2,923	2,923
345300 Surplus Property Sales	(390)	0	0	0	0	0
347101 Central Svcs to Other Agencies	0	0	32,952	30,794	30,794	30,794
347999 Svcs to Other Agencies Closed	29,869	33,293	0	0	0	0
Charges for Services Total	32,843	36,428	43,452	33,717	33,717	33,717
Admin Cost Recovery						
411600 Finance Allocation	1,657,080	1,961,422	1,900,154	1,978,473	1,978,473	1,978,473
Admin Cost Recovery Total	1,657,080	1,961,422	1,900,154	1,978,473	1,978,473	1,978,473
Other Revenues						
371000 Miscellaneous Income	51	0	0	0	0	0
Other Revenues Total	51	0	0	0	0	0
General Fund Transfers						
381100 Transfer from General Fund	122,078	96,900	0	0	0	0
General Fund Transfers Total	122,078	96,900	0	0	0	0
Other Fund Transfers						
381155 Xfr from Tax Title Land Sales	0	0	38,300	40,251	40,251	40,251
381999 Transfer from Other Funds	33,166	36,100	0	0	0	0
Other Fund Transfers Total	33,166	36,100	38,300	40,251	40,251	40,251
Central Services Total	1,845,218	2,130,850	1,981,906	2,052,441	2,052,441	2,052,441
Finance Grand Total	1,845,218	2,130,850	1,981,906	2,052,441	2,052,441	2,052,441

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Requirements by Fund Detail

580 - Central Services	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Proposed FY 10-11	Approved FY 10-11	Adopted FY 10-11
Personal Services						
Salaries and Wages						
511110 Regular Wages	902,877	992,150	1,066,727	1,100,565	1,100,565	1,100,565
511120 Temporary Wages	8,371	465	0	0	0	0
511130 Vacation Pay	40,063	52,799	0	0	0	0
511140 Sick Pay	36,245	34,211	0	0	0	0
511150 Holiday Pay	42,750	49,696	0	0	0	0
511160 Comp Time Pay	334	53	0	0	0	0
511210 Compensation Credits	70,591	58,865	50,360	47,680	47,680	47,680
511240 Leave Payoff	7,572	739	0	0	0	0
511270 Leadworker Pay	45	0	0	0	0	0
511410 Straight Pay	0	4	0	0	0	0
511420 Premium Pay	9,250	344	0	0	0	0
511450 Premium Pay Temps	397	0	0	0	0	0
Salaries and Wages Total	1,118,495	1,189,326	1,117,087	1,148,245	1,148,245	1,148,245
Fringe Benefits						
512110 PERS	71,812	156,516	128,466	132,048	132,048	132,048
512120 401K	17,987	19,781	18,546	18,807	18,807	18,807
512130 PERS Debt Service	35,668	49,504	50,270	40,189	40,189	40,189
512200 FICA	84,091	89,488	84,446	86,502	86,502	86,502
512310 Medical Insurance	174,102	211,683	217,284	238,032	238,032	238,032
512320 Dental Insurance	18,737	25,382	25,992	27,588	27,588	27,588
512330 Group Term Life Insurance	3,595	4,277	3,350	3,444	3,444	3,444
512340 Long Term Disability Insurance	2,971	3,404	6,668	6,855	6,855	6,855
512400 Unemployment Insurance	4,479	4,766	4,467	4,593	4,593	4,593
512520 Workers Comp Insurance	485	508	612	570	570	570
512600 Wellness Program	726	799	752	752	752	752
512610 Employee Assistance Program	527	598	568	570	570	570
512700 County HSA Contributions	4,300	3,300	0	0	0	0
Fringe Benefits Total	419,481	570,006	541,421	559,950	559,950	559,950
Vacancy Savings						
519990 Vacancy Savings Budget Only	0	0	(27,124)	0	0	0
Vacancy Savings Total	0	0	(27,124)	0	0	0
Personal Services Total	1,537,976	1,759,332	1,631,384	1,708,195	1,708,195	1,708,195

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

580 - Central Services	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Proposed FY 10-11	Approved FY 10-11	Adopted FY 10-11
Materials and Services						
Supplies						
521010 Office Supplies	7,104	4,136	5,250	5,600	5,600	5,600
521070 Departmental Supplies	2,839	6,924	4,250	4,250	4,250	4,250
521080 Food Supplies	133	32	200	200	200	200
521110 First Aid Supplies	19	0	0	0	0	0
521170 Educational Supplies	134	0	0	0	0	0
521190 Publications	556	1,432	500	500	500	500
Supplies Total	10,785	12,523	10,200	10,550	10,550	10,550
Materials						
522150 Small Office Equipment	2,910	6,446	850	850	850	850
522170 Computers Non Capital	0	2,194	500	500	500	500
522180 Software	1,020	940	500	0	0	0
Materials Total	3,931	9,580	1,850	1,350	1,350	1,350
Communications						
523010 Telephones	375	125	0	0	0	0
523050 Postage	9,753	9,785	10,900	10,250	10,250	10,250
523060 Cellular Phones	722	722	720	720	720	720
523080 Telecomm Charges	4,332	0	0	0	0	0
Communications Total	15,183	10,632	11,620	10,970	10,970	10,970
Utilities						
524090 Garbage Disposal and Recycling	0	0	5,500	2,500	2,500	2,500
Utilities Total	0	0	5,500	2,500	2,500	2,500
Contracted Services						
525150 Audit Services	67,134	76,138	80,000	77,500	77,500	77,500
525153 Fiscal Agent Services	1,550	1,550	0	0	0	0
525175 Temporary Staffing	179	0	0	0	0	0
525450 Subscription Services	165	1,286	350	350	350	350
525710 Printing Services	8,217	10,509	9,534	9,750	9,750	9,750
525715 Advertising	8,570	14,241	9,100	9,000	9,000	9,000
525735 Mail Services	2,015	1,368	3,000	1,500	1,500	1,500
525740 Shredding Services	238	152	300	0	0	0
525999 Other Contracted Services	15,592	10,572	7,500	7,300	7,300	7,300
Contracted Services Total	103,660	115,816	109,784	105,400	105,400	105,400
Repairs and Maintenance						
526010 Office Equipment Maintenance	568	0	950	750	750	750
526021 Computer Software Maintenance	0	2,625	0	3,000	3,000	3,000
526030 Building Maintenance	3,349	1,530	700	2,584	2,584	2,584
Repairs and Maintenance Total	3,917	4,155	1,650	6,334	6,334	6,334

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

580 - Central Services	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Proposed FY 10-11	Approved FY 10-11	Adopted FY 10-11
Materials and Services						
Rentals						
527100 Vehicle Rental	1,314	0	0	0	0	0
527120 Motor Pool Mileage	0	1,324	1,000	1,000	1,000	1,000
527300 Equipment Rental	4,394	3,998	4,650	4,500	4,500	4,500
Rentals Total	5,708	5,323	5,650	5,500	5,500	5,500
Miscellaneous						
529110 Mileage Reimbursement	61	181	600	600	600	600
529130 Meals	52	53	1,200	800	800	800
529140 Lodging	936	1,449	1,500	1,500	1,500	1,500
529220 Conferences	2,050	2,307	4,000	3,750	3,750	3,750
529230 Training	2,646	845	5,000	4,350	4,350	4,350
529300 Dues and Memberships	1,780	2,695	2,600	2,400	2,400	2,400
529650 Pre Employment Investigations	708	0	450	100	100	100
Miscellaneous Total	8,233	7,530	15,350	13,500	13,500	13,500
Materials and Services Total	151,417	165,559	161,604	156,104	156,104	156,104
Administrative Charges						
611100 County Admin Allocation	11,900	13,059	13,053	17,505	17,505	17,505
611110 Governing Body Allocation	0	5,874	6,955	0	0	0
611200 Business Services Allocation	5,486	0	0	0	0	0
611210 Facilities Mgt Allocation	17,703	24,376	25,076	25,822	25,822	25,822
611220 Custodial Allocation	10,466	13,893	12,510	13,413	13,413	13,413
611230 Courier Allocation	702	1,111	1,415	1,200	1,200	1,200
611250 Risk Management Allocation	8,605	8,495	4,332	3,973	3,973	3,973
611255 Benefits Allocation	0	0	0	5,022	5,022	5,022
611260 Human Resources Allocation	15,226	27,534	26,684	21,360	21,360	21,360
611300 Legal Services Allocation	7,708	9,960	8,933	8,891	8,891	8,891
611400 Information Tech Allocation	26,273	34,464	30,114	34,863	34,863	34,863
611410 FIMS Allocation	3,437	11,328	16,208	16,232	16,232	16,232
611420 Telecommunications Allocation	0	5,186	6,643	4,294	4,294	4,294
611600 Finance Allocation	3,174	0	0	0	0	0
611700 Utilities Allocation	13,948	15,579	17,668	18,386	18,386	18,386
611800 MCBEE Allocation	0	0	3,927	3,581	3,581	3,581
614100 Liability Insurance Allocation	26,100	29,100	8,200	7,200	7,200	7,200
614200 WC Insurance Allocation	5,100	6,000	7,200	6,400	6,400	6,400
Administrative Charges Total	155,826	205,959	188,918	188,142	188,142	188,142

MARION COUNTY FY2010-11 BUDGET
BY DEPARTMENT
FINANCE

Central Services Total	1,845,219	2,130,850	1,981,906	2,052,441	2,052,441	2,052,441
Finance Grand Total	1,845,219	2,130,850	1,981,906	2,052,441	2,052,441	2,052,441